

RESOLUTION NO. 499

**RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE SOUTH BROWARD HOSPITAL DISTRICT  
HONORING THE FORMER CHIEF OF THE MEDICAL STAFF**

**JUAN C. MARTINEZ, M.D.**

**WHEREAS,** Juan C. Martinez, M.D., has been a member of the Medical Staff at Joe DiMaggio Children’s Hospital since April 23, 2003, and

**WHEREAS,** during this time he has carried out most commendably the obligations of his profession toward his patients at Joe DiMaggio Children’s Hospital, and

**WHEREAS,** he has dutifully fulfilled those requirements for continuing membership on the Medical Staff through active participation on various committees serving the best interests of the medical profession and its departments at Joe DiMaggio Children’s Hospital, and

**WHEREAS,** he has endeared himself to Joe DiMaggio Children’s Hospital, to the Board of Commissioners of the South Broward Hospital District, and to his fellow physicians by his exemplary dedication to the duties connected with the Office of the Chief of the Medical Staff, and

**WHEREAS,** Juan C. Martinez, M.D., has now reached the end of his term of service as Chief of the Medical Staff, lasting from May 1, 2021, to April 30, 2024.

**NOW, THEREFORE, IT IS HEREBY RESOLVED that**

Juan C. Martinez, M.D., is deserving of the fondest expression of the utmost gratitude of the Board of Commissioners of the South Broward Hospital District, the entire Administrative and Medical Staff of Joe DiMaggio Children’s Hospital, and all the employees at that facility for his sincere and warm cordiality so often displayed toward all, and for his genuine spirit of cooperation so often demonstrated in every effort of the Board, the Hospital, and the Medical Staff to further enhance patient care and the goals and objectives of Joe DiMaggio Children’s Hospital and the South Broward Hospital District.

**PASSED AND ADOPTED BY THE SOUTH BROWARD HOSPITAL DISTRICT BOARD OF COMMISSIONERS, Hollywood, Florida, this 22nd day of May, 2024.**

**Attest:**

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**Elizabeth Justen  
Chairwoman**

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**Douglas Harrison  
Secretary / Treasurer**



# Welcome to Memorial Hospital Pembroke

**Felicia Turnley**  
**Chief Executive Officer**  
**Memorial Hospital Pembroke**



## Facility Introduction and Overview

- Opened in 1975 as Pembroke Pines General Hospital
  - Memorial Hospital Pembroke (1995)
- 301 Licensed Beds
  - 169 active beds
- 187,000 sq. ft.
- 900 Physicians
- 1,000 Employees
- 24 Bed ICU
- 8 Operating Rooms
  - 4,500 Surgeries
- 12,900 Admissions
- 36,800 MHP ER Visits
- 53,900 24/7 Visits





## Leadership Team



Felicia Turnley  
Chief Executive Officer



Dexter Sereda, MD  
Chief Medical Officer



David Starnes, RN  
Chief Nursing Officer



Cassandre Joseph  
Director, Human Resources



Patrick Connor  
Chief Financial Officer





# Medical Staff Officers

May 1, 2023 – April 30, 2025



Brett Cohen, MD  
Vice Chief of Staff



Narendra Upadhyaya, MD  
Chief of Staff



Ana Kelegama, MD  
Secretary/Treasurer



# Accreditations and Certifications

- Joint Commission – Certified Primary Stroke Center (since 2011)
- Get With The Guidelines Stroke Gold Plus Award (since 2014)
- Bariatrics:
  - American College of Surgeons – Comprehensive Bariatric Surgery Center Accreditation
  - Blue Cross – Blue Distinction Center + for Bariatric Surgery
  - Aetna Bariatric Institute of Quality
  - Optum Bariatric Center of Excellence
- SRC Center of Excellence in Hernia Surgery Accreditation
- Press Ganey Guardians of Excellence Award - 24/7 Care Center (7 consecutive years)
- Employee engagement survey 2023 – 89% staff participation – 4.4 Cultural Index Score
- Employee Pulse Survey -2024 – 87% participation
- Culture of Safety Survey 2024 – 99% staff participation
- Geriatric Accredited Emergency Department – American College of Emergency Physicians



# Services

## **Inpatient Services**

- ICU, telemetry, Med/Surg, Pharmacy, Rehab, Respiratory Therapy, Laboratory, Clinical Decision Unit, Progressive Care Unit, Inpatient Dialysis

## **Medical Services:**

- Full range of medical specialty coverage available, 24/7 in-house Hospitalist and Intensivist coverage

## **Outpatient Services**

- Outpatient Surgery, Laboratory, Radiology, Interventional Radiology

## **Emergency Services**

- Adult & Pediatric

## **Endoscopy**

## **Surgical Services**

- Bariatrics, Colon & Rectal Surgery, General Surgery, Hernia Surgery, Gynecology, Orthopedics, Otolaryngology, Plastic Surgery, Podiatry, Urology

## **Robotic Surgery**

- Colorectal Surgery, General Surgery, Hernia Surgery, Complex Abdominal Wall Repair, Gynecology, Urogynecology, Urology

## **Wound Healing Center**

- Hyperbaric Oxygen and Specialty Wound Care
- Inpatient and Outpatient

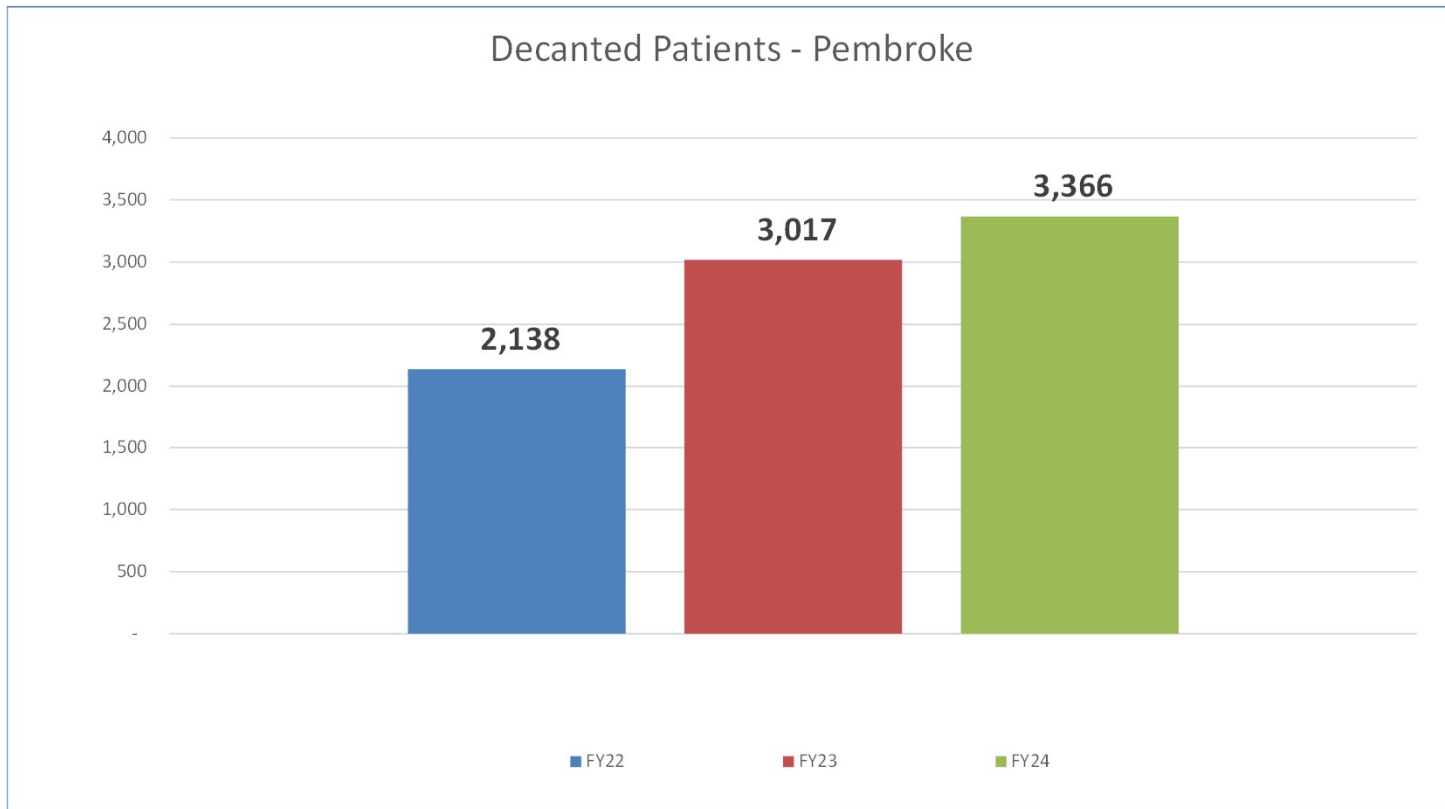
## **Interventional Radiology**

## **Radiology**

- Diagnostic, U/S, CT, MRI, Nuclear Medicine



# Transfers to MHP





# Surgical Services

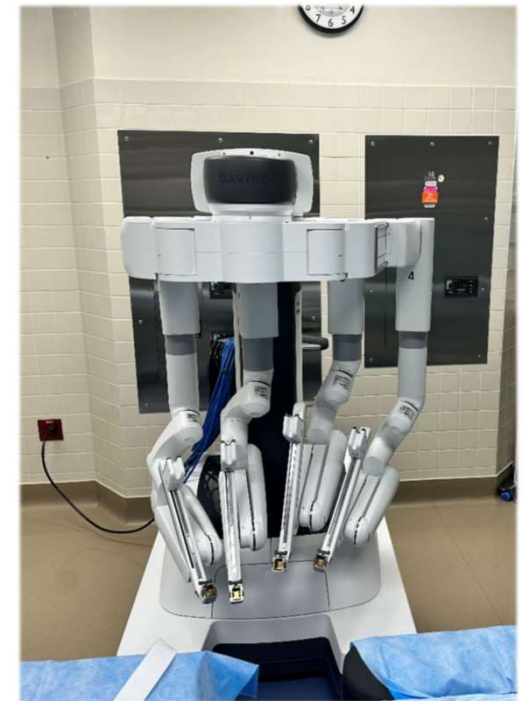
- Bariatrics
- Colon & Rectal Surgery
- General Surgery
- Hernia Surgery
- Gynecology
- Orthopedics
- Otolaryngology
- Plastic Surgery
- Podiatry
- Urology





# Robotic Surgery

- Bariatric Surgery
- General Surgery
- Hernia Surgery
- Complex Abdominal Wall Repair
- Colorectal Surgery
- Anti-reflux Surgery
- Gynecology
- Urogynecology
- Urology

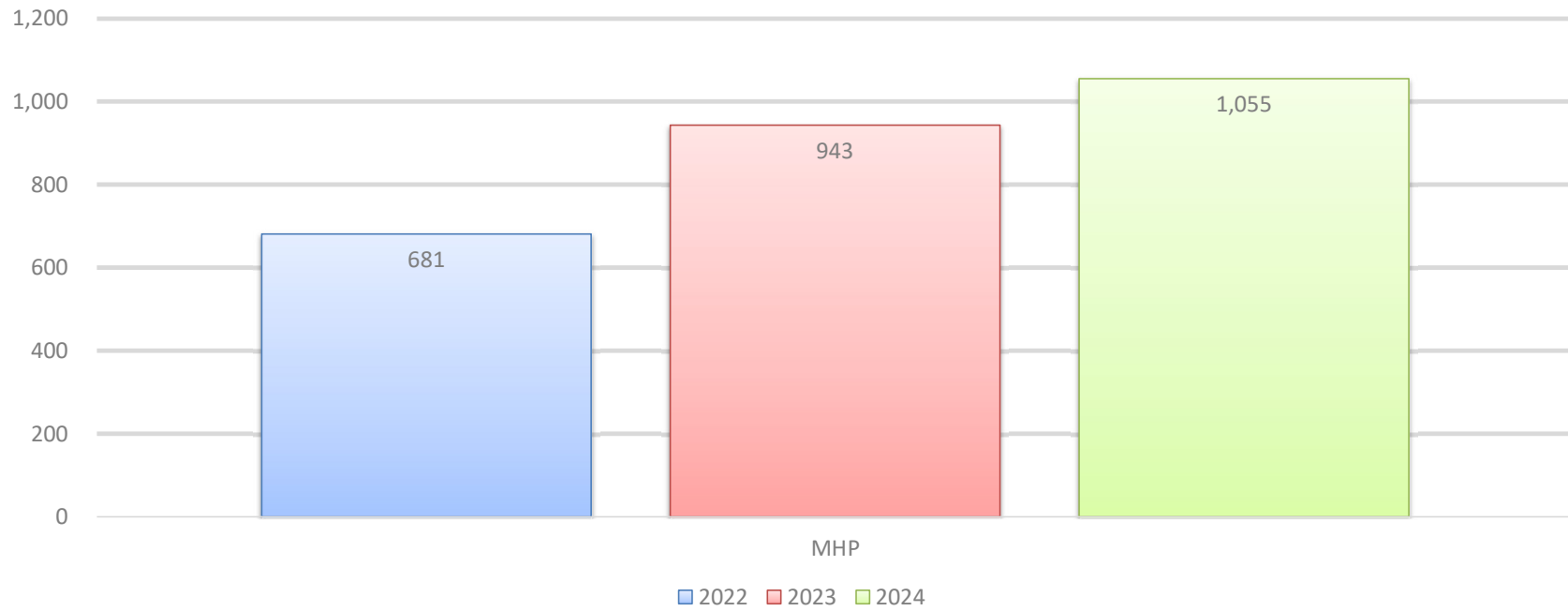






# Urology

MHP Urology Cases





## What is new?

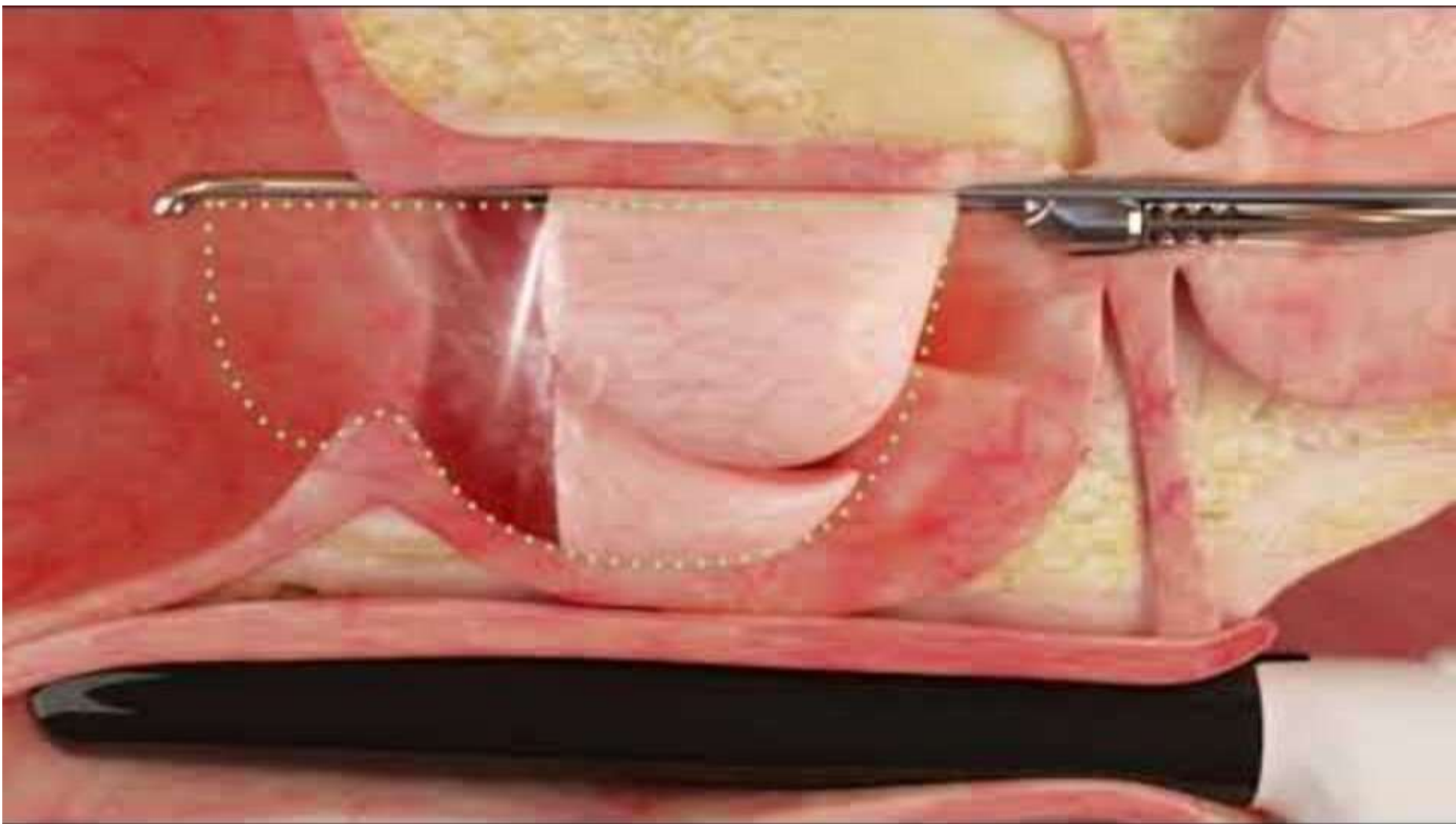
# AQUABLATION®

Therapy by PROCEPT BioRobotics



- Minimally invasive
- Resecting therapy
- Robotically controlled
- Visual and ultrasound control

- Low rates of irreversible complications
- Heat free water jet
- Long term success





# Financials

MEMORIAL HOSPITAL PEMBROKE (in thousands)	YTD			
	Actual	Prior Year	Prior Year Var	Prior Year Var %
FY 2024 - 12 - April				
AVERAGE DAILY CENSUS	134	130	4	3%
TOTAL PATIENT REVENUE	1,489,736	1,323,374	166,363	13%
TOTAL OPERATING REVENUE	218,661	203,166	15,495	8%
TOTAL OPERATING EXPENSES	199,690	198,403	1,286	1%
INCOME/LOSS FROM OPERATIONS	18,972	4,762	14,209	298%
EXCESS/DEFICIT REV VS EXP	23,785	3,957	19,828	501%

**Key Takeaways:**  
**Extraordinary FY24 revenue items :**  
FY15 LIP Reserves pick up  
FEMA Recovery  
DPP Revenue over PY/expected



## Looking to the Future

- Renovations to OR 7 & 8
- Construction of Douglas Road 24/7 & Red Road Freestanding Emergency Departments
- Mobile CT – Douglas Road 24/7
- Endocrine Center of Excellence
- 4<sup>th</sup> Hyperbaric Chamber





MEMORIAL HOSPITAL PEMBROKE

# MHP TEAM







MEMORIAL HOSPITAL PEMBROKE



Thank you!

