



STRATEGIC PLANNING

March 11, 2021



Health Care District
PALM BEACH COUNTY



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

Winston Churchill

March 11, 2021

Board Members, Committee Members and Team Members:

Little did we know that 5 days after last year's strategic planning session, our world would change so significantly. As businesses began shuttering and schools closed, we began to evaluate our role and react accordingly. Lakeside Medical Center and the Healey Center began restricting visitors and implementing strict infection control protocols. As 24/7 facilities, their workload was not scaling back at all, but becoming increasingly more intense. Aeromedical also did not have the option to stop flying, but fortunately due to the world around them, traumas decreased. School health staff who were willing or able, were plugged in to our new focused efforts for COVID-19 testing, or as additional support within our other programs, but many were also furloughed. Due to the rapid and diligent work of our Information Systems department, much of our corporate office was able to begin working remotely. Our clinics shifted to telemedicine where possible, but massive efforts to support Palm Beach County with COVID-19 testing facilities were rapidly taking shape, which would require most of our clinic staff to pivot.

This was a year in which we could have paused all pro-active efforts and asked for forgiveness for not accomplishing anything more than reacting to COVID-19. But, we did not. After settling in to the roll-out of a new "program," COVID-19 testing, we established a new normal. Our employee health department was formed to establish formal return-to-work protocols and by May 2020, we were back at work and continuing to progress forward with our strategic objectives.

The single largest Information technology project in District history, the implementation of the EPIC Electronic Health Record kicked off and is on track with a go-live of July 1, 2021 for Phase 1. Our helicopter replacement fleet is scheduled for Summer 2022 delivery. Unite Us has been rolled out and is continuing to gain momentum as a county-wide platform for social determinants of health. Our District Cares transition to optimize the network and complete the rollout of full third-party administrator services is still ongoing as expected. The trauma payment model entered its final phase and the arrangements for payment to the two trauma centers is now based upon the Medicare fee schedule, thus the money truly follows the patient, as has been our multi-year directive.

This year has not been without its ongoing morale challenges however. The emotional state of employees has been taxed beyond expectations. People are facing personal, family crises while also being asked to perform their jobs in some of the most physically difficult working conditions they have ever faced. As community visibility has increased and the Health Care District has received much praise for our efforts with COVID-19 testing and recently with our vaccination efforts, the pride in this organization is at a very high level. Our employees are proud to work for this organization, as they too see the impact we have made in our communities. But, this does not take away the individual stress employees are feeling as they are often asked to do more to help achieve our objectives. We are not able to have small gatherings or celebrations to recognize a "job well done," but continue to try and be creative to make sure our staff knows how much they are appreciated. This continues to be a challenge, but is essential to maintain a stable workforce.

With the recent roll-out of vaccination efforts, we are hopeful that there is a path back to normalcy in the near future. Our direction is clear and our accomplishments have been great, despite the unprecedented obstacles. By stepping up to the challenges in the face of the pandemic, we have improved the respect and positive reputation of the Health Care District beyond any media campaign. We have truly walked-the walk and shown Palm Beach County the value of its Health Care Safety net. We have met the challenges head-on and have delivered.

Sincerely,

A handwritten signature in black ink that reads "Darcy J. Davis". The signature is written in a cursive style with a large initial "D" and a distinct "J" and "D".

Darcy J. Davis, CEO

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AGENDA

8:30am	Breakfast	
9:00am	Darcy Davis	Welcome & Introductions
9:05am	Tom Cleare	Review of 2020-21 Accomplishment and 2021-22 Strategic Goals
9:15am	Gerry Pagano	Helicopter Delivery Plans
9:30am	Dr. Charmaine Chibar	School Health and Changes due to COVID
9:50am	Dr. Jamie Bell	Simulation Lab at Lakeside Medical Center
10:00am	Patty Lavelly	EPIC Connect Future State
10:15am	Karen Harris	Non-Emergent Transportation (Secondary COPCN)
10:30am	Dr. Belma Andric	COVID-19 Testing and Vaccination Update
10:50am	Dr. Belma Andric and Candice Abbott	Payer Plan Administration Status Update
11:20am	Tom Cleare	Unite Us Update
11:30am	Break/Lunch	
12:15pm	Cindy Dupont	Enterprise Project Management Office Dashboard
12:30pm	Tony Colby	District Financial Forecast and Budget Assumptions <ul style="list-style-type: none"> • Volume Assumptions • Millage Proposal • Capital Needs
1:00pm	Darcy Davis	Board Feedback
1:15pm		Community Leader
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.

