



**HEALTH CARE DISTRICT OF  
PALM BEACH COUNTY  
BOARD OF COMMISSIONERS  
STRATEGIC PLANNING MEETING  
SUMMARY MINUTES**

**March 11, 2021  
1515 N Flagler Drive, Suite101  
West Palm Beach, FL 33401**

**1. Call to Order**

Les Daniels called the meeting to order.

Health Care District Board members present included: Les Daniels, Chair; Nancy Banner, Vice Chair; Sean O'Bannon, Secretary; Dr. Alonso; Cory Neering; Ed Sabin and Tammy Jackson-Moore.

Staff present included: Darcy Davis, Chief Executive Officer; Dr. Belma Andric, Chief Medical Officer; Valerie Shahriari, General Counsel; Karen Harris, VP of Field Operations; Steven Hurwitz, Chief Administrative Officer; Candice Abbott, Chief Clinical Integration Officer; Tony Colby, Interim Chief Financial Officer and Patty Lavelly, Chief Information & Digital Officer.

Elijah Bell, AVP Medical Director of IT; Hyla Fritsch, AVP, Executive Director of Clinic & Pharmacy Services; Rosella Weymer, AVP, Human Resources, Cindy Dupont, AVP, Enterprise Project Management & School Health; Shelly Ann Lau, AVP, Administrator of EJ Healey Center; Janet Moreland, AVP, Lakeside Medical Center and Dr. Tom Cleare, AVP Communications, Community Engagement & Corporate Security.

Recording/Transcribing Secretary: Heidi Bromley

Ms. Davis welcomed the Board members to the annual Health Care District Strategic Planning and asked the AVP's to introduce themselves to the Board members.

Dr. Cleare welcomed the District Board and briefly reviewed the sequence of events that will be discussed during Strategic Planning.

**Strategic Accomplishments for 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)

### **Helicopter Delivery Plans:**

Mr. Pagano provided the Board with a presentation on the helicopter delivery plans.

### **School Health and Changes due to COVID:**

Dr. Chibar provided an update on the School Health Program. She reviewed the program changes as well as the leadership changes. She discussed the collaborative development and execution of COVID – 19 protocols screening & testing process. COVID-19 point of care testing began on November 30, 2020 and was available for symptomatic School District Staff & Students. She provided a summary of screenings:

Visits to the Health Room: 270,187  
COVID Screenings: 42,687  
COVID-19 POC Tests: 2212 (1620 students and 552 staff)  
Non-COVID Visits: 227,500 (includes Medicine Administration, Diabetes and Acute Care)  
Mandated Health Screenings: 47,595 students

### **Simulation Lab at Lakeside Medical Center:**

Dr. Elijah Bell provided an overview on Simulation Lab at Lakeside Medical Center. He stated that as we strive to continue our OB services at Lakeside Medical Center, adding tools for maintaining clinician skills and safe patient care is a priority. A simulation lab is a training tool that allows the clinician to learn from mannequins that are designed to mimic real-life childbirth and obstetrical emergencies. He described the current state of Simulation at Lakeside (Short- Term and Long-Term).

### **EPIC Connect Future State:**

Ms. Lavelly stated that as our Journey continues, we prepare for phase 1 – Go Live July 2021.

Lakeside Medical Center and C.L. Brumback Primary Care Clinics  
Integrated medical record (LMC, Clinics, Dental)  
Integrated revenue cycle  
Fully featured patient engagement  
Population health  
Enterprise data warehouse/analytics  
Streamlined legal medical record  
Enhanced software functionality with #1 product in market

Phase 2 – Optimize and Expand – Once 30 days we will begin optimizing the software.

Continuing the Epic Journey:

- New location (2022): The Healey Center
- New 3rd Party Software (2021/2022):
- New modules/features (2021/2022):

Digital Front Door Strategy (Patient Engagement)

### **Non-Emergent Transportation (Secondary COPCN):**

Ms. Harris stated that Lakeside Medical Center has faced challenges over the years with transporting patients to a higher level of care in a timely manner.

2018 – Average wait time 173 minutes

2019 – Average wait time 193 minutes

2020 – Average wait time 175 minutes

2021 – Average wait time 245 minutes

Several solutions have been discussed over the years including, but not limited to:

- Contracting with current COPCN holder to staff an ALS Unit at Lakeside
- Contracting with a 3rd party Secondary COPCN holder
- Having Lakeside pay additional funds for inter-facility transfers

The proposal is to develop a hospital based emergency ambulance service to function as a secondary COPCN holder. The benefits are:

- The Health Care District will own and operate its own hospital based EMS Service thus allowing us to adjust to the needs of the community in a timely manner.
- Lakeside will have immediate access to emergency and non-emergency inter-facility transfer.
- Units will use Lakeside as its base location thus minimizing the inter-facility transfer times.
- Using Lakeside's ER to ensure that the EMT's and Paramedic's skill sets are maintained integrating them into the ER department's schedule.
- This is a more cost effective approach after the initial capital investment because the transport teams can serve as clinical resources when not engaged in an active transport.

### **COVID-19 Testing and Vaccination Update:**

Dr. Andric provided a COVID-19 Testing and Vaccination Update to the Board. She discussed the Health Care District's response and how many tests performed by date and 14 day rolling average as well as positive results by date and 14 day rolling average.

COVID-19 Vaccinations – The rollout began in December. We now have three mass vaccination sites:

South Florida Fairgrounds;  
South County Civic Center;  
Burns Road Community Center

Dr. Andric provided the numbers of total vaccinations given to date as well as the vaccination forecast (see below):

**Need for Mass Vaccination Sites** - Mass sites work well in the current setting of demand substantially exceeding supply.

**Increased supplies** - lower-volume settings might be preferred.

**Mobile Vaccination Clinics** – better for reaching vaccine hesitant

**The Challenges:**

- Hard to reach population and reluctant to get the shots
- Still not having enough supply to meet the demand

**Payer Plan Administration Status Update:**

Dr. Andric and Candice Abbott presented the Board with the Payer Plan Status Update.

PAST Managed Care Program:

- Sold to Molina in 2014  
Healthy Palm Beaches (Medicaid HMO)  
*State regionalized HMO coverage and we were no longer eligible*
- Sunset in December 2015  
Vita Health  
*Duplicated Affordable Care Act (ACA)*
- Third Party Administrator  
District Cares (Option 1)  
Trauma

PAST District Cares & Trauma:

- C. L. Brumback Primary Care Clinics became “gate-keeper” for specialty care  
*ER/Hospital coverage*  
-
- Eligibility Department transitioned to Certified Application Counselors in the Clinics  
*Referral as trigger for District Cares*  
*Opportunities to increase Medicare/Medicaid/ACA enrollment*

- Positioned ourselves to focus on actually *being* the safety net rather than trying to also be a payer  
*Trauma department moved to Corporate Quality*

#### PRESENT:

- Contracted with Community Care Plan (CCP) as Third Party Administrator (TPA) to pay claims and perform specialty network credentialing  
*April 2019: Transitioned District Cares claims/contracts*  
*Sept 2020: Transitioned Specialty Network credentialing*  
*March 2021: Transitioned Trauma (retroactive coverage to 1/1/21)*
- Focus on Managing our Network  
*Transition from “members” to “patients”*
- Quarterly Audits  
*CCP Policies & Procedures*  
*5% of claims and credentialed specialty providers*

#### FUTURE:

- Use data to evaluate network  
*GEO access*  
*Patient engagement*  
*Ensure care continuum in the specialty network*  
*Provider Score Cards: Quality, Cost, Utilization*  
*Retroactive claims review*
- Behavioral Health Benefit  
*Pursue additional higher level of care contracts with Behavioral Health Providers in the network*
- Maternity Cares Program (MCP)  
*Outsource to Department of Health*
- Evaluate emergency room utilization  
*Relatable to underlying condition which allowed patient to qualify for District Cares*
- Ensure efficiencies in referral management process for specialty providers
- Epic migration
- Retire Diamond system

### **Unite Us Update:**

Dr. Cleare stated that in 2020 the Health Care District made the decision to partner with Unite Us, a technology company that assists local communities to build coordinated care networks linked together through their electronic platform. The District branded the initiative as Unite PBC - a community-wide network for social service and health care referrals for Palm Beach County. Unite PBC leverages the Health Care District's leadership in the community with Unite Us' technical expertise and "boots on the ground" approach to building community networks. While still early in the network growth, Unite PBC is growing at a faster pace than other "Unite Us" networks around the country due in part to the close relationship the Health Care District maintains with many community organizations. The community referral platform is designed to provide referrals for a wide range of social services and other services that help to address the social determinants of health.

As of March 2021...

- 46 participating organizations
- 62 locations in Palm Beach County
- 250 referrals sent through the network

### **Enterprise Project Management Office Dashboard:**

Ms. Dupont provided the Board with a summary on the Project Management Office and projects kicked off and/or completed.

- Projects kicked off and completed in FY2020: 50
- Projects kicked off and completed to date in FY2021: 134
- Monthly Project Steering Committee meeting with the Executive Team has been a best practice to manage project priorities and workload
- Project lessons learned are captured and incorporated into procedures and tools
- Project Management Training has been completed and is being rolled out to all new Project Team members

### **District Financial Forecast and Budget Assumptions:**

Mr. Colby reviewed the 2022 Budget Assumptions as well as the three year forecast and volume trend.

- Volume Assumptions
- Millage Proposal
- Capital Needs

The Executive Team and the Board members had brief comments on items that were discussed throughout the meeting.

Meeting was adjourned.