

**SOUTH BROWARD HOSPITAL DISTRICT**

**SPECIAL MEETING OF THE BOARD OF COMMISSIONERS OF THE  
SOUTH BROWARD HOSPITAL DISTRICT**

**WITH THE BOARD OF COMMISSIONERS OF THE NORTH BROWARD HOSPITAL DISTRICT**

**November 7, 2022**

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A Special Meeting of the Board of Commissioners of the South Broward Hospital District (S.B.H.D.) and the Board of Commissioners of the North Broward Hospital District (N.B.H.D.) was held in person at Memorial Regional Hospital Conference Center, on Monday, November 7, 2022, at 5:25 p.m.

The following members of the South Broward Hospital District, d/b/a Memorial Healthcare System, were present:

Mr. Brad Friedman                      Chairman  
Mr. Douglas Harrison  
Dr. Luis Orta  
Ms. Laura Raybin Miller

The following members were absent:

Ms. Elizabeth Justen                  Vice Chair  
Mr. Steven Harvey                      Secretary Treasurer  
Mr. Jose Basulto

The following members of the North Broward Hospital District, d/b/a Broward Health, were present:

Ms. Stacy Angier                      Chair  
Mr. Christopher Pernicano          Vice Chair  
Mr. Paul Tanner                        Secretary Treasurer  
Mr. Ray Berry  
Mr. Jonathan Hage  
Ms. Nancy Gregoire Stamper  
Mr. Levi Williams

A registration sheet listing attendees in person is on file in the Executive Office.

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**1. CALL TO ORDER / PUBLIC MEETING CERTIFICATION**

There being a physical quorum present, the meeting was called to order by Mr. Friedman for the South Broward Hospital District and Ms. Angier for the North Broward Hospital District.

Mr. Frank Rainer, Senior Vice President and General Counsel for Memorial Healthcare System, confirmed, and provided his certification as General Counsel, that all public notice and open meeting (Sunshine) legal requirements had been complied with for this meeting. Ms. Linda Epstein, General Counsel for Broward Health, confirmed the same.

Ms. Angier led the pledge of allegiance.

**2. INTRODUCTIONS**

The Board members of the S.B.H.D. and N.B.H.D. introduced themselves.

3. **APPROVAL OF MINUTES**

a. **Request Board Approval of the Minutes of the Special Meeting Held on June 27, 2022**

A copy of the Minutes is on file in the Executive Office.

For the S.B.H.D., Mr. Harrison ***moved, seconded*** by Dr. Orta, that:

***THE BOARD OF COMMISSIONERS OF THE S.B.H.D. APPROVES  
THE MINUTES OF THE SPECIAL MEETING HELD ON JUNE 27, 2022***

The Motion ***carried*** unanimously.

The Board members of the N.B.H.D. had previously approved their Minutes at their Regular Board Meeting held on July 27, 2022. The Board members re-affirmed their approval of the Minutes for the record.

4. **UPDATE REGARDING COMMUNITY COLLABORATION WORK STREAMS**

**Ms. Nina Beauchesne, Executive Vice President and Chief Transformation Officer, S.B.H.D., and Mr. Alan Whaley, Executive Vice President and Chief Operating Officer, N.B.H.D.**

Ms. Beauchesne welcomed Mr. Whaley, who has been appointed N.B.H.D.'s Executive Vice President and Chief Operating Officer.

Ms. Beauchesne and Mr. Whaley reported that they meet weekly, with the Executive teams of the two Districts meeting monthly. Five work streams had been created, covering IT, Pediatric Services, Adult Services, the Sunrise Facility, and Corporate Services Synergy. Each group is led by an Executive Staff member from each of the Districts, and consists of several staff from each District.

Updates were then given as to each work stream's progress.

**IT WORKGROUP** – Lead by Mr. Jeff Sturman, Senior Vice President and Chief Digital Officer, for the S.B.H.D., and Mr. Alan Whaley and Mr. Alex Fernandez, Senior Vice President and Chief Financial Officer, for the N.B.H.D.