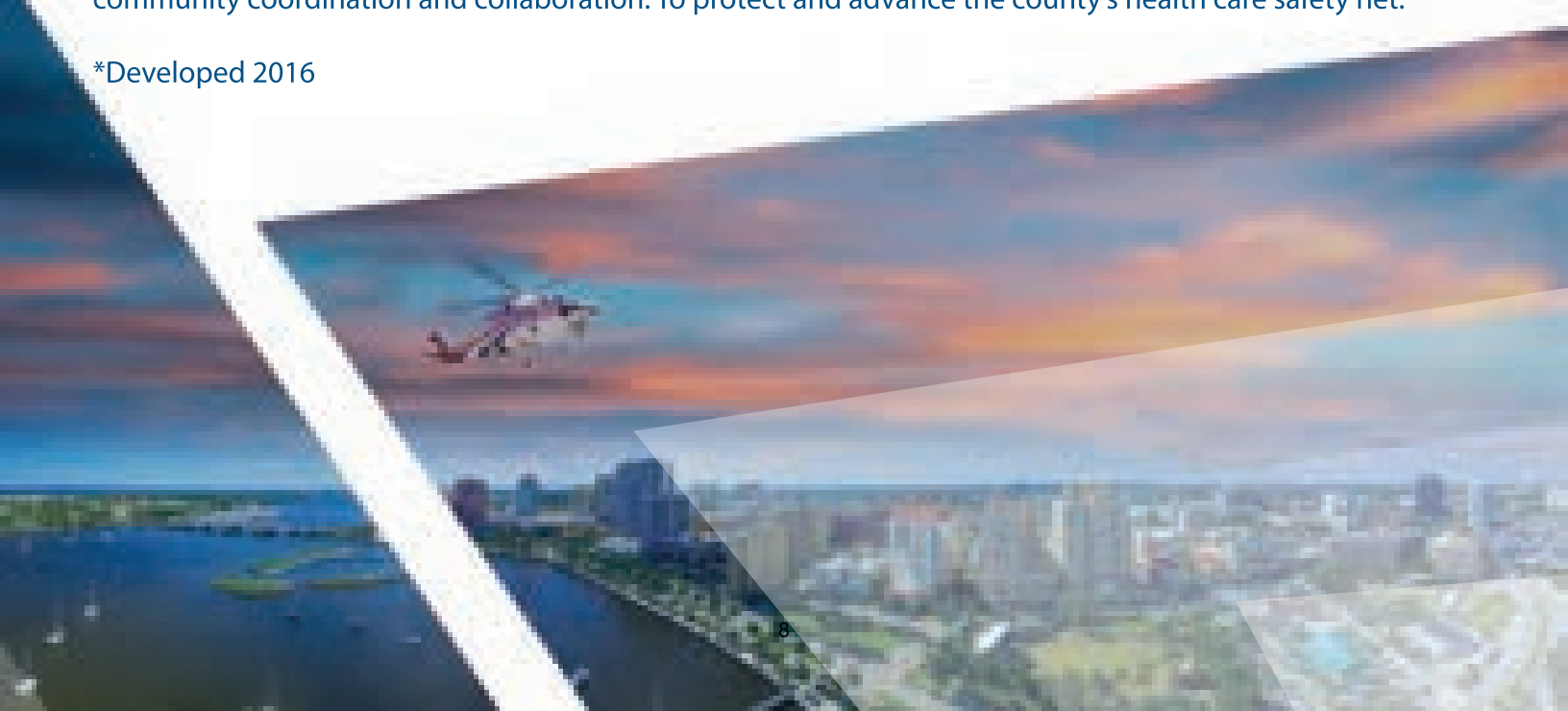
Quality and Patient Safety To provide quality, patient centered health care that can be defined and measured. To enforce and invest in a pervasive culture of safety with zero preventable errors.

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

2020-21 STRATEGIC GOALS



- ✔ Implement the Unite Us social determinants community referral platform
- ✔ Expand the District's role as a Community Leader through Community Engagement
- ✔ Optimize Lakeside Medical Center Service Lines
 - o Glades Stabilization Unit
 - o Women's Health Services
- ✔ Implement COVID-19 testing sites to meet the need of the community (CL Brumbck Primary Care Clinics)
- ✔ Optimize social determinants of health referral process with community partners (CL Brumbck Primary Care Clinics)
- ✔ Re-Align Jupiter Operations with Community Need (CL Brumbck Primary Care Clinics)
- ✔ Belle Glade Pharmacy Move to Lakeside Medical Center (Pharmacy Services)
- ✔ Comply with the new CMS Standardized Patient Assessment Data Elements – SPADE (Healey Center)
- ✔ Minimize COVID-19 impact on residents through infection control protocols (Healey Center)
- ✔ Implement Trauma Program funding stream transition – Phase 4 – for (Trauma Program)
- ✔ Integrate trauma benefits into District Cares (Trauma Program & Managed Care)
- ✔ Enhance TPA Oversight (Managed Care)
- ✔ Define District Cares management and eligibility integration with clinics (Managed Care)
- ✔ Modernize School Health Program Model (School Health)
- ✔ Enhance Patient Awareness & Access (Public Relations)
- ✔ Increase Taxpayer Awareness (Public Relations)
- ✔ Implement a Community Referral Platform for Social Determinants of Health (Community Engagement)
- ✔ Develop Community Education Approach through Podcast and other Media Platforms (Community Engagement)
- ✔ Develop Coordinated Approach for the District's Engagement at Community Meetings and Events (Community Engagement)
- ✔ Participate in Community Emergency Preparedness Planning (Community Engagement)
- ✔ Aspiring Managers Leadership Development (Human Resources)
- ✔ Implement an Organization Wide Engagement Survey (Human Resources)
- ✔ Develop & Implement New Enterprise Learning Platform (Human Resources)
- ✔ Implement In-House Security Team (Human Resources)
- ✔ Implement Project Management Procedures (Project Management Office)
- ✔ Implement Project Financial (Budget) Management (Project Management Office)
- ✔ Implement Project Risk Management (Project Management Office)
- ✔ Implement Project Document Repository (Project Management Office)
- ✔ Implement Project Governance (Project Management Office)
- ✔ Implement Operational Readiness Procedures (Project Management Office)

RETIRED INITIATIVES

- 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
- Review Aircraft Usage Strategy
- Rightsize Facility Usage (LMC)

