



STRATEGIC PLANNING

July 24, 2018

INDEX

| | |
|--|----|
| Index..... | 2 |
| Agenda | 3 |
| Mission, Vision, and Values | 4 |
| Strategic Imperatives & Pillars of Success | 5 |
| Operational Scorecard | 6 |
| 2018-19 Performance Goals | 8 |
| Appendix | |
| Program Overviews | 20 |
| Organizational Chart..... | 30 |
| Boards and Committees | 32 |

AGENDA

July 24, 2018

| | | |
|-----------------|-----------------|---|
| 8:30 – 8:45am | Thomas Cleare | Process for Today, Operational Scorecard, Highlights of Items in Packet |
| 8:45 – 8:50am | Darcy Davis | Introduction of Steven Hurwitz, VP of Human Resources and Communications |
| 8:50 – 9:15am | Darcy Davis | Trauma Strategic Initiatives Update |
| 9:15 – 9:25am | Darcy Davis | School Mental Health Counselors Update |
| 9:25 – 10:00am | Thomas Cleare | Managed Care Strategic Initiatives & Mental Health Benefit for District Cares |
| 10:00 – 10:20am | Cindy Yarbrough | Health Information Exchange Update |
| 10:20 – 10:50am | Belma Andric | Primary Care Clinics Strategic Initiatives |
| 10:50 – 11:15am | Everyone | Questions on Items Not Discussed |

| | | |
|-----------------|--------------|---|
| 11:15 – 11:45am | Belma Andric | Tour of New Mobile Clinic |
| 11:45 – 12:15pm | Karen Harris | Closed Session - Lakeside Medical Center Update |
| 12:15 – 2:00pm | Lunch/Break | |
| 2:00 – 4:00pm | Everyone | Joint Board and Finance/Audit Committee 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.

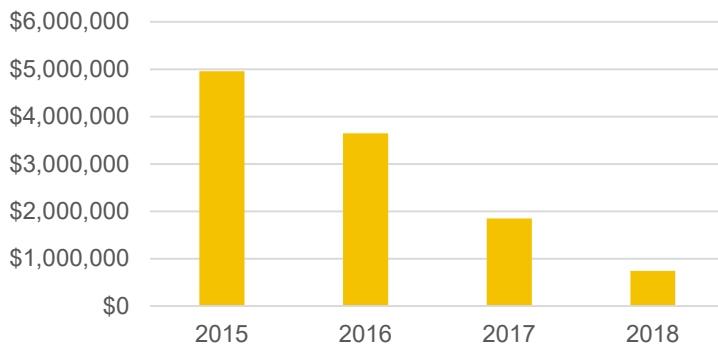
People To be the employer of choice. To develop and support a culturally diverse, competent, motivated and service oriented workforce. To recruit and retain highly competent providers to meet patient needs.

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

Community Leader 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.

OPERATIONAL SCORECARD

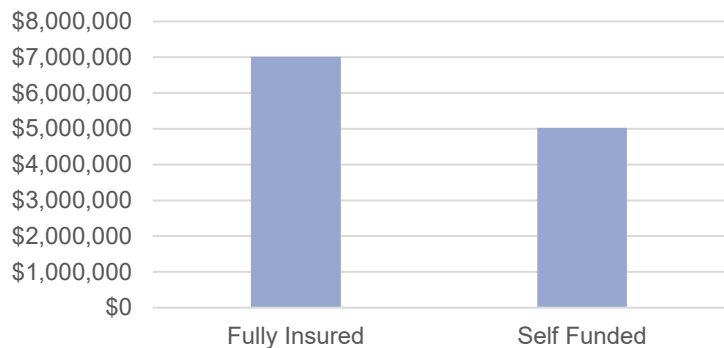
Pharmacy Prescription Expenses
for District Cares Patients



The District realized \$1,313,122 in savings for FY2016, \$1,798,066 in savings for FY2017, and a projected incremental savings of \$1,107,856 for FY2018 from moving all patients to the District's Clinics for Primary Care to maximize 340B prescription pricing and from closing the retail network and moving all prescriptions in-house.

The District realized a \$1,978,228 in savings during the first 6 months of FY2018 from changing from a fully insured to a self-funded health insurance plan.