MEMORIAL  
Health Forward >>

# Behavioral Health



## Board of Commissioners Update

5-22-2024

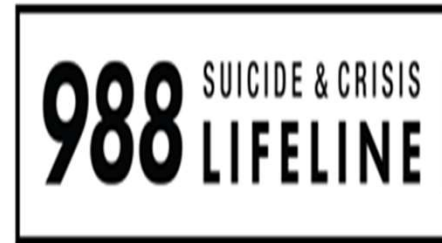


QUALITY SAFETY FINANCE PEOPLE GROWTH SERVICE COMMUNITY



## Quality & Safety Initiatives

- **Ongoing standardizing, enhancing suicide screening, assessment, & after visit workflows**
- **Developing an automated process to follow up on adult and pediatric patients with suicide risk discharged from ED**
- **Officially deemed a Certified Community Behavioral Health Center (CCBHC) 4-8-24**



If you're thinking about suicide, are worried about a friend or loved one, or would like emotional support, the 988 Lifeline network is available 24/7 across the United States.

The 988 Lifeline is available for everyone, is free, and confidential.

Suicide & Crisis Lifeline: Call or Text 988

For TTY Users: Use your preferred relay service or dial 711 then 988.

Veterans Crisis Line: Text 838255

Disaster Distress Helpline: Call or Text 1-800-985-5990

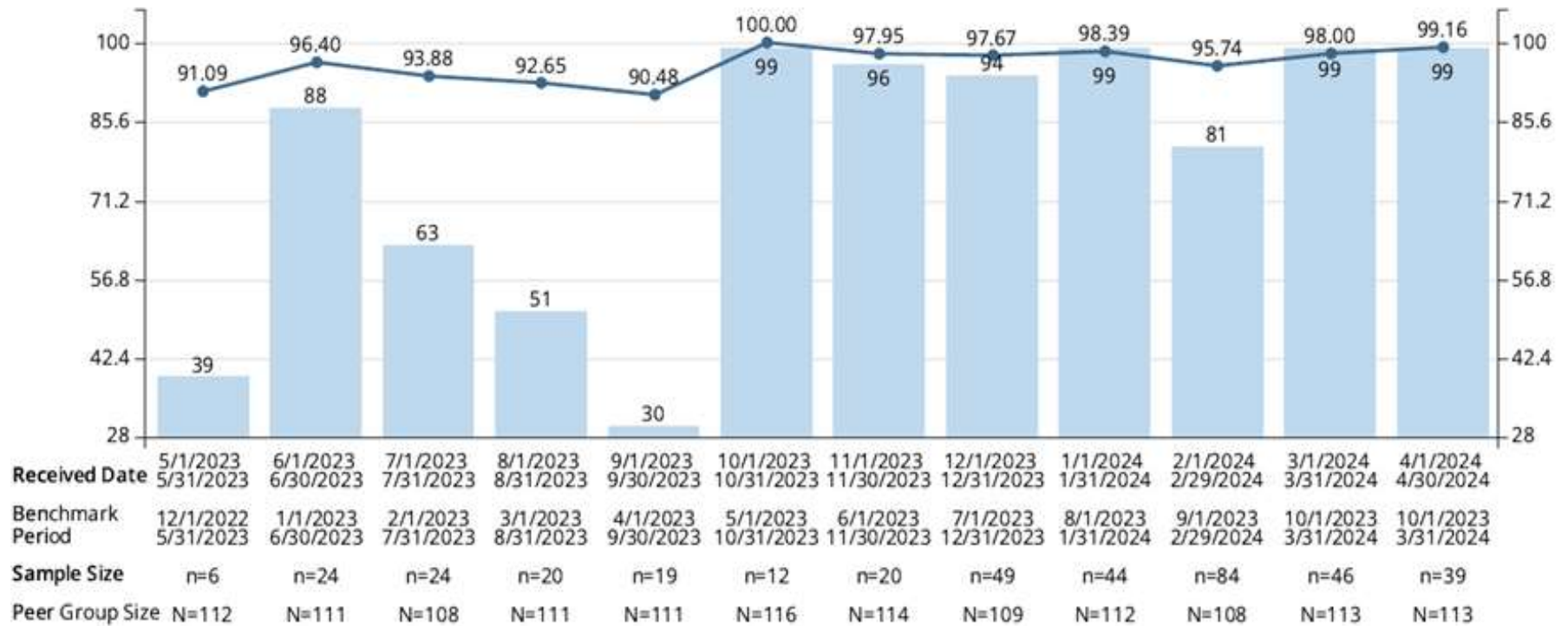




# Service | Patient Experience – Outpatient BH

All Center Handout DB Overall

PG Mean



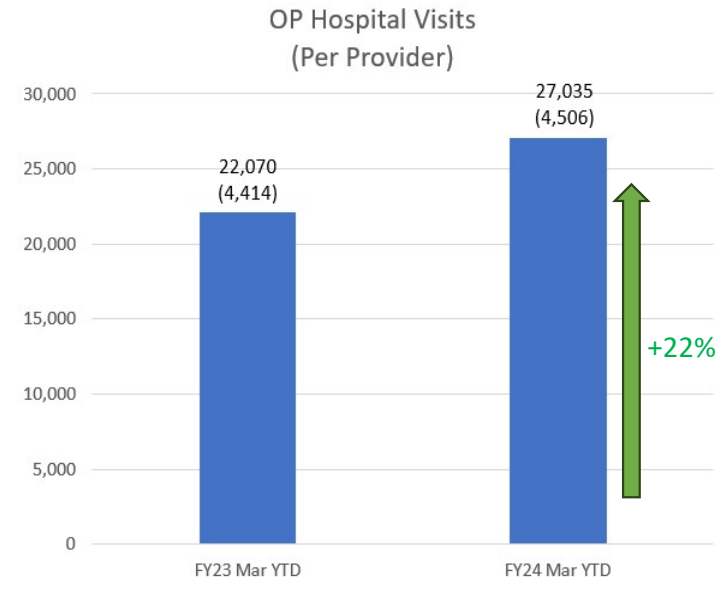
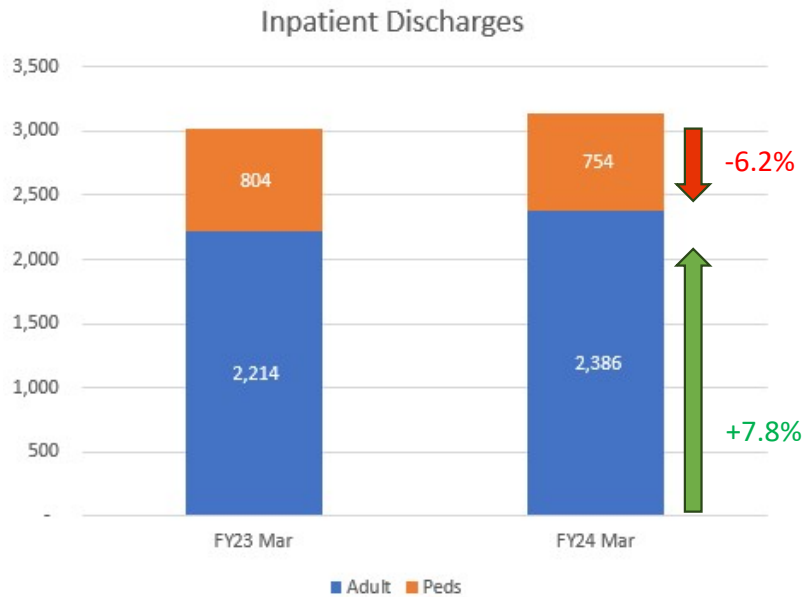
# Finance | Outpatient BH Financial Metrics – FY24 March

<b>Outpatient</b>	<b>FY23</b>	<b>FY24</b>	<b>Var</b>	<b>Var %</b>
Cases	16,017	19,524	3,507	21.9%
Net Revenue	3,716,179	4,498,518	782,339	21.1%
Grant Revenue	3,537,648	3,203,262	(334,386)	(9.5%)
<b>Total Revenue</b>	<b>7,253,828</b>	<b>7,701,780</b>	<b>447,953</b>	<b>6.2%</b>
Variable Costs	6,399,910	7,799,343	1,399,432	21.9%
<b>Contribution Margin</b>	<b>853,917</b>	<b>(97,563)</b>	<b>(951,480)</b>	<b>(111.4%)</b>

- Key Takeaways:**
- **21.9% increase in cases vs. prior year for the outpatient segment translating to a 21.1% increase in Net Revenue through Mar FY24**
  - **A 9.5% decrease in Grant Revenue compared to PY driven primarily by timing of lapse funds from BBHC and uncollected funds from the DOH grant contract due to delays on the funder side.**
  - **Addition of a Psychiatrist and APRN**
  - **Cost avoidance of patients presenting in the ED , Acute Medical and Inpatient Psychiatry**



# Growth | IP Discharges & OP Visits FY24 Mar YTD



- Inpatient Discharges were up 4% for FY24 Mar YTD vs. PY
- 7.8% increase in Adult discharges for FY24 Mar YTD vs. PY
- 6.2% decrease in Pediatric discharges for FY24 Mar YTD vs. PY

- Outpatient Hospital Visits were up 22% for FY24 Mar YTD vs. PY driven by expanded capacity afforded by the new Outpatient facility
- Per Provider visits up from 4,414 to 4,506 (+2.1%) year over year.





- **Transcranial Magnetic Stimulation launched**
- **Ongoing Development of Teen Services – Dialectical Behavioral Therapy Group**
- **Addition of Mood & Anxiety and Post –Traumatic Stress Disorder evening groups**
- **Spravato and Long-Acting Injection (LAI) clinic expansion**





- **HB 7021 revisions to the Baker & Marchman Acts criteria; option to utilize involuntary outpatient placement improved**
- **SB 330 creates a new designation for behavioral health teaching hospitals**
- **SB 7016 Expands mobile crisis teams**
- **Pending \$1,000,000 Medication Assisted Treatment (MAT) and \$500,000 Pediatric Mental Health Appropriation**





- **Woodmont HCA Hospital discontinued being a Baker Act Receiving Facility for adults impacting 52 beds February 17, 2024**
- **Woodmont expanded Children's beds from 8 to 16**
- **Broward Health is renovating their adult Psychiatric units resulting in 30 beds offline through June 2024**
- **Westcare The Villages is seeking to open a crisis stabilization unit in Pembroke Pines**





### MEMORIAL BEHAVIORAL HEALTH REBEL'S DROP-IN CENTER

invites you to join us for our

## Annual Easel on Fire Art Exhibition

Wednesday, April 3, 2024  
4 - 7 pm

Memorial Outpatient Behavioral Health Center  
Rebel's Drop-In Center  
5595 South University Drive  
Davie, FL 33382



Tour the new facility, learn about  
our support groups and other  
activities we offer.



Light food and refreshments  
will be provided.

Rebel's Drop-In Center is open 365 days a year to provide  
social support, advocacy, and peer counseling for individuals  
recovering from mental health or substance abuse issues.

RSVP: [rsvp@mhs.net](mailto:rsvp@mhs.net)







*Mental Health Awareness Month*

## Remember To Check-In On People Who:



Have been quiet lately



Never ask for help



Always seem happy



Come across as 'strong'



Seem to have it all 'figured out'



Are going through life transitions



Are always there for everyone else



Say they're 'fine'



You haven't heard from recently



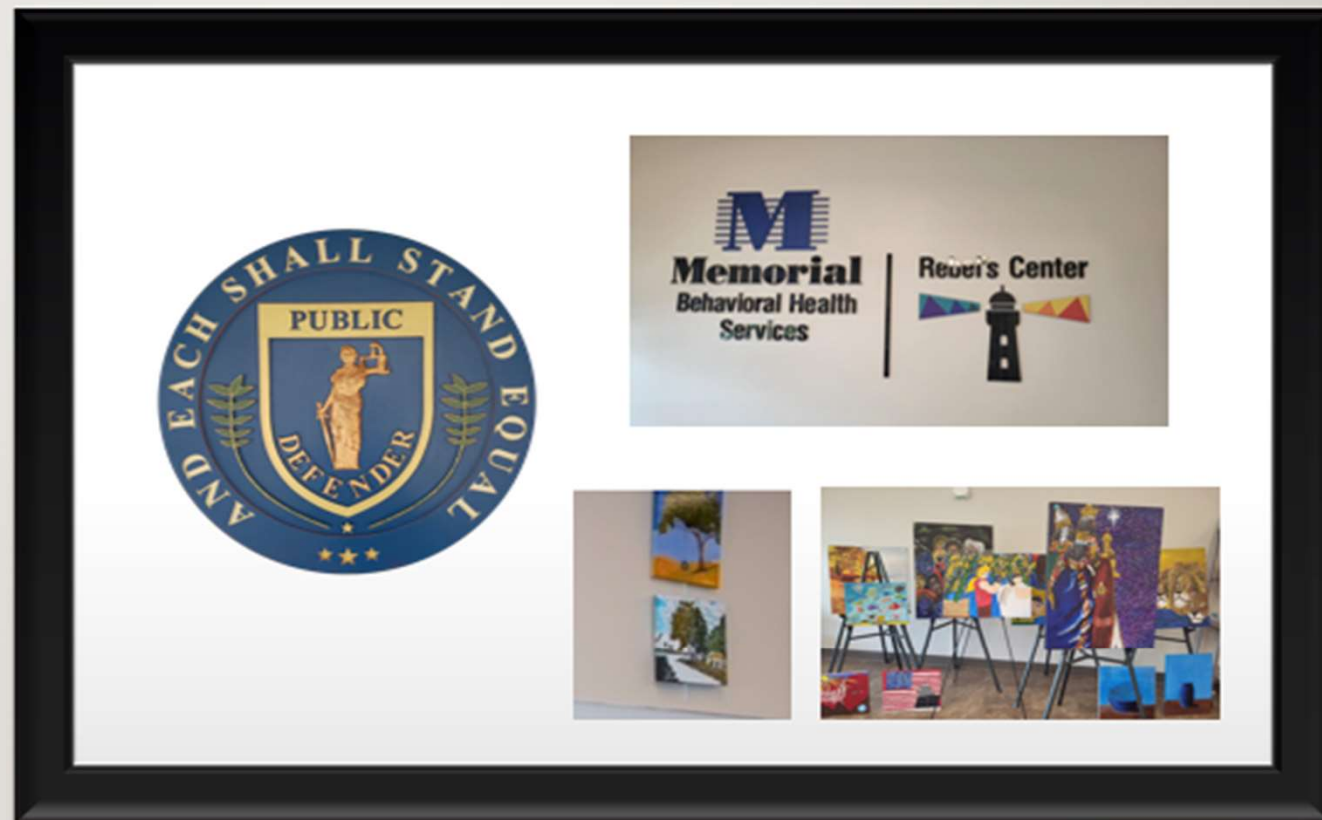
## Community | COMMUNITY SERVICES

**THE BROWARD PUBLIC DEFENDER'S OFFICE AND MEMORIAL REBEL'S DROP-IN CENTER INVITE YOU TO CELEBRATE MENTAL HEALTH MONTH.**

Artists from the Rebel's Center will exhibit their art at the Public Defender's office

**May 17 from 1:00 to 3:30 pm**

201SE 6<sup>th</sup> Street, Suite 3872,  
Third Floor, North Wing Fort  
Lauderdale, FL 33301







- **Evaluating resources needed for expanded pediatric and adult inpatient beds**
- **Evaluating resources for a Pediatric Outpatient Service with a focus on philanthropy support**
- **Determining next steps for a Psychology Post-Doctoral program to position Memorial for the State of Florida Behavioral Health Teaching Designation**



**SOUTH BROWARD HOSPITAL DISTRICT**

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

**INCLUDING REPRESENTATIVES OF THE MEDICAL STAFF OF EACH OF ITS HOSPITALS**

**April 24, 2024**

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A Regular Meeting of the Board of Commissioners of the South Broward Hospital District (S.B.H.D.) was held in person, and by video and telephone conference, on Wednesday, April 24, 2024, at 5:32 p.m., in the Perry Board Room, 3111 Stirling Road, Hollywood, Florida, 33312.