COVID-19 Testing



COVID-19 HCD Clinics All

3/16/2020 to 3/1/2021

Start Date: 3/16/2020
 End Date: 3/1/2021

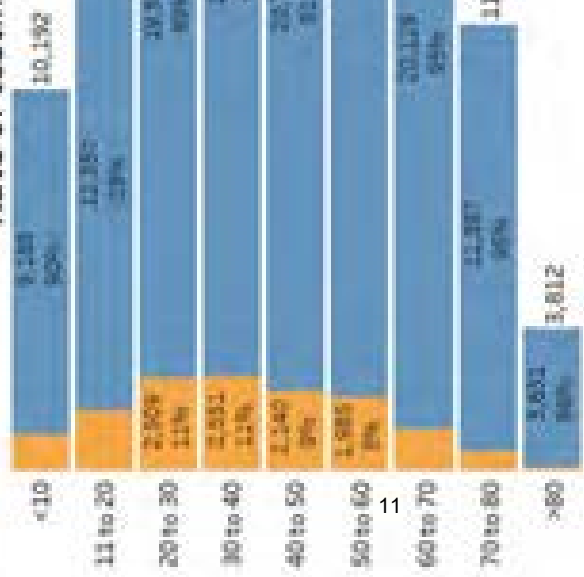
Tests 156,044

Not Resulted: 1,228 (0.8%)
 Resulted: 155,951 (99.9%)

Results 155,951

Negative: 142,409 (91%)
 Positive: 13,673 (9%)

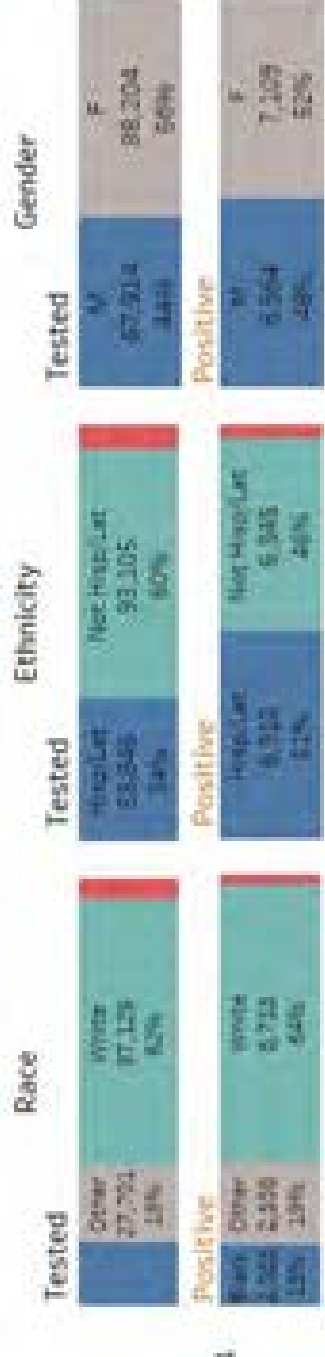
Rate of testing by age group



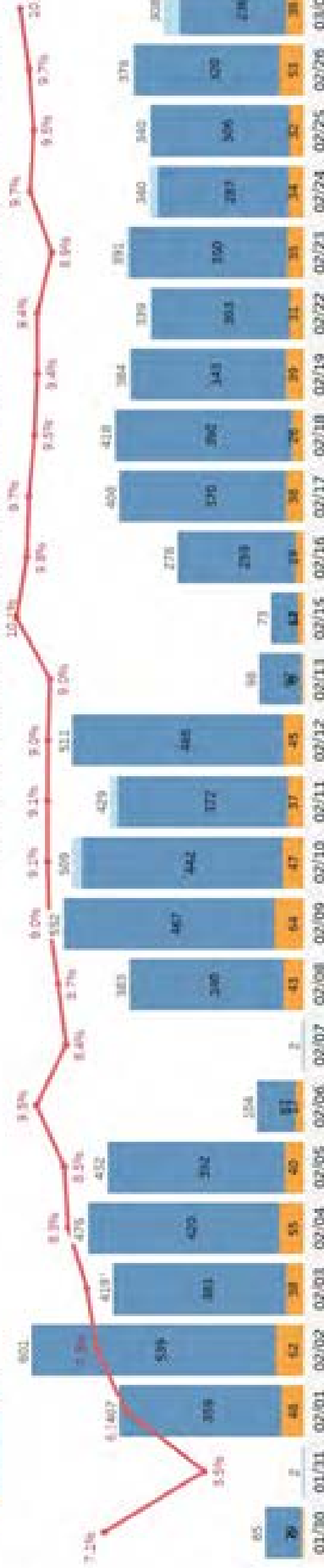
Age distribution for positive results

Mobile 2 Clinic - CLBPCC | 1,035

Ballroom: 45,182
 Outreach: 30,511
 Delivery: 22,818
 Jupiter: 17,687
 Belle Glade: 16,035
 WFS: 14,352
 Lantana: 4,717