Employee Health Insurance Costs
10/1/2017 - 3/31/2018



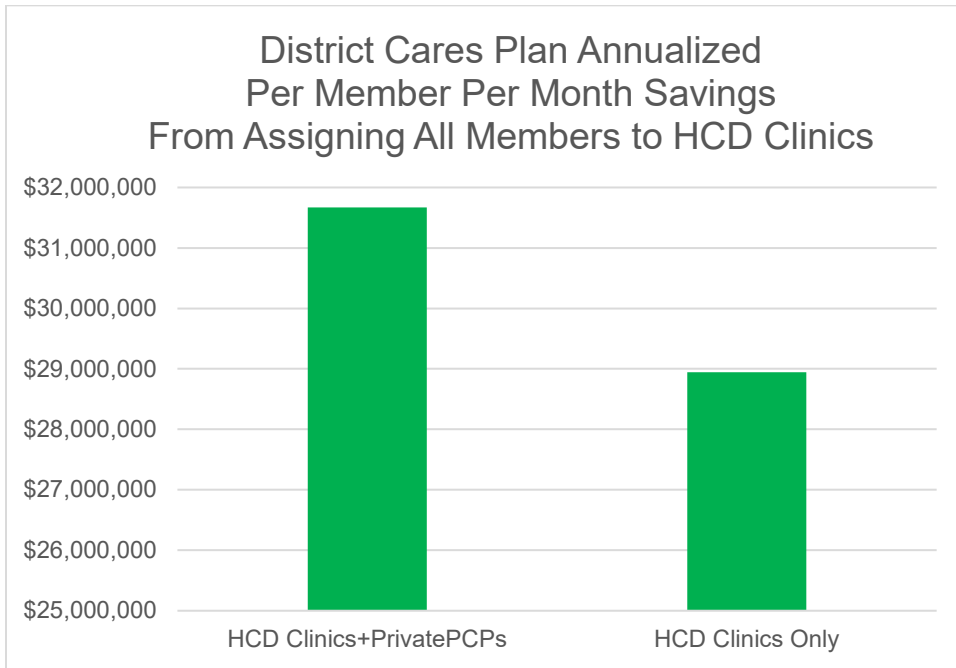
Retirement Plan Changes

The District realized a **\$210,000** savings in plan participant expenses in FY2018 by changing the retirement plan from an annuity based model to a mutual fund model.

IT / Phone System Changes

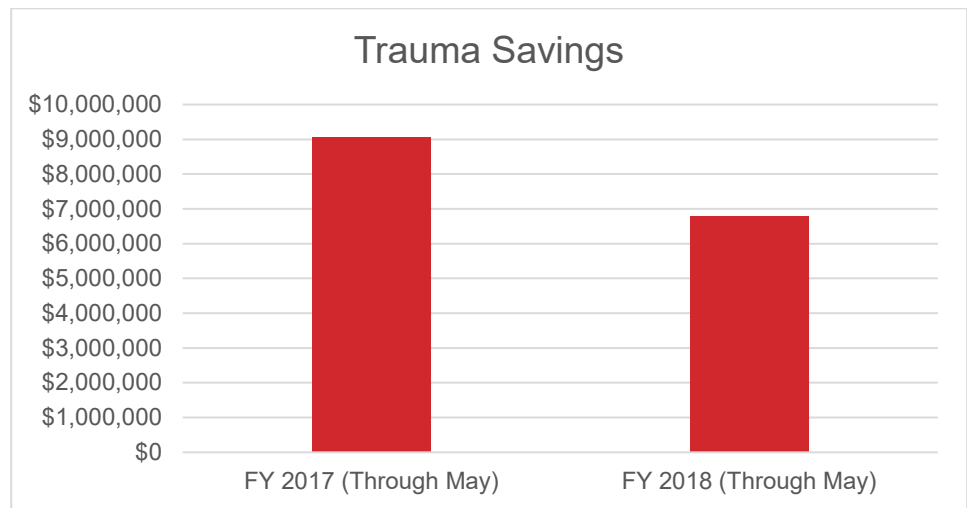
The District realized a **\$182,000** savings in FY2018 as a result of changes to the internet telephone infrastructure.

