



# STRATEGIC PLANNING

March 11, 2020



**“Plans are of little importance,  
but planning is essential.”**

**Winston Churchill**



March 11, 2020

Board Members, Committee Members and Team Members:

Our last strategic planning session was a mere 8 months ago, but it has been a very busy and productive time for the Health Care District. We have had successes and significant traction in all areas of our purview. We are beginning to see closure on long-term open items and we are now tackling newly proposed items that, as promised, will begin to move the District forward into new ground-breaking territory.

By way of accomplishments, the Belle Glade clinic has moved into Lakeside Medical Center and is operational in its new space. The Addiction Stabilization Center is operating and business is ramping up. Major contracts including Leonardo for helicopter fleet replacement, UniteUs the social determinants of health, community-wide platform and EPIC the new, District-wide electronic health record have been signed and implementation phases are now underway after multi-year due diligence on all of these fronts. The Lakeside residency program has achieved its long sought after accreditation from ACGME, which opens our programs to either a DO or MD upon completion. This program remains a unique opportunity for rural residency in Florida.

Quality has become an *expectation* in all of our provider operations and our accolades as top providers continue to grow. The Clinics have achieved Gold status from HRSA after holding a Silver recognition previously. This recognition puts us in an elite status of Federally Qualified Health Centers across the United States, as only the top 10% across the country are selected for this honor. Our Mobile Coach was also recognized by the Homeless Coalition of Palm Beach County for "Going the Extra Mile." The Healey Center has once again been recognized by US News and World reports as a Best Nursing Home for 2019-20.

While there have been new accomplishments over the past few years of my tenure as CEO, much of the focus of the organization has been to "get the house in order." Our attention has been on ensuring that patients were receiving high quality care and that taxpayer's money was being spent appropriately and efficiently. Our quality initiatives have paid off and our attention and focus on improving our financial health turns to Lakeside and School Health, as well as our continued efforts with our District Cares payer program.

The Lakeside subsidy has grown as we have deliberately invested in our Provider resources to establish a stable of high-quality, reputable providers. It was necessary to bring in higher cost, temporary physicians (Locum Tenens) as we partnered with longer term caregivers. With those in place, we can truly evaluate our capabilities and our core services to optimize resources with community need. School Health is a long-term District program whose mandate is not explicit and whose obligation does not formally lie within the District itself. As such, we have taken a hard look at the ever-growing subsidy to find more efficient means. With 98% of the program cost being salaries and benefits we are evaluating the efficacy of utilizing telemedicine in this space. District Cares, our specialty network and payer plan, still remains our largest supported program at 26.6% of District Support. By outsourcing our claims processing and improving our reporting capabilities we can now better analyze the data trends and





make key decisions as to how best to care for patients and focus our resources on pro-active care management. This next year we will undertake these key efforts and should realize the financial benefits of these important changes.

While process improvement of existing programs is constant, we must remain mindful of the industry around us and ensure that our value correlates to community need. The year ahead will bring significant discussions with the County regarding our expanded role in Behavioral Health for Palm Beach County. The District continues to lead the way through its novel and successful integrated care model which treats the patient's physical, dental and mental health at each visit. We are screening patients for social determinants of health, but will layer in the UniteUs tool to connect with community partners, further entrenching us as a Community Leader for the health of Palm Beach County residents. Of significant consequence both financially and operationally will be the implementation of the long-awaited EPIC electronic health platform for our provider entities. This software implementation will give us visibility into our patient's care across not only HCD entities, but other health care providers as well. The year ahead will be full and challenging, but incredibly leading-edge. Your continued support and guidance will make the difference for us.

Sincerely,

A handwritten signature in blue ink that reads 'Darcy J. Davis'. The signature is written in a cursive, flowing style.

Darcy J. Davis, CEO

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# AGENDA

8:30am	Breakfast	Health Care District Board, Finance & Audit Committee, and Lakeside Health Advisory Board
9:00am	Tom Cleare	Update on Initiatives & 2020-21 Goals
	Darcy Davis	Significant Contracts Signed <ul style="list-style-type: none"> <li>• Epic Connect Agreement</li> <li>• Unite Us SDOH Referral Platform Agreement</li> <li>• Helicopter Purchase Agreement</li> </ul>
	Darcy Davis	Verbal Updates <ul style="list-style-type: none"> <li>• The Promise Fund</li> <li>• Jupiter Collaboration to Meet Community Need</li> <li>• County Behavioral Health</li> <li>• Belle Glade Crisis Unit</li> </ul>
	Steven Hurwitz	Community Engagement as “Community Leader” Pillar
9:30am	Joel Snook	High Level Health Care District Financial Review
9:45am	Karen Harris & Joel Snook	Lakeside Medical Center <ul style="list-style-type: none"> <li>• Discuss Service Lines and Financial Impact <ul style="list-style-type: none"> <li>◦ OB</li> <li>◦ Space Utilization</li> </ul> </li> </ul>
11:15am	Break	
11:30am	Lunch	
12:00pm	Tom Cleare	School Health <ul style="list-style-type: none"> <li>• Background, History and Obligations including Financial Performance</li> </ul>
	Karen Harris & Joel Snook	<ul style="list-style-type: none"> <li>• School Health Options Including Telehealth</li> </ul>
12:45pm	Belma Andric	Social Determinants of Health Update <ul style="list-style-type: none"> <li>• Screening Data from Athena</li> <li>• Unite Us Preview</li> </ul>
	Karen Harris	<ul style="list-style-type: none"> <li>• LMC’s Approach to Social Determinants of Health</li> </ul>
1:45pm	Break	
2:00pm	Joel Snook	District Financial Forecast and Budget Assumptions <ul style="list-style-type: none"> <li>• Volume Assumptions</li> <li>• Millage Proposal</li> <li>• Capital Needs</li> </ul>
After Strategic Planning		Health Care District Board Meeting



## MISSION

To be the health care safety net for Palm Beach County

## VISION

Meeting changes in health care to keep our community healthy

## VALUES

**Integrity** – Being committed to honesty, accountability, transparency and ethical standards.

**Excellence** – Achieving high quality outcomes through innovation, customer service, safety and continuous improvement.

**Leadership** – Providing progressive solutions to community health care needs in a cost-effective and efficient manner.

**Teamwork** – Fostering cooperative and collaborative efforts in the delivery of comprehensive health care services.

**Respect** – Valuing a culture of inclusion and diversity built on trust, respect and compassion for all.

# STRATEGIC IMPERATIVES

## **FIND OUR "TRUE NORTH"**

Our role as the health care safety net is our primary driver when determining our direction in the community

## **STAY IN OUR LANE**

Do what we do well and let others deliver the services we cannot or do not provide

## **SAFE RIDING, HARD RACING**

Compete responsibly in order to Save taxpayer dollars

## **QUALITY AND VALUE IS REMEMBERED LONG AFTER THE PRICE IS FORGOTTEN**

Mission first in the most cost effective and resourceful manner

# PILLARS OF SUCCESS

No building can be held up by only one post, one pillar. It takes a number of supports to make an institution sound. Likewise, it takes a number of goals to achieve a healthy organization. Every District strategy should fall under one of the four pillars and line up with our strategic imperatives in order to maintain a balanced scorecard.

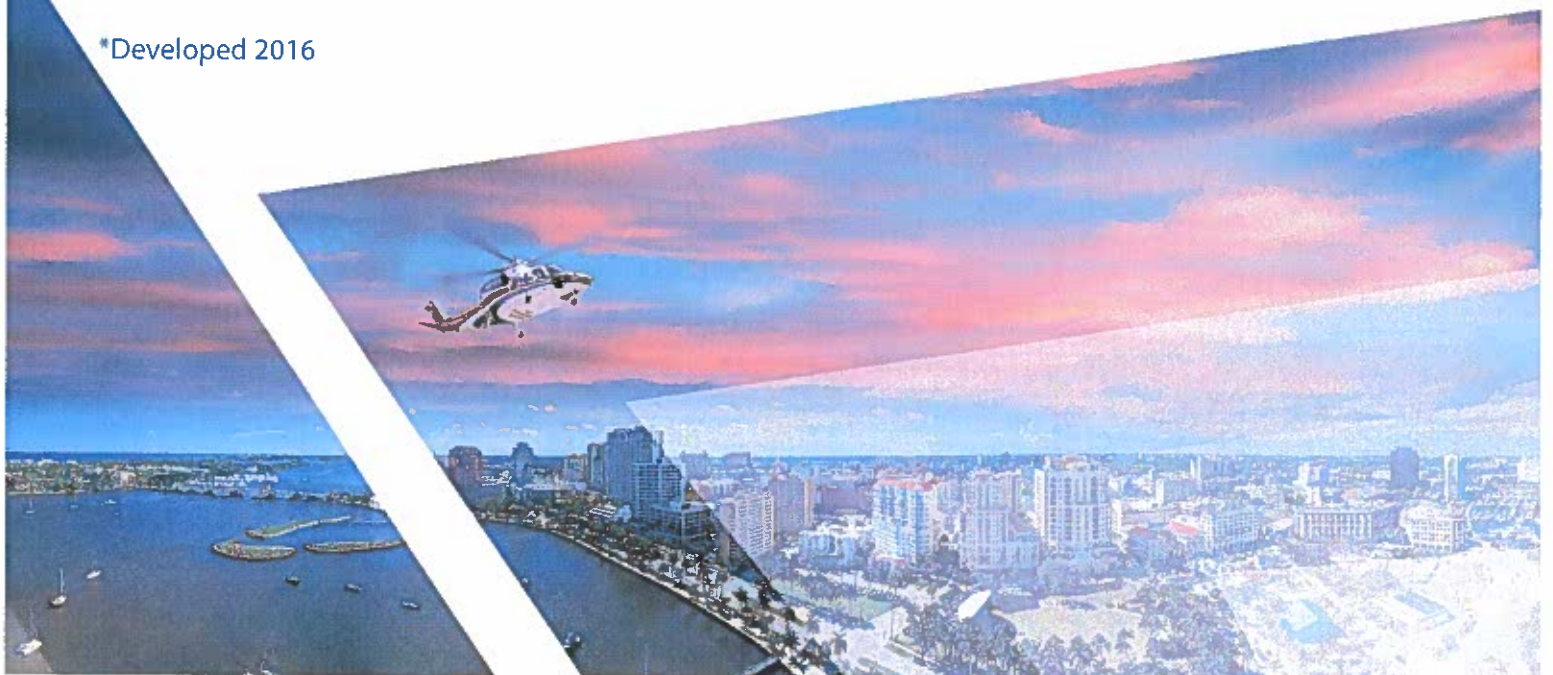
**Quality and Patient Safety** To provide quality, patient centered health care that can be defined and measured. To enforce and invest in a pervasive culture of safety with zero preventable errors.

**People** To be the employer of choice. To develop and support a culturally diverse, competent, motivated and service oriented workforce. To recruit and retain highly competent providers to meet patient needs.

**Cost** To maximize taxpayer investment while advancing the mission and vision. To offer unquestionable value to payers and consumers.

**Community Impact** To lead Palm Beach County in improving health status and access to care through community coordination and collaboration. To protect and advance the county's health care safety net.