Mr. Whaley thanked the S.B.H.D. and Mr. Sturman for their leadership in assisting the N.B.H.D. with its IT needs and day-to-day operations. Broward Health is currently in the process of recruiting a Chief Digital Officer. An update was given on the progress of the new healthcare software system implementation, and various IT projects.

**PEDIATRIC SERVICES** – Lead by Ms. Caitlin Stella, Chief Executive Officer of Joe DiMaggio Children's Hospital, for the S.B.H.D., and Ms. Heather Havericak, Chief Executive Officer of Broward Health Medical Center/Salah Foundation Children's Hospital, for the N.B.H.D.

Ms. Beauchesne gave an update on the clinical service collaboration, physician privileging and credentialing, team site visits to various facilities, and the donor relations meeting with Salah Foundation. Ms. Stella and Ms. Havericak gave further details and thanked the Boards for their support.

**ADULT SERVICES** – Lead by Mr. Peter Powers, Chief Executive Officer of Memorial Regional Hospital, for the S.B.H.D., and Ms. Heather Havericak for the N.B.H.D.

Ms. Beauchesne gave an update on the adult services collaboration and ECMO/eCPR.

**SUNRISE FACILITY WORKGROUP** – Lead by Ms. Nina Beauchesne for the S.B.H.D., and Mr. Alan Whaley and Mr. David Clark, Senior Vice President, Operations, for the N.B.H.D.

Mr. Whaley gave an update on progress, confirming that a planning and zoning package was officially submitted to the City of Sunrise in October. The facility will be single story and 18K square foot.

**CORPORATE SERVICES SYNERGY** – Lead by Mr. David Smith, Executive Vice President and Chief Financial Officer, for the S.B.H.D., and Mr. Alex Fernandez for the N.B.H.D.

Mr. Whaley gave an update on various collaborations between the Districts, including Medicaid payment models and the Covid-19 FEMA claims.

## **5. OPEN FORUM DISCUSSION**

Mr. Friedman was encouraged by the presentation and what has been achieved to date. He then asked Mr. Scott Wester, President and Chief Executive Officer of Memorial Healthcare System, for his comments.

Mr. Wester was encouraged by the feedback to the presentation. He noted the current challenges to healthcare and the need to address workforce development. As a result, he and Mr. Shane Strum, President and Chief Executive Officer of Broward Health, have met with Broward College and other educational institutions to discuss training partnerships.

Ms. Angier then asked Mr. Strum for his comments.

Mr. Strum acknowledged that none of this was possible without the Boards. He confirmed that he and Mr. Wester were looking at the short-term and long-term visions of the Districts' collaboration. He noted the progress made regarding the Sunrise facility. He congratulated Memorial on the Joe DiMaggio Children's Hospital expansion and thanked Memorial's staff for overseeing Broward Health's IT operations. He stated that Broward Health will celebrate its 85<sup>th</sup> anniversary in January 2023.

The Board members of the S.B.H.D. then addressed the meeting.

Mr. Friedman opined that Board members should create a foundation which will withstand events after their tenure on the Board. He welcomed "home" the N.B.H.D. and stated that both Districts are now looking after all Broward County residents. He was confident that the collaboration will positively transform healthcare in Broward County.

Mr. Harrison thanked the teams in both Districts for their hard work and gave them encouragement as they move forward.

Dr. Orta thanked the teams in both Districts, and Board members of the N.B.H.D., and opined that the collaboration will be successful.

Ms. Miller was impressed by the good governance exhibited by the teams and the leadership of Mr. Wester and Mr. Strum.

The Board members of the N.B.H.D. then addressed the meeting.

Ms. Angier thanked the S.B.H.D. and confirmed that the community needs seamless care across the county. She agreed with the comments on the teamwork and good governance.

Mr. Pernicano recognized the massive undertaking of the Sunrise facility project, and that the collaboration will lead to bigger things.

Mr. Tanner recounted a long-ago conversation, where it was opined that a collaboration between the two Districts would never happen. He stated that it was phenomenal that this was now happening, and that hopefully it would attract new employees.

Ms. Gregoire Stamper stated she has heard good things about Memorial over the years. She acknowledged that the N.B.H.D. now has a Board which is working cohesively. She thanked the S.B.H.D. Board members and staff for welcoming them and was encouraged to see that the Districts were cooperating at a level she never thought possible.