Tests performed in the last 30 days



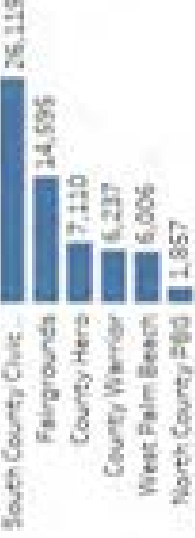
COVID-19 Vaccinations





Covid19 Vaccines Age 65+ & Healthcare Workers All vaccination sites

Start Date: 12/23/2020
End Date: 3/1/2021
All vaccination sites



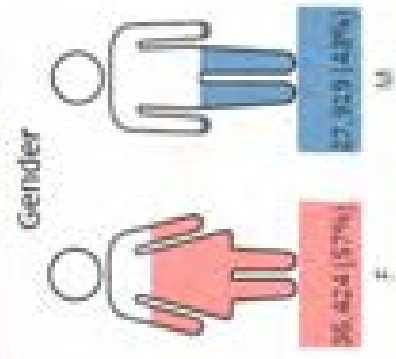
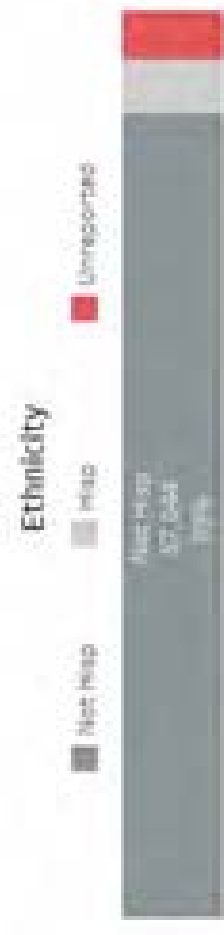
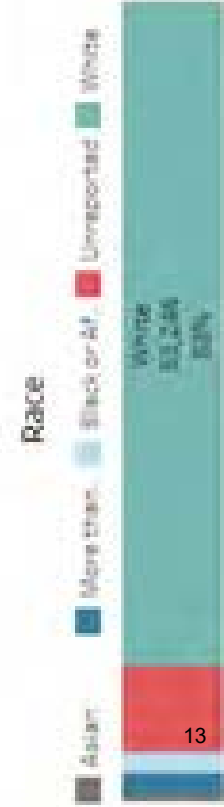
Total Vaccinations Given: **64,343**

Inventory Received	34,700
Moderna	30,615
Pfizer	65,315
Total	65,315

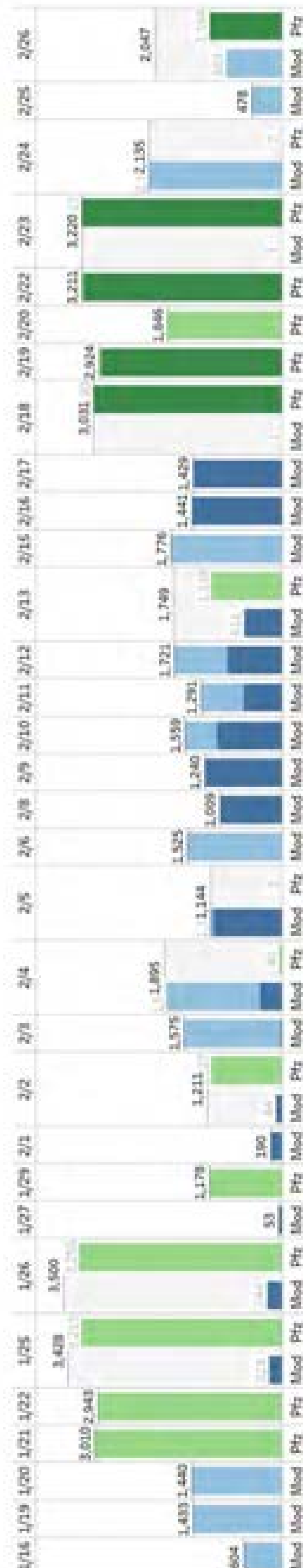
Current On Hand Inventory: **10,345**

* Excess stock from sites are added to Inventory On Hand

Less than 2% margin of error



Daily Vaccines given last 45 days



2021-22 Strategic Goals

Initiatives Underway

- Implement Epic Connect for Lakeside Medical Center and Clinics
- Helicopter Delivery – Summer 2022
- Explore Transportation Solutions (Secondary COPCN) for Lakeside Medical Center for Non-Emergent Ground Ambulance Operation
- Optimize Lakeside Medical Center Service Lines
- Dialysis Unit
- Continuing Conversations with the County Regarding Behavioral Health
- Optimize Payer Plan Administration

New Initiatives

- Operate Efficient COVID-19 Vaccination Sites at Multiple Locations in Palm Beach County
- Implement New Infection Control Regulatory Requirements Across All Healey Center Departments
- Develop a Consistent Marketing and Branding Presence Across the District



PERFORMANCE GOALS



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.

Action Items	2021												2022											
	J	F	M	A	M	J	J	A	S	O	N	D	J	J	A	S	O	N	D					
Explore Dialysis Unit to Meet Community Need																								
Service Line Modifications - Simulation Lab																								

underway
underway

Prior Year Action Items:

- Implement Glades Stabilization Unit at LMC**
- Rightsize Facility Usage**
- Food Pharmacy and Wellness Initiatives**
- Move Medical Clinic into Lakeside Medical Center
 - Align Operations with Quality Initiatives
 - Health Care Village / Micro-Hospital Plans
 - Provider Affiliation

- Completed 2020-21**
- After careful assessment, it was determined that this was not feasible at this time due to the COVID-19 pandemic.**
- After careful assessment, it was determined that this was not feasible at this time due to the COVID-19 pandemic.**
- 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: Address community need for Primary Care Services and COVID-19 Testing and Vaccinations