\*Developed 2016





# STRATEGIC ACCOMPLISHMENTS

## 2019-20 STRATEGIC GOALS

- ✓ Open Addiction Stabilization Unit
- ✓ Move medical clinic into Lakeside Medical Center
- ✓ Refine behavioral health and substance abuse benefit and contract with Providers
- ✓ Enterprise-wide information system selection and contracting
- ✓ Increase outreach and patient access in clinics
- ✓ Continue to identify care gaps in the community and mobilize the appropriate response
- ✓ Helicopter purchase agreement
- ✓ Incorporate social determinants screening tool into patient record



# CONTINUING THE JOURNEY

## Initiatives Underway...

- Continuing conversations with the County regarding behavioral health
- Implement the Unite Us social determinants community referral platform for Palm Beach County
- Helicopter delivery
- Optimize payer plan administration
- Explore transportation solutions for Lakeside Medical Center to include non-emergent ground ambulance operation (multi-year initiative)
- Develop and implement wellness options county-wide to address social determinants of health
  - o Partner in the Glades to develop a walking track and Food Farmacy at Lakeside Medical Center
  - o Work with community partners throughout the County to create a Food Farmacy and physical wellness options





# HCD'S NEW INITIATIVES

## 2020-21 Strategic Goals

- Implement Epic Connect for Lakeside Medical Center and Clinics
- Explore School Health Telehealth Option to Reduce Subsidy
- Expand the District's Role as a Community Leader through Community Engagement
- Optimize Lakeside Medical Center Service Lines
  - Dialysis unit
  - Glades stabilization unit
  - Women's health services





## **POPULATION HEALTH DEFINED**

**A population health approach focuses on improving the health status of a population or sub-population, rather than individuals, by focusing on both the clinical conditions and the social determinants of health like food insecurity, inadequate housing, transportation barriers, legal issues, poverty, and behaviors to produce desirable population outcomes.**



# Social Determinants of Health Impact on an Individual's Health



Food insecurity



Social Isolation



Inadequate housing



Legal issues



Safety concerns

SDOH

*Upstream*



Clinical Condition

*Downstream*

Diabetes



Obesity



Hypertension



Anxiety



Depression





# ADDRESSING THE UNMET HEALTHCARE NEEDS FOR A HEALTHIER COMMUNITY



C. L. Brumback  
**Primary Care Clinics**  
 Health Care District Palm Beach County

Epic EHR

Epic EHR

Primary Care



Psychiatry

Health Coaches



Financial Counselors

Dental



MAT Clinic

Mobile Clinic



Mental Health Counselors

## Populations: Medical Conditions

Diabetes  
 Hypertension  
 Depression  
 Other Chronic Conditions

## Social Determinants of Health

Housing  
 Medical Literacy  
 Food Insecurity  
 Physical Wellness



District Cares  
 Specialty Providers

Lakeside Medical Center  
 Health Care District Palm Beach County

Epic EHR

Epic EHR

School Nurses



Healey Center  
 Health Care District Palm Beach County

## UNITE US COMMUNITY REFERRAL SYSTEM

Legal Aid



Transportation



Physical Wellness



Community Garden



Housing Assistance



Community Rooms



Medical Literacy



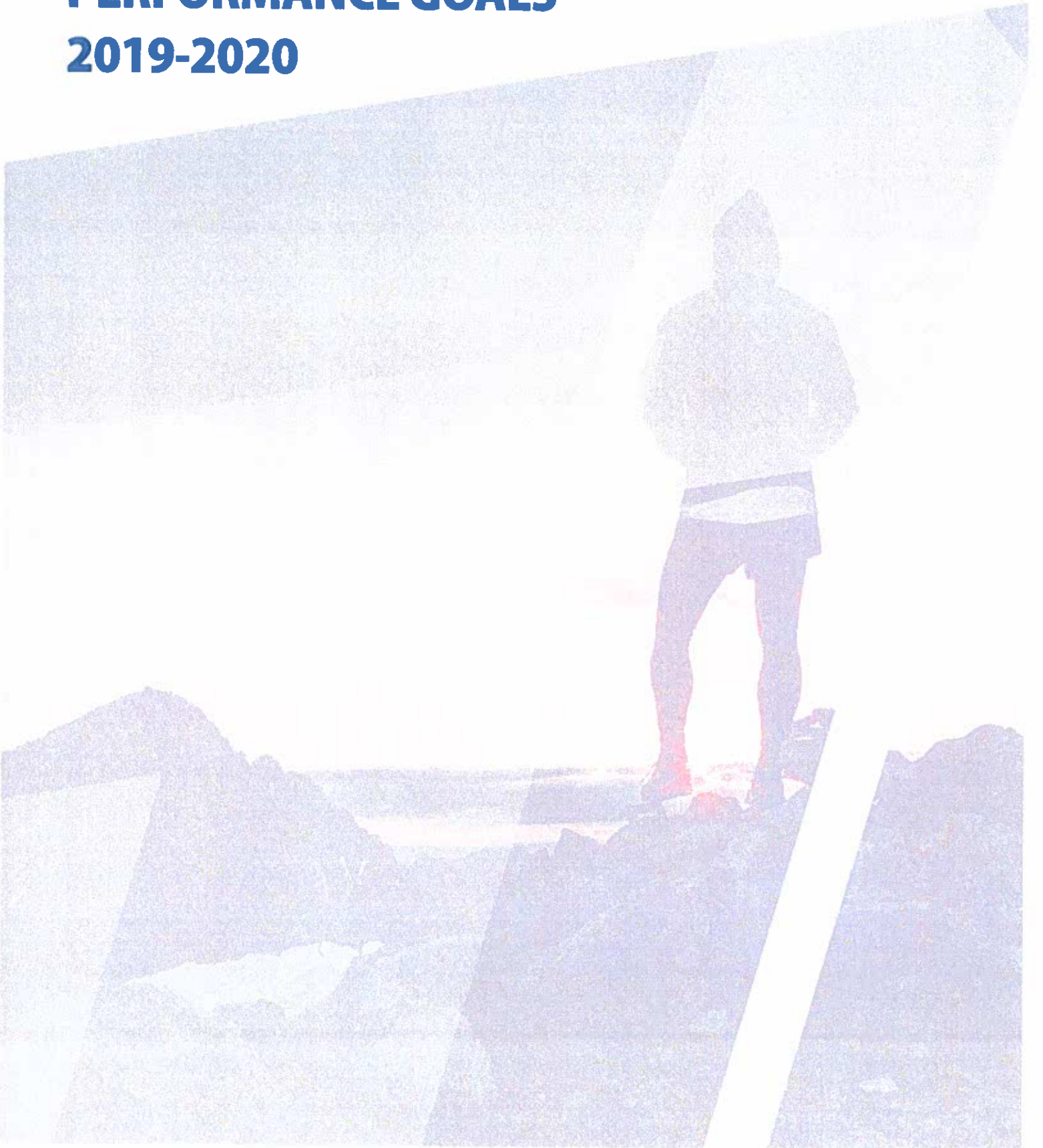
Food Pharmacy





# **PERFORMANCE GOALS**

## **2019-2020**

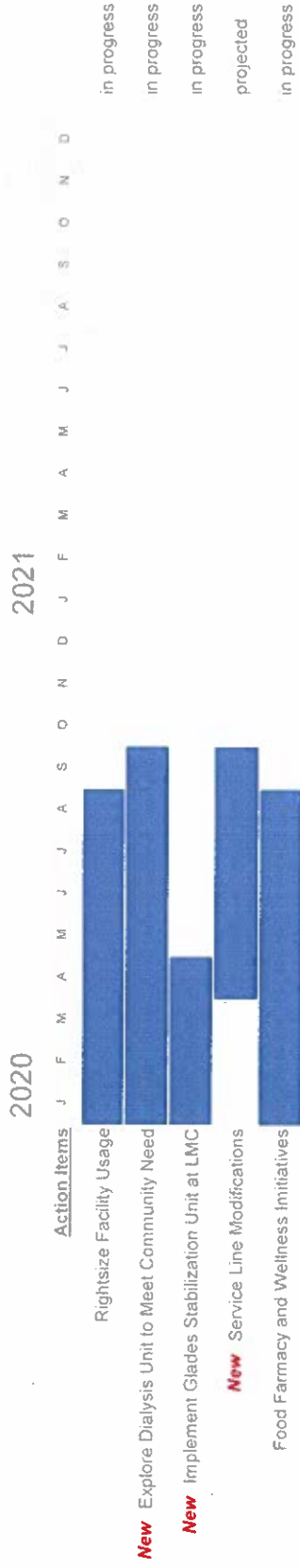


Lakeside Medical Center

Karen Harris

**Performance Goal: Enhance services for the glades region while improving financial performance**

Tactic: Optimize service offerings and explore health care village options to enhance hospital and health care services for the Glades Region.



Prior Action Items:

- Move Medical Clinic into Lakeside Medical Center**  
Align Operations with Quality Initiatives  
Health Care Village / Micro-Hospital Plans  
Provider Affiliation

**Completed 2019-20**

- Completed  
Modified to Optimize Facility Usage  
After careful assessment and due diligence, it was determined that this option was not feasible at this time



## Primary Care Clinics

Belma Andric

### Performance Goal: Expand access to health care services for all Palm Beach County residents

Tactic: Expand Access to Primary Care Services



#### Prior Year Action Items:

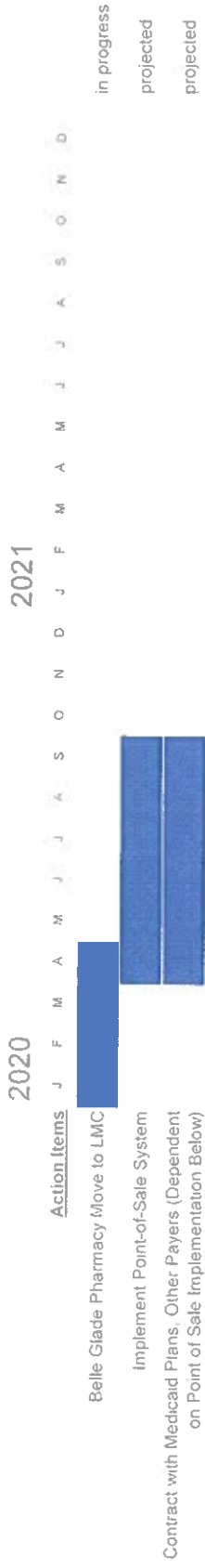
- ASC Due Diligence & Begin Operations** Completed 2019-20
- Expand Patient Volume for MAT Program** Completed 2019-20
- Additional MAT Clinic Location Adjacent to ASU** Completed 2019-20
- Move Medical Clinic to Lakeside Medical Center** Completed 2019-20
- Open Mobile Health Clinic Completed
- Open Women's Health Services at Lake Worth Clinic Completed
- Open Jupiter Clinic Location Completed
- Open West Boca Raton Clinic Location Completed
- LCSWs at each Clinic Location Completed
- Establish a 30 Patient MAT Pilot Program Completed
- Outreach in Belle Glade Through School Nurses Completed
- Add Dental Clinic in Lake Worth After careful assessment and due diligence it was determined that we will not proceed with this item at this time
- Add Dental Clinic in West Boca Raton After careful assessment and due diligence it was determined that we will not proceed with this item at this time

## Pharmacy Services

Belma Andric

### Performance Goal: Provide cost-effective approaches to serving patient needs

Tactic: Enhance capability to better serve Clinic patients



#### Prior Year Action Items:

##### **Implementing Mail Order Program**

Implementing Central Fill Pharmacy  
In-House Only Pharmacy Prescriptions Transition

##### **Completed 2019-20**

Completed  
Completed

**Performance Goal: Deliver high quality care to Healey Center residents in a cost-effective manner**

Tactic: Operational integration to achieve efficiencies



Prior Action Items:

**Implement New CMS Phase III Regulations Prior to November 2019**

**Implement New CMS Patient Driven Medicare Payment Model**

- Monitor Implementation of New CMS Phase II Regulations for Compliance
- Monitor New CMS E-Tags Requirements
- Succession Planning for Director of Clinical Services
- Pharmacy Integration
- Medical Director Integration with Clinics

**Completed 2019-20**

**Completed 2019-20**

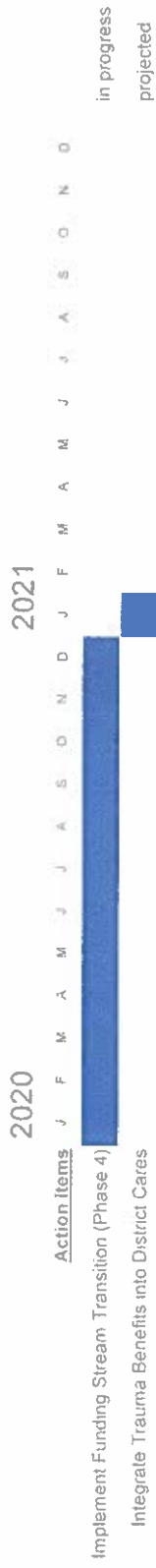
- Completed
- Completed
- Completed
- After review it was determined that selecting a new pharmacy vendor rather than addressing in-house was more cost-effective.
- After review it was determined that it was more effective to have a dedicated Medical Director for the Healey Center.