The following members were present:

Ms. Elizabeth Justen	Chairwoman	In person
Mr. Steven Harvey	Vice Chairman	In person
Mr. Douglas Harrison	Secretary Treasurer	In person
Mr. Jose Basulto		Via WebEx
Mr. Brad Friedman		In person
Dr. Luis Orta		Via WebEx
Ms. Laura Raybin Miller		In person

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, Ms. Justen called the meeting to order and noted that public participation is welcome.

Mr. Frank Rainer, Senior Vice President and General Counsel, confirmed and provided certification that all public notice and open meeting (Sunshine) legal requirements had been complied with for this meeting.

**2. PRESENTATIONS**

- a. **Memorial Foundation and Joe DiMaggio Children's Hospital Foundation Check Presentation to Memorial Healthcare System; Mr. Kevin Janser, Senior Vice President of Memorial Healthcare System, and President of Memorial and Joe DiMaggio Children's Hospital Foundations, and Mr. Brett Rose, Chairman of Memorial and Joe DiMaggio Children's Hospital Foundations**

Mr. Janser and Mr. Rose presented the Board of Commissioners with a check for \$15M, which will go towards the expansion of Joe DiMaggio Children's Hospital, and the Memorial Cancer Institute. Mr. Janser thanked the Board members for their support, and Mr. Scott Wester, President and CEO of Memorial Healthcare System, for making Memorial a place where people want to give back and make a difference.

He also thanked the hospital CEOs for their support, Mr. Rose for being a great Board Chairman and leader (and confirmed that Ms. Beth-Ann Krinsky will become the next Chairman of the Foundations), and Ms. Miller for her role as Liaison to the Foundation Boards.

Mr. Janser then gave a presentation to the Board on the Foundations. \$107M has been raised over the last five years, of which \$81M has been given to Memorial. One third of the Joe DiMaggio Children's Hospital expansion costs has come from donors. Mr. Janser listed funding highlights from both Foundations, including emergency financial assistance to patients and their families. He gave details of fundraising events such as the Fairy Tale Ball, Pink Angels, the KISS FM Radiothon, and the Conine Golf Classic, now in its 30<sup>th</sup> year. Mr. Janser reported that the Foundation Board members are volunteers who donate money to the Foundations themselves.

Mr. Rose thanked Mr. Janser for his contribution and leadership over the years, and gave an update on the search process for Mr. Janser's replacement. Mr. Rose confirmed that a search firm is being used and some great candidates have applied for the position. The Board will be kept updated on the search process.

### 3. **APPROVAL OF MINUTES**

#### a. **Request Board Approval of the Minutes of the Regular Meeting Held on March 27, 2024**

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

Mr. Harvey *moved, seconded* by Mr. Harrison, that:

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF  
THE REGULAR MEETING HELD ON MARCH 27, 2024***

The Motion *carried* unanimously.

#### b. **Request Board Approval of the Minutes of the Special Meeting Held on April 12, 2023**

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

Mr. Harrison *moved, seconded* by Mr. Friedman, that:

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF  
THE SPECIAL MEETING HELD ON APRIL 12, 2023***

The Motion *carried* unanimously.

### 4. **BOARD REGULAR BUSINESS**

The Board agreed that the Chiefs of Staff would each present their report, with a Motion made afterwards for approval of all the reports.

a. **Report from the President of the Medical Staff, Memorial Regional Hospital, Memorial Regional Hospital South, and Joe DiMaggio Children's Hospital; Nigel Spier, M.D.**

1) ***Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.***

In the absence of Nigel Spier, M.D., Juan Martinez, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on April 17, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

b. **Report from the Chief of Staff, Memorial Hospital West; Fausto De La Cruz, M.D.**

1) ***Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.***

Fausto De La Cruz, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on April 8, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

c. **Report from the Chief of Staff, Memorial Hospital Miramar; Juan Villegas, M.D.**

1) ***Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.***

Juan Villegas, M.D., presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on April 10, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

d. **Report from the Chief of Staff, Memorial Hospital Pembroke; Narendra Upadhyaya, M.D.**

1) ***Request Board Approval of the Executive Committee Report Regarding Recommendations for Appointments, Advancements, etc.***

In the absence of Narendra Upadhyaya, M.D., Aharon Sareli, M.D., Executive Vice President and Chief Medical Officer, presented the Executive Committee Report regarding recommendations for appointments, advancements, etc., convened on April 11, 2024, submitted for consideration, a copy of which is on file in the Executive Office.

Mr. Harvey *moved, seconded* by Mr. Friedman, that:

**THE BOARD OF COMMISSIONERS APPROVES  
RECOMMENDATIONS OF THE EXECUTIVE  
COMMITTEES OF THE MEDICAL STAFF AT  
MEMORIAL REGIONAL HOSPITAL, MEMORIAL  
REGIONAL HOSPITAL SOUTH, JOE DIMAGGIO  
CHILDREN'S HOSPITAL, MEMORIAL HOSPITAL  
WEST, MEMORIAL HOSPITAL MIRAMAR, AND  
MEMORIAL HOSPITAL PEMBROKE**

The Motion *carried* unanimously.

e. **Financial Report; Mr. David Smith, Executive Vice President and Chief Financial Officer**

1) ***Request Board Approval of the Financial Report for the Month of March 2024***

Mr. Smith presented the financial report for the month of March 2024, and took questions.

Mr. Harrison *moved, seconded* by Mr. Harvey, that:

***THE BOARD OF COMMISSIONERS APPROVES THE  
FINANCIAL REPORT FOR THE MONTH OF MARCH 2024***

The Motion *carried* unanimously.

2) ***Request Board Approval of the Operating and Capital Budgets for Memorial Healthcare System for Fiscal Year 2025***

Mr. Smith presented the Operating and Capital Budgets for the Fiscal Year 2025 and took questions.

Mr. Harvey *moved, seconded* by Ms. Miller, that:

***THE BOARD OF COMMISSIONERS APPROVES THE  
OPERATING AND CAPITAL BUDGETS FOR MEMORIAL  
HEALTHCARE SYSTEM FOR FISCAL YEAR 2025***

The Motion *carried*, with Dr. Orta voting Nay.

f. **Legal Report; Mr. Frank Rainer, Senior Vice President and General Counsel**

1) ***Public Records Requests and Closed Meetings***

Mr. Rainer reported that there were 16 public records requests, of which seven were withheld or redacted under Florida Statute Section(s) 395.3035, 395.3025(9), 815.045, 119.0715, 812.081(1)(c), 119.071, 395.3025(9), and 768.28(16)(b).

He further reported that there were no meetings or portions of meetings that were closed under the provisions of Section 395.3035(4)(a), Florida Statutes.

The report was for information only and no action was required by the Board.

5. **REPORTS TO THE BOARD; REPORTS FROM BOARD OFFICERS AND STANDING COMMITTEES**

a. **Governance Committee Meeting Held on February 12, 2024; Mr. Douglas Harrison, Chairman**

Ms. Justen presented the Minutes of the Governance Committee meeting held on February 12, 2024, a copy of which is on file in the Executive Office.

1) ***Request Board Approval of the Minutes of the Governance Committee Meeting Held on February 12, 2024***

Mr. Harrison noted an error on the Minutes and asked for this to be corrected.

Mr. Friedman ***moved, seconded*** by Mr. Harrison, that:

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF THE GOVERNANCE COMMITTEE MEETING HELD ON FEBRUARY 12, 2024, AS AMENDED***

The Motion ***carried*** unanimously.

Mr. Wester reported that Ms. Ashley Boxer, President of The Boxer Strategy, is coordinating with Memorial's lobbyist group in Tallahassee. In addition, Mr. Blair Childs, Senior Vice President of Public Affairs at Premier, is coordinating with local representatives in the Washington, DC, area.

b. **Audit and Compliance Committee Meeting Held on April 8, 2024; Mr. Steven Harvey, Chairman**

Mr. Harvey presented the Minutes of the Audit and Compliance Committee meeting held on April 8, 2024, a copy of which is on file in the Executive Office. Ms. Denise DiCesare, Chief Compliance and Internal Audit Officer, then presented the third quarterly report for the fiscal year 2024, and other items discussed during the Committee Meeting.

Mr. Harvey read into the record that the Board takes all reports from staff seriously and wants everyone to feel safe when reporting issues. He listed the various reporting channels to the Audit and Compliance Department and emphasized that there was zero tolerance against retaliatory action.

1) ***Request Board Approval of the Fiscal Year 2025 Compliance and Audit Work Plan***

Mr. Harrison ***moved, seconded*** by Mr. Friedman, that:

***THE BOARD OF COMMISSIONERS APPROVES THE FISCAL YEAR 2025 COMPLIANCE AND AUDIT WORK PLAN***

The Motion ***carried*** unanimously.

Dr. Orta thanked Mr. Harvey for his comments on protecting staff when reporting issues to the Audit and Compliance Department.

2) ***Request Board Approval of the Minutes of the Audit and Compliance Committee Meeting Held on April 8, 2024***

Mr. Harrison ***moved, seconded*** by Mr. Friedman, that:

***THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF THE GOVERNANCE COMMITTEE MEETING HELD ON APRIL 8, 2024***

The Motion **carried** unanimously.

**c. Contracts Committee Meeting Held on April 15, 2024; Mr. Steven Harvey, Chairman**

Mr. Harvey presented the Minutes of the Contracts Committee Meeting held on April 15, 2024, a copy of which is on file in the Executive Office. Mr. Vedner Guerrier, Executive Vice President and Chief Transformation Officer, then gave details of the individual contracts.

The Board agreed that the physicians' contract details would be given first, with a Motion made afterwards to approve their contracts.

- 1) ***Request Board Approval of the New Physician Employment Agreement between Eric Pachter, M.D., for Urology Services, and South Broward Hospital District***
- 2) ***Request Board Approval of the Renewal Physician Employment Agreement between Nicole Akar-Ghibril, M.D., for Pediatric Allergy and Immunology Services, and South Broward Hospital District***
- 3) ***Request Board Approval of the Renewal Physician Employment Agreement between Courtney M. Edwards, M.D., for Endocrine and Thyroid Surgery Services, and South Broward Hospital District***

Mr. Harrison **moved, seconded** by Mr. Friedman, that:

**THE BOARD OF COMMISSIONERS APPROVES THE  
NEW PHYSICIAN EMPLOYMENT AGREEMENT  
BETWEEN ERIC PACHTER, M.D., FOR UROLOGY  
SERVICES, AND SOUTH BROWARD HOSPITAL  
DISTRICT**

**THE BOARD OF COMMISSIONERS APPROVES THE  
RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT  
BETWEEN NICOLE AKAR-GHIBRIL, M.D., FOR  
PEDIATRIC ALLERGY AND IMMUNOLOGY SERVICES,  
AND SOUTH BROWARD HOSPITAL DISTRICT**

**THE BOARD OF COMMISSIONERS APPROVES THE  
RENEWAL PHYSICIAN EMPLOYMENT AGREEMENT  
BETWEEN COURTNEY M. EDWARDS, M.D., FOR  
ENDOCRINE AND THYROID SURGERY SERVICES,  
AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion **carried** unanimously.

- 4) ***Request Board Approval of the Renewal Medical Administrative and Professional Services Agreement between Sheridan Healthcorp, Inc., for Anesthesia Services, and South Broward Hospital District***

Mr. Guerrier gave details of the agreement, and a discussion took place.

Mr. Harrison **moved, seconded** by Ms. Justen, that:



**THE BOARD OF COMMISSIONERS APPROVES THE RENEWAL MEDICAL ADMINISTRATIVE AND PROFESSIONAL SERVICES AGREEMENT BETWEEN SHERIDAN HEALTHCORP, INC., FOR ANESTHESIA SERVICES, AND SOUTH BROWARD HOSPITAL DISTRICT**

The Motion *carried*, with Dr. Orta voting Nay.

Mr. Guerrier then reported on additional contracts, presented for information only.

**5) Request Board Approval of the Minutes of the Contracts Committee Meeting Held on April 15, 2024**

Ms. Justen *moved, seconded* by Mr. Friedman, that:

**THE BOARD OF COMMISSIONERS APPROVES THE MINUTES OF THE CONTRACTS COMMITTEE MEETING HELD ON APRIL 15, 2024**

The Motion *carried* unanimously.

**d. Finance Committee Meeting Held on April 15, 2024; Ms. Elizabeth Justen, Chairwoman**

Ms. Justen presented the Minutes of the Finance Committee Meeting held on April 15, 2024, a copy of which is on file in the Executive Office. Mr. Veda Rampat, Vice President and Treasurer, then gave details of the items discussed at the meeting.

**1) Request Board Adoption of the Financial Assistance Policy for Memorial Healthcare System that complies with Section 501(r) of the Internal Revenue Code**

Mr. Harrison *moved, seconded* by Mr. Harvey, that:

**THE BOARD OF COMMISSIONERS ADOPTS THE FINANCIAL ASSISTANCE POLICY FOR MEMORIAL HEALTHCARE SYSTEM THAT COMPLIES WITH SECTION 501(R) OF THE INTERNAL REVENUE CODE**

The Motion *carried* unanimously.

**2) Request Board Approval of the Memorial Healthcare System Standard Practice – Transfer / Access to Emergency Care Financial Assistance Policy**

Mr. Harvey *moved, seconded* by Mr. Harrison, that:

**THE BOARD OF COMMISSIONERS APPROVES THE MEMORIAL HEALTHCARE SYSTEM STANDARD PRACTICE – TRANSFER / ACCESS TO EMERGENCY CARE FINANCIAL ASSISTANCE POLICY**

The Motion *carried* unanimously.

3) ***Request Board Approval of the Minutes of the Finance Committee Meeting Held on April 15, 2024***

Mr. Harrison ***moved, seconded*** by Mr. Harvey, that:

***THE BOARD OF COMMISSIONERS APPROVES THE  
MINUTES OF THE FINANCE COMMITTEE MEETING HELD ON  
APRIL 15, 2024***

The Motion ***carried*** unanimously.

6. **REPORT OF SPECIAL COMMITTEES**

None.

7. **ANNOUNCEMENTS**

Ms. Justen noted the incredible year Memorial has had financially and thanked everyone for their commitment. She reported that as a result, the Board and Executive Staff have recognized a one-time employee recognition bonus for the staff. Ms. Justen also confirmed that the Board will soon share Memorial's new strategic plan for the System and welcomed everyone's thoughts and ideas.

8. **UNFINISHED BUSINESS**

Ms. Justen gave an update on the letter she had previously received regarding one of Memorial's departments. She confirmed that the firm engaged to investigate the issue impartially had completed its investigation, to the Board's satisfaction. Based on the findings, some necessary action points were being addressed effectively, and the matter will then be closed. Ms. Justen confirmed that no further details will be given to keep the matter confidential.

9. **NEW BUSINESS**

None.

10. **PRESIDENT'S COMMENTS**

Mr. Scott Wester thanked Ms. Justen and Mr. Harvey for their comments regarding safe reporting to the Audit and Compliance Department, and their commitment.

Mr. Wester informed the Board that his report would focus on System highlights as they align to Memorial's pillars of excellence, the foundation of its values, and the framework for its culture.

**Safety**

Memorial's safety review has been conducted, with a 90% response rate. Mr. Wester thanked Ms. Monica Puga, Senior Vice President and Chief Nurse Executive, and the nursing leadership team for their involvement, and confirmed that Ms. Puga will provide a full summary of the survey during the upcoming Board Peer Review.

### Quality

Memorial Regional Hospital has been designated the first Resuscitation Center of Excellence in the State of Florida. In addition, Memorial has met strict criteria for specialized treatment and therapy that improves survivor rates, especially in cardiology and extracorporeal membrane oxygenation (ECMO).

### Service

Memorial's laundry plan provider, Novo Health Services, has been recognized by the Textile Rental Services Association of America as Plant of the Year.

### People

The Mobile Market for Employees was successfully implemented last month. The initiative allows employees, through a reduced-price structure, to fill a bag with typical groceries for only \$25.00, which is then matched by their school pantry program to feed a community family in need. The implementation was so successful that this resource will be added twice a month and expanded to evening and night shifts to allow more employees to participate.

### Finance

This has been one of the best financial years in our history. Mr. Wester thanked the Finance team for putting together an aggressive budget.

### Community

Mr. Wester reported on the tragic passing of 13-year-old Symaria Glenn from a sudden brain bleed in January. She became a hero when she saved the lives of five people through the gift of organ donation, one of whom was her father, who received her kidney, after being on dialysis for several years. Symaria's parents Dima and Shawn chose to honor their daughter's life and memory, and raise organ donation awareness, by allowing Memorial to tell this profound story of loss and life.

### Growth

Mr. Wester thanked Dr. Sareli for the successful Board, Medical Staff and Leadership Retreat, and all those who offered their time and insights. He confirmed that their comments will be incorporated into Memorial's strategic plan.

Finally, Mr. Wester noted that today was Administrative Professionals' Day, and thanked his Senior Executive Assistants Ms. Ivonne Diaz and Ms. Cheryl Yeo for all their hard work and support which they give him.

## **11. CHAIRWOMAN'S COMMENTS**

After allowing the other Board members to give their comments first, Ms. Justen thanked Ms. Diaz, Ms. Yeo and Mr. Wester for everything they do, and all staff for their commitment. She thanked everyone involved in the Medical Retreat and stated that it was so successful that staff were eager to have this take place more often. She also thanked Mr. Friedman's son and daughter for attending the meeting. Lastly, she confirmed that the Regular Board Meeting in May will be held at Memorial Hospital Pembroke's Innovation Center.

## **12. COMMISSIONERS' COMMENTS**

Mr. Basulto thanked everyone for their amazing work. He particularly thanked Mr. Janser for everything he has done for the Foundations.