Action Items	2021												2022												
	J	F	M	A	M	J	J	A	S	O	N	D	J	J	F	M	A	M	J	J	A	S	O	N	D
New Develop Efficient, High Volume, COVID-19 Vaccination Sites																									

Prior Year Action Items:

- Evaluate Population Health/Social Determinants of Health Infrastructure Needs Completed 2020-21
- Optimize Social Determinants of Health Referral Process with Community Providers Completed 2020-21
- Re-Align Jupiter Operations with Community Need Completed 2020-21
 - 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
 - Provide Women's Health Services at Lake Worth Clinic Completed
 - Open Jupiter Clinic Location Completed
 - Open West Boca Raton Clinic Location Completed
 - LCSW's 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 Completed
 - Add Dental Clinic in West Boca Raton Completed

After careful assessment and due diligence, it was determined that we will not proceed with this item at this time.
 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

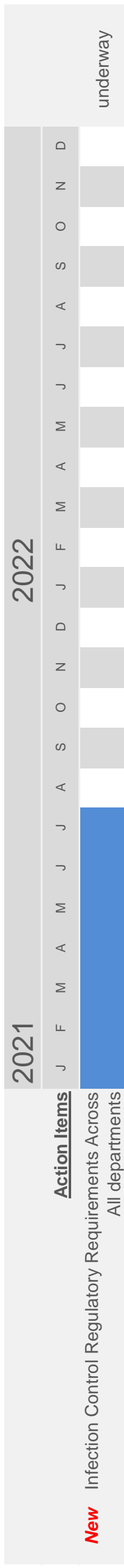
Action Items	2021												2022												projected
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Contract with Medicaid Plans, Other Payers (Dependent on Point of Sale Implementation Below)																									
Implement Point-of-Sale System																									

Prior Year Action Items:

- Belle Glade Pharmacy Move to LMC** **Completed 2020-21**
- Implementing Mail Order Program **Completed 2019-20**
- Implementing Central Fill Pharmacy **Completed**
- In-House Only Pharmacy Prescriptions Transition **Completed**

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

Tactic: Operational integration to achieve efficiencies



New Infection Control Regulatory Requirements Across All departments

Prior Action Items:

- Comply with new CMS Standardized Patient Assessment Data Elements (SPADE)**
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 2020-21

Completed 2019-20

Completed 2019-20

Completed

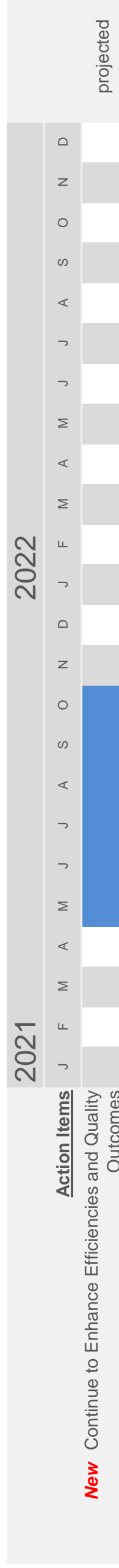
Completed

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.

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 4)**
- Integrate Trauma Benefits into District Cares**
- 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 2020-21**
- Completed 2020-21**
- Completed 2019-20
- Completed 2019-20
- Completed
- After review it was determined this was not a pressing priority at this time.

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

Tactic: Purchase or lease replacement helicopters

Action Items	2021												2022											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Plan for Manufacturing and Delivery of New Aircraft																								
																								underway

Prior Year Action Items:

Execute Helicopter Replacement Agreement

- Assess Fire Suppression
- Assess Helicopter Choices
- Current Aircraft Alternatives
- Pursue Air Ambulance License
- Secure Third Party Agreements for Air Transport

Completed 2020-21

- 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.

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

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

Action Items	2021												2022											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Maternity Care Plan Benefits Review/Changes																								
Enhance TPA Oversight																								

Prior Action Items:

- Integrate Trauma Benefits into District Cares**
- Define District Cares Management and Eligibility Integration with Clinics**
- Add Behavioral Health Benefit to District Cares
 - Optimize Hospital Network
- District Cares Benefits Review/Changes
- Modernize Benefits/Claims Administration System
- Centralize Eligibility & Application Counselor Screening
 - Explore Disability Enrollment Assistance
- Implement Uniform Care Coordination for MCP Patients
 - Assign Remaining 4,000 Members to District Clinics
- Utilization Mgmt - HEDIS Care Coordination for Clinics
 - Optimize Speciality Network

- Completed 2020-21**
- Completed 2020-21**
- Completed 2019-20
- Completed 2019-20
- Completed
- Completed
- To be implemented through operational process changes
- Revised Direction - Clinic Working with Legal Aid Society on Identified Patients
- Included within Maternity Care Plan/Review Changes
- Completed
- Completed
- Completed

underway
underway

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

Tactic: Meet the changing needs for school health services for Palm Beach County students

Action Items	2021												2022												
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Strengthen the partnership with PBC DoH and School District																									projected
Clarify the Roles and Responsibilities between DoH, School District and HCDPBC																									projected
Integrated Metrics and Dashboard to facilitate timely decision making																									underway
Evaluate use of Telehealth as a method to provide services																									projected
Continue Collaboration with School District to Reduce Subsidy																									projected

Prior Action Items:

- Modernize Program Model (Revisit Telehealth)**
- Emergency Preparedness Training (Stop the Bleed) Resource for Training School Staff
- 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