Mr. Berry reported that he has lived in the South Broward District since 1978 and has noted Memorial's achievements during this time. He congratulated Memorial on the successful Joe DiMaggio Children's Hospital expansion. He was glad that the Districts were now collaborating, and that this will benefit the people of Broward County.

Mr. Williams agreed with the comments of his fellow Board members and wished everyone Happy Holidays. He encouraged everyone to keep up the good work.

Mr. Hage thanked the S.B.H.D. for working with the N.B.H.D., and for their leadership. He looked forward to continuing the collaboration and wished everyone Happy Thanksgiving.

**6. NEW BUSINESS**

There was no new business to be discussed.

**7. FUTURE MEETINGS**

Mr. Friedman suggested the Boards continue to meet quarterly and this was agreed.

**8. ADJOURNMENT**

There being no further business to come before the Board of the S.B.H.D., Mr. Harrison moved to adjourn the meeting. This was seconded by Dr. Orta. The Motion carried unanimously.

There being no further business to come before the Board of the N.B.H.D., Ms. Gregoire Stamper moved to adjourn the meeting. This was seconded by Mr. Pernicano. The Motion carried unanimously.

The meeting adjourned at 6:50 p.m.

**THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD  
HOSPITAL DISTRICT**

**BY:** \_\_\_\_\_  
**Brad Friedman, Chair**

**ATTEST:** \_\_\_\_\_  
**Steven Harvey, Secretary Treasurer**



South Broward Hospital District  
&  
North Broward Hospital District  
Joint Board of Commissioners Meeting

April 12, 2023

# SBHD/NBHD Collaboration

SBHD Executive Lead: Nina Beauchesne  
 NBHD Executive Lead: Alan Whaley

## IT / Digital

SBHD Exec. Lead: Jeff Sturman  
 NBHD Exec. Lead: Alan Whaley

### Team Members:

- Rich Leon
- Patrick Schilling
- Anthony Hamedl
- Ana Rodriguez
- Ken Ross
- Humberto Quintinar
- Bhavesh Patel
- Abbie Forster
- Yami Diaz
- Mary Hummel
- Kristy Baker
- Patrick Sullivan
- Steven Travers

## Specialty Services Collaboration

### Pediatric Services

SBHD Exec. Lead: Caitlin Stella  
 NBHD Exec. Lead: Heather Havericak

### Team Members:

- Scott Singer
- Dr. Ron Ford
- Jineal Shinn
- Dr. Gerald Lavandosky
- Dr. Frank Scholl
- Dr. Mike Jofe
- Dr. Diana Martinez
- Dr. Dean Hertzler
- Dr. Brian Cauff
- Dr. Holly Neville
- Dr. Deanna Soloway-Simon
- Heather Havericak
- Dr. Patricia Rowe-King
- Dr. Hector Rodriguez
- Dr. Venu Devabhaktuni
- Dr. Johnny Tryzmel
- Dr. Michele Markley

### Adult Services

SBHD Exec. Lead: Peter Powers  
 NBHD Exec. Lead: Heather Havericak

### Team Members:

- Donald Kim, MD
- Leslie Pollart
- Michele Slane
- Michael Cortelli, MD
- I-wen Wang, MD
- Ralph Levy, MD
- Priyanka Gosain, MD
- Juan Plate, MD
- Jose Garcia, MD
- Sunil Kumar, MD
- Ken Herskowitz, MD
- Yordanka Reyna, MD
- Teresa Deasy
- Donna Small
- Rose Valderosa

## Sunrise Facility

SBHD Exec. Lead: Caitlin Stella  
 NBHD Exec. Lead: David Clark

### Team Members:

- Matt Muhart
- Leah Carpenter
- Robert Alonso
- David Schlemmer
- Scott Singer
- Caitlin Stella
- Alan Whaley
- David Clark
- Alisa Bert
- Heather Havericak

## Workforce Affiliation with Broward College

SBHD Exec. Lead: Margie Vargas  
 NBHD Exec. Lead: Mark Sprada

### Team Members:

- Margie Vargas
- Holly Bunn
- Evelyn Gonzalez
- Monica Puga
- Janet Wincko
- Mark Sprada
- Sylvia Jones
- Eileen Manniste
- Jean Seaver
- Letitia Woods

BULLETS KEY: • SBHD    ▪ NBHD

- SBHD Executive Lead: Jeff Sturman
- NBHD Executive Lead: Alan Whaley



# Introduction to Symphony

# SYMPHONY

Symphony, an integrated EHR, will support our commitment to provide exceptional, high-quality care and allow us to deliver a consistent, enhanced experience for employees, providers and communities across Broward County.







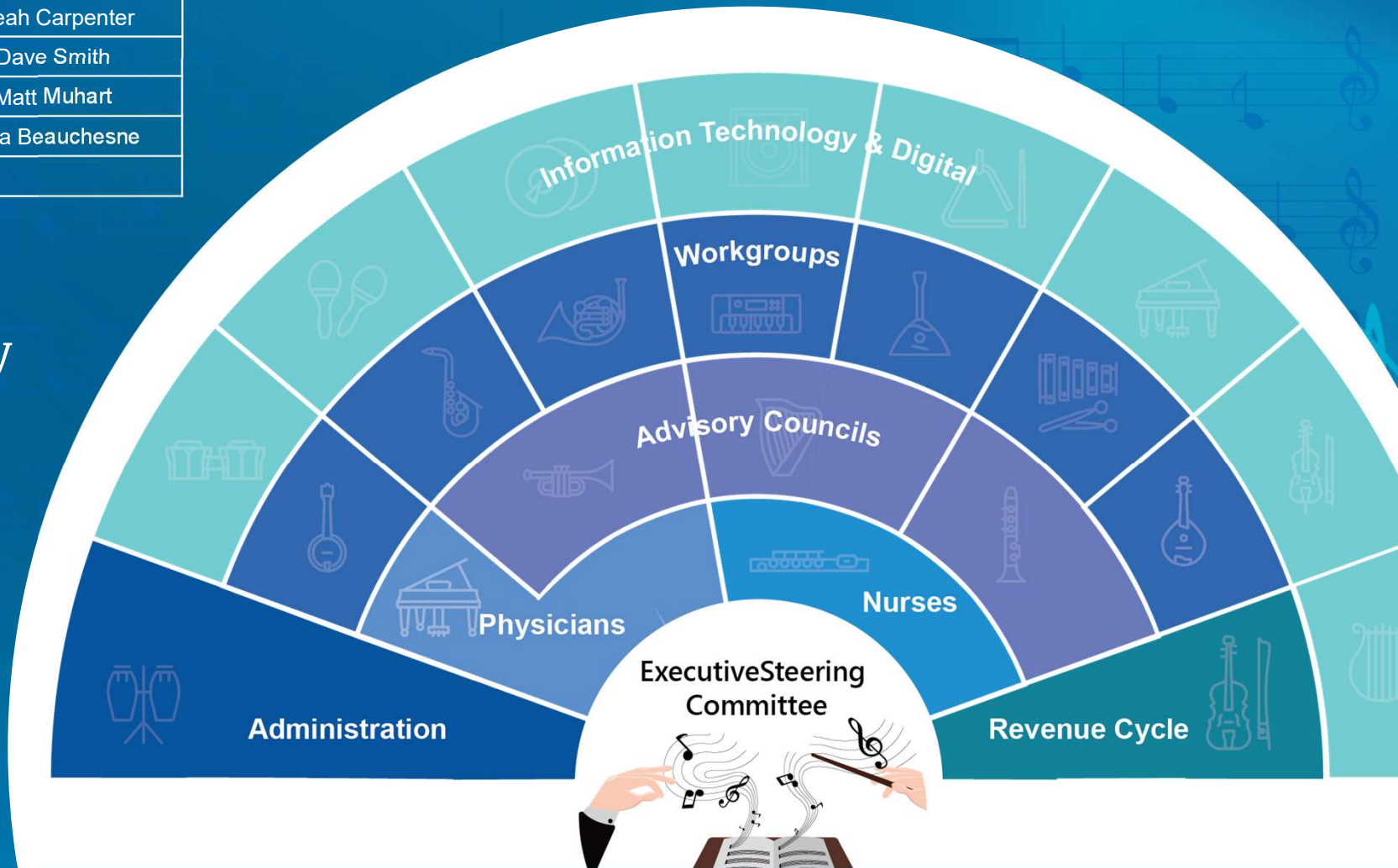


*Dr. Dan Edelman	*Dr. Jennifer Goldman
Alan Whaley	*Leah Carpenter
*Alisa Bert	Dave Smith
Steven Travers	Matt Muhart
	Nina Beauchesne
Jeff Sturman	

\* Symphony Executive Sponsors

“You can’t play a symphony alone, it takes an orchestra to play it.”

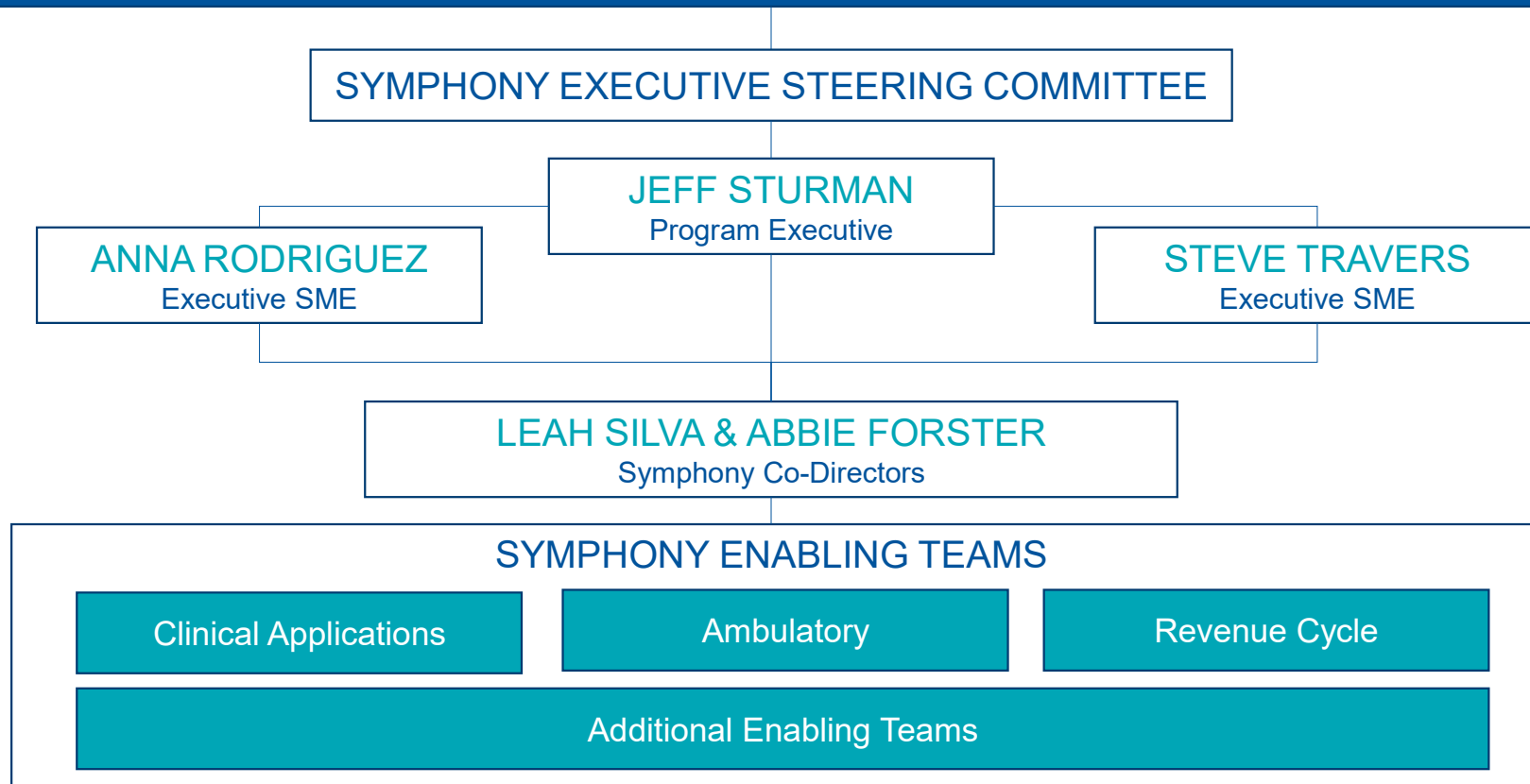
— Navjot Singh Sidhu



# SYMPHONY

## EXECUTIVE LEADERSHIP

Scott Wester | Shane Strum | MHS and BH Executive Staff

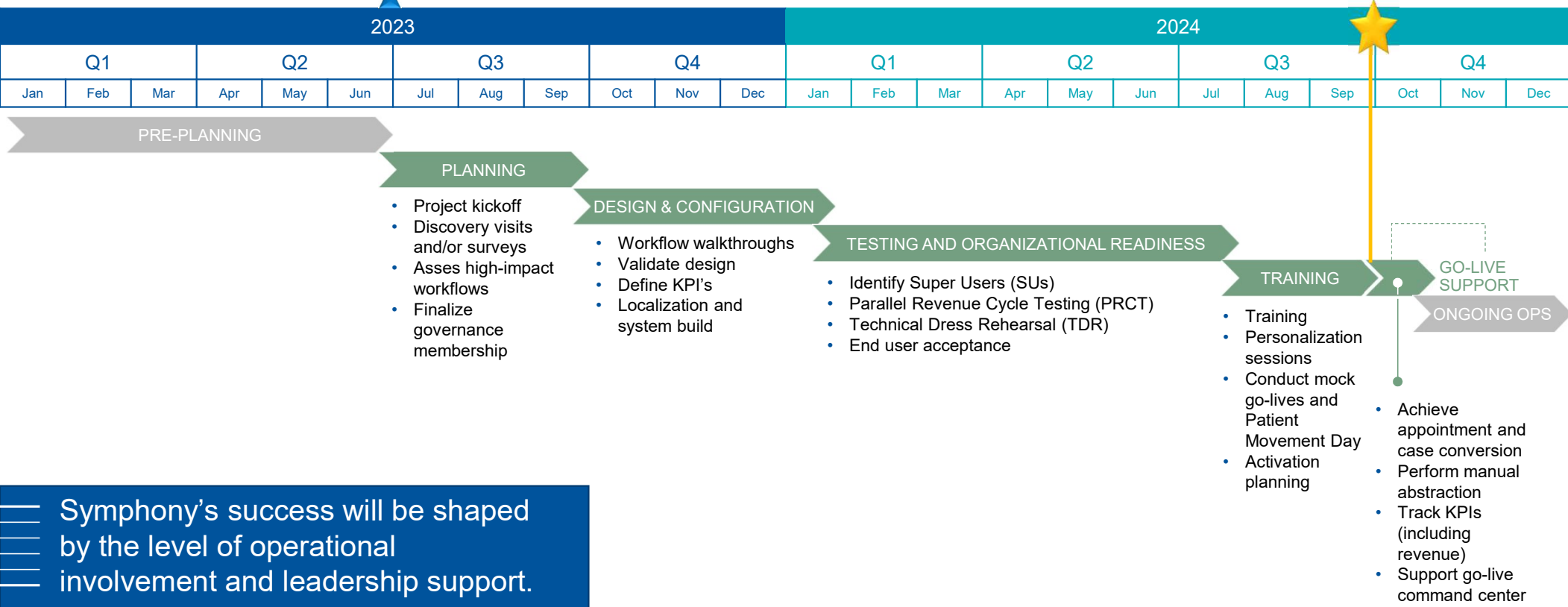


# SYMPHONY

## Timeline & Go Live

**Kickoff**  
Jun 29, 2023

**Go-Live**  
Sep 28, 2024



Symphony's success will be shaped by the level of operational involvement and leadership support.

## Next Steps

- Finalize Contracts
- Initiate Governance
- Identify Project Team Members
- Coordinate Training for Certification
- Select Cloud Hosting Vendor



# SYMPHONY



Like a symphony, wisdom is not just about playing individual notes, but about blending them together to create something greater than the sum of its parts.”  
~ ChatGPT

# Specialty Services Collaboration

## Pediatric Services

- SBHD Executive Lead: Caitlin Stella
- NBHD Executive Lead: Heather Havericak

- Clinical Service Collaboration
  - Mutually identified clinical programs with a joint focus area for shared strategic planning in conjunction with Sg2
  - Genetics consult agreement renewed
  - JDCH clinical leaders completed a walkthrough of the Broward Health Emergency Department and inpatient areas
  - JDCH leadership continues regular/weekly on-site presence and is working with Broward Health hospital CEOs to join/create children's health-related forums including Pediatric Physician Committee and Women & Children Quality Safety & Service Steering Committee
  - Broward Health children's health-related leaders will present an overview of services at the May JDCH Department Leader meeting and begin attending on a regular cadence
  - Joint meetings continue for operational areas including quality/safety, patient experience, child life/patient family centered care and business development
  - JDCH & BH are drafting quality/safety and patient experience dashboards with teams/subject matter experts at each facility
  - ECMO-specific protocols/coverage/draft agreement in progress; Work group in progress
  - Continued progress with various specialties based on clinical needs
- Physician Privileging/Credentialing
  - Additional JDCH providers credentialed in Genetics and ECMO-related services
  - Credentialing in process for Emergency Services and Orthopedic Surgery





April 12, 2023 – STATUS UPDATE

# Specialty Services Collaboration Adult Services

- SBHD Executive Lead: Peter Powers
- NBHD Executive Lead: Heather Havericak

- Adult Services Collaboration

- BH and MRH cardiac leadership met for dinner to discuss collaboration around advanced cardiac services – AHF, ECMO, VAD and heart transplant.
- BH invited to attend weekly cardiac conference and additional site visits
- Submitting medical staff credentialing for AHF physicians to join BH medical staff

# Sunrise Facility

- SBHD Executive Lead: Caitlin Stella
- NBHD Executive Lead: David Clark

- Planning and Zoning Track.  
Re-submitted a planning and zoning submittal package to the Development Review Committee (DRC) at the City of Sunrise from the January 2023 2<sup>nd</sup> round of comments, resubmitted the week of 03/10/2023.
  - Currently pending review, comments and feedback from the City of Sunrise that are due by 04/05/2023.
- Design Track.
  - Schematic Design is **COMPLETE.**
  - Design Development is **COMPLETE.**
  - Construction Document is **50% COMPLETE.**
    - Targeting a 100% Construction document package and permittable set of drawings by 5/18/2023.
- Construction Track.
  - Confirmed the 50% Construction and Project budget is still inline with the approved budget.
  - Currently reviewing in detail the medical equipment and information technology (IT) budgets and purchases required.

# Workforce Affiliation with Broward College

- SBHD Executive Lead: Margie Vargas
- NBHD Executive Lead: Mark Sprada

- Joint Workforce Development Planning & Prioritization Session held March 15<sup>th</sup> with BH & MHS Core Committee Leadership
- Workforce Development Committee in partnership with Broward College will focus on high, medium and low priority short and long term strategies that includes development of new programs, current program optimization, and programmatic efficiencies.
- Committee agreed to a three phase approach:
  - **Planning & Prioritization:** current state assessment, align & set priorities, highlight trends and opportunities and begin to establish formal partnership structure
  - **Expansion & New Programs:** expansion and optimization of current programs and establishment of new opportunities, Leverage all Broward College opportunities i.e. Broward Up, Degree programs, Certification Programs
  - **Program Execution & Monitoring:** Implementation of all workforce and pipeline development programs through a collaborative county-wide approach.
- Introductory meeting with Broward College Provost, Dr. Jeff Nasse, and Executive Leads held on March 15<sup>th</sup>.
- Next steps include: Execute Partnership Agreement, project kickoff with Broward College leadership and Provost Jeff Nasse

# QUESTIONS