Dr. Orta thanked the Board and Mr. Wester for their recent kind words, which were very meaningful to him. He thanked Mr. Smith for his time and patience, which he appreciated. Lastly, he wished a Happy Passover to everyone celebrating the Passover Holiday.

Mr. Friedman thanked Mr. Janser for his earlier presentation and stated that the connections that Mr. Rose and Ms. Krinsky have with Memorial inspires everyone to do everything they can, recounting that his own son was in Memorial's NICU for a couple of days when he was born. Mr. Friedman thanked Dr. Sareli for the successful Medical Retreat. He thanked Mr. Wester for his leadership, and confirmed he had the utmost faith and belief that he was moving Memorial in the right direction. Lastly, he thanked everyone for their continued hard work.

Ms. Miller thanked everyone for Memorial's outstanding results, and confirmed she was proud to be involved, and excited for the upcoming strategic plan.

Mr. Harrison thanked Ms. Justen for her leadership over the last few months. He also thanked Mr. Joseph Stuczynski, Chief Executive Officer of Memorial Hospital West, Ms. Ashley Boxer and Ms. Yeo, for arranging the visit to the Memorial Cancer Institute and Memorial Hospital West for the Hon. Alando Terrelonge, MP, the State Minister in the Ministry of Foreign Affairs and Foreign Trade in Jamaica, and his team. Mr. Stuczynski responded that it was a pleasure for him and his team to host the visiting party, as they are all proud of where they work.

Mr. Harvey thanked Dr. Sareli for the great Medical Retreat, which left him energized and excited. He thanked Ms. Diaz and Ms. Yeo for everything they do for the Board. Lastly, he thanked Mr. Guerrier for his hard work and commitment with the Contracts Committee.

**13. ADJOURNMENT**

There being no further business to come before the Board, Ms. Justen declared the meeting adjourned at 7:12 p.m.

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

BY: \_\_\_\_\_  
Elizabeth Justen, Chairwoman

ATTEST: \_\_\_\_\_  
Douglas Harrison, Secretary Treasurer



May 15, 2024

Ms. Elizabeth Justen  
 Chairwoman  
 Board of Commissioners  
 South Broward Hospital District

Dear Ms. Justen:

The Executive Committees of the Medical Staff met on these dates:

- Memorial Regional Hospital (MRH) and Joe DiMaggio Children’s Hospital (JDCH) on May 15, 2024
- Memorial Hospital West (MHW) on May 13, 2024
- Memorial Hospital Pembroke (MHP) on May 9, 2024
- Memorial Hospital Miramar (MHM) on May 8, 2024

All committees made a recommendation to accept the report of the Credentials Committee as follows:

That the following applicants be approved for membership as indicated:

New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Alvarez-Galiana, Veronica Marie, MD	Obstetrics and Gynecology	Active	Adult		X		X		2 years	
Ambroise, Margia Ferrer, MD	Pediatrics	Active	Pediatrics		X		X	X	1 year	Recommend one year appointment due to performance evaluation.
Araujo, Tatiana L., MD	Obstetrics and Gynecology	Active	Adult	On staff	X	On staff	On staff		2 years	
Bredy, Marjorie Rachelle, APRN	Orthopedic Surgery (Dr. James MacKenzie)	APP	Adult	On staff			X		2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Brooks, Brianna J, PA	Cardiac Surgery (Drs. Juan Plate; Michael Cortelli; John Melvan; Jose Garcia; I-Wen Wang & Tae Song)	APP	Adult	X					2 years	
Chin-Lenn, Mark Derrick, MD	Family Medicine	Active	Adult	X					2 years	
Clark, Helen Christine, APRN, CNM	Nurse Midwife (Drs. Wayne McCreath; Timothy De Santis; Michael Yuzefovich; Erin Myers & Nicholas Jeffrey)	APP	Adult	X					2 years	
Douglas, Natasha Lucinda, APRN	Critical Care Medicine (Dr. Alvaro Visbal-Ventura)	APP	Adult	X	X	X	X		2 years	
Edrich, Dina Rachel, MD	Family Medicine	Active	Adult	X					2 years	
Escoffery, D'Andra, APRN	Infectious Disease (Dr. Thomas Sebastian)	APP	Adult		X		X		2 years	
Garcez, Angelica, PA	Otolaryngology/Head and Neck Surgery (Drs. Marika Fraser & Michael Chater)	APP	Adult & Pediatrics	On staff	On staff	On staff	On staff	X	2 years	
Gitelmaier, Dimitri, MD	Internal Medicine	Active							1 year	Recommend one year appointment due to issues documented in credentials file.



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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Greenblatt, Jonathan Paul, MD	Cardiovascular Disease	Active	Adult	X					2 years	
Guillaume, Pierre Richard	Surgical Assistant	AHP	Adult & Pediatrics	X	X	X			2 years	
Irizarry, Desaree, APRN	Palliative Medicine (Dr. Ryan Sevel)	APP	Adult	X	X	X	X		2 years	
Janvier, Katia A., APRN	Hospice and Palliative Medicine (Dr. Paul Rozynes)	APP	Adult	X	X	X	X		2 years	
Kumar, Ranjeet, MD	Internal Medicine	Active	Adult	X	X	X	X		2 years	
Marrero Ochoa, Antonio Jose, APRN	Oncology and Hematology & Bone Marrow Transplant (Drs. Hugo Fernandez; Jose Sandoval-Sus; Yehuda Deutsch; Fernando Vargas Madueno; Claudia Paba-Prada; Carlos Silva Rondon; Jennifer Logue & Nina Nguyen)	APP	Adult		X				2 years	
Mendigutia Machado, Stephanie Ann, DMD	Pediatric Dentist	Active	Pediatrics					X	2 years	
Mishiev, Baaz, MD	Gastroenterology	Active	Adult	On staff	On staff	X			2 years	

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New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Molina, Enrique G., MD	Gastroenterology	Active	Adult	On staff	On staff	X			2 years	
Palmer, Dean Ellis, MD	Gastroenterology	Active	Adult		On staff	X	On staff		2 years	
Panchal, Anand P., DO	Orthopedic Surgery	Active	Adult	X					2 years	
Pena Santiago, Dayhana, MD	Family Medicine	Active	Adult		X				2 years	
Perez Rojas, Jovier Eduardo	Surgical Assistant	AHP	Adult & Pediatrics	X	X	X			2 years	
Ramos, Elena Deyanira, APRN	Hematology and Medical Oncology (Drs. Hugo Fernandez; Carlos Silva Rondon; Jennifer Logue; Nina Nguyen; Yehuda Deutsch; Claudia Paba-Prada; Jose Sandoval-Sus & Fernando Vargas Madueno)	APP	Adult	X	X				2 years	
Recinos, Dylan, APRN	Cardiac Surgery and Transplant Surgery (Drs. Juan Plate; Michael Cortelli; Jose Garcia; I-wen Wang; Tae Song; Steven Bibeovski; Frank Scholl; John Dentel & John Melvan)	APP	Adult	X	X				2 years	
Rose, Jonathan David, MD	Emergency Medicine	Active	Adult	On staff	On staff		X		2 years	

New Applicant Name	Specialty (Sponsor)	Status	Adult & Pediatrics	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Ruddock, Kleopatra, AA	Anesthesiologist Assistant (Dr. Kiesha Raphael)	APP	Adult & Pediatrics	X	X	X	X	X	2 years	
Shapiro, Marc D., DO	Internal Medicine (Urgent Care Center)	Active	Adult	On staff	X	X	X		2 years	
Walfall, Najla Candice, PA	Otolaryngology/Head and Neck Surgery (Drs. Marika Fraser: Yamil Selman & Michael Chater)	APP	Adult & Pediatrics	On staff	On staff	On staff	On staff	X	2 years	
Zecevic, Antonia, MD	Obstetrics and Gynecology	Active	Adult		X		X		2 years	

That the following applicants for reappointment be approved as indicated:

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Africa MD, Joseph Bernard	Transplant Surgery	6/1/2024	Adult & Pediatrics	Active				Active	2 years	Recommend two year reappointment and 6 months re-evaluation of Robotic privilege encounters.
Alvarez MD, Jeanette	Internal Medicine	6/1/2024	Adult	Active	Active	Active	Active		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Angella MD, Guy J	Ophthalmology	6/1/2024	Adult		Active				2 years	
Aponte Mellado MD, Anamar	Obstetrics and Gynecology	6/1/2024	Adult				Active		2 years	
Applegate, Karalyn Rose, APRN	Pediatric Critical Care Medicine (Drs. Allan Greissman & Gerald Lavandosky)	6/1/2024	Pediatrics					APP	2 years	
Auerbach MD, M Richard	Neonatal Perinatal Medicine	6/1/2024	Pediatrics		Active		Active	Active	2 years	
Berkowitz APRN, Randi Rachel	Palliative Medicine (Dr. Ryan Sevel)	6/1/2024	Adult	APP	APP	APP	APP		2 years	
Berlin MD, Howard F	Cardiovascular Disease	6/1/2024	Adult	Active	Active	Active			2 years	
Bertot MD, Alexander Javier	Orthopedic Surgery	6/1/2024	Adult				Active		2 years	
Bondar APRN, Yelena Victorovna	Otolaryngology/ Head and Neck Surgery (Drs. Samuel Ostrower; Aiysha Balbosa & Leonardo Torres)	6/1/2024	Pediatrics	APP			APP	APP	1 year	Recommend one year reappointment due to performance evaluation rating pertaining to communication skills.
Calixto MD, Francisco	Anesthesiology	6/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Carrazana APRN, Manuel Abel	Obstetrics and Gynecology (Dr. Carlos Szajnert)	6/1/2024	Adult				APP		2 years	Recommend two year reappointment with additional privileges as follows: Prescribe/order controlled substances
Casares CCP, Miguel L	Perfusionist (Dr. Frank Scholl)	6/1/2024	Adult & Pediatrics	AHP				AHP	2 years	
Casey MD, Robert Joseph	Pediatric Hospitalist	6/1/2024	Pediatrics					Active	2 years	
Castellan MD, Miguel Alfredo	Pediatric Urology	7/1/2024	Pediatrics					Active	2 years	Recommend two year reappointment with additional privileges as follows: 1. Sacral Nerve Stimulation: First case must be proctored, and the Medtronic field representative shall be present for the first three (3) cases. 2. Robotics: First three (3) cases must be proctored.
Cepin Plasencio MD, Kayra Altigracia	Family Medicine	6/1/2024	Adult			Active			2 years	
Cohen, Yale M., MD	Cardiovascular Disease	6/1/2024	Adult	Active	Active	Active	Active		2 years	



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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Chagani MD, Laila Firdous	Internal Medicine	6/1/2024	Adult			Active			2 years	
Chariot APRN, CRNA, Aloune Diana	Nurse Anesthetist (Dr. Kiesha Raphael)	6/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Chen MD, Lucy Luyun	Dermatology	6/1/2024	Adult		Active				2 years	
Chin MD, Vincent Charely	Family Medicine	6/1/2024	Adult			Active			2 years	
Christ MD, Mark Howard	Urology	6/1/2024	Adult		Active				2 years	
Close APRN, Richard Howard	Vascular and Interventional Radiology (Drs. Federico Bengoa & Michael Chaim Cohn)	6/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Cohen MD, Heidi Jane	Pediatric Emergency Medicine	6/1/2024	Pediatrics		Active		Active	Active	2 years	
Cruz-Zeno MD, Edwin Rodolfo	Pediatric Rehabilitation Medicine	6/1/2024	Pediatrics	Active				Active	2 years	
De Rangel Filho MD, Artur Eduardo	Clinical Pathology/ Laboratory Medicine	6/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Dooreck MD, Brian Samuel	Gastroenterology	6/1/2024	Adult			Active			2 years	
Eierle MD, Carl Christopher	Orthopedic Surgery	6/1/2024	Adult		Active				2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Elimelakh MD, Milena	Oncology and Hematology	6/1/2024	Adult	Active					2 years	
Esplugas APRN, Lisdney	Internal Medicine (Dr. Juan Del Rio)	6/1/2024	Adult		APP		APP		2 years	
Fabrikant PHD, Craig Steven	Psychology	6/1/2024	Adult & Pediatrics	Active				Active	2 years	
Feldman MD, Jay Stephen	Emergency Medicine	6/1/2024	Adult	Active					2 years	
Ficken APRN, Jennifer	Cardiovascular Disease/Electrophysiology/Family Medicine/Interventional Cardiology (Drs. Brian Ibrahim; Mitchell Cohen; Nisharahmed Kherada & David Steiner)	6/1/2024	Adult	APP	APP	APP	APP		2 years	Recommend two year reappointment and the relinquishment of Cardiopulmonary stress test and exercise testing privileges.
Frau-Reyna MD, Daisy Mayra	Diagnostic Radiology	6/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	Recommend two year reappointment and relinquishment of privileges as follows: Performance and interpretation of ultrasound and fluoroscopy including IVP, arthrography, myelography, venography, hysterosalpingography, sialography, discography, and general angiographic

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										catheter procedure.
Garcia APRN, Melissa Ann	Internal Medicine - Employee Health (Dr. Barbara Coplowitz)	6/1/2024	Adult	APP		APP			2 years	
Garcia MD, Jose Perez	Transplant Surgery	6/1/2024	Adult	Active	Active			Active	2 years	
Garcia-Gomez APRN, Francine E	Interventional Cardiology (Drs. Bassel Ibrahim, Juan Pastor-Cervantes, Jonathan Roberts & Houman Khalili)	6/1/2024	Adult	APP	APP				2 years	
Goldberg DO, Todd Michael	Obstetrics and Gynecology	6/1/2024	Adult		Active				2 years	
Gonzalez APRN, Olga Vanessa	Oncology & Hematology (Drs: Delia Guaqueta Segura; Marcelo Blaya; Luis Raez; Anna Abraham; Pablo Ferraro; Gelenis Domingo; Robert Hirsch; Atif Hussein; Michel Vulfovich; Frederick Wittlin; Matthew Salzberg; Brian Hunis; Adriana Milillo Naraine; Aurelio Castellon; Jennifer Zikria; Erica Bloomquist; Heather Wright; Aeisha Rivers	6/1/2024	Adult	APP	APP				2 years	

Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	& Alejandra Ergle)									
Gosalbez MD, Rafael	Pediatric Urology	6/1/2024						Active	2 years	Recommend two year reappointment with additional privileges as follows: Robotics - First three (3) cases to be proctored.
Gotkin MD, Brian Mitchell	Pulmonary Disease and Critical Care Medicine	6/1/2024	Adult	Active	Active	Active			2 years	Recommend two year reappointment and relinquishment of privileges as follows: 1-Insertion of pulmonary artery catheters 2- Insertion of chest tube with or without sclerosis.  Moderate sedation privileges were not approved for failure to meet criteria, reporting 0 out of 5 cases.
Guerra MD, David Secundino	Obstetrics and Gynecology	6/1/2024	Adult				Active		2 years	Recommend two year reappointment and additional privileges for: Use of Morcellator- First three (3) cases must be proctored.

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Guiteau MD, Sergio Gemayel	Family Medicine	6/1/2024	Adult	Active					2 years	
Gutierrez MD, Alvin Lucero	Internal Medicine	6/1/2024	Adult	Active	Active	Active	Active		2 years	
Han MD, Helena Oliva	Gynecology	6/1/2024	Adult		Active				2 years	
Hawver PA, Robert Earl	Pulmonary Disease (Dr. Jose Nieves)	6/1/2024	Adult	APP	APP	APP			2 years	
Howard AA, Rosemary Ann	Anesthesiologist Assistant (Dr. Walter Diaz)	6/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Iglesias MD, Lysette	Pediatric Endocrinology	6/1/2024	Pediatrics					Active	1 month	Recommend one month reappointment pending confirmation of transfer to Community Affiliate status.
James PA, Bryan Keith	Cardiovascular Disease (Dr. Yale Cohen)	6/1/2024	Adult	APP					2 years	
Jane MD, Louis Anthony	Emergency Medicine	7/1/2024	Adult	Active		Active	Active		2 years	Recommend two year reappointment with additional privileges for: Diagnostic Point-of-Care Ultrasound (POCUS) -First 25 cases must be performed under supervision with an expert credentialed in emergency ultrasound.