- After careful assessment, it was determined that this was not feasible at this time due to the COVID-19 pandemic.**
- 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

Patty Lavelly

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

Action Items	2021												2022												Status
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Implement Epic Connect for Lakeside Medical Center and Clinics	[Blue bar]												[Grey bar]												underway
	Stabalization Period																								

Tactic: Security Initiatives

Action Items	2021												2022												Status
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Identity Access Management	[Grey bar]												[Grey bar]												projected
Improve HCD Security Effectiveness to 87% (68% 11/2018; 78% 11/2019; 80% 12/2020)	[Blue bar]												[Blue bar]												underway

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

Action Items	2021												2022												Status
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
Enable State HIE event notification for HCDPBC Patient Population (Post-Epic Implementation)	[Grey bar]												[Grey bar]												projected

Prior Year Action Items:

- Segmentation of LMC Network**
- Enable Emergency Event Notification System**
- 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 2020-21
- Completed 2020-21
- 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
- Revised Direction - Systemwide EHR
- Completed
- Completed
- Completed

APPENDIX

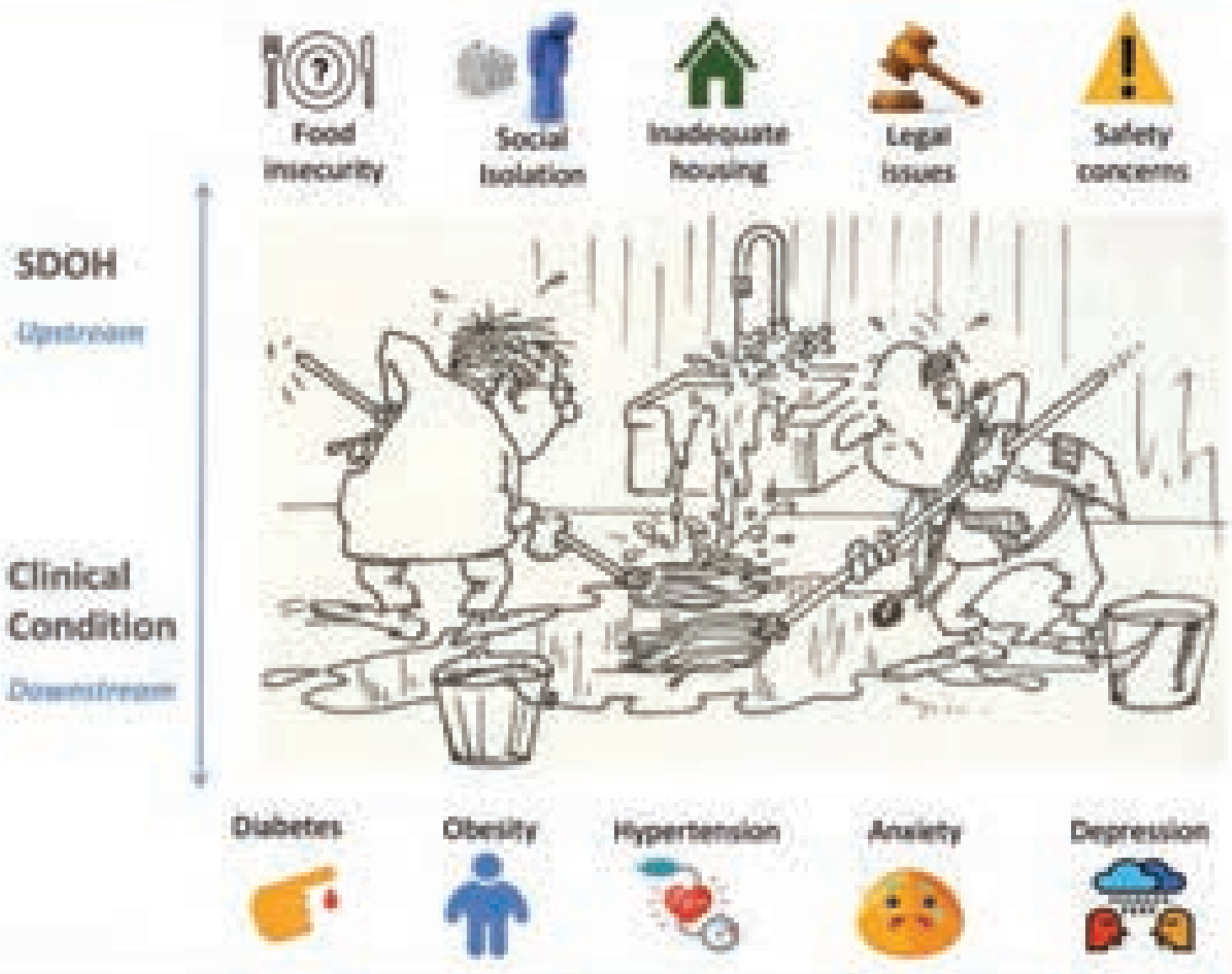





POPULATION HEALTH DEFINED

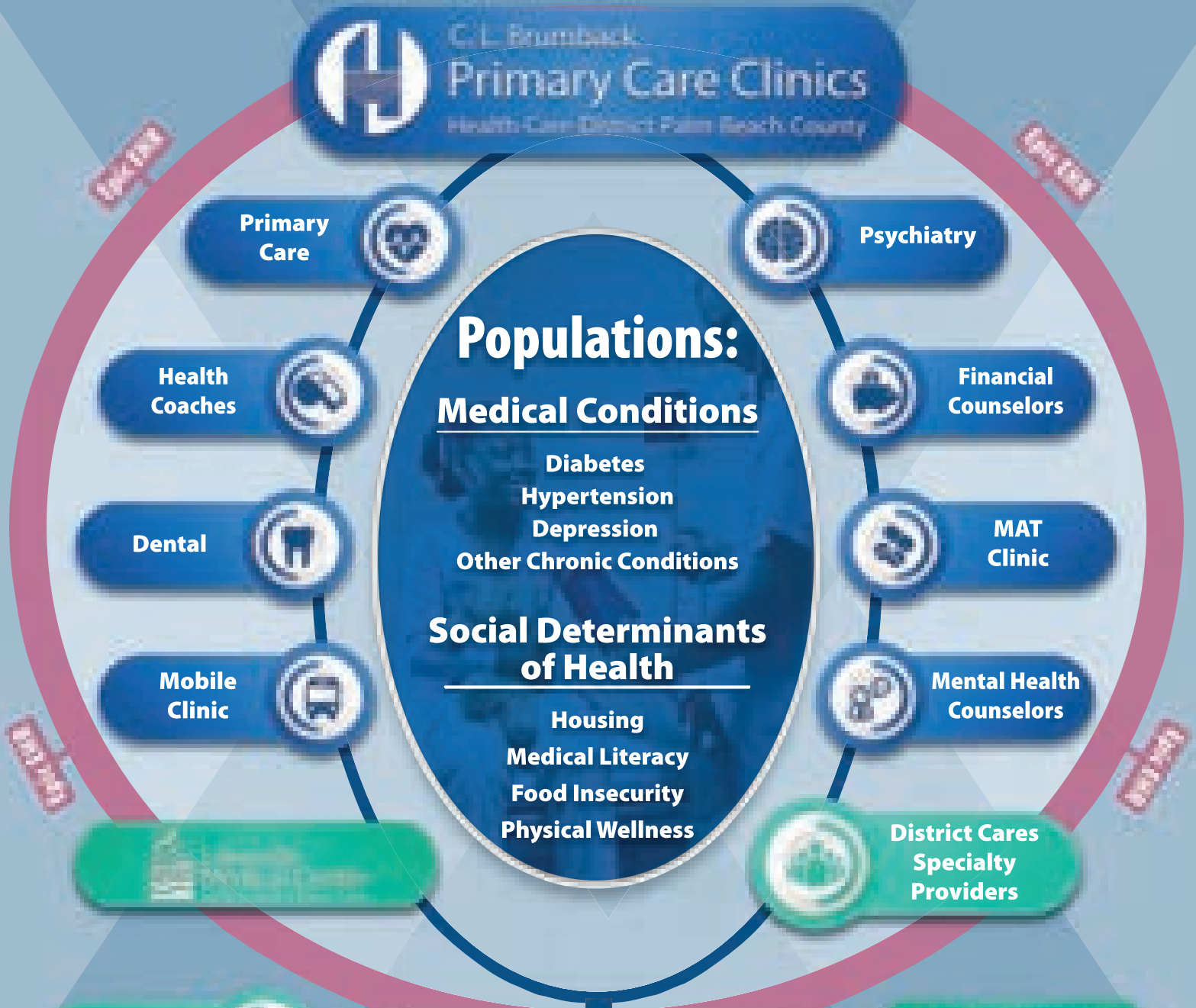
A population health approach focuses on improving the health status of a population or sub-population, rather than individuals, by focusing on both the clinical conditions and the social determinants of health like food insecurity, inadequate housing, transportation barriers, legal issues, poverty, and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

Social Determinants of Health Impact on an Individual's Health



ADDRESSING THE UNMET HEALTHCARE NEEDS FOR A HEALTHIER COMMUNITY

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



Populations: Medical Conditions

Diabetes
 Hypertension
 Depression
 Other Chronic Conditions

Social Determinants of Health

Housing
 Medical Literacy
 Food Insecurity
 Physical Wellness

 **School Nurses**

 **Healing Centres**
 Community Health Services

UNITE US COMMUNITY REFERRAL SYSTEM

 Legal Aid	 Transportation	 Physical Wellness	 Community Garden
 Housing Assistance	 Community Rooms	 Medical Literacy	 Food Pharmacy

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



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.



Health Care District
PALM BEACH COUNTY

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.



Health Care District
PALM BEACH COUNTY

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.