## Trauma

Belma Andric

### Performance Goal: Evaluate appropriateness and effectiveness of current Trauma System model

Tactic: Implement payment methodology for improvement opportunities



#### Prior Year Action Items:

- Implement Funding Stream Transition (Phase 3)**
- Implement Funding Stream Transition (Phase 2)**
- Implement Funding Stream Transition (Phase 1)  
Develop Captive Option for Trauma Providers

- Completed 2019-20**
- Completed 2019-20**  
Completed  
After review it was determined this was not a pressing priority at this time.

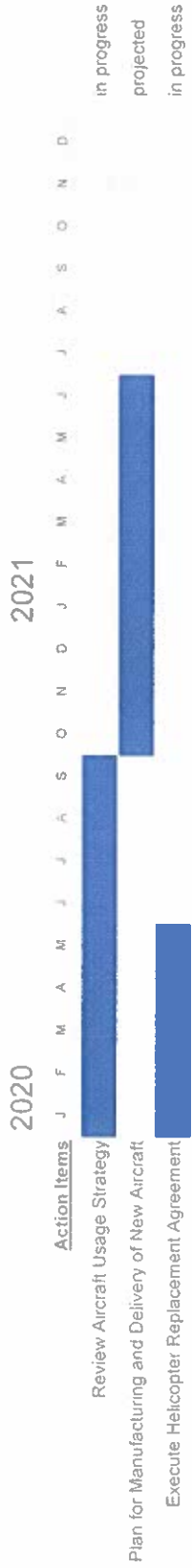


Aeromedical

Belma Andric

**Performance Goal: Continue to operate a safety focused and high performing aeromedical program**

Tactic: Purchase or lease replacement helicopters



Prior Year Action Items:

- Assess Fire Suppression**
- Assess Helicopter Choices
- Assess Lease/Finance, New Aircraft Specs, and Sell/Trade Current Aircraft Alternatives
- Pursue Air Ambulance License
- Secure Third Party Agreements for Air Transport

**Completed 2019-20**

- Completed
- Completed
- This action item was tabled for this year and will be re-assessed in the next 12 months.
- Multiple jurisdictions were approached for an agreement, but there was not a mutual desire to enter into agreements for air transport.

Managed Care

Belma Andric

**Performance Goal: Enhance the District's health coverage plans to meet community need**

Tactic: Maximize quality through cost-effective benefit plan and operational changes



Tactic: Improve Care Coordination to Achieve Cost-Effective Outcomes



Prior Action Items:

- Add Behavioral Health Benefit to District Cares**
- Optimize Hospital Network**
  - District Cares Benefits Review/Changes: Completed 2019-20
  - Modernize Benefits/Claims Administration System: Completed 2019-20
  - Centralize Eligibility & Application Counselor Screening: Completed
  - Explore Disability Enrollment Assistance: To be implemented through operational process changes
  - Implement Uniform Care Coordination for MCP Patients: Revised Direction - Clinic Working with Legal Aid Society on Identified Patrems
  - Assign Remaining 4,000 Members to District Clinics: Included within Maternity Care Plan/Review Changes
  - Utilization Mgmt - HEDIS Care Coordination for Clinics: Completed
  - Optimize Speciality Network: Completed

School Health

Karen Harris

**Performance Goal: Enhanced access to health services and emergency response for students**

Tactic: Expand services available to students



Prior Action Items:

**Emergency Preparedness Training (Stop the Bleed)**

- Develop Five Year Strategic Plan for School Nurse Recruitment
- School Based Mental Health Counselor Program
- Work with School District to Implement Protocols and Responsibilities Mental Health Program
- Monitoring / Auditing Corrective Action Items from School Monitoring Report
- Succession Planning for School Health Program
- Explore Telemedicine and Partnership Opportunities
- Offer Services to Private and Charter Schools

**Completed 2019-20**

- This action items has been tabled and will be re-assessed when the program model is finalized
- Revised direction - School District implemented school mental health program
- Revised direction - School District implemented school mental health program
- Completed
- Completed
- After review, the viability of telemedicine and partnership opportunities have been tabled and will be revisited in the future.
- Limited opportunity - most private and charter schools lack funds or already have invested in school clinic services

## Information Technology

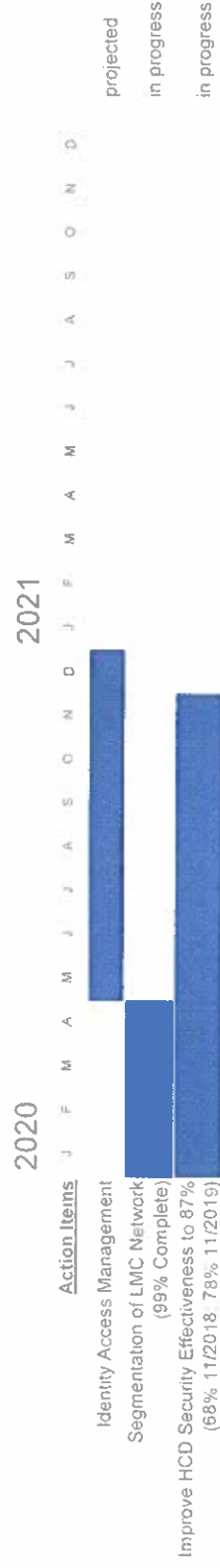
Nancy Stockslager

**Performance Goal: Utilize technology to maximize the efficiency and effectiveness of District operations and the District's ability to improve the quality of our patient's experience**

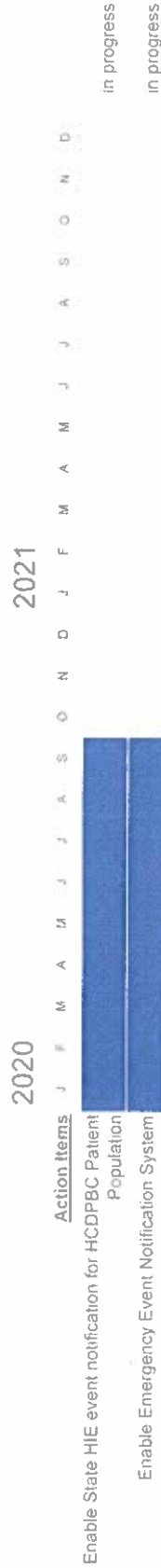
Tactic: Services to programs



Tactic: Security Initiatives



Tactic: Pursue Health Information Exchange (HIE) for Palm Beach County



### Prior Year Action Items:

#### **Replace Finance/HR Application Systemwide Electronic Health Record Selection Evaluation (Himformatics)**

- Implement Business Intelligence Analytics Dashboard and Automated Reporting for All Lines of Business
- Develop Master Patient Record through Alliance with Available HIE's
- Rollout Data Warehouse for Stratification of Patient Care
  - Acquire New EHR for LMC
  - Implement Athena EHR for Clinics
  - Technology to Support Two New Clinics
- Implement New EHR, MatrixCare for Healey Center

#### **Completed 2019-20**

#### **Completed 2019-20**

- Revised Direction based on Epic Connect Implementation
- Revised Direction based on Epic Connect Implementation
- Revised Direction based on Epic Connect Implementation
- Completed
- Completed
- Completed



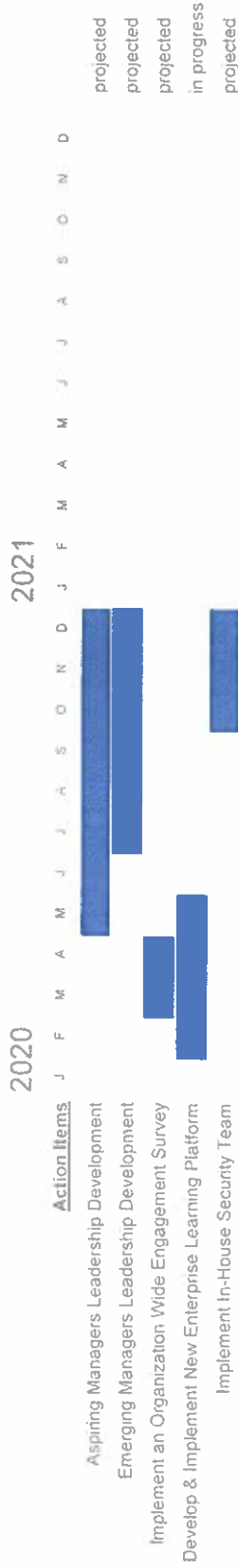
## Administrative Services

Steven Hurwitz

### Human Resources

#### Performance Goal: Be a Top Employer in Palm Beach County

Tactic: Recruitment and retention



### Project Management Office

#### Performance Goal: Define and Establish the EPMO Foundation

Tactic: Implement procedures and functions to establish the framework for Project Management.



Human Resources and PMO - Prior Action Items:

#### Develop Organization Project Management Function

Enhance employee retirement plan via lower fees, improved investments, and fiduciary oversight

- Implement Employee Satisfaction and Recognition Programs **Completed 2019-20**
- Transition into self-insured medical plan with a focus on employee wellness **Completed**
- Complete Comprehensive HR Assessment **Completed**

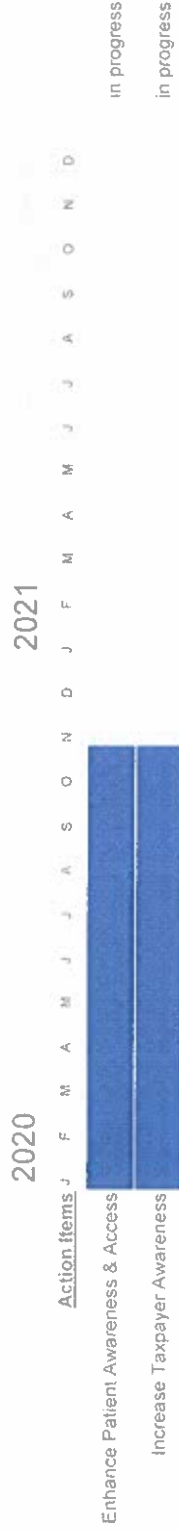
## Administrative Services

Steven Hurwitz

## Public Relations

Performance Goal: Improve awareness of the District's good works in the community

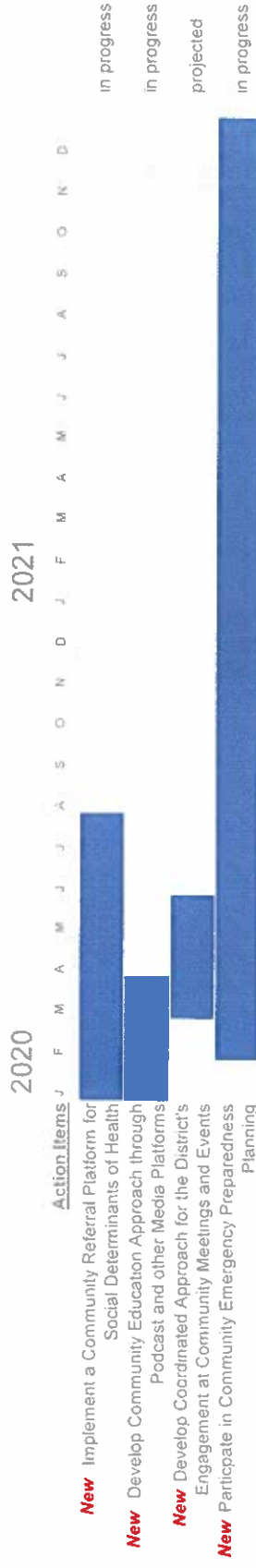
Tactic: Awareness



## Community Engagement

Performance Goal: Provide community leadership through education and engagement

Tactic: Community Impact



Prior Year Action Items:

**Conduct and Analyze Market Research Data**

Implement public awareness campaign for LMC

**Completed 2019-20**

Completed

# PROGRAM OVERVIEWS



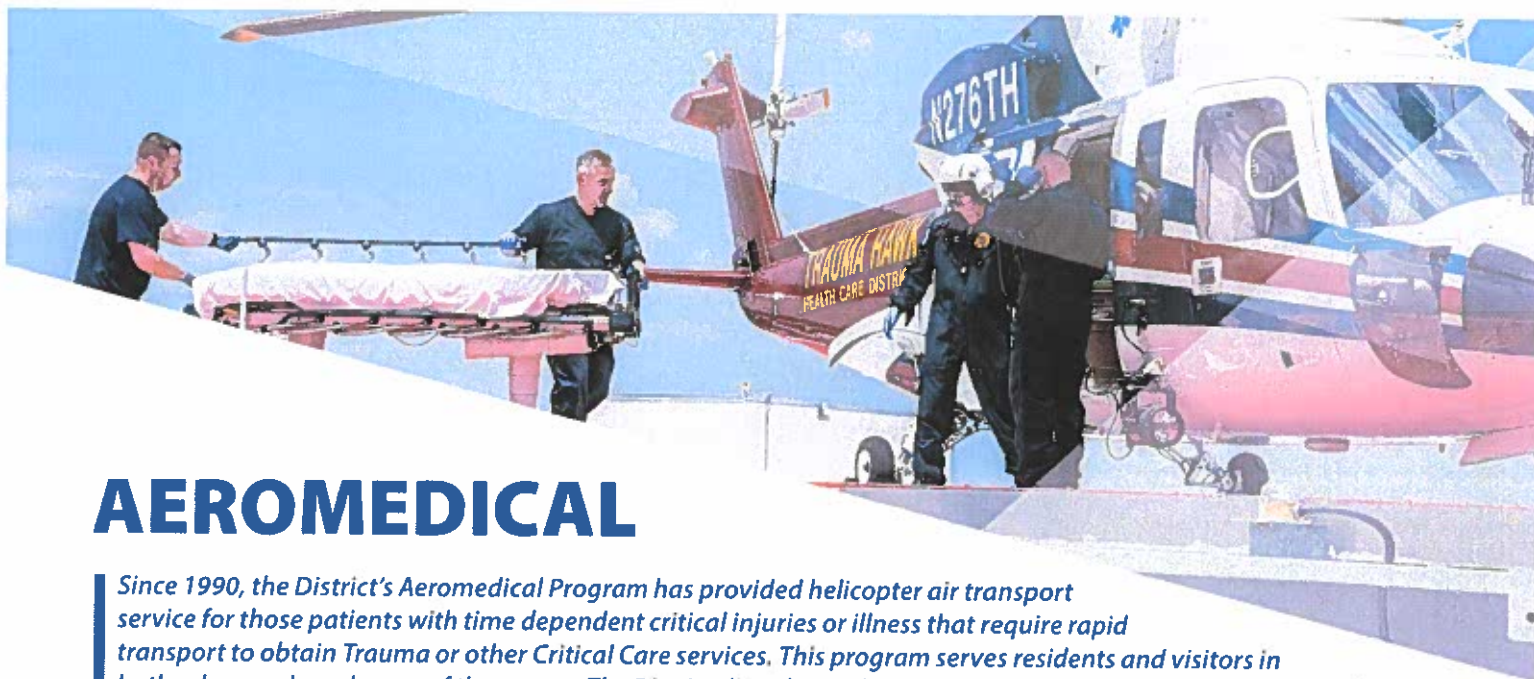




**Health Care District**  
PALM BEACH COUNTY

**AEROMEDICAL**





# AEROMEDICAL

*Since 1990, the District's Aeromedical Program has provided helicopter air transport service for those patients with time dependent critical injuries or illness that require rapid transport to obtain Trauma or other Critical Care services. This program serves residents and visitors in both urban and rural areas of the county. The District directly employs the pilot, maintenance, and administrative staff and contracts with Palm Beach County Fire Rescue for the medical personnel and State medical licensing.*

## HOW IT BEGAN

Recognizing the need for a helicopter air ambulance to serve those residents and visitors to Palm Beach County, the District initiated the Aeromedical Program as a component of the Trauma System. Operations began with one helicopter operating under the Public Aircraft rules and later received certification under the Air Carrier rules which enhanced oversight and safety, and enabled the District to bill for services.

## OVERVIEW

The District has operated and funded the program since inception. In 1994, the program received certification as an Air Carrier in accordance with the Federal Aviation Regulations (FAR) Part 135. In 1999, to better serve our county, the District invested resources into the purchase of two Sikorsky S76C+ helicopters. In keeping with the organization's continued pursuit of optimum patient care and access, safety, and efficiency, the District continues to enhance its operational infrastructure, most recently, by developing GPS Special Instrument Approach and Departure Procedures for landing at Lakeside Medical Center, St Mary's Medical Center and Delray Medical Center, pursuant to the Instrument Flight Rules.



The District's Aeromedical Hangar provides: (a) protection from environmental conditions, (b) workspace for maintenance of the helicopters, (c) training, and (d) housing for the staff while on their shifts. The facilities are also used to benefit the community providing occasional meeting space for other District departments, local EMS, Law Enforcement, and the Hospitals as they work to integrate and enhance services to the community. The facility has become a popular field-trip destination for area students and other groups interested in learning more about the District's services.

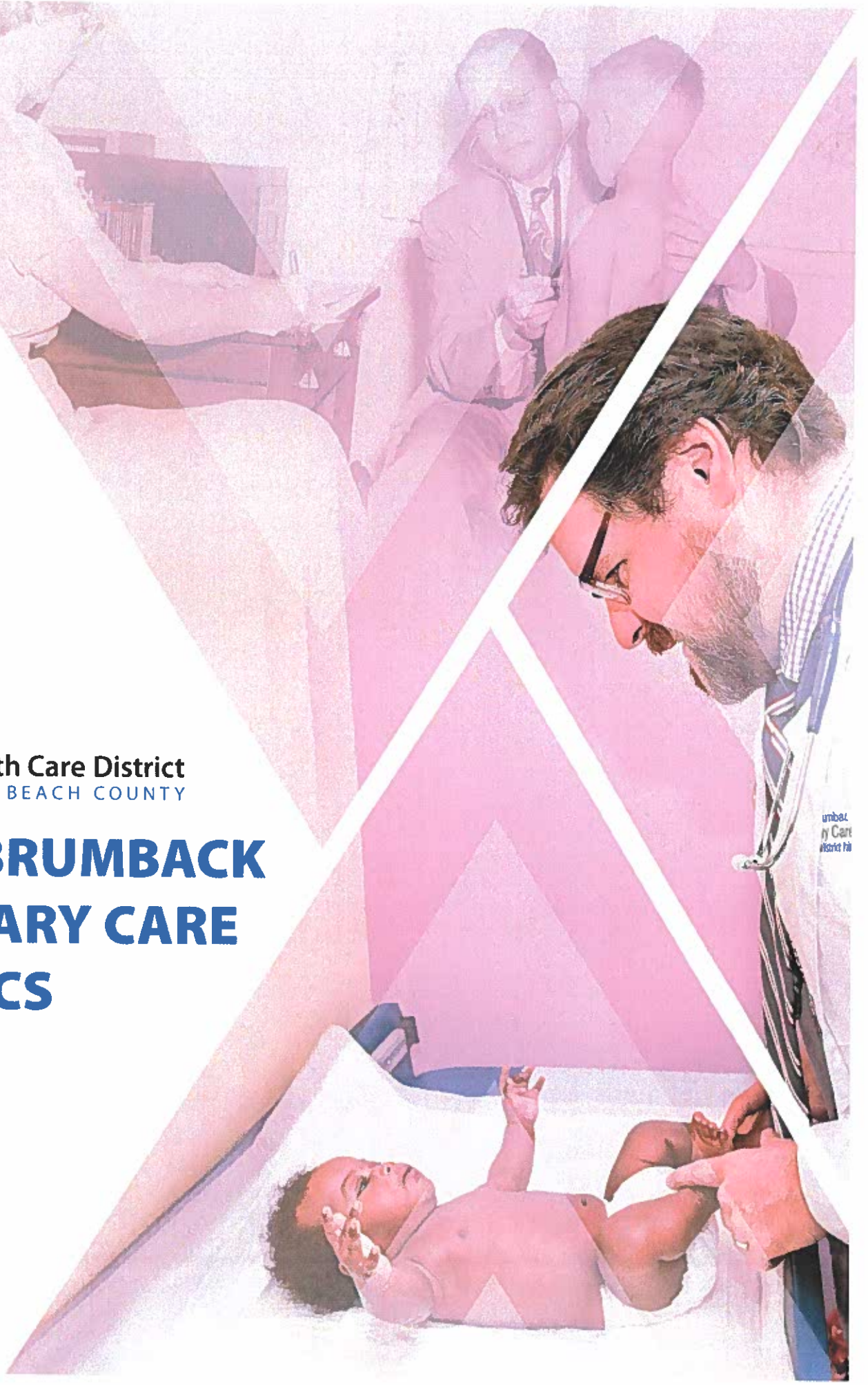
## AEROMEDICAL PROGRAMS OUTSIDE PALM BEACH COUNTY

Aeromedical programs are operated in a variety of models in other counties. One model is the Hospital-based (generally non-profit) model where nursing and paramedic staff from within the hospital contract with an aviation vendor for aviation services. A community-based (generally for-profit) model is also found in some counties where a vendor holds the Air Carrier Certificate and provides the aircraft, pilot, medical, maintenance, and communication personnel and services. The public provider model funded by taxes is an additional stand-alone model where a public organization provides the aircraft, pilot, medical, maintenance, and communication personnel and services. Lastly, some counties have a hybrid model which is a combination of the various models.





# C. L. BRUMBACK PRIMARY CARE CLINICS



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# C. L. BRUMBACK PRIMARY CARE CLINICS

*The C. L. Brumback Primary Care Clinics are an integral component of the healthcare safety-net in Palm Beach County. Located throughout Palm Beach County, the nine community clinics and one school-based clinic provide access to important preventive services, disease management, and health care for the homeless. Health care services are available to all Palm Beach County residents, whether they have health insurance or not.*

## HOW IT BEGAN

In 2012, changes in the health care system at the state and federal levels threatened the future of the primary care services that the Palm Beach County Health Department had been providing since the 1950s. In response, the Health Care District Board approved taking over the operations of the Federally Qualified Health Centers then operated by the Health Department.



## OVERVIEW

The Health Care District received its Health Resources and Services Administration (HRSA) Federally Qualified Health Center (FQHC) designation on December 31, 2012. The CL Brumback Primary Care Clinics began operating June of 2013 at four locations, providing primary care services, to all Palm Beach County residents, in Adult and Pediatric medicine.

Currently, the primary care clinics have nine locations. Locations include clinics in West Palm Beach, Belle Glade, Lake Worth, Lantana, Delray Beach, Jupiter, Mangonia Park, and West Boca Raton. The primary care clinics also continue to provide primary care services at the Senator Philip D. Lewis Center, the county's homeless resource center. The primary care clinics also operate a Mobile Clinic that focuses on reaching homeless residents throughout Palm Beach County.

Additionally, the primary care clinics continue to operate the Medication Assisted Treatment Pilot Program, to help address the opioid crisis in Palm Beach County.

All patients are afforded financial counseling, mental health counseling, and case management within the scope of their clinic services. In addition, patients receive medications, at no cost, through the federal 340B program.