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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
										Deep Sedation privileges were not approved for failure to meet criteria, reporting 3 out of 5 cases.
Jurkovich MD, David F	Interventional Cardiology	6/1/2024	Adult	Active	Active	Active	Active		2 years	
Katz DO, Randy Scott	Emergency Medicine	6/1/2024	Adult	Active	Active	Active	Active		2 years	
Kramer MD, Deborah Lynn	Pediatric Oncology and Hematology	6/1/2024	Pediatrics	Active				Active	2 years	
Kruger MD, Alberto I	Pediatrics	6/1/2024	Pediatrics		Active			Active	2 years	Recommend two year reappointment and relinquishment of the following privileges: Peripheral arterial puncture; Peripheral intravenous catheter placement; Suprapubic tap.
Lastra APRN, Lillian	Cardiovascular Disease (Dr. Wayne Pollak)	6/1/2024	Adult	APP					2 years	
Leung MD, Gilbert Wing-Put	Internal Medicine	6/1/2024	Adult	Active					2 years	
Levene MD, Tamar Leah	Pediatric Surgery	6/1/2024	Pediatrics	Active	Active		Active	Active	2 years	
Lewen MD, Gregory David	Ophthalmology	6/1/2024	Adult	Active					2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Margolis DO, Michael Irving	Family Medicine	6/1/2024	Adult	Active	Active	Active			2 years	
Martinez MD, Ramon Eduardo	Endocrinology, Diabetes and Metabolism	6/1/2024	Adult	Active					2 years	Recommend two year reappointment and transfer to Community Affiliate staff.
Masel MD, Jonathan Lloyd	Urology	6/1/2024	Adult	Active	Active	Active			6 months	Recommend six month reappointment due to low Robotic encounters, reporting 12 out of 20 cases.  Committee also recommended approval of additional privileges for: Minimally Invasive surgical therapy for benign prostatic hypertrophy (aquablation) at MHP only.
Maxwell DO, Tamika Marie	Pediatrics	6/1/2024	Pediatrics		Active		Active	Active	2 years	
Mcnearney APRN, Virginia Seidel	Obstetrics and Gynecology (Dr. Simon Weiss)	6/1/2024	Adult	APP			APP		2 years	
McNerney MD, Neal Patrick	Pediatric Orthopedic Surgery	6/1/2024	Adult & Pediatrics	Active	Active		Active	Active	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Montford, Barbara Ann, MD	Urology	6/1/2024	Adult & Pediatrics		Active		Active		6 months	Recommend six month reappointment due to low patient encounters, reporting 10 out of 20 cases.
Mosias PA, Samantha Taylor	Pediatric Neurology ( Drs. Syndi Seinfeld; Andres Jimenez Gomez; Stefanie Berry; Tatyana Dubrovsky; Heidi Torocsik; Sima Parikh; Monica Arroyo; Areeba Basit & Diana Martinez)	6/1/2024	Pediatrics	APP			APP	APP	2 years	
Mualin MD, Elias Jose	Obstetrics and Gynecology	6/1/2024	Adult	Active					2 years	Recommend two year reappointment and relinquishment of Core Obstetrical privileges.
Myers MD, Erin Mary	Obstetrics and Gynecology	6/1/2024	Adult & Pediatrics	Active				Active GYN only	2 years	Recommend two year reappointment with additional privileges for: Accessa Procedure & Endometrial Ablation - First three (3) cases must be proctored.
Nathan MD, Nirmal	Plastic Surgery	6/1/2024	Adult & Pediatrics	Active	Active				2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Otalvaro Orozco MD, Lynda	Cardiovascular Disease	6/1/2024	Adult	Active	Active	Active			2 years	
Pajon PA, Melanie	Nephrology, Pediatric Surgery & Trauma Surgery (Drs. Andrew Rosenthal; Eddy Carrillo; Seong Lee; Rafael Sanchez; Manjit Gulati; Chauniqua Kiffin; Joshua Parreco; Oliver Lao; Tamar Levene; Jill Whitehouse & David Drucker)	6/1/2024	Adult & Pediatrics	APP	APP	APP		APP	2 years	
Palacio MD, Alberto Arturo	Family Medicine	6/1/2024	Adult	Active	Active	Active	Active		2 years	
Paredes Aller MD, Sheyla	Pulmonary Disease	6/1/2024	Adult	Active					2 years	
Pedroso MD, Manuel	Pediatrics	6/1/2024	Pediatrics					Active	2 years	
Rahman MD, Ali	Internal Medicine	6/1/2024	Adult	Active	Active	Active	Active		2 years	
Regenbaum MD, Leah Erin	Pediatrics	6/1/2024	Pediatrics					Active	2 years	
Reich MD, James Nathan	Nephrology	6/1/2024	Adult	Active	Active	Active	Active		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Reitblat MD, Lital	Pediatric Endocrinology	6/1/2024	Pediatrics	Active	Active		Active	Active	2 years	
Ritch MD, Jessica Marie Buck	Gynecology	6/1/2024	Adult		Active	Active			2 years	
Rodriguez APRN, Dailis Elaine	Neurology (Dr. Mhd Tarek Zakaria)	6/1/2024	Adult	APP					2 years	
Rosario CNIM, Eric J	Neurointraoperative Monitorist (Dr. Jason Soriano)	6/1/2024	Adult & Pediatrics	AHP	AHP			AHP	2 years	
Rosenblat MD, Boaz Shmuel	Emergency Medicine	6/1/2024	Adult			Active	Active		2 years	
Saintil APRN, Lisa	Surgical Oncology (Drs. Erica Bloomquist; Aeisha Rivers & Heather Wright)	6/1/2024	Adult	APP	APP				2 years	Recommend two year reappointment with additional privilege: Superficial incision and drainage
Saldarriaga MD, Angela Maria	Family Medicine (Primary Care)	6/1/2024	Adult	Active	Active	Active	Active		2 years	
Schaefer MD, Anne Marie	Pediatric Oncology and Hematology	6/1/2024	Pediatrics	Active				Active	2 years	
Schwartz APRN, Svetlana	Psychiatry (Dr. Andrew Migliaccio)	6/1/2024	Adult	APP					2 years	
Schwimmer MD, Mark	Diagnostic Radiology	6/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Segura APRN, Juan Luis	Surgical Assistant ( Dr. Farid Assouad)	6/1/2024	Adult & Pediatrics	AHP	AHP				2 years	
Seligsohn MD, Jacob Solomon	Pediatrics	6/1/2024	Pediatrics		Active		Active	Active	2 years	
Silva CNIM, Nobel F	Neurointraoperative Monitorist (Dr. Jason Soriano)	6/1/2024	Adult & Pediatrics	AHP	AHP	AHP		AHP	2 years	
Skorupa MD, Scott Edward	Diagnostic Radiology	6/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Smith APRN, CNM, Cheryl R	Nurse Midwife (Drs. Timothy DeSantis and Erin Myers)	6/1/2024	Adult	APP					Denied	Committee recommended to deny continued reappointment due to an incomplete recredentialing file.
Soto APRN, Valerie Gloria	Neurology, Neurosurgery, Vascular Interventional Neurology & Vascular Neurology (Drs. Brijesh Mehta; Norman Ajiboye; Brandon Davis; Noureldin Abdelhamid; Gaurav Kathuria; Mohammed Qureshi; Sean Kenniff; Fawad Yousuf & George Diaz)	6/1/2024	Adult	APP	APP				2 years	Recommend two year reappointment with additional privilege: Prescribe/order controlled substances
Sowby DO, Taralyn Clawson	Gynecology	6/1/2024	Adult	Active	Active		Active		2 years	

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
Spier MD, Nigel Alexander	Obstetrics and Gynecology	6/1/2024	Adult	Active					2 years	
Spiller DO, Dennis Mark	Cardiovascular Disease	6/1/2024	Adult	Active	Active	Active	Active		2 years	Recommend two year reappointment and relinquishment of the following: Performance and interpretation of transesophageal echocardiography & Insertion and management of central venous catheter.
Tecson APRN, Maria Khristine	Pediatric Critical Care Medicine (Dr. Jason Adler)	6/1/2024	Pediatrics					APP	2 years	
Thomason APRN, Todd Daniel	Surgery (Drs. Brett Cohen; Jeremy Gallego Eckstein; Joseph Melendez-Davidson; Michael Mallis; Mark Romano & Rigoberto Pena)	6/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Tolson APRN, CRNA, Lori Sarah	Nurse Anesthetist (Dr. Kiesha Raphael)	6/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Torres DMD, Daniel Edward	Oral Maxillofacial Surgery	6/1/2024	Adult & Pediatrics	Active		Active		Active	2 years	
Truong PA, Tiffany Kim	Trauma Surgery & Pediatric Surgery (Drs. Andrew Rosenthal; Eddy Carrillo; Seong Lee; Rafael Sanchez;	6/1/2024	Adult & Pediatrics	APP				APP	2 years	Recommend a two year reappointment with additional privilege: Prescribe/order

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Reappointment Applicant Name	Specialty (Sponsor)	Date	Age Category	MRH	MHW	MHP	MHM	JDCH	Term	Action by Committee
	Chauniqua Kiffin; Jill Whitehouse; Tamar Levene & Oliver Lao)									controlled substances
Valiente APRN, George Luis	Oncology and Hematology (Drs. Carlos Silva Rondon; Jennifer Logue; Nina Nguyen; Hugo Fernandez; Yehuda Deutsch; Claudia Paba-Prada; Jose Sandoval-Sus & Fernando Vargas Madueno)	6/1/2024	Adult	APP	APP				2 years	
VanValkenburgh MD, Suzanne L	Anesthesiology	6/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Vitale AA, Marielle Francesca	Anesthesiologist Assistant (Dr. Cameron Howard)	6/1/2024	Adult & Pediatrics	APP	APP	APP	APP	APP	2 years	
Wallach Sheldon PHD, Alissa Jill	Psychology	6/1/2024	Adult		Active				2 years	
Whitley MD, Brent John	Emergency Medicine	6/1/2024	Adult			Active			2 years	
Yemin MD, Avner Yoez	Diagnostic Radiology	6/1/2024	Adult & Pediatrics	Active	Active	Active	Active	Active	2 years	
Zafar MD, Shazia	Oncology and Hematology	6/1/2024	Adult		Active				2 years	

That the following requests for changes, additions or relinquishment of privileges be approved:

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
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Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Altamirano, Patricia L., APRN	<b>Critical Care Medicine</b> (Drs. Edgardo Dos Santos; Andrew Goodrich; Lance Cohen; Shelly Miller; Martinus Dyrud & Ana Berbel Caban) <b>Advanced Heart Failure and Transplant Cardiology</b> (Drs. Priyanka Gosain; Iani Patsias; Miguel Castro; Namita Joseph; Mariella Velez Martinez; I-wen Wang & Jose Perez Garcia)	Additional	APRN - Adult Critical Care at MRH only.	Adult	X	On Staff		On Staff		Recommend approval.
Araujo, Tatiana L., MD	Obstetrics and Gynecology	Additional	Obstetrical Hospitalist	Adult	On Staff		On Staff	X		Recommend approval.
Arshad, Nazeem, APRN	<b>Critical Care Medicine</b> (Drs. Edgardo Dos Santos; Andrew Goodrich; Lance Cohen; Shelly Miller; Martinus Dyrud & Ana Berbel Caban) <b>Advanced Heart Failure and Transplant Cardiology</b>	Additional	APRN - Adult Critical Care at MRH only.	Adult	X	On Staff		On Staff		Recommend approval.

Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
	(Drs. Priyanka Gosain; Iani Patsias & Miguel Castro)									
Bansal, Utsav, MD	Urology	Additional	Minimally Invasive surgical therapy for benign prostatic hypertrophy (aquablation) for MHP only.	Adult	On Staff	On Staff	X	On Staff		Recommend approval.
Block, Mark I, MD	Thoracic Surgery	Additional	Robotic Assisted Surgery. No proctoring of cases required.	Adult & Pediatrics	On Staff	On Staff	On Staff	On Staff	X	Recommend approval.
Dubin, Justin, MD	Urology	Additional	Minimally Invasive surgical therapy for benign prostatic hypertrophy (aquablation) for MHP only.	Adult	On Staff	On Staff	X	On Staff		Recommend approval.
Glickman, Andrew Aaron, DO	Emergency Medicine	Additional	1) Core Privileges in Emergency Medicine- 24/7 Care Center Emergency Room ONLY for MHP. 2) Care of a	Adult	On Staff	X	X			Recommend approval.

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Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
			patient with acute stroke for MHW only.							
Golding, Allan Colville, MD	Endocrinology, Diabetes and Metabolism	Additional	Thyroid radiofrequency ablation for MHP only.	Adult & Pediatrics	On Staff	On Staff	X	On Staff	On Staff	Recommend approval.
Kelegama, Ana Dilukshi, MD	Family Medicine	Additional	Evaluate, diagnose, treat and provide consultation to patients above the age of 17 years with diagnosis of acute stroke at MHW only.	Adult	On Staff	X	On Staff	On Staff		Recommend approval.
McClure, Shawn Andrew, MD	Oral Maxillofacial Surgery	Additional	Tracheotomy - elective	Adult & Pediatrics	X	X			X	Recommend approval.
Melendez-Davidson, Joseph William, MD	Surgery	Additional	Robotic Assisted Surgery. No proctoring of cases required.	Adult & Pediatrics	On Staff	On Staff	On Staff	On Staff	X	Recommend approval.
Niemeyer, Markie Lyn, MD	Obstetrics and Gynecology	Additional	Acessa Procedure (Laparoscopic Radiofrequency Ablation of Uterine Leiomyoma) Assisted Surgery -First three (3) cases must be	Adult		X				Recommend approval.

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Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
			proctored.							
Pachter, Eric Michael, MD	Urology	Additional	Minimally Invasive surgical therapy for benign prostatic hypertrophy (aquablation) for MHP only.	Adult	On Staff	On Staff	X			Recommend approval.
Pines, Jack A., MD	Urology	Additional	Minimally Invasive surgical therapy for benign prostatic hypertrophy (aquablation) for MHP only.	Adult	On Staff	On Staff	X			Recommend approval.
Put, Patrycja, APRN	Neurosurgery (Drs. Amanda Kwasnicki; David Smolar; Christopher DeMassi; Brandon Davis; Simon Buttrick; Clinton Burkett; Luis Romero; Daniel Aghion; Dean Hertzler; Laurence Davidson)	Additional	Prescribe/Order Controlled Substances	Adult & Pediatrics	X	X	X	X	X	Recommend approval.
Reyes, Antonio, MD	Urology	Additional	Minimally Invasive surgical therapy for benign	Adult	On Staff	On Staff	X			Recommend approval.

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Name	Specialty (Sponsor)	Request	Privilege	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
			prostatic hypertrophy (aquablation) for MHP only.							
Sherman, Robert Howard, MD	Urology	Additional	Minimally Invasive surgical therapy for benign prostatic hypertrophy (aquablation) for MHP only.	Adult		On Staff	X	On Staff		Recommend approval.
Silberstein, Jonathan, MD	Urology	Additional	Minimally Invasive surgical therapy for benign prostatic hypertrophy (aquablation) for MHP only.	Adult	On Staff	On Staff	X	On Staff		Recommend approval.
Walfall, Najla Candice, PA	Otolaryngology/ Head and Neck Surgery (Drs. Marika Fraser; Carlos Perez-Mitchell; Michael Chater & Yamil Selman)	Relinquish	Endoscopic vein harvest	Adult & Pediatrics	X	X	X	X		Recommend approval.
Zapata-Reyes, Carlos Manuel, MD	Internal Medicine	Additional	Nephrology	Adult	X	X	X	X		Recommend approval.

Please be advised that these applicants for appointment and reappointment were processed through the Board approved Credentialing Procedure that meets and exceeds the requirements of Florida Statute 395.011, and the standards of The Joint Commission.

The Executive Committees also accepted the following recommendations for changes in staff status as indicated:

<b>Name</b>	<b>Specialty (Sponsor)</b>	<b>Topic</b>	<b>Age Category</b>	<b>MRH</b>	<b>MHW</b>	<b>MHP</b>	<b>MHM</b>	<b>JDCH</b>	<b>Action by Committee</b>
Allen, Samantha Britni, MD	Pediatric Otolaryngology/Head and Neck Surgery	Request resignation effective 4/1/2024.	Pediatrics	Active	Active		Active	Active	Accepted resignation effective 4/1/2024.
Beckford, Jannice Alecia Rena, MD	Family Medicine	Automatic termination of membership and privileges. No longer providing services in MHS effective 4/8/2024.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS effective 4/8/2024.
Bodner, Neal Mitchell, MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	Active	Active	Active	Active	Active	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Boolbol, Joseph John, MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	Active				Active	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
Breydburd, Dmitriy, MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	Active	Active	Active	Active	Active	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
Casares, Miguel L, CCP	Perfusionist (Dr. Frank Scholl)	Request resignation at MHW and MHM only effective 6/1/2024.	Adult & Pediatrics	On staff	AHP		AHP	On Staff	Accepted request resignation at MHW and MHM only effective 6/1/2024.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Cole-Chistie, Natasha, APRN	Transplant Nephrology (Drs. Heather LaGuardia; Kathryn Shaw; Basit Javaid; Edson Franco; Seyed Ghasemian & Linda Chen)	Automatic termination of membership and privileges. No longer providing services in MHS effective 3/29/2024.	Adult	APP					Automatic termination of membership and privileges. No longer providing services in MHS effective 3/29/2024.
Darojat, Zulkifli Rahman, APRN, CRNA	Nurse Anesthetist (Dr. Karim Abouelenin)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
Davies, Nickolas Arthur, AA	Anesthesiologist Assistant (Dr. Walter Diaz)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.



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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
De La Vega, Kiersten Ashleigh, APRN, CRNA	Nurse Anesthetist (Dr. Kiesha Raphael)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
DiMartini, Gina Patricia, APRN	Neurology (Drs. Brandon Davis; Norman Ajiboye; Haris Kamal & Brijesh Mehta)	Request resignation effective 4/11/2024.	Adult	APP					Accepted resignation 4/11/2024.
Drescher, Giselle Karina, APRN, CRNA	Nurse Anesthetist (Dr. Sandra Kaufmann)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Drmanovic, Zoran, MD	Anesthesiology	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	Active	Active	Active	Active	Active	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
Egea, Marcelo, MD	Pediatric Critical Care Medicine	Automatic termination of membership and privileges. No longer providing services in MHS effective 4/5/2024.	Pediatrics					Active	Automatic termination of membership and privileges. No longer providing services in MHS effective 4/5/2024.
El Alam, Salomon Antonio	Surgical Assistant (Dr. Moises Salama)	Automatic termination of membership and privileges. No longer providing services in MHS due to no sponsor, effective 3/28/2024.	Adult	AHP					Automatic termination of membership and privileges. No longer providing services in MHS due to no sponsor, effective 3/28/2024.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Fisher, Paul Joseph, III, AA	Anesthesiologist Assistant (Dr. Walter Diaz)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
Gonzalez, Gustavo Adolfo Jr, MD,	Emergency Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth, effective 4/5/2024.	Adult			Active			Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth, effective 4/5/2024.
Hawver, Robert Earl, PA	Pulmonary Disease (Dr. Jose Nieves)	Automatic termination of membership and privileges at MHM only. No longer providing services in MHS due to no sponsor, effective 4/17/2024.	Adult	On staff	On staff	On staff	APP		Automatic termination of membership and privileges at MHM only. No longer providing services in MHS due to no sponsor, effective 4/17/2024.