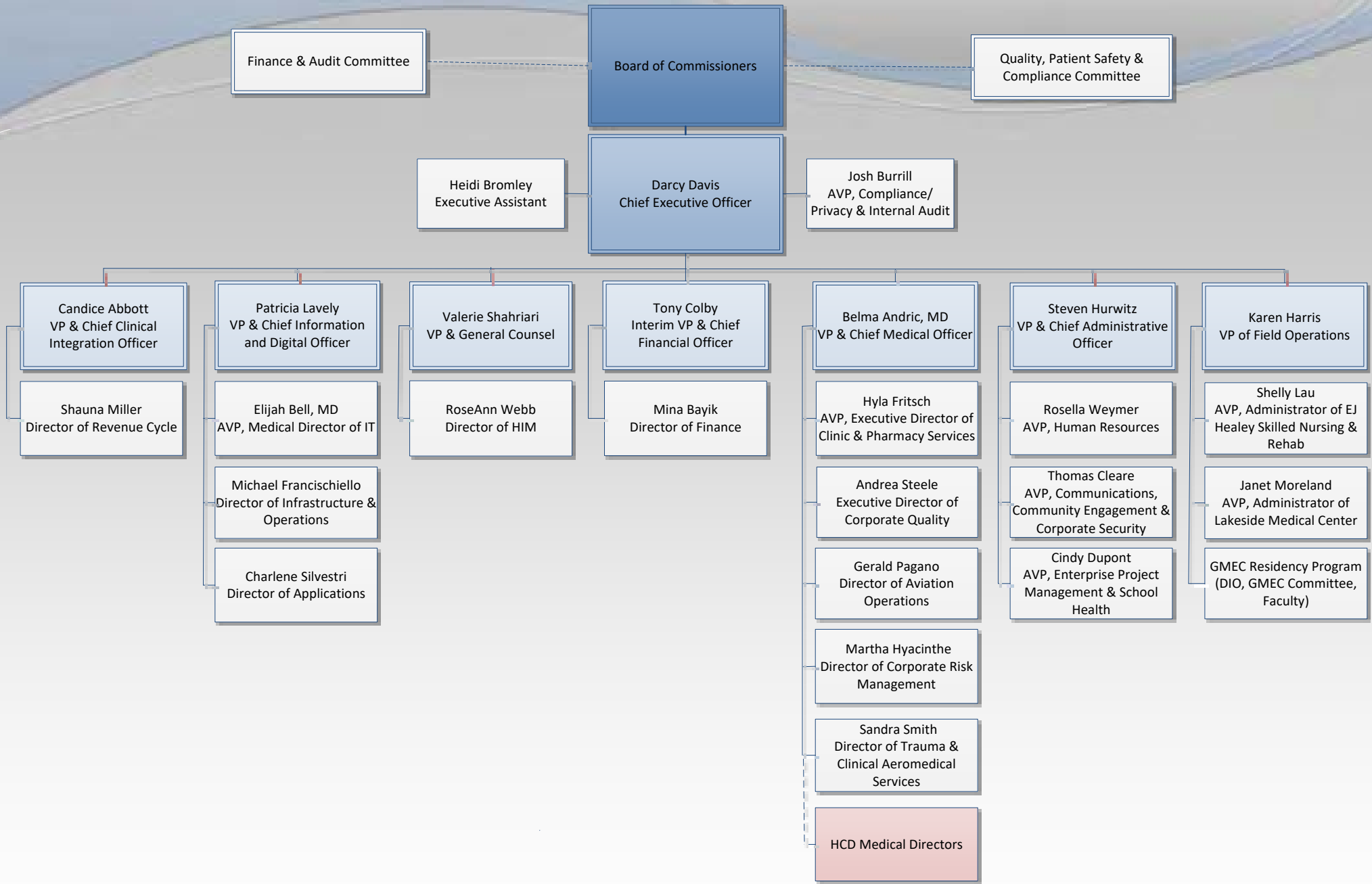
Trauma care is an integrated system of surgical and medical services organized and monitored to ensure rapid continuous access to advanced care for the severely injured. Palm Beach County is designated as its own trauma service area in Florida, with Delray Medical Center and St. Mary’s Medical Center 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
Leslie B. Daniels, Chair	04/01/2013	11/09/2017	09/30/2020
Nancy Banner, Esquire, Vice Chair	10/01/2011	10/01/2015	09/30/2019
Sean O'Bannon, Secretary	12/06/2016		09/30/2020
Ed Sabin	10/05/2018		09/30/2022
Cory Neering	10/01/2017		09/30/2021
Tammy Jackson-Moore	10/08/2019		09/30/2023
Alina Alonso, MD	09/01/2011		NA

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

Primary Care Clinics Board

	Appointment Date	1 st Re-Appointment Date	2 nd Re-Appointment Date	Term Limit Date
R. Michael Smith, Chair	01/30/2019	12/31/2021		
Melissa Mastrangelo, Vice Chair	09/25/2019			12/31/2021
Irene Figueroa, Secretary	09/01/2013	01/01/2016	01/30/2019	12/31/2021
Tammy Jackson-Moore, Treasurer	10/30/2019			12/31/2021
John Casey Mullen	04/01/2014	01/01/2016	01/30/2019	12/31/2021
Julia Bullard	01/30/2019			12/31/2021
Marjorie Etienne	09/25/2019			12/31/2021
James Elder, Chair	09/01/2013	01/01/2016	01/30/2019	12/31/2021
Robert Glass	01/27/2021			12/31/2021

- 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
Rev. Dr. Robert Rease, Chair	10/01/2014	11/27/2018	09/30/2022
Alina Alonso, MD, Vice Chair	Board Member	N/A	N/A
Inger Harvey, Secretary	07/24/2018		09/30/2022
Eddie Rhodes	07/24/2018		09/30/2022
Carolyn Jones	05/28/2019		05/31/2023
LaTanya McNeal	09/10/2019		09/30/2023
Barry Davis	03/11/2020		03/31/2024
Open Position			
Open Position			
Open Position			
Open Position			

- 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
Ed Sabin, Chair	Board Member		N/A
Nancy Banner, Esquire	Board Member		N/A
Leslie B. Daniels	Board Member		N/A
Michael J. Burke	10/01/2017		09/30/2021
Richard Sartory	03/26/2019		03/25/2023
Mark Marciano	03/26/2019		03/25/2023
Joseph Gibbons	05/28/2019		05/31/2023
Sophia E. Eccleston	12/08/2020		12/30/2024
Open Position			

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

- 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