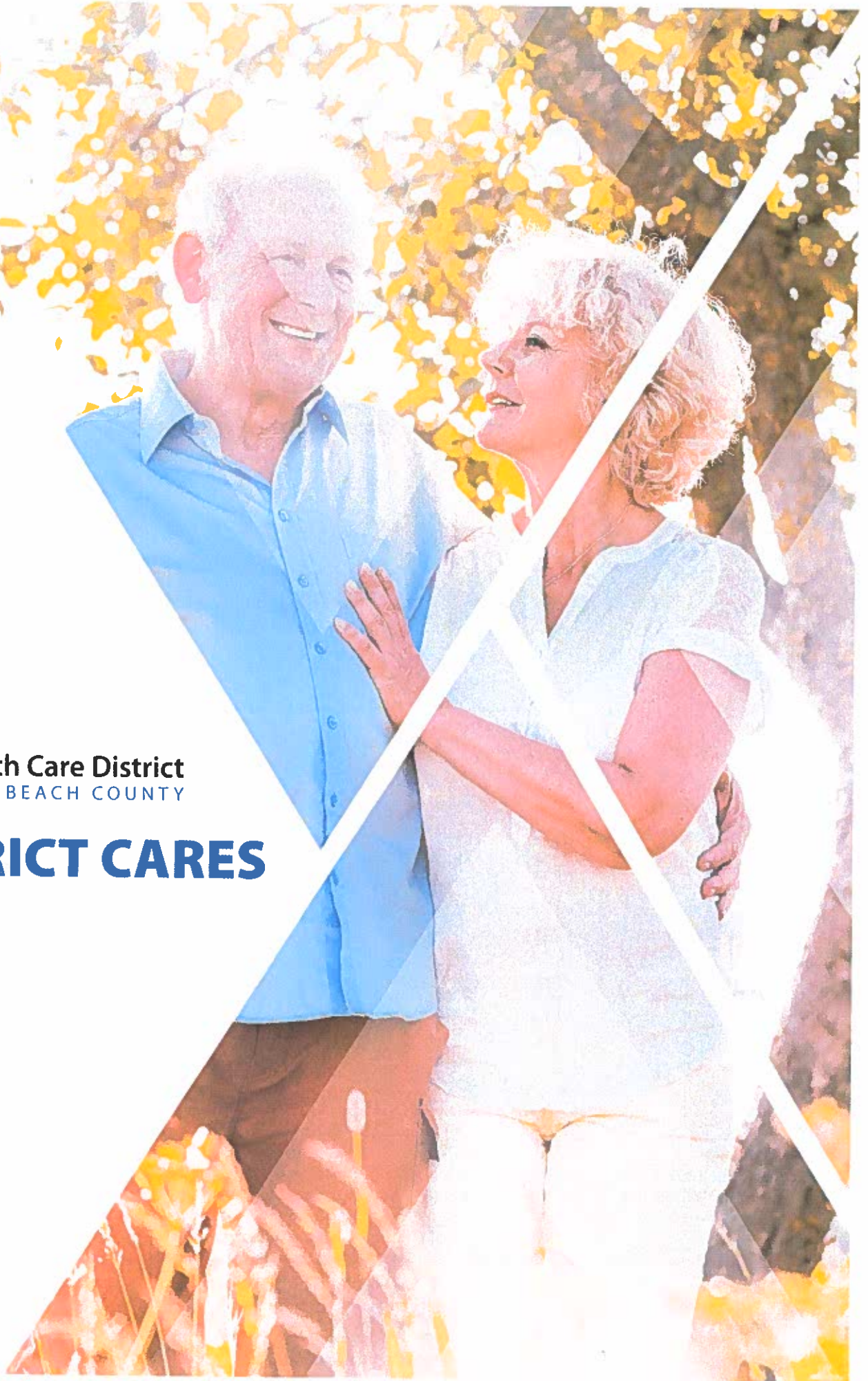
## FEDERALLY QUALIFIED HEALTH CENTERS OUTSIDE OF PALM BEACH COUNTY

Throughout the United States there are over 1,200 FQHC locations, including over 100 locations in Florida. FQHC's are operated either by public agencies or non-profit organizations. Funding for FQHC's is derived from a variety of sources. According to the Florida Association of Community Health Centers, the combined funding for Florida FQHC's is comprised of 27.5% from Medicaid; 27.1% from the Federal HRSA Grant; 13.6% from State and Local Grants/Contracts; 12.4% from Patient Self Pay Revenue; 9.9% from Medicare/Other Insurance; 4.8% from Foundation, Private, and Other Grants; 3.4% from Public Indigent Care Programs; 1.2% from Other Revenue Sources.





# DISTRICT CARES







# DISTRICT CARES

*Since 1989, the Health Care District has funded health care services for low-income Palm Beach County residents who do not qualify for Medicaid and do not have the financial resources to purchase health insurance. The District Cares Program, formerly known as the Coordinated Care Program, provides important preventive care and treatment for many conditions, including chronic diseases, heart disease, diabetes, and cancer.*

## HOW IT BEGAN

In November, 1988 Palm Beach County voters approved the creation of a countywide Health Care District. The referendum specified that the new district would “plan, fund and coordinate the effective delivery of quality healthcare services including trauma care, indigent medical care, home health care, emergency, and other medical services.” In 1993, the District transitioned the fee-for service indigent care program into a more cost-effective managed care model, Coordinated Care.



## OVERVIEW

The current District Cares Program is a hospital and specialty provider program provided at no cost to qualifying residents. This program is closely coordinated with other State and Federal programs to ensure that no duplicate funding occurs and it serves as the payer of last resort. Applicants qualifying for Medicaid, Medicare, or any other entitlement program do not qualify for District Cares.

Residents who qualify are enrolled in the District Cares Program where they receive medical benefits to cover the cost of specialty care, hospitalization, and emergency care. Palm Beach County residents with income below 100% of the poverty level who do not qualify for other health coverage programs are eligible for the District Cares Program. The care is delivered through a network of public and private physicians, community hospitals and other health care providers.

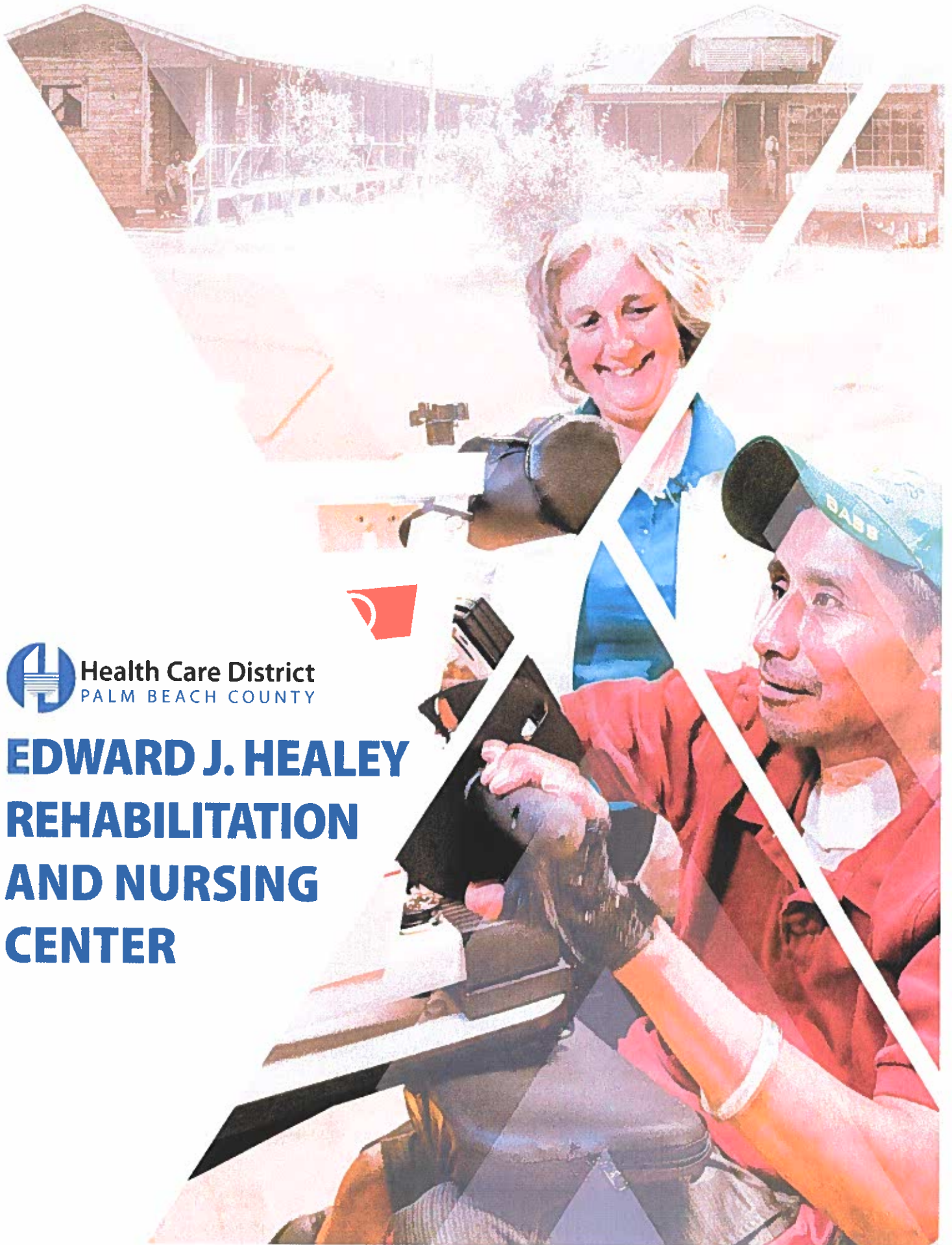
In October 2004, the District implemented the Maternity Care Program (MCP). MCP provides prenatal care to pregnant women who were ineligible for Medicaid, but lack the financial means to cover the cost without financial assistance.

## LOCAL HEALTH COVERAGE PROGRAMS OUTSIDE PALM BEACH COUNTY

Local governments provide health coverage to low income residents in a variety of ways. Counties with public hospitals, like Broward and Miami-Dade provide care through their public hospitals and publicly owned clinics. Other counties assess sales taxes or property taxes to fund indigent care. For example, Polk County assess a half-cent sales tax for their program that includes primary care and specialty care physicians, urgent care centers and five area hospitals.



**EDWARD J. HEALEY  
REHABILITATION  
AND NURSING  
CENTER**





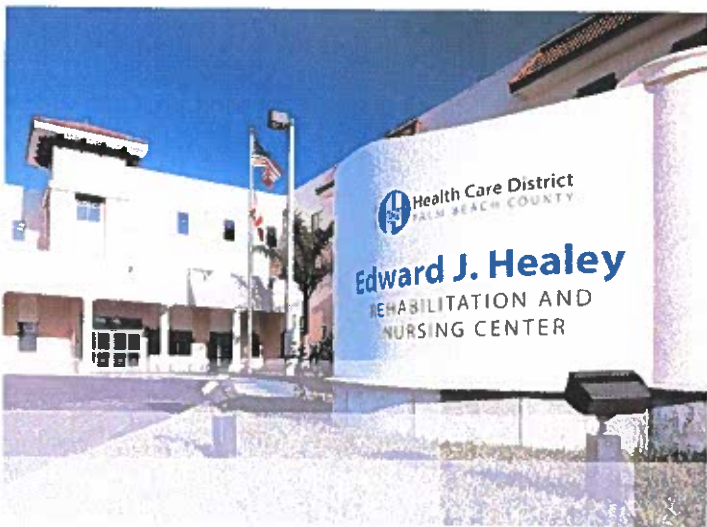


# EDWARD J. HEALEY REHABILITATION AND NURSING CENTER

Since 1995 the Health Care District has operated and funded in partnership with the Board of County Commissioners the county's only public rehabilitation and skilled nursing center. Eligibility for admission to the Healey Center is based on medical criteria. The Center currently has a mix of residents with and without health insurance.

## HOW IT BEGAN

In 1994, the Board of County Commissioners approached the District to assume the management of the County Home since the District had more health-related expertise to manage the program in a more cost-effective manner. As a result, The Health Care District began operating the County Home (later renamed the Edward J. Healey Nursing and Rehabilitation Center) in 1995 under the terms of a forty-year interlocal agreement with Palm Beach County.



## OVERVIEW

The Edward J. Healey Nursing and Rehabilitation Center is a new 120-bed facility that opened in April 2013, replacing the former facility in West Palm Beach that had served the community since 1917. The Healey Center is an important part of the county's health care safety net as it ensures that the long-term care and skilled nursing needs of trauma patients and other Palm Beach County residents who are not served in other skilled nursing facilities are met. The Healey Center provides long-term and short-term care for eligible Palm Beach County residents 21 and older. The Healey Center is unique in many ways. A majority of the Center's residents are under the age of 64. Many are patients who are recovering from debilitating illnesses, strokes, or traumatic injuries. The Healey Center also cares for residents with Dementia and complex medical issues.

## LONG-TERM CARE OUTSIDE PALM BEACH COUNTY

Nursing Homes in Florida are mostly for-profit organizations with 500 of the 683 nursing homes owned by for-profit organizations. Of the remaining 183 non-profit nursing homes, several are operated by a local government. The local governments and taxing authorities that operate nursing homes in Florida include the Public Health Trust of Miami-Dade County, Sarasota County Public Hospital District, Polk County Board of County Commissioners, South Broward Hospital District, and the Health Care District of Palm Beach County.



 **Health Care District**  
PALM BEACH COUNTY

**LAKESIDE  
MEDICAL CENTER**





# LAKESIDE MEDICAL CENTER

*The Health Care District operates and funds Lakeside Medical Center, the only public hospital in Palm Beach County, which opened in October 2009 as a replacement facility for Glades General Hospital, which was built in the 1940s. Lakeside Medical Center is the only acute-care hospital serving the large agricultural region of western Palm Beach County along the shore of Lake Okeechobee. In addition, Lakeside Medical Center operates one of the few Family Medicine Residency Programs in the US that has a focus on practice in rural environments.*

## HOW IT BEGAN

During fall 2003, Province Healthcare Company informed the Health Care District that they could no longer operate Glades General Hospital without a significant subsidy from the District. Recognizing that Section 6 of the Palm Beach County Health Care Act requires the District maintain "a continued presence of at least one hospital in the Glades area" and to ensure that appropriate and quality health care services are available for the residents of the Glades, the District Board directed staff to move forward with the acquisition of the hospital.

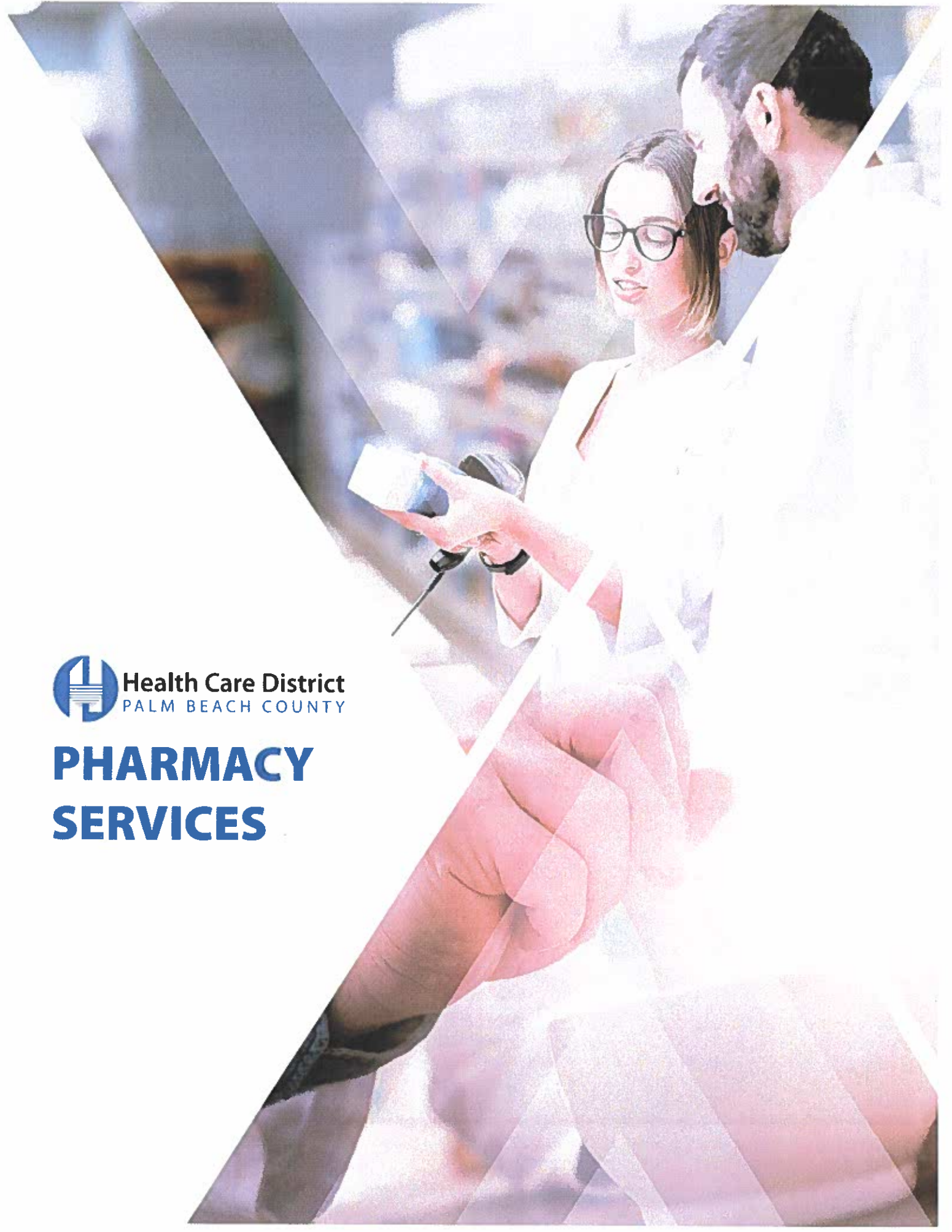


## OVERVIEW

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 Joint Commission-accredited hospital, which features all private rooms, treats more than 35,000 patients a year. Lakeside provides inpatient and outpatient services and has a very 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, the Palm Beach County Health Department and Florida Community Health Centers to provide a diversified and rewarding educational experience for our residents.

## SAFETY NET RURAL HOSPITALS OUTSIDE PALM BEACH COUNTY

Lakeside Medical Center is situated in Western Palm Beach County, and is designated as a Statutory Rural Hospital. There are 29 rural hospitals in Florida. Seven of the rural hospitals are government operated, 12 are non-profit, and 10 are investor owned.



**Health Care District**  
PALM BEACH COUNTY

# **PHARMACY SERVICES**





# PHARMACY SERVICES

*The Pharmacy Program provides prescription medications to patients who utilize the C. L. Brumback Primary Care Clinics, including the members of our Coordinated Care plan. Patients benefit by being able to fill their prescriptions immediately, at the same location where they receive their care. In addition, our pharmacy program allows patients to access our large network of retail community pharmacies at significant cost savings.*

## HOW IT BEGAN

As mandated by the 1988 voter referendum, the newly established Health Care District started to provide health care services to indigent county residents who previously received services from the County. The District assumed responsibility for determining patient eligibility and reimbursing providers for services rendered to those patients. During this start-up period, the pharmaceutical function remained with the Palm Beach County Department of Community Services, Division of Human Services. In 1990 the District Board approved an agreement with Palm Beach County to transfer the entire pharmacy function to the Health Care District.



## OVERVIEW

The Health Care District's Pharmacy Services Division currently operates five in-house pharmacies, located in Belle Glade, West Palm Beach, Lantana, and Delray Beach. Members of our Coordinated Care program and patients at the C. L. Brumback Primary Care Clinic patients may fill their prescriptions at these pharmacies, which are open from 8:00 am to 5:00 pm weekdays.

## PHARMACY SERVICES PROGRAMS OUTSIDE PALM BEACH COUNTY

Local governments provide pharmacy services to low-income residents through the health coverage programs that they operate. Other counties providing pharmacy services include Pinellas County, Polk County, Hillsborough County, and Broward County. In addition Federally Qualified Health Centers (FQHCs) often maintain pharmacy services at their clinic locations.



 **Health Care District**  
PALM BEACH COUNTY

**SCHOOL HEALTH**





# SCHOOL HEALTH

*Since 1997, the Health Care District has administered and contributed to funding one of the nation's model school-based student health programs, in partnership with the Florida Department of Health Palm Beach County, and The School District of Palm Beach County. The School Health Program and its staff have been recipients of many recognition awards over the years.*

## HOW IT BEGAN

In the fall of 1996, the Secretary of the Florida Department of Health visited the Health Care District for a workshop on school health. As a result of the deterioration of school health services statewide, the Secretary placed a renewed emphasis on prioritizing school health at the local level. Working with the local Department of Health, County Commission, School District, Children Services Council and the statutorily created School Health Advisory Committee, the District applied for and received a \$200,000 grant and a \$500,000 matching grant from the Quantum Foundation to study school health needs and to begin operating the School Health Program.



## OVERVIEW

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.” School-based health services are provided to public school children in grades pre-kindergarten through twelve in 166 Palm Beach County Schools. 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 District. The program’s goal is to keep students healthy and ready to learn by staffing a registered nurse in school health rooms throughout Palm Beach County public schools. Today there are more than 200 registered nurses serving over 180,000 students.

## SCHOOL HEALTH OUTSIDE PALM BEACH COUNTY

Prior studies by the National Association of School Nurses (NASN) have found that 45% of public schools nationwide have a full-time nurse; 30% rely on a part-time nurse; and 25% have no nurse. Part-time nurse and no nurse at a school is due primarily to lack of funding and in part to nursing shortages. Funding for school nurse positions varies by states, counties, and districts. Alabama, Georgia, and Tennessee have committed state funds to cover the cost of nurses in schools. However, many states leave the funding up to local school districts. Examples of agencies that fund school nurses include school districts, health care districts, hospitals, foundations, federal and state grants, and state agencies. Staffing also varies. While Palm Beach County places an RN in every school, other counties and districts have a mix of RNs, LPNs, and health assistants.





# SPONSORED PROGRAMS







# SPONSORED PROGRAMS

*For more than twenty five years the Health Care District has funded qualified community organizations and State initiatives which provide services that support the Palm Beach County health care safety net. These Sponsored Programs exemplify our commitment to building effective public/not-for-profit/private partnerships.*

## HOW IT BEGAN

The District's Sponsored Programs initiative dates back to the early 1990's. Programs that received District support in the early days of the District included the Comprehensive Aids Program (CAP), Health Career Day Program, PBCC Scholarship Programs, and Health and Human Services Planning Association.



## OVERVIEW

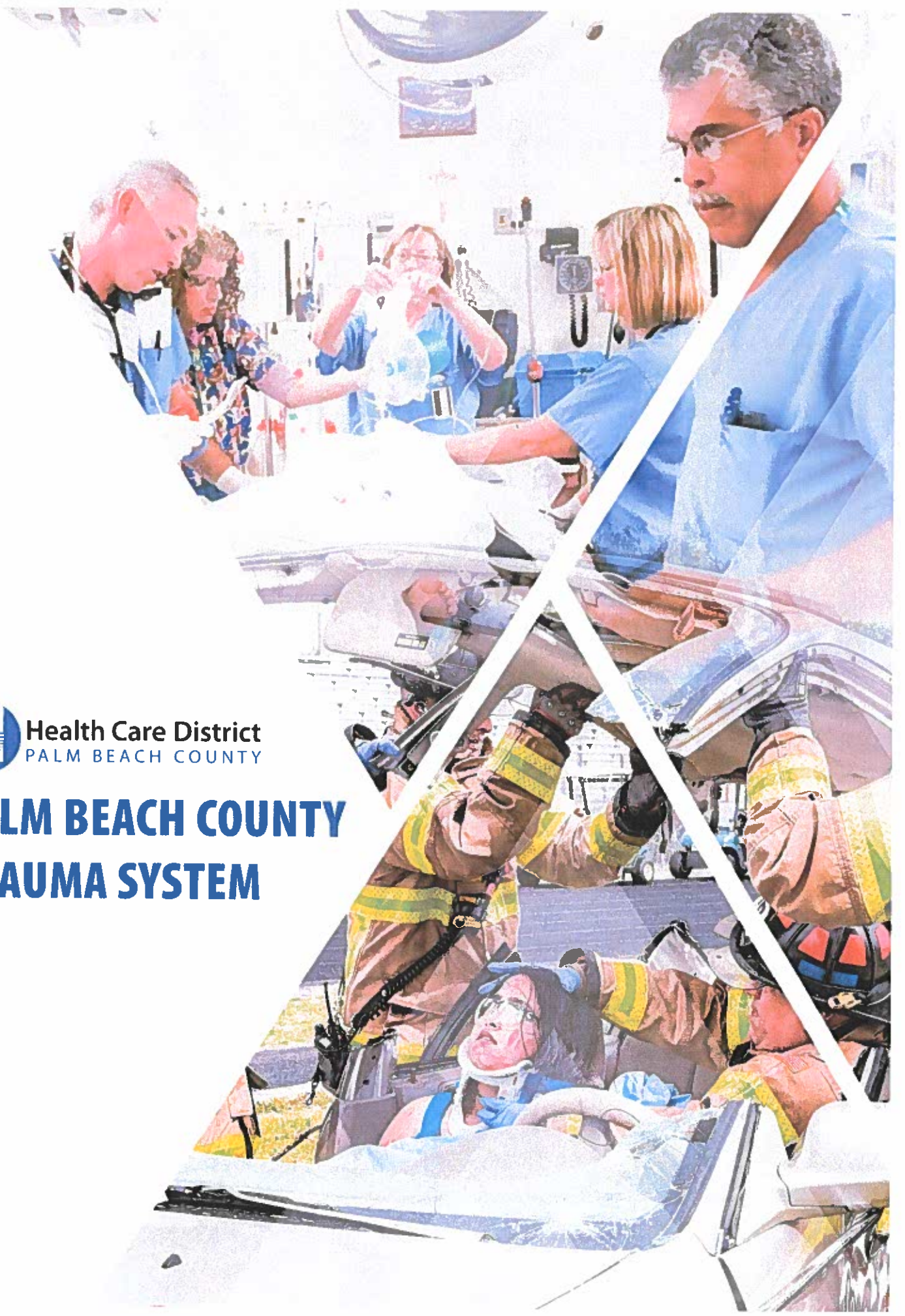
Today, the District sponsors care for uninsured and medically needy populations through direct payment for services, planning grants, and sustainability funding for community organizations serving this population. These Sponsored Programs cover a wide range of services to the uninsured and medically needy in our community including primary health care, dental services, case management services, and specialty physician services. In 2020, the following organizations will receive funding from the District through Sponsored Programs:

- **Cancer Alliance of Help & Hope**
- **Caridad Center**
- **Catholic Charities**
- **Center for Child Counseling**
- **Center for Family Services**
- **Center for Trauma Counseling**
- **Clinics Can Help**
- **Community Health Center WPB**
- **Diabetes Coalition of PBC**
- **Families First of PBC**
- **Feed the Hungry Pantry of PBC**
- **Healthy Mothers Healthy Babies**
- **Legal Aid Society**
- **Mental Health America of PBC**
- **MyClinic**
- **Nat'l Alliance Mental Illness**
- **PBC Medical Society Services**
- **South Florida Hunger Coalition**
- **The Glades Initiative**
- **The Lord's Place**

## SPONSORED PROGRAMS OUTSIDE PALM BEACH COUNTY

Services funded through the District's Sponsored Programs are funded in very similar ways in other counties. County and city governments, hospital districts, local health departments, foundations, private donors, hospitals, universities, and a variety of other funding sources come together in communities to help fund services for the uninsured.





 **Health Care District**  
PALM BEACH COUNTY

# **PALM BEACH COUNTY TRAUMA SYSTEM**





# PALM BEACH COUNTY TRAUMA SYSTEM

*In operation since May, 1991, the Palm Beach County Trauma System has saved lives and reduced needless disabilities. Our Trauma System is an exemplary model of effective public-private partnership. The Health Care District funds and oversees the integrated system and owns, pilots, and maintains the two Trauma Hawk air ambulances that provide rapid and safe transport for trauma patients.*

## HOW IT BEGAN

In November, 1988 Palm Beach County voters approved the creation of a countywide Health Care District. The referendum specified that the new district would “plan, fund and coordinate the effective delivery of quality healthcare services including trauma care.”



## OVERVIEW

As the leading cause of death in Americans age 44 and under, traumatic injury is an extraordinary public health problem that requires funding at a national, state, or local level to maintain quality. Traumatic injury in those 55 years and older continues to increase and presents a serious public health challenge. The public health framework views traumatic injury as a disease that can be prevented or managed in a way that reduces severity and improves outcomes and restores productive lives.

Trauma care is an integrated system of surgical and medical services organized and monitored to ensure rapid continuous access to advanced care for the severely injured. Palm Beach County is designated as its own trauma service area in Florida, with Delray Medical Center and St. Mary’s Medical Center both recently achieving verification as Level I Trauma Centers.

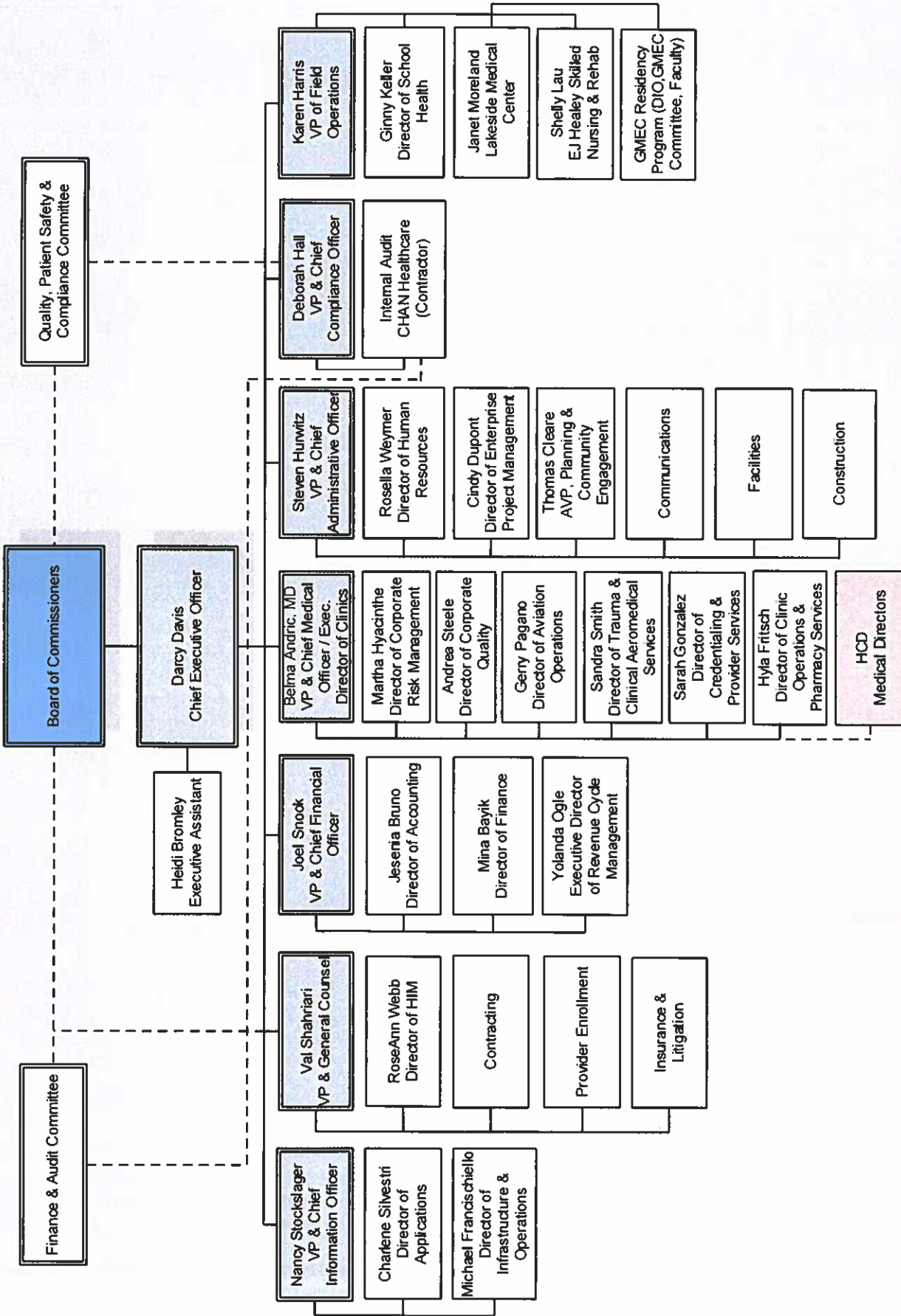
The Palm Beach County Trauma Agency monitors and reviews the quality of care delivered to every trauma patient receiving services in the Trauma System through the Trauma Quality Improvement Program. This process includes collecting registry data to review quality of care from the point of injury to final outcome, as well as monitoring local EMS providers, acute care hospitals, and trauma centers for compliance with the Trauma Ordinance and Florida trauma statutes. The Trauma Agency’s rigorous performance improvement process augments the individual Trauma Center’s performance improvement and peer review process and is reflected in mortality rates below the State and National averages.

## TRAUMA PROGRAMS OUTSIDE PALM BEACH COUNTY

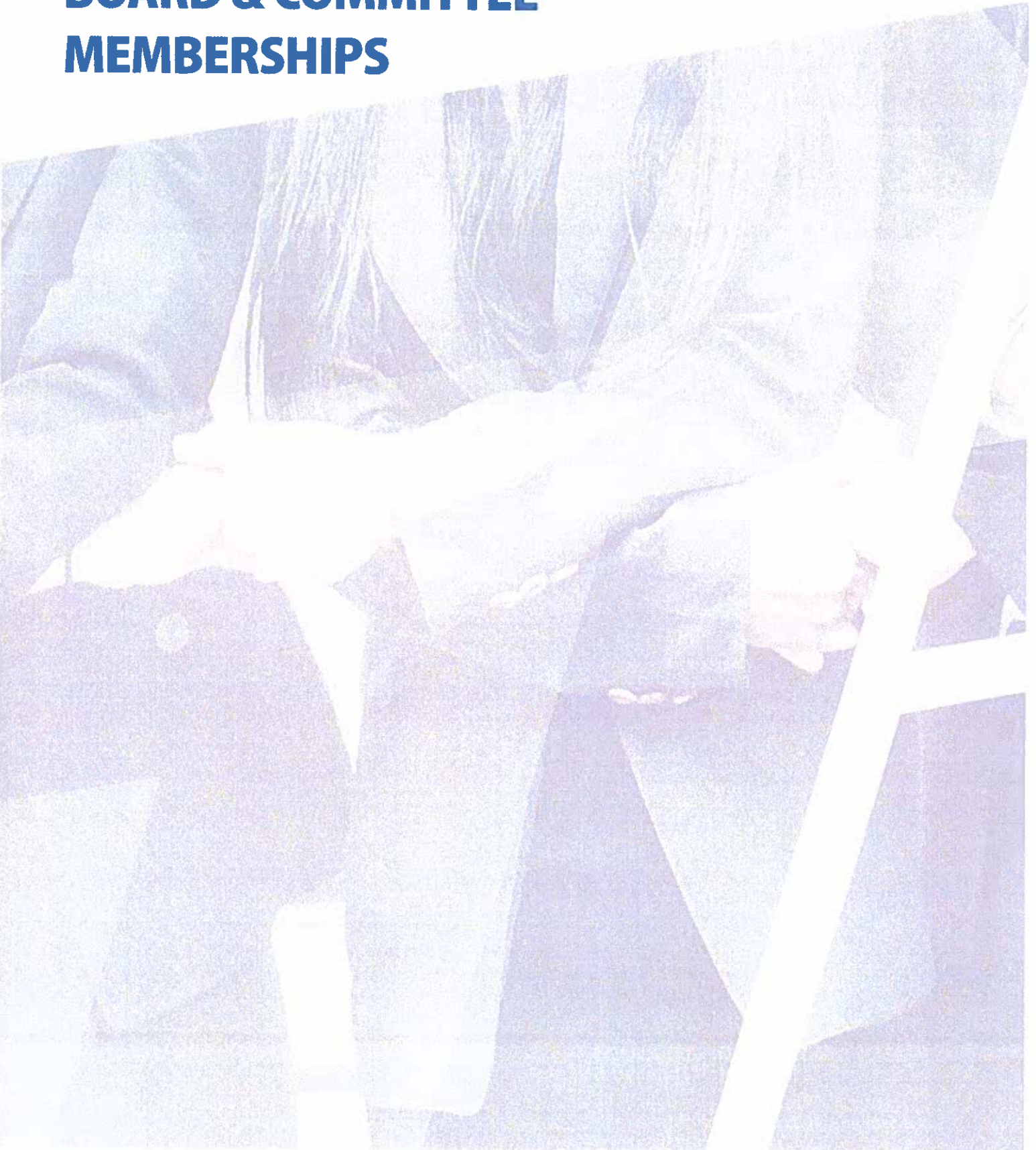
Similar to our system in Palm Beach County, taxpayer support funds trauma services in other states and counties. Many states use tax revenue and other governmental funds to support trauma centers and physicians, including California, Maryland, Texas, and Georgia. In Florida, many counties use tax revenues and governmental funds to support trauma centers, trauma physicians, and trauma care, including Broward (North and South Districts), Miami-Dade, Hillsborough, Polk, Jackson, Baker, Hendry, and Volusia counties.



# HCD Leadership Team



# **BOARD & COMMITTEE MEMBERSHIPS**





# Board of Commissioners

	Appointment Date	Re-Appointment Date	Term Limit Date
<b>Leslie B. Daniels, Chair</b>	<b>04/01/2013</b>	<b>11/09/2017</b>	<b>09/30/2020</b>
<b>Nancy Banner, Esquire, Vice Chair</b>	<b>10/01/2011</b>	<b>10/01/2015</b>	<b>09/30/2019</b>
<b>Sean O'Bannon, Secretary</b>	<b>12/06/2016</b>		<b>09/30/2020</b>
<b>Ed Sabin</b>	<b>10/05/2018</b>		<b>09/30/2022</b>
<b>Cory Neering</b>	<b>10/01/2017</b>		<b>09/30/2021</b>
<b>Tammy Jackson-Moore</b>	<b>10/08/2019</b>		<b>09/30/2023</b>
<b>Alina Alonso, MD</b>	<b>09/01/2011</b>		<b>NA</b>

• Membership - 7 Members (3 Governor Appointees, 3 County Commission Appointees, Director of PBC Health Department)

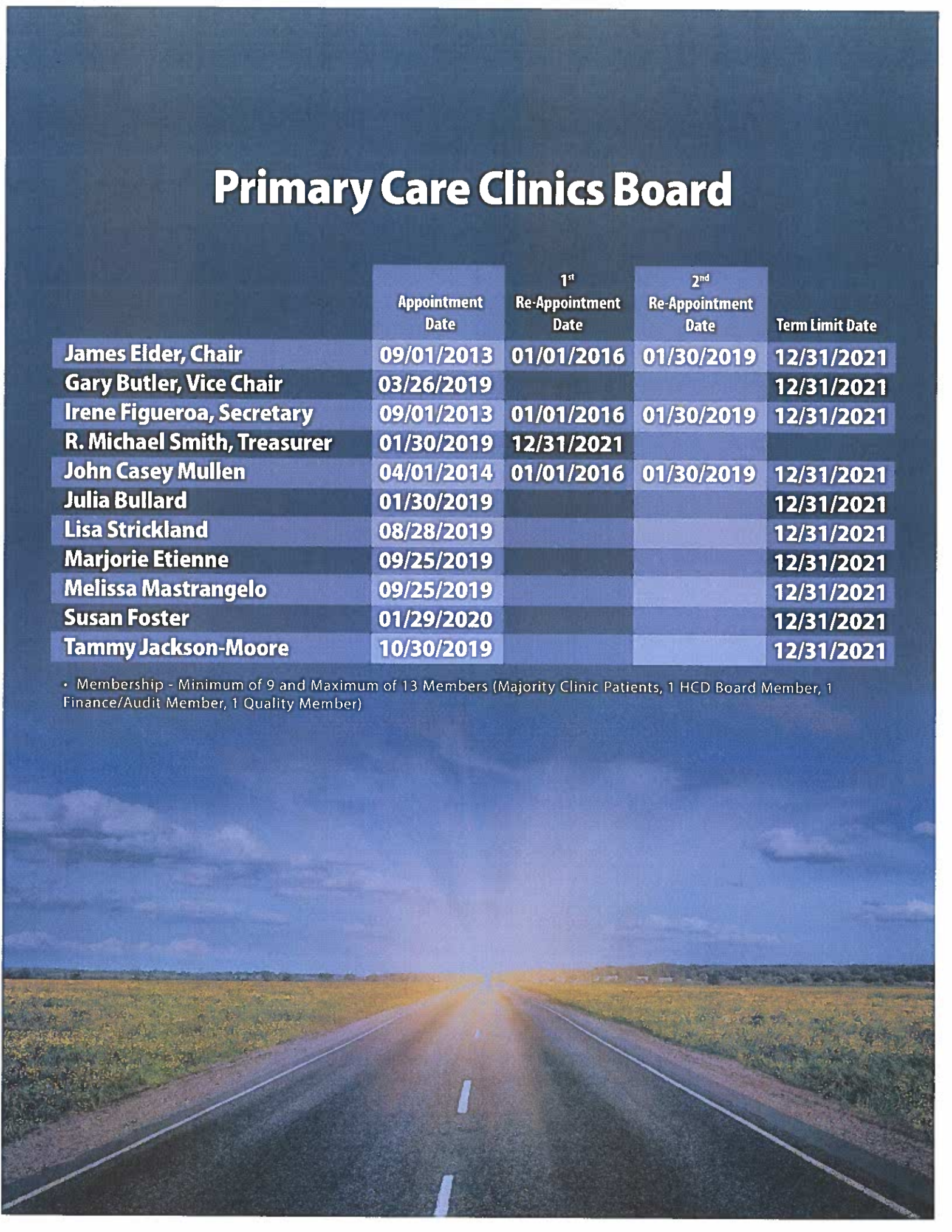




# Primary Care Clinics Board

	Appointment Date	1 <sup>st</sup> Re-Appointment Date	2 <sup>nd</sup> Re-Appointment Date	Term Limit Date
<b>James Elder, Chair</b>	<b>09/01/2013</b>	<b>01/01/2016</b>	<b>01/30/2019</b>	<b>12/31/2021</b>
<b>Gary Butler, Vice Chair</b>	<b>03/26/2019</b>			<b>12/31/2021</b>
<b>Irene Figueroa, Secretary</b>	<b>09/01/2013</b>	<b>01/01/2016</b>	<b>01/30/2019</b>	<b>12/31/2021</b>
<b>R. Michael Smith, Treasurer</b>	<b>01/30/2019</b>	<b>12/31/2021</b>		
<b>John Casey Mullen</b>	<b>04/01/2014</b>	<b>01/01/2016</b>	<b>01/30/2019</b>	<b>12/31/2021</b>
<b>Julia Bullard</b>	<b>01/30/2019</b>			<b>12/31/2021</b>
<b>Lisa Strickland</b>	<b>08/28/2019</b>			<b>12/31/2021</b>
<b>Marjorie Etienne</b>	<b>09/25/2019</b>			<b>12/31/2021</b>
<b>Melissa Mastrangelo</b>	<b>09/25/2019</b>			<b>12/31/2021</b>
<b>Susan Foster</b>	<b>01/29/2020</b>			<b>12/31/2021</b>
<b>Tammy Jackson-Moore</b>	<b>10/30/2019</b>			<b>12/31/2021</b>

• Membership - Minimum of 9 and Maximum of 13 Members (Majority Clinic Patients, 1 HCD Board Member, 1 Finance/Audit Member, 1 Quality Member)





# Lakeside Health Advisory Board

	Appointment Date	Re-Appointment Date	Term Limit Date
<b>Rev. Dr. Robert Rease, Chair</b>	<b>10/01/2014</b>	<b>11/27/2018</b>	<b>09/30/2022</b>
<b>Alina Alonso, MD, Vice Chair</b>	<b>Board Member</b>	<b>N/A</b>	<b>N/A</b>
<b>Mary Weeks, Secretary</b>	<b>09/01/2012</b>	<b>10/12/2016</b>	<b>03/31/2020</b>
<b>Eddie Rhodes</b>	<b>07/24/2018</b>		<b>09/30/2022</b>
<b>Inger Harvey</b>	<b>07/24/2018</b>		<b>09/30/2022</b>
<b>Carolyn Jones</b>	<b>05/28/2019</b>		<b>05/31/2023</b>
<b>LaTanya McNeal</b>	<b>09/10/2019</b>		<b>09/30/2023</b>
<b>Open Position</b>			
<b>Open Position</b>			
<b>Open Position</b>			
<b>Open Position</b>			

• Membership - Minimum of 7 and Maximum of 11 Members (1 HCD Board Member)





# Finance and Audit Committee

	Appointment Date	Re-Appointment Date	Term Limit Date
<b>Ed Sabin, Chair</b>	<b>Board Member</b>		<b>N/A</b>
<b>Nancy Banner, Esquire</b>	<b>Board Member</b>		<b>N/A</b>
<b>Leslie B. Daniels</b>	<b>Board Member</b>		<b>N/A</b>
<b>Michael J. Burke</b>	<b>10/01/2017</b>		<b>09/30/2021</b>
<b>Joseph Bergeron</b>	<b>01/01/2016</b>		<b>09/30/2020</b>
<b>Richard Sartory</b>	<b>03/26/2019</b>		<b>03/25/2023</b>
<b>Mark Marciano</b>	<b>03/26/2019</b>		<b>03/25/2023</b>
<b>Joseph Gibbons</b>	<b>05/28/2019</b>		<b>05/31/2023</b>
<b>Open Position</b>			

- Membership - 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

	Appointment Date	Re-Appointment Date	Term Limit Date
<b>Alina Alonso, MD, Chair</b>	<b>Board Member</b>		<b>N/A</b>
<b>Sean O'Bannon</b>	<b>Board Member</b>		<b>N/A</b>
<b>Cory Neering</b>	<b>Board Member</b>		<b>N/A</b>
<b>LMC Chief of Staff</b>	<b>LMC Chief of Staff</b>		<b>N/A</b>
<b>Kimberly Schulz</b>	<b>05/28/2019</b>		<b>05/31/2023</b>
<b>Mary Weeks</b>	<b>02/11/2014</b>	<b>11/27/2018</b>	<b>09/30/2022</b>
<b>Sharon Larson</b>	<b>02/11/2014</b>	<b>11/27/2018</b>	<b>09/30/2022</b>
<b>James Elder</b>	<b>02/11/2014</b>	<b>11/27/2018</b>	<b>09/30/2022</b>

- Membership - Minimum of 5 and Maximum of 9 Members (2 HCD Board Members, 1 Clinic Board Member, 1 Glades Representative)





**Health Care District**  
PALM BEACH COUNTY