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Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Headley, Cassandra Jean, AA	Anesthesiologist Assistant (Dr. Walter Diaz)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
Jones, Shawnet Kashia, MD	Family Medicine	Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth, effective 3/22/2024.	Adult	Active	Active	Active	Active		Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth, effective 3/22/2024.
Noga, Madisynn Alyse, DPM	Podiatry	Request resignation effective 4/9/2024.	Adult			Active			Accepted resignation effective 4/9/2024.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Noriega, Sally Sue, APRN	Internal Medicine (Dr. Jhuma Chaudhuri)	Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth, effective 10/25/2023.	Adult	APP	APP	APP	APP		Automatic termination of membership and privileges. No longer providing services in MHS through TeamHealth, effective 10/25/2023.
Shannon, Leann Marie, MD	Diagnostic Radiology	Request resignation effective 6/17/2024.	Adult & Pediatrics	Active	Active	Active	Active	Active	Accepted resignation effective 6/17/2024.
Stewart, Monique Elizabeth, PA	Surgical Assistant (Dr. Farid Assouad)	Automatic termination of membership and privileges. No longer providing services in MHS through AP Health, effective 3/20/2024.	Adult & Pediatrics	AHP	AHP	AHP			Automatic termination of membership and privileges. No longer providing services in MHS through AP Health, effective 3/20/2024.

Name	Specialty (Sponsor)	Topic	Age Category	MRH	MHW	MHP	MHM	JDCH	Action by Committee
Watts, Lori A, CNIM	Neurointraoperative Monitorist (Dr. Jason Soriano)	Automatic termination of membership and privileges effective 6/1/2024 for failing to request reappointment.	Adult & Pediatrics	AHP	AHP	AHP		AHP	Automatic termination of membership and privileges effective 6/1/2024 for failing to request reappointment.
Weiss, Julie Ruth, AA	Anesthesiologist Assistant (Dr. Kiesha Raphael)	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.	Adult & Pediatrics	APP	APP	APP	APP	APP	Automatic termination of membership and privileges. No longer providing services in MHS through Envision, effective 4/18/2024.
Zafar, Shazia, MD	Oncology and Hematology	Request resignation at MRH, MHP & MHM only, effective 4/17/2024.	Adult	Active	On staff	Active	Active		Accepted resignation at MRH, MHP & MHM only, effective 4/17/2024.

May 2024	MHS
New Physician Appointments	11
New AHP Appointments	12
Physician Reappointments	75
AHP Reappointments	32
Physician Resignations/Terminations	11

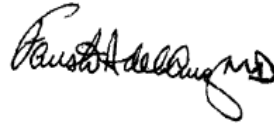
AHP Resignations/Terminations	14
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Your approval of these recommendations is requested.

Sincerely,



Maria Pilar Gutierrez, MD  
President  
Memorial Regional Hospital  
Joe DiMaggio Children's Hospital



Fausto A. De La Cruz, M.D.  
Chief of Staff  
Memorial Hospital West



Juan Villegas, M.D.  
Chief of Staff  
Memorial Hospital Miramar



Narendra R Upadhyaya, MD  
Chief of Staff  
Memorial Hospital Pembroke

# Memorial Healthcare System

Quarterly Volumes for Period Ending April 2024

May 22, 2024  
Board Meeting

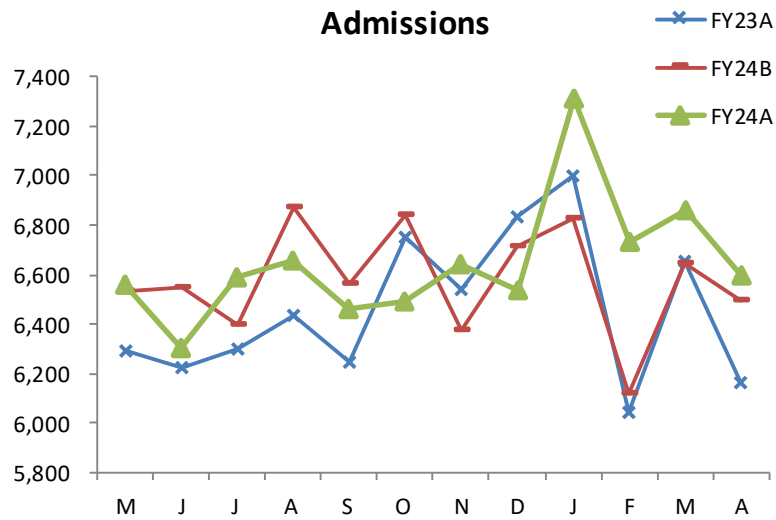






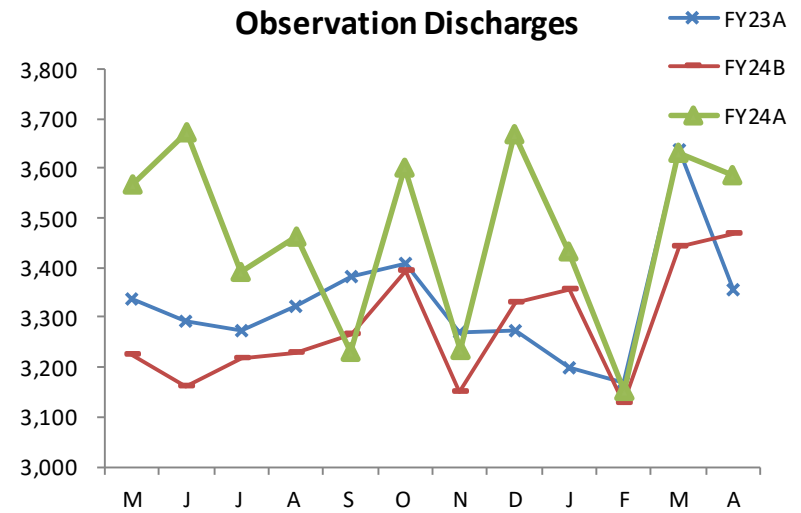
## Memorial Healthcare System – Consolidated Volumes - April 2024

**Admissions**



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	20,190	19,262	18,861	4.8%	7.0%
<b>YTD:</b>	79,737	78,933	77,482	1.0%	2.9%

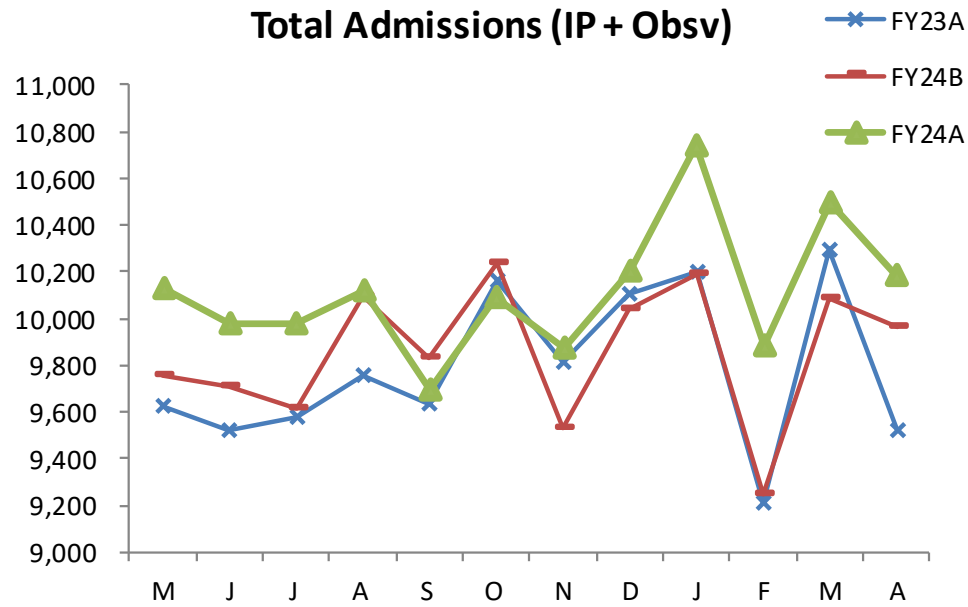
**Observation Discharges**



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	10,372	10,038	10,160	3.3%	2.1%
<b>YTD:</b>	41,636	39,364	39,920	5.8%	4.3%



### Memorial Healthcare System – Consolidated Volumes - April 2024

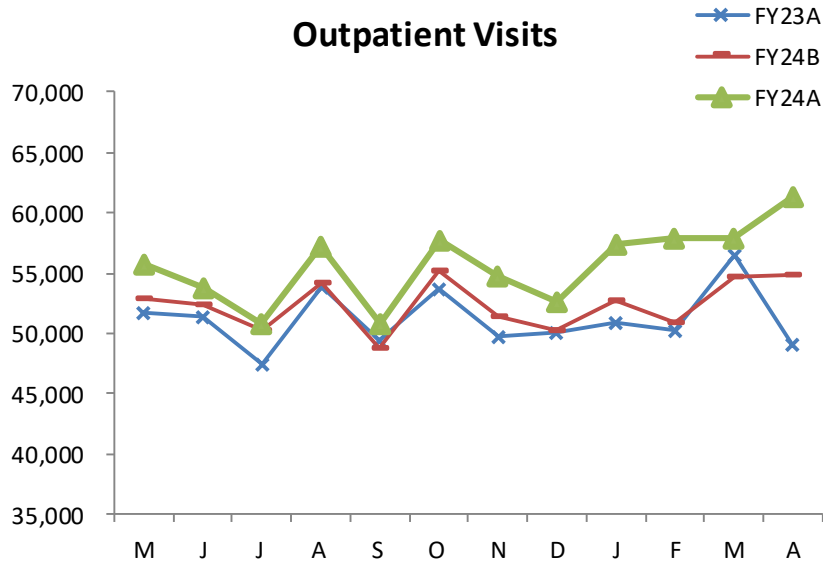


	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	30,562	29,300	29,021	4.3%	5.3%
<b>YTD:</b>	121,373	118,298	117,402	2.6%	3.4%



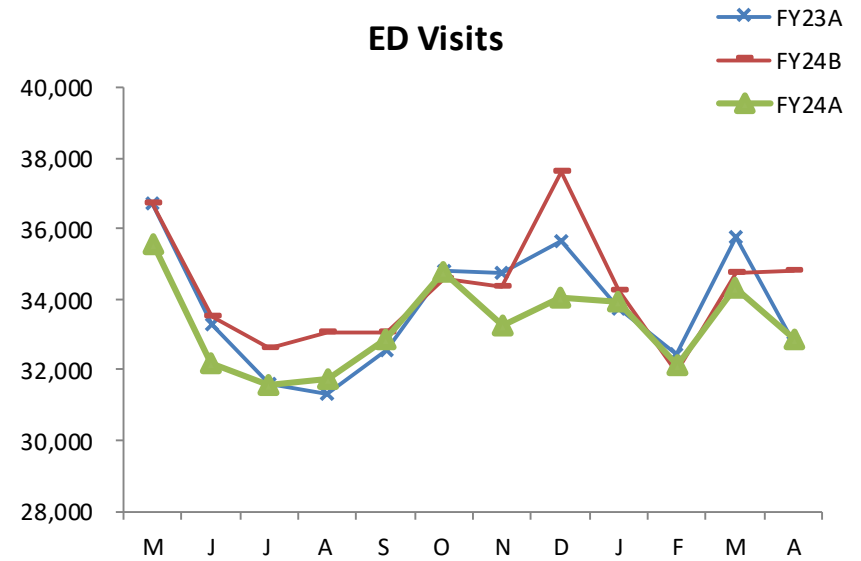
## Memorial Healthcare System – Consolidated Volumes - April 2024

**Outpatient Visits**



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	177,167	160,466	155,796	10.4%	13.7%
<b>YTD:</b>	668,112	628,227	614,106	6.3%	8.8%

**ED Visits**

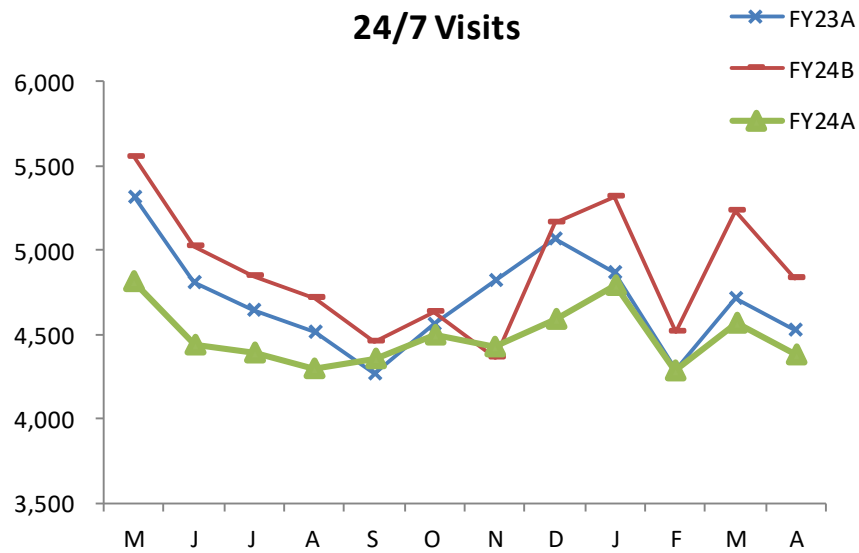


	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	99,306	101,493	100,951	-2.2%	-1.6%
<b>YTD:</b>	399,258	411,288	405,235	-2.9%	-1.5%



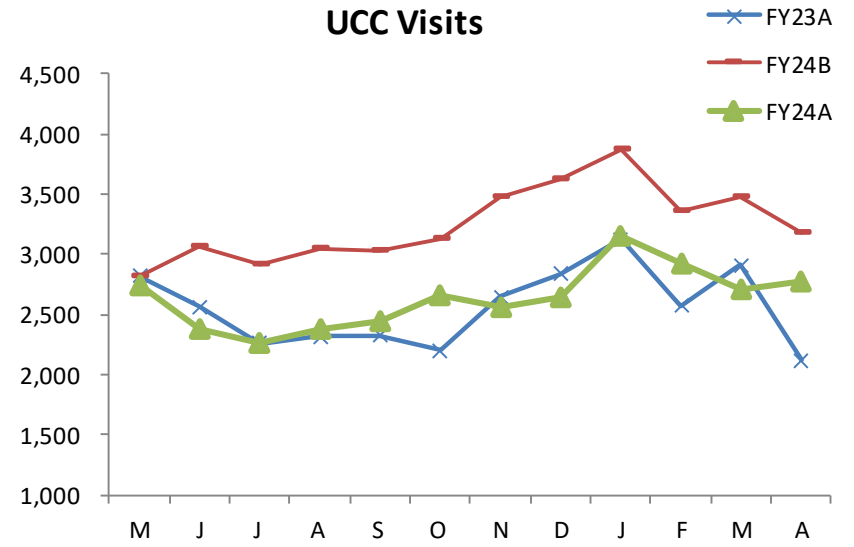
## Memorial Healthcare System – Consolidated Volumes - April 2024

24/7 Visits



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	13,239	14,588	13,535	-9.2%	-2.2%
<b>YTD:</b>	53,857	58,659	56,414	-8.2%	-4.5%

UCC Visits



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	8,414	10,012	7,604	-16.0%	10.7%
<b>YTD:</b>	31,604	38,990	30,677	-18.9%	3.0%



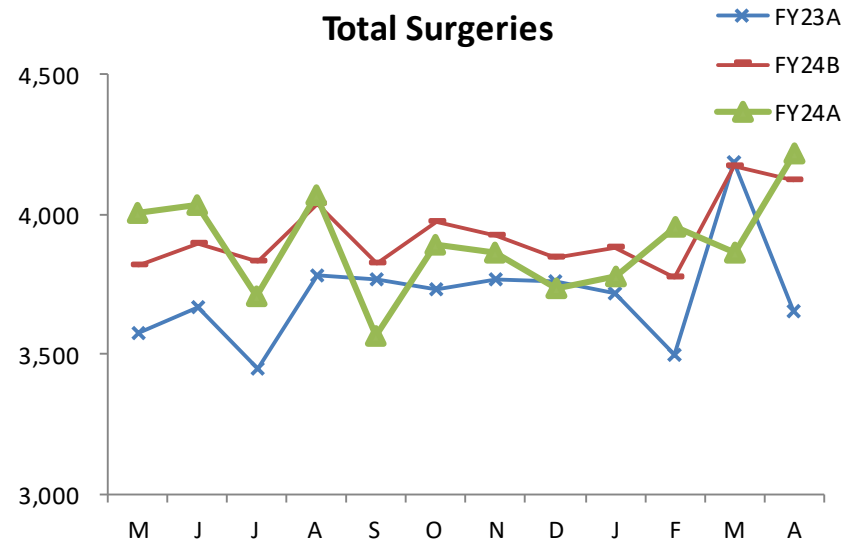
## Memorial Healthcare System – Consolidated Volumes - April 2024

**Deliveries**



	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	2,953	3,002	3,007	-1.6%	-1.8%
<b>YTD:</b>	12,446	12,684	12,562	-1.9%	-0.9%

**Total Surgeries**

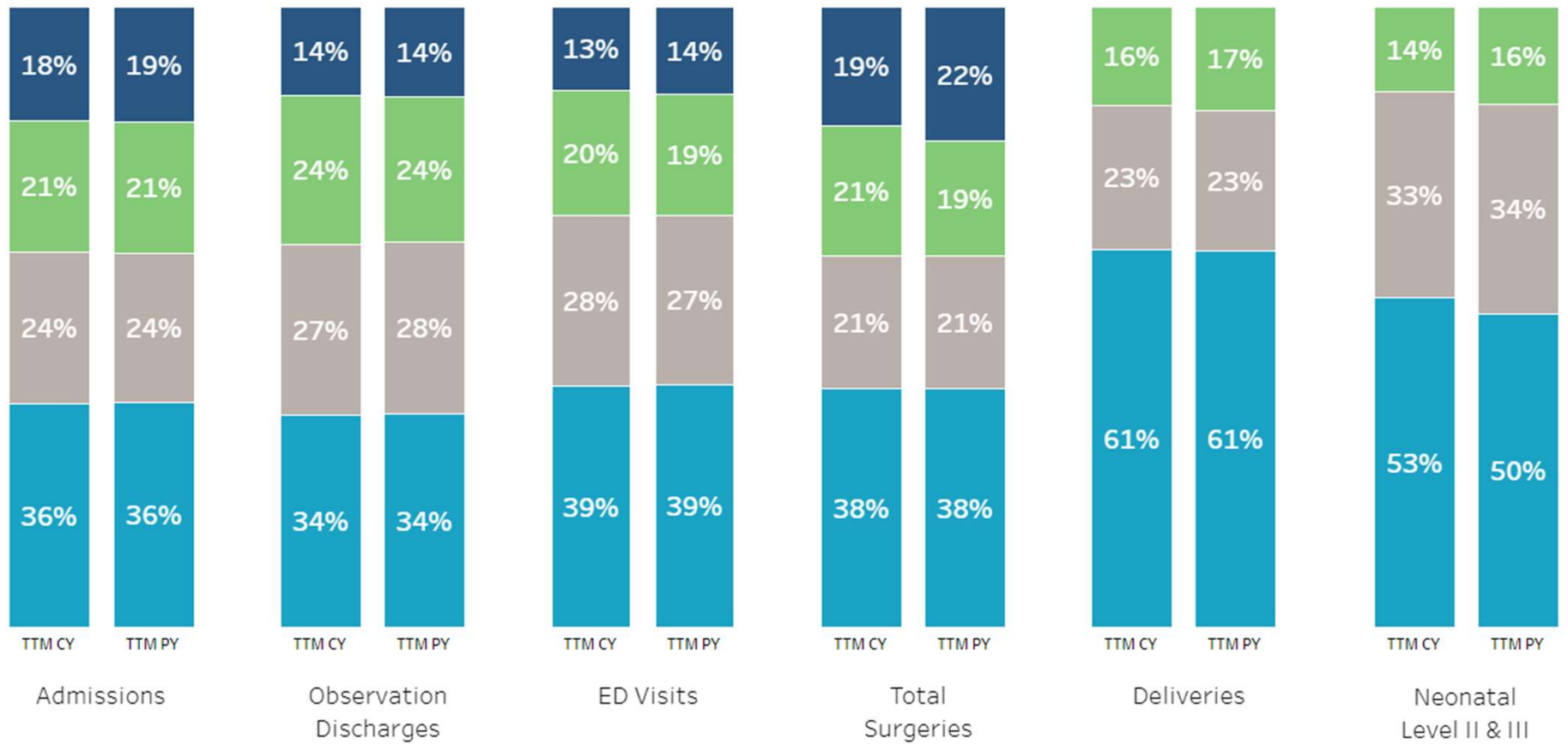


	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
<b>QTD:</b>	12,040	12,071	11,338	-0.3%	6.2%
<b>YTD:</b>	46,697	47,120	44,576	-0.9%	4.8%



- Others
- HCA
- Broward Health
- MHS

Broward County Market Share - Trailing Twelve Months ending February 29, 2024





## Memorial Healthcare System - Consolidated Volumes - April 2024

### Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	20,190	19,262	18,861	4.8%	7.0%
YTD:	79,737	78,933	77,482	1.0%	2.9%

### Observations Discharges

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	10,372	10,038	10,160	3.3%	2.1%
YTD:	41,636	39,364	39,920	5.8%	4.3%

### Outpatient Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	177,167	160,466	155,796	10.4%	13.7%
YTD:	668,112	628,227	614,106	6.3%	8.8%

### ED Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	99,306	101,493	100,951	-2.2%	-1.6%
YTD:	399,258	411,288	405,235	-2.9%	-1.5%

### Surgeries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	12,040	12,071	11,338	-0.3%	6.2%
YTD:	46,697	47,120	44,576	-0.9%	4.8%

### Deliveries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	2,953	3,002	3,007	-1.6%	-1.8%
YTD:	12,446	12,684	12,562	-1.9%	-0.9%



## Memorial Regional Hospital - Consolidated Volumes - April 2024

### Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	7,453	6,714	7,060	11.0%	5.6%
YTD:	29,139	27,616	28,251	5.5%	3.1%

### Observations Discharges

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	3,265	3,106	3,067	5.1%	6.5%
YTD:	12,662	11,860	12,057	6.8%	5.0%

### Outpatient Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	37,297	34,555	33,127	7.9%	12.6%
YTD:	141,856	134,922	131,461	5.1%	7.9%

### ED Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	24,152	24,908	23,431	-3.0%	3.1%
YTD:	96,920	97,284	95,485	-0.4%	1.5%

### Surgeries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	3,021	2,779	2,569	8.7%	17.6%
YTD:	11,422	10,788	10,486	5.9%	8.9%

### Deliveries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	1,160	1,210	1,242	-4.2%	-6.6%
YTD:	4,978	5,106	5,127	-2.5%	-2.9%





## Joe DiMaggio Children's Hospital - Consolidated Volumes - April 2024

## Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	1,370	1,247	1,198	9.9%	14.4%
YTD:	5,654	5,345	5,305	5.8%	6.6%

## Observations Discharges

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	1,263	923	1,137	36.8%	11.1%
YTD:	4,482	3,973	4,042	12.8%	10.9%

## Outpatient Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	22,830	22,523	21,375	1.4%	6.8%
YTD:	87,339	83,720	86,244	4.3%	1.3%

## ED Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	18,363	19,224	20,087	-4.5%	-8.6%
YTD:	72,368	82,969	81,062	-12.8%	-10.7%

## Surgeries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	2,194	2,258	2,397	-2.8%	-8.5%
YTD:	8,855	9,180	9,082	-3.5%	-2.5%



## Memorial Regional Hospital South - Consolidated Volumes - April 2024

### Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	786	928	845	-15.3%	-7.0%
YTD:	3,198	3,643	3,552	-12.2%	-10.0%

### Rehab Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	476	574	515	-17.1%	-7.6%
YTD:	1,950	2,295	2,172	-15.0%	-10.2%

### Observations Discharges

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	329	353	347	-6.9%	-5.2%
YTD:	1,366	1,305	1,346	4.7%	1.5%

### Outpatient Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	25,250	20,733	21,387	21.8%	18.1%
YTD:	92,700	80,200	79,329	15.6%	16.9%

### ED Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	6,108	5,713	6,240	6.9%	-2.1%
YTD:	24,693	25,717	24,930	-4.0%	-1.0%

### Surgeries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	980	1,036	964	-5.4%	1.7%
YTD:	3,838	3,718	3,615	3.2%	6.2%



## Memorial Hospital West - Consolidated Volumes - April 2024

### Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	6,207	6,003	5,611	3.4%	10.6%
YTD:	24,608	24,707	23,073	-0.4%	6.7%

### Observations Discharges

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	2,813	2,699	2,993	4.2%	-6.0%
YTD:	11,981	10,562	11,624	13.4%	3.1%

### Outpatient Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	54,727	52,540	48,839	4.2%	12.1%
YTD:	205,469	208,622	196,980	-1.5%	4.3%

### ED Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	24,868	24,791	25,119	0.3%	-1.0%
YTD:	100,688	97,818	98,321	2.9%	2.4%

### Surgeries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	2,616	2,696	2,449	-3.0%	6.8%
YTD:	10,226	10,686	9,671	-4.3%	5.7%

### Deliveries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	842	802	780	5.0%	7.9%
YTD:	3,511	3,441	3,318	2.0%	5.8%



## Memorial Hospital Pembroke - Consolidated Volumes - April 2024

### Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	1,820	1,853	1,612	-1.8%	12.9%
YTD:	7,000	7,278	7,018	-3.8%	-0.3%

### Observations Discharges

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	1,468	1,569	1,356	-6.4%	8.3%
YTD:	5,868	6,165	5,506	-4.8%	6.6%

### Outpatient Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	9,565	8,724	8,617	9.6%	11.0%
YTD:	37,145	34,274	34,018	8.4%	9.2%

### ED Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	8,951	9,226	9,172	-3.0%	-2.4%
YTD:	36,764	37,100	36,914	-0.9%	-0.4%

### Surgeries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	1,142	1,228	1,161	-7.0%	-1.6%
YTD:	4,499	4,828	4,602	-6.8%	-2.2%

### 24/7

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	13,239	14,588	13,535	-9.2%	-2.2%
YTD:	53,857	58,659	56,414	-8.2%	-4.5%



## Memorial Hospital Miramar - Consolidated Volumes - April 2024

### Admissions

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	2,554	2,517	2,535	1.5%	0.7%
YTD:	10,138	10,344	10,283	-2.0%	-1.4%

### Observations Discharges

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	1,234	1,387	1,260	-11.0%	-2.1%
YTD:	5,277	5,499	5,345	-4.0%	-1.3%

### Outpatient Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	26,698	21,388	22,078	24.8%	20.9%
YTD:	100,771	86,479	85,416	16.5%	18.0%

### ED Visits

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	16,864	17,631	16,902	-4.4%	-0.2%
YTD:	67,825	70,400	68,523	-3.7%	-1.0%

### Surgeries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	2,083	2,075	1,798	0.4%	15.9%
YTD:	7,848	7,920	7,119	-0.9%	10.2%

### Deliveries

	<u>FY24A</u>	<u>FY24B</u>	<u>FY23A</u>	<u>vs FY24B</u>	<u>vs FY23</u>
QTD:	951	990	985	-3.9%	-3.5%
YTD:	3,957	4,137	4,117	-4.4%	-3.9%

# South Broward Hospital District

## BOARD OF COMMISSIONERS

**Elizabeth Justen**, *Chairwoman* • **Steven Harvey**, *Vice Chairman* • **Douglas A. Harrison**, *Secretary Treasurer*  
**Jose Basulto** • **Brad Friedman** • **Dr. Luis E. Orta** • **Laura Raybin Miller**

**K. Scott Wester**, *President and Chief Executive Officer* • **Frank P. Rainer**, *Senior Vice President and General Counsel*

**Group:** S.B.H.D. Community Relations Committee      **Date:** May 13, 2024  
**Chairman:** Mr. Brad Friedman      **Time:** 3:00 p.m.  
**Vice Chairman:** Dr. Luis Orta  
**Location:** Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312  
**In attendance:** Mr. Brad Friedman, Ms. Elizabeth Justen, Mr. Scott Wester, Ms. Leah Carpenter, Mr. Vedner Guerrier, Mr. Frank Rainer, Ms. Dionne Blackwood, Mr. Tim Curtin, Ms. Milin Espino, Ms. Marilyn Camerota, and Mr. Joshua Plantz

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The meeting was called to order and legal certification of compliance with Florida's Public Meetings Law was given by Mr. Frank Rainer, General Counsel.

This quarter, the Community Relations Committee highlighted updates on Memorial Primary Care, Project HOPE, the One City at a Time initiative, and the Community HUB.

Ms. Dionne Blackwood presented an update on Memorial Primary Care's (MPC) quality performance. Ms. Blackwood shared the calendar year 2023 final performance report reflecting a passing/exceeding peer rate for all measures. Appropriate testing for Pharyngitis was below peers. Since then, MPC has implemented point of care testing for pharyngitis in each practice which will enhance the 2024 performance in the measure. The quality gate measures are important as they must be passed to access shared savings from the plan.

Ms. Blackwood presented MPC's same day access statistics. Same day appointments are also being used for patients being discharged from inpatient and emergency rooms. The appointments which include medication reconciliation and transition of care help reduce admission and revisits. This is also a plan quality requirement for risk contracts as it reduces the rate of readmission to the hospital and emergency rooms.

Ms. Blackwood provided an update on the Sickle Cell Medical Home Program, which opened in December 2022. The program had an increase of 132 to 326 patients. The location is now a recognized Comprehensive Sickle Cell Center by the National Alliance for Sickle Cell Centers (NASCC). The center has since adopted an evidence-based practice of providing acute pain management treatment for four hours rather than eight hours. The practice also resulted in increased access for acute pain management appointments from 15 to 30 per day. Additionally, the Center now offers a group therapy program led by the Licensed Clinical Social Worker team, and onsite blood transfusions.

Ms. Blackwood also presented on the Severe Maternal Mortality Telehealth Program, created from a \$510K grant by the State of Florida, whose goal is to reduce incidences of maternal mortality and morbidity. MHS is seven months into the program, and it has generated 1,398 referrals to the OB Navigator, of which 608 were enrolled with education provided to 546 patients. The program distributed 274 blood pressure cuffs to the three MHS Birthing centers. So far 508 moms delivered babies, 135 successfully communicated all blood pressure readings to the navigator daily for the first 14 days after delivery, and 286 completed their post-partum visit. The goal of the program is to Reduce ED visits and IP readmission and Reduce Maternal and Infant Mortality. Benchmarks will be set in June 2024, the end of the program's first year.

## MEMORIAL HEALTHCARE SYSTEM

MEMORIAL REGIONAL HOSPITAL • MEMORIAL REGIONAL HOSPITAL SOUTH • JOE DIMAGGIO CHILDREN'S HOSPITAL  
MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

Ms. Marilyn Camerota followed by providing a summary of the Maternal Health Baby Shower held at Memorial Regional Hospital Conference Center on April 14, 2024. Over 125 new mothers attended the event along with their newborns and family members.

MHS employees' donations resulted in providing attendees with new car seats, safety gates and related safety items, diapers, cribs and more. Education sessions included nutrition, home (baby) safety, safe sleep, and postpartum depression signs/symptoms.

Ms. Camerota then presented the Project HOPE (Healthy Outreach and Pregnancy Education) Program funded in collaboration with United Way Broward and Healthy Start Coalition. HOPE focuses on supporting pregnant women from West Park and surrounding cities who are at risk for poor birth outcomes and pregnancy challenges.

Project HOPE has been implemented for two years with the following outcomes:

- 78 pregnant women served in the West Park and surrounding communities
- Areas served - West Park, Pembroke Park, East Miramar, East Pembroke Pines and South Hollywood
- 76 women delivered healthy babies, two babies were born with low birth weight and needed NICU services
- 95% of patients reported positive mental/emotional health
- 97% of patients report high satisfaction with program services

Referrals and linkages provided to patients:

Food Pantries	Career Source Broward	Medicaid
Family Success Center	WIC	Maternal Depression Therapy

Mr. Tim Curtin then presented an update on the One City at a Time (OCAT) initiative which began in May 2023. Mr. Curtin discussed the three-prong approach in each city: (1) The kickoff event, (2) twelve weeks in each city with Mobile Health services (both adults and pediatrics) for three days per week and (3) continuing to serve each city for one day per week over the next two years.

Mr. Curtin proceeded to share the following data related to mobile health utilization (patient visits) since OCAT inception for all OCAT cities:

<u>Hallandale Beach</u>		<u>Miramar</u>	
Adults – 151	Pediatrics – 328	Adults – 290	Pediatrics – 311
<u>Dania Beach</u>		<u>Pembroke Pines</u>	
Adults – 259	Pediatrics – 439	Adults – 307	Pediatrics - 361
<u>Hollywood</u>			
Adults – 523	Pediatrics - 606		

The most common diagnoses for adults using mobile health are hypertension and diabetes, which align with the PRC study from the OCAT cities. Additionally, targeted sponsorships are being developed to address Cholesterol, obesity/overweight, mental health, and substance abuse within the vulnerable communities which OCAT serves.

There have been 627 referrals to the Community HUB and 279 patients have been supported by the HITS Eligibility team to assist with applications for medical insurance and other benefits.

The next One City at a Time Kickoff will be held at the Multi Service Complex (6700 Miramar Parkway) in Miramar on Saturday June 29, 2024, from 10:00am - 2:00pm.

Mr. Joshua Plantz then provided an update to the SDOH Hub initiative, which has been formally named the Community HUB (Helping to Uplift and Bounce back).

Mr. Plantz reviewed the Community HUB data related to incoming referrals. The HUB began operations in August 2023 and the growth in the number of patients served has resulted in the expansion of the HUB staff. Mr. Plantz reviewed April ending with 329 individuals referred to the HUB for a total of 1,377 patients and 3,378 total identified health related social needs since inception.

Mr. Plantz then discussed the HUB's impact and understanding the "why" for the HUB, using empirical measures including avoidable readmissions, avoidable ER Visits, and an increase in outpatient volumes.

Additionally, Mr. Plantz outlined that the Community HUB is working to explore reimbursable G-codes for screenings and services provided. The next steps are to include Joe DiMaggio Children's Hospital to begin identifying and fulfilling Pediatric (and their families) needs.

The meeting ended by playing the "Whole Person-Centered Care" Community HUB video that was recently produced, which told the story of a mother and young adult child who benefited from the HUB services.