OPERATIONAL SCORECARD



The District realized an annualized per member per month savings of \$2,728,349 (8.61%) in CY2017 by assigning all District Cares patients to the CL Brumback Clinics.

The District's Trauma Program realized \$2,262,301 in savings during the first 8 months of FY2018 from changing the funding methodology for anesthesia and radiology to a fee-for-service structure from the previous call pay methodology.



Total Strategic Initiative Savings: \$11,579,922

2017-18 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 | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | |
|--|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|-------------|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | |
| New Align Operations with Quality Initiatives | | | | | | | | | | | | | | | | | | | | | | | | | in progress |
| Health Care Village / Micro-Hospital Plans | | | | | | | | | | | | | | | | | | | | | | | | | projected |
| Move Medical Clinic into Lakeside Medical Center | | | | | | | | | | | | | | | | | | | | | | | | | in progress |

Prior Year Action Items:

Provider Affiliation After careful assessment and due diligence, it was determined that this option was not feasible at this time.

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

Tactic: Expand Access to Primary Care Services

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | in progress |
|--|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|-------------|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | |
| Move Medical Clinic to Lakeside Medical Center | | | | | | | | | | | | | | | | | | | | | | | | | |
| Open Mobile Health Clinic | | | | | | | | | | | | | | | | | | | | | | | | | |

Tactic: Expand Access Medically Assisted Treatment for Substance Use

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | 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 | |
| Expand Patient Volume for MAT Program | | | | | | | | | | | | | | | | | | | | | | | | | |

Tactic: Open an Addiction Stabilization Center (ASC)

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | in progress |
|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|-------------|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | |
| New ASC Due Diligence & Begin Operations | | | | | | | | | | | | | | | | | | | | | | | | | |

Prior Year Action Items:

- Provide Women's Health Services at Lake Worth Clinic
 - Open Jupiter Clinic Location
 - Open West Boca Raton Clinic Location
 - LCSWs at each Clinic Location
- Establish a 30 Patient MAT Pilot Program
- Outreach in Belle Glade Through School Nurses
 - Add Dental Clinic in Lake Worth
 - Add Dental Clinic in West Boca Raton

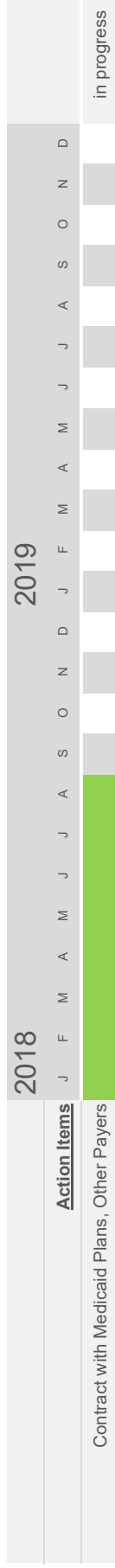
This action items has been tabled for further review and will be re-assessed in the next 12 months
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Pharmacy Services

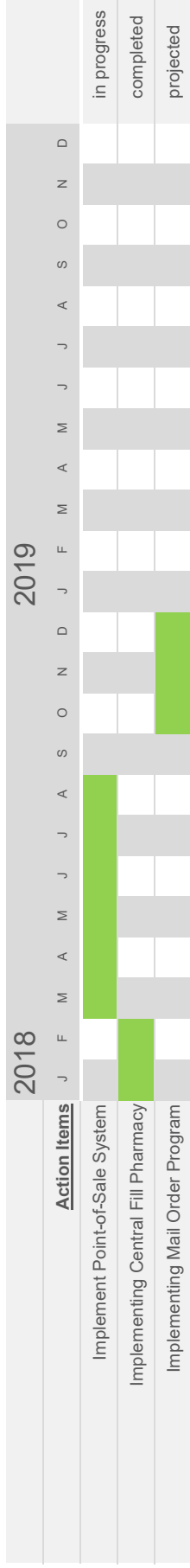
Belma Andric

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

Tactic: Implement revenue opportunities as a pharmacy provider for private health insurance plans



Tactic: Enhance capability to better serve Clinic patients



Prior Year Action Items:

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

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | |
|--|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|-------------|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | |
| New Monitor Implementation of New CMS Phase II Regulations for Compliance | | | | | | | | | | | | | | | | | | | | | | | | | in progress |
| New Implement New CMS Phase III Regulations Prior to November 2019 | | | | | | | | | | | | | | | | | | | | | | | | | projected |
| New Monitor New CMS E-Tags Requirements | | | | | | | | | | | | | | | | | | | | | | | | | in progress |
| New Succession Planning for Director of Clinical Services | | | | | | | | | | | | | | | | | | | | | | | | | projected |

Prior Year Action Items:

Pharmacy Integration
 Medical Director Integration with Clinics

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

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | 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 Funding Stream Transition (Phase 1) | | | | | | | | | | | | | | | | | | | | | | | | | completed |
| Implement Funding Stream Transition (Phase 2) | | | | | | | | | | | | | | | | | | | | | | | | | in progress |
| Implement Funding Stream Transition (Phase 3) | | | | | | | | | | | | | | | | | | | | | | | | | projected |

Prior Year Action Items:

Develop Captive Option for Trauma Providers

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 | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | |
|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|-----------|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | |
| Assess Helicopter Choices | | | | | | | | | | | | | | | | | | | | | | | | | completed |
| New Assess Lease/Finance, New Aircraft Specs, and Sell/Trade Current Aircraft Alternatives | | | | | | | | | | | | | | | | | | | | | | | | | projected |
| New Review Aircraft Usage Strategy | | | | | | | | | | | | | | | | | | | | | | | | | projected |

Prior Year Action Items:

Pursue Air Ambulance License
Secure Third Party Agreements for Air Transport

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.

School Health

Karen Harris

Performance Goal: Enhanced access to health services for students

Tactic: Expand services available to students

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | Revised Direction |
|--|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|-------------------|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | |
| New School Based Mental Health Counselor Program | | | | | | | | | | | | | | | | | | | | | | | | | Revised Direction |
| New Work with School District to Implement Protocols and Responsibilities Mental Health Program | | | | | | | | | | | | | | | | | | | | | | | | | in progress |
| New Monitoring / Auditing Corrective Action Items from School Monitoring Report | | | | | | | | | | | | | | | | | | | | | | | | | in progress |
| New Succession Planning for School Health Program | | | | | | | | | | | | | | | | | | | | | | | | | projected |
| New Develop Five Year Strategic Plan for School Nurse Recruitment | | | | | | | | | | | | | | | | | | | | | | | | | projected |

Note: School District is pursuing a school mental health program

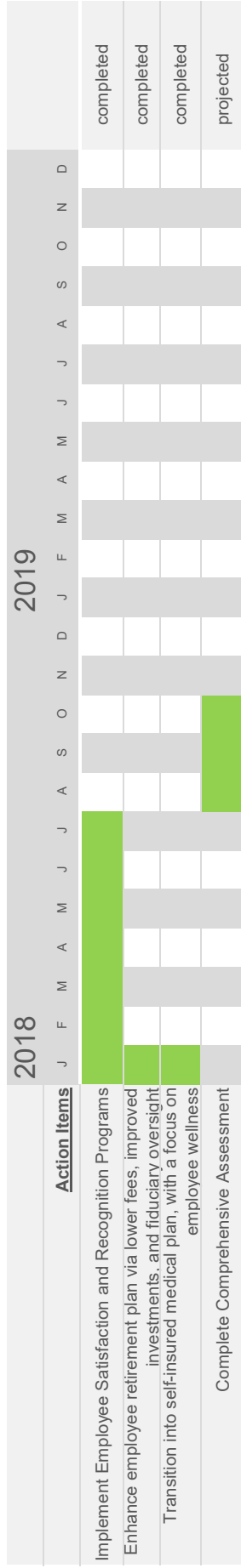
Prior Year Action Items:

- Explore Telemedicine and Partnership Opportunities
- Offer Services to Private and Charter Schools

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

Performance Goal: Be a Top Employer in Palm Beach County

Tactic: Recruitment and retention



Information Technology

Cindy Yarbrough

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 | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | |
|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|-------------|--|
| | 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 Athena EHR for Clinics | | | | | | | | | | | | | | | | | | | | | | | | completed | |
| Acquire New EHR for LMC | | | | | | | | | | | | | | | | | | | | | | | | projected | |
| Replace Finance/HR Application | | | | | | | | | | | | | | | | | | | | | | | | projected | |
| Implement Business Intelligence Analytics Dashboard and Automated Reporting for All Lines of Business | | | | | | | | | | | | | | | | | | | | | | | | in progress | |

Tactic: Security Initiatives

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | |
|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|-------------|--|
| | 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 User Access Controls | | | | | | | | | | | | | | | | | | | | | | | | projected | |
| Segmentation of LMC Network | | | | | | | | | | | | | | | | | | | | | | | | in progress | |
| Improve HCD Security Effectiveness to 87% | | | | | | | | | | | | | | | | | | | | | | | | in progress | |

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

| Action Items | 2018 | | | | | | | | | | | | 2019 | | | | | | | | | | | | |
|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|-------------|--|
| | J | F | M | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | |
| Develop Master Patient Record through Alliance with Available HIE's | | | | | | | | | | | | | | | | | | | | | | | | in progress | |
| Integrate with State of Florida Event Notification System | | | | | | | | | | | | | | | | | | | | | | | | in progress | |
| Rollout Data Warehouse for Stratification of Patient Care | | | | | | | | | | | | | | | | | | | | | | | | projected | |

Prior Year Action Items:

- Technology to Support Two New Clinics Completed
- Implement New EHR, MatrixCare for Healey Center Completed
- Upgraded the LMC Radiology Information System Completed
- HIE Assessment Completed

Public Relations

Steven Hurwitz

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

Tactic: Advocacy

| Action Items | 2018 | | | | | | 2019 | | | | | | projected |
|---|------|---|---|---|---|---|------|---|---|---|---|---|-----------|
| | J | F | M | A | M | J | J | A | S | O | N | D | |
| Develop and Implement a Public Awareness Campaign | | | | | | | | | | | | | |

Prior Year Action Items:

Key Stakeholder Service Recovery

Completed

Re-brand and Unify Programs Under Common Name

This action items has been tabled for further review and will be re-assessed in the next 12 months

PROGRAM OVERVIEWS

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

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 eight 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 eight locations. Locations include clinics in West Palm Beach, Belle Glade, Lake Worth, Lantana, Delray Beach, Jupiter, and West Boca Raton. The primary care clinics also continued to provide primary care services at the Senator Philip D. Lewis Center, the county's homeless resource center. The newest addition to the primary care clinics is the Mobile Clinic, scheduled to begin operations in August.

Additionally, the primary care clinics continued 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

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 full-service managed care 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 enrolled in the District Cares Program receive medical benefits to cover the cost of primary care, specialty care, hospitalization, emergency care, and prescription drugs depending on the resident’s level of qualification. Palm Beach County residents with income below 100% of the poverty level with a valid social security number receive full benefits. The care is delivered through a network of public and private physicians, community hospitals and other health care providers. Residents who are unable to provide a valid social security card receive primary care and prescription drug coverage through the District’s C.L. Brumback Primary Care Clinics.

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

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.

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.

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, Delray Beach and Lake Worth. 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 and until 7:00pm on a rotating schedule for each location except Belle Glade. All locations are also open Saturdays from 9:00 am to 1:00 pm. The District pharmacies are closed for holidays.

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.

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 STARTED

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 168 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

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 STARTED

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 2017-18, the following organizations received funding from the District through Sponsored Programs:

- Caridad Center (Specialist Provider Services)
- PBC Medical Society Services (Specialist Provider Services)
- Mental Health Association of PBC (Behavioral Health Services)
- Families First of PBC (Behavioral Health Services)
- South Florida Hunger Coalition (Food Services)
- The Center for Trauma Counseling, Inc. (Behavioral Health Services)
- Legal Aid Society of PBC (Medical Legal Assistance)
- Healthy Mothers Healthy Babies (Pregnancy Services)
- Center for Child Counseling (Behavioral Health Services)
- Center for Family Services (Behavioral Health Services)
- Diabetes Coalition PBC (Diabetes Care and Prevention)
- Clinics Can Help (Durable Medical Equipment)
- My Clinics, Inc. (Primary Care and Specialist Services)
- Community Health Center of WPB (Beh Health & Vision Services)
- Florida Community Health Center, Inc. (Primary Care Services)
- The Glades Initiative, Inc. (Navigation, Medical Interpreter Training)
- National Alliance on Mental Health (Behavioral Health Services)

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.

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.

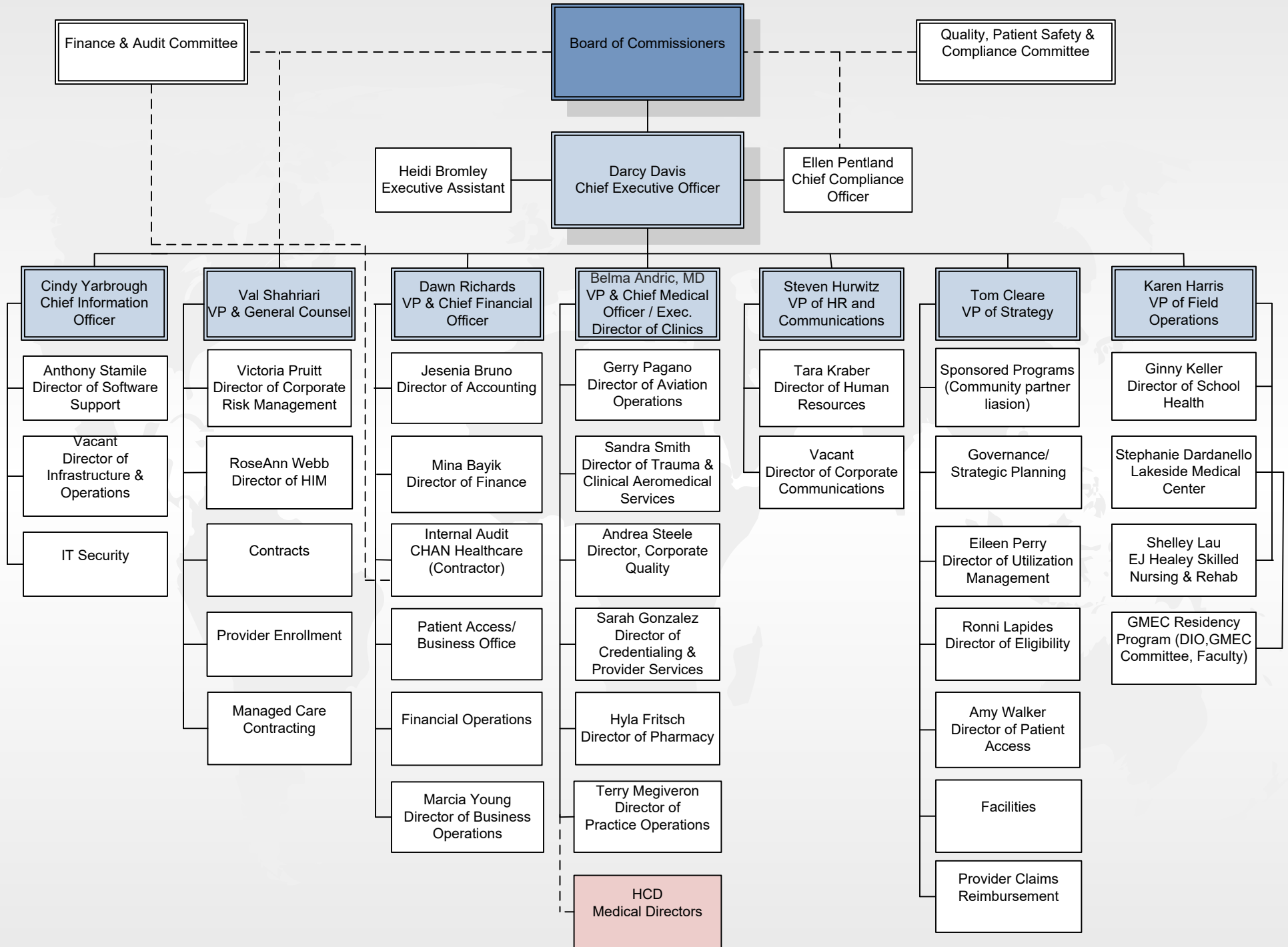
The Palm Beach County Trauma Agency monitors and reviews the quality of care delivered to every trauma patient receiving services in the Trauma System through the Trauma Quality Improvement Program. This process includes collecting registry data to review quality of care from the point of injury to final 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.

ORGANIZATIONAL CHART

HCD Leadership Team



BOARD & COMMITTEE MEMBERSHIPS

Board of Commissioners

| | Appointment Date | Re- Appointment Date | Term Limit Date |
|--------------------------------------|-----------------------------|-------------------------------------|----------------------------|
| Brian Lohmann, Chair | 9/1/2011 | 9/30/2015 | 9/30/2019 |
| Nancy Banner, Esquire, Vice Chair | 10/1/2011 | 10/1/2015 | 9/30/2019 |
| Sean O'Bannon, Secretary | 12/6/2016 | | 9/30/2020 |
| Philip Ward, Esquire | 10/1/2011 | 10/1/2014 | 9/30/2018 |
| Cory Neering | 10/1/2017 | | 9/30/2021 |
| Leslie B. Daniels | 4/1/2013 | 11/9/2017 | 9/30/2020 |
| Alina Alonso, MD | 9/1/2011 | | NA |

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

Finance and Audit Committee

| | Appointment Date | Re- Appointment Date | Term Limit Date |
|-------------------------|-----------------------------|-------------------------------------|----------------------------|
| Brian Lohmann, Chair | Board Member | | N/A |
| Nancy Banner, Esquire | Board Member | | N/A |
| Leslie B. Daniels | Board Member | | N/A |
| R. Michael Smith | 7/1/2010 | 9/30/2014 | 9/30/2018 |
| Joan Roude | 1/1/2012 | 10/1/2016 | 9/30/2020 |
| Michael J. Burke | 10/1/2017 | | 9/30/2021 |
| Joseph Bergeron | 1/1/2016 | | 9/30/2020 |
| Ed Sabin | 9/17/2015 | | 9/30/2019 |
| 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 |
| Philip Ward, Esquire | Board Member | | N/A |
| LMC Chief of Staff | LMC Chief of Staff | | N/A |
| Steven Seeley | 2/28/2017 | | 9/30/2022 |
| Mary Weeks | 2/11/2014 | | 9/30/2018 |
| Sharon Larson | 2/11/2014 | | 9/30/2018 |
| Dianne King | 11/28/2017 | | 9/30/2021 |
| James Elder | 2/11/2014 | | 9/30/2018 |

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

Lakeside Health Advisory Board

| | Appointment Date | Re-Appointment Date | Term Limit Date |
|---------------------------------|-------------------------|----------------------------|------------------------|
| Rev. Dr. Robert Rease, Chair | 10/1/2014 | | 9/30/2018 |
| Sandra Chamblee, Vice Chair | 11/1/2012 | 10/12/2016 | 3/31/2020 |
| Mary Weeks, Secretary | 9/1/2012 | 10/12/2016 | 3/31/2020 |
| Angie Pope | 1/1/2010 | 11/1/2013, 11/1/2017 | 11/30/2018 |
| Donia Roberts, Esquire | 1/1/2010 | 11/1/2013, 11/1/2017 | 11/30/2018 |
| Julia Hale | 7/21/2014 | 10/1/2015 | 9/30/2019 |
| Alina Alonso, MD | Board Member | n/a | n/a |
| Open Position | | | |
| Open Position | | | |
| Open Position | | | |
| Open Position | | | |

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

Primary Care Clinics Board

| | Appointment Date | Re-Appointment Date | Term Limit Date |
|---------------------------------|-------------------------|----------------------------|------------------------|
| Bessie Brown, Chair | 1/24/2013 | 1/24/2017 | 12/31/2018 |
| James Elder, Vice Chair | 9/1/2013 | | 12/31/2018 |
| Frances Navarro, Treasurer | 1/24/2013 | 1/24/2017 | 12/31/2018 |
| John Casey Mullen, Secretary | 4/1/2014 | | 12/31/2018 |
| David K. Mills Kendle, Jr. | 1/24/2013 | 1/24/2017 | 12/31/2018 |
| Cory Neering | 10/1/2017 | | 12/31/2018 |
| Irene Figueroa | 9/1/2013 | | 12/31/2018 |
| Shanti Howard | 2/23/2016 | | 12/31/2018 |
| Joan Roude | 5/23/2018 | | 12/31/2018 |
| | | | |
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| | | | |

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