There being no further business, the meeting was adjourned at 4:05 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Brad Friedman", written in a cursive style.

Mr. Brad Friedman  
Chairman  
Community Relations Committee





**Board Community Relations Meeting  
May 2024**



## MPC Update

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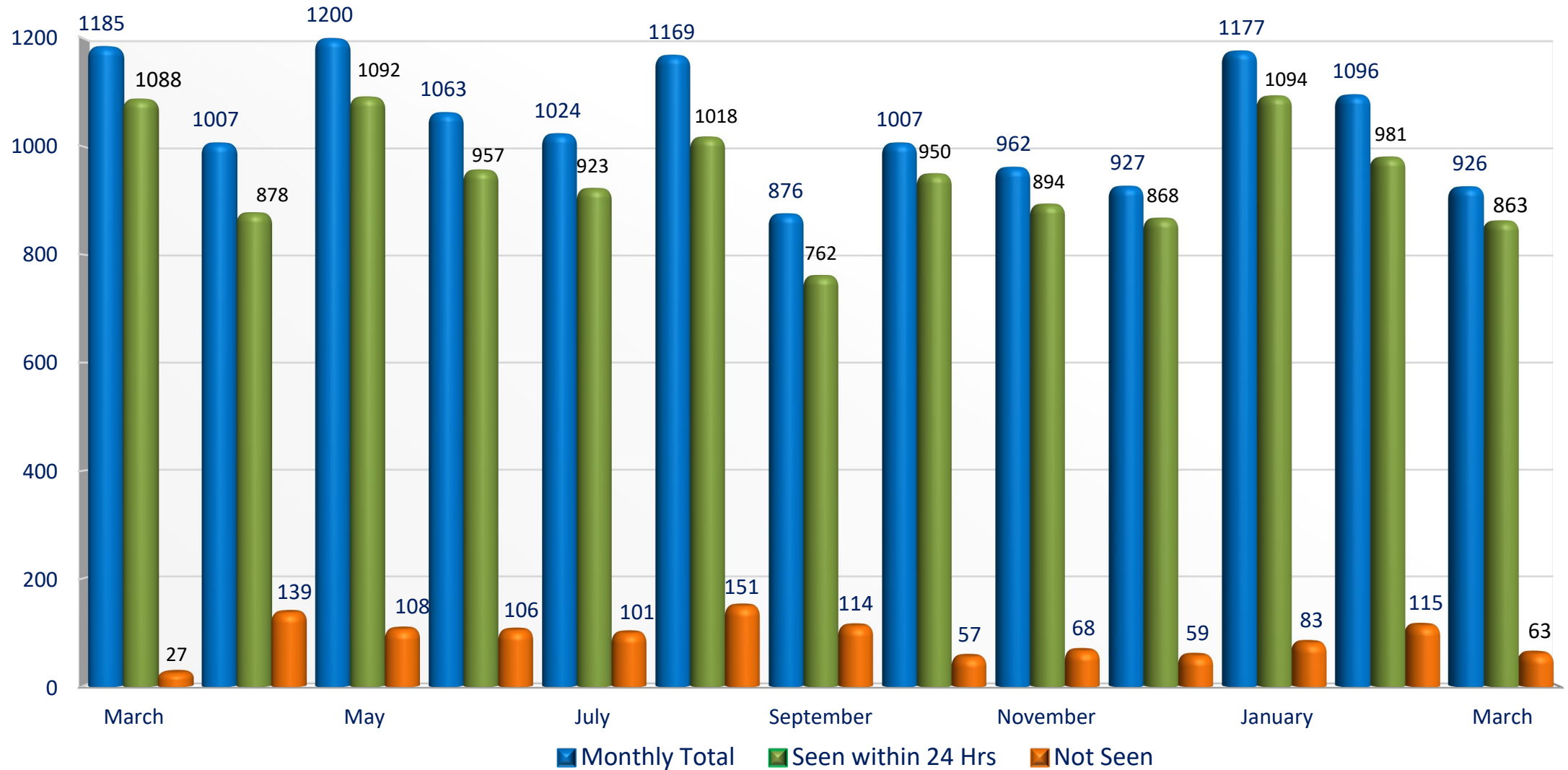
# Quality Measures

Quality Measure Description	Rate	Peer Rate	Quality Rate
Breast Cancer Screening	80%	73%	Pass
Cervical Cancer Screening	71%	57%	Pass
Colon Cancer Screening	61%	54%	Pass
Comprehensive Diabetes Care: HbA1c Good-Control- Rate less than 8%	67%	61%	Pass
Controlling High Blood Pressure	68%	62%	Pass
Antidepressant Medication Management	72%	70%	Pass
Appropriate testing for Pharyngitis	51%	53%	Pass

Rates must be within 2 Standard Deviation of the average Peer



# Same Day Access Statistics





# MHS Sickle Cell Medical Home

- Volume
- Acute Pain
- Access
- Scheduling
- Services

**M** Memorial  
Primary Care

## Sickle Cell Medical Home

Assisting patients in the management of their condition with the goal of enhancing quality of life.

MHS.net



# Severe Maternal Mortality Telehealth Program

The program supports pregnant and postpartum women who are diagnosed with chronic care condition using Telehealth. Program began October 2023.

- Referred to OB Navigator: 1,398
- Enrolled: 608
- Education: 546
- BP Cuffs distributed: 274
- Transmitted BP readings timely: 135
- Completed their postpartum visit: 286



Memorial OB Hypertension (HTN) Navigator

754-971-7780

**Did you know ?**

Memorial has an OB HTN Navigator that provides outreach to pregnant women of color after a Emergency Room visit because of a documented BP greater than or equal to 140/90 to ensure timely prenatal care



Focused on  
Improving  
Maternal and  
Fetal Outcomes



# Severe Maternal Mortality Telehealth Program

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## Key Performance Indicators FY 24-25:

- Reduce ED Visit for patients within 1 year related to pregnancy complications
- Reduce IP Readmissions for patients within 1 year related to pregnancy complications
- Reduce Maternal Mortality
- Reduce Infant Mortality





# Black Maternal Health Baby Shower







# Healthy Outreach and Pregnancy Education

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- The program supports pregnant women from West Park who are at risk of poor birth outcomes and pregnancy related challenges.
- **Key components of program:**
  - Engage pregnant women at risk by community health workers through care coordination and home visitation.
  - Identify risk factors through Healthy Start screening, stress scale, and social determinants of health.
  - Identify challenges in the three areas of health: physical, behavioral, and social.
  - Connecting women (and their partners) to services to reduce risks in areas identified using wrap-around care coordination.



## Project Hope | Population and Outcomes

---

- Served 78 pregnant women of African American, Haitian and Multiracial descent.
- Areas served included West Park, Pembroke Park, East Miramar, East Pembroke Pines, and south Hollywood
- 76 women delivered healthy babies with 2 babies being born with low birth weight that required NICU.
- 95% patients reported positive mental/emotional health.
- 97% of patients reported high satisfaction with program services.
- **Referrals and assistance provided to patients:**
  - Community Enhancement Food Pantry
  - Medicaid
  - Career Source Broward
  - WIC
  - Maternal depression
  - HITS eligibility
  - City of Hollywood Housing
  - FPL Assist
  - Family Success Center (utility assistance)



## One City At A Time

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# One City At A Time Initiative

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- Memorial has unveiled a population health initiative called “One City at a Time” that will station Memorial Primary Care Mobile Health Centers, or mobile units, within cities in South Broward for extended periods of time. Through this initiative we are bringing care, services, and resources directly to where some of our most vulnerable populations live.
- Through strategic partnerships with local communities, governments, and non-profit organizations we aim to create innovative and effective programs that tackle these community issues related to Social Determinants of Health, head-on.





# The Opportunity

01



As our initial welcome to the city we would like to host a Kickoff at a local park or community center. The kickoff allows us to bring the mobile vans and other community partners to connect with the members of your city.

02



As the main part of our initiative we want to bring our Mobile Health Vans to the community for 3 days over the course of 8-12 weeks. We want to select strategic locations in the community to bring the healthcare to those of the greatest need in your community.

03



Over the course of 2 years, after our initial 8-12 week engagement, our mobile vans will stay in your city once a week. We will conclude the 2 years by conducting a closeout survey.





# Community | One City At A Time

- **Mobile Health**

- The One City at a Time initiative stations Primary Care Mobile Health Centers (mobile units) for 12 weeks in each of the 5 cities targeted in South Broward.

- **Medical professionals are on-site providing**

- Vaccines, conducting health screenings, school physicals, referrals to dentists, nutritional counseling, and Social Determinants Of Health (SDOH) screenings.

- **HITS Program:**

- Medicaid, Medicare and ACA eligibility determination. Linkage to community resources based on SDOH screening outcome: food pantries, legal aid, transportation, disability and employment resources.

- **Locations:**

- Program has already taken place in 3 cities Hallandale Beach, Dania Beach and Hollywood, with plans to reach an additional two cities (Miramar & Pembroke Pines) in 2024.





# Community | One City At A Time

- Total served in each of the OCAT cities Since May 2023  
*(the first OCAT event in Hallandale Beach):*
  - **Hallandale Beach:**
    - Adults – 151
    - Pediatrics – 328
  - **Dania Beach:**
    - Adults – 259
    - Pediatrics – 439
  - **Hollywood:**
    - Adults – 523
    - Pediatrics - 606
  - **Miramar:**
    - Adults – 290
    - Pediatrics – 311
  - **Pembroke Pines:**
    - Adults – 307
    - Pediatrics - 361







# Community | One City At A Time

- **Common diagnosis in adults:**
  - Hypertension
  - Diabetes
- **SDOH referrals:**
  - 627 total linkages
  - Top 4 – Housing, Finances, Utilities, Food
- **Eligibility assistance:**
  - 278 individual applications
  - (Medicaid, Medicare, KidCare, ACA, MPC)
- **Upcoming OCAT Kickoff on June 29, 2024**
  - Location : Historic (East) Miramar  
Miramar Multi-purpose Complex







COMMUNITY  
**HUB**

## The Community HUB

---

Helping to  
Uplift and  
Bounce back



Filters:

Domain: (All) | Referring Location: (All) | Year of Episode Start: (All) | Month Year of Episode Start: (All)

### 1. SDOH HUB Episodes

	2023					2024				Grand Total
	August	Septem..	October	Novem..	Decemb..	January	February	March	April	
Total	35	79	85	107	117	181	204	212	198	1,218

### 2. Incoming Referrals to the SDOH HUB by Referring Location

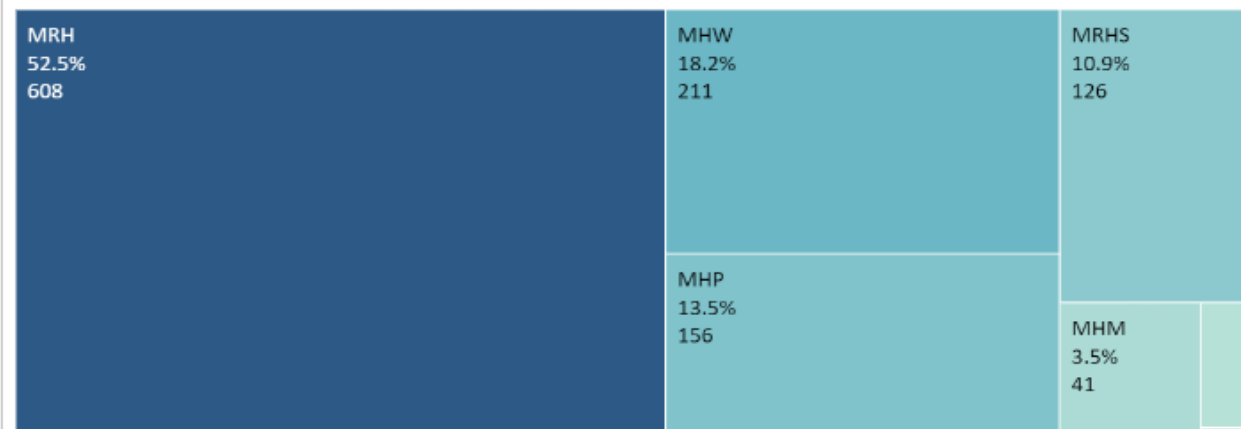
\*More than 1 hospital may have made a referral.

	2023					2024				Grand Total
	August	Septem..	October	Novem..	Decemb..	January	February	March	April	
Other	1	6	3	4	1	5	4	26	16	66
MHM	2	4	5	3	11	6	4	2	4	41
MHN			4	3	2	2	1	1	2	15
MHP	5	22	11	17	15	17	24	28	17	156
MHW	2	3	1	3	7	37	49	46	63	211
MPC WEST HOL..									1	1
MRH	22	38	51	61	61	94	102	96	83	608
MRHS	3	7	10	17	22	20	21	14	12	126
Grand Total	35	80	85	108	119	181	205	213	198	1,224

### 3. Incoming Referrals to the SDOH HUB by Domain

	2023					2024				Grand Total
	August	Septem..	October	Novem..	Decemb..	January	February	March	April	
Other	1	6	3	4	1	5	4	26	16	66
Financial Security	27	63	66	87	95	147	162	147	146	940
Food Insecurity	22	44	43	61	69	96	117	105	79	636
Housing	23	45	45	64	65	104	106	99	83	634
Transportation	20	35	32	39	31	50	67	64	47	385
Utilities	10	30	20	44	41	66	76	61	53	401
Grand Total	103	223	209	299	302	468	532	502	424	3,062

### 4. Incoming Referrals to the SDOH HUB by Referring Location



### 5. Incoming Referrals to the SDOH HUB by Domain





# SDOH Impact | Patients with food insecurity

- Patients identified as food insecure at Memorial had reduced avoidable services in the 6 months after food insecurity was identified and addressed.



- ✓ 7.6% decrease in emergency room visits
- ✓ 13.9% decrease in admissions
- ✓ 5.3% decrease in readmissions



## Food Insecure Patients:

- 63% of patients have Hypertension
- 56% have Hyperlipidemia
- 54% are obese
- 57% are Black
- 72% are women
- Most have >1 domain at risk

*Based on documented Z-codes for food insecurity and the comparison of services completed 6 months pre-screen to 6 months post-screen.*



DRAFT

Data Source: Clarity Episodes and Referral Orders; Caboodle Patient and Flowsheet  
Dates of Episode Creation: 8/15/2023 - 4/17/2024  
Report Date: 4/18/2024 8:32:07 AM

Filters: Domain (All) Referring Location (All) Year of Episode Start (All) Month Year of Episode Start: (All)

1. SDOH HUB Outgoing Referrals by Domain
Outgoing Referrals made by the HUB to community programs, summarized by Domain.
Table with columns for Domain, 2023 (Aug-Dec), 2024 (Jan-Apr), and Grand Total. Rows include Financial Security, Food Insecurity, Housing, Transportation, Utilities, and Grand Total.

2. SDOH HUB Outgoing Referrals
Outgoing Referrals made by the HUB to community programs, sorted descending by Resource.
Table with columns for Resource, 2023 (Aug-Dec), 2024 (Jan-Apr), and Grand Total. Rows list various resources like LIHEAP, Feeding South Florida, etc.



# Patient's Story | The HUB Impact

## *Social challenges: food insecurity, housing, utilities and financial resources strain*

- **Patient:** is a 79-year-old male that presented to the emergency room due to right lower swelling due to a scratch patient sustain about 2 months ago. Patient was later diagnosed with necrotizing fasciitis required surgery for debridement and partial firth toe amputation. Patient lives with his 80-year-old spouse. Patient and spouse do not have any immediate support and their sons live far away. Patient was unable to be discharge from hospital as patient did not have a working refrigerator, and patient would need IV antibiotic for the next month, which must be store in a refrigerator and did not have anyone that could aid in obtaining it.
  - **Onsite assessment was completed and identified areas of need including:**
    - Lack of working refrigerator to store medication.
    - Food insecurity
    - Financial Strain
    - Utilities
    - Socialization
- **Interventions Provided:**
  - Purchase of a compact refrigerator
  - Referral for HITS for food stamps, Medicaid and Medicare savings plans. Food pantry list for Broward was also provided and food delivery was done
  - Utility resource : Goodman Jewish Family Services, Family Success for LIHEAP and LIHWAP programs, Salvation Army- FPL Care to Share and Area Agency of Ageing of Broward County.
  - Referral to ALLIES program.
- **Outcomes:**
  - By providing and installing the refrigerator, patient's discharge process could be continued so that he might return home and assist his wife.
  - Patient and his wife were immediately connected with the ALLIES program for case management and socialization.
  - HITS program completed food stamps, Medicaid and Medicare application, pending approval



Social Determinants of Health at Memorial  
**WHOLE PERSON-CENTERED CARE**



[MHS SDOH Final New Logo](#)  
[vimeo.com](#)

**Questions?**

# South Broward Hospital District

## BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • Steven Harvey, *Vice Chairman* • Douglas A. Harrison, *Secretary Treasurer*  
Jose Basulto • Brad Friedman • Dr. Luis E. Orta • Laura Raybin Miller

K. Scott Wester, *President and Chief Executive Officer* • Frank P. Rainer, *Senior Vice President and General Counsel*

**Group:** S.B.H.D. Building Committee **Date:** May 13, 2024  
**Chairman:** Mr. Jose Basulto **Time:** 4:30 P.M.  
**Vice-Chairman:** Mr. Brad Friedman  
**Location:** Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312  
**In Attendance:** Mr. Jose Basulto (via WebEx), Mr. Brad Friedman, Ms. Elizabeth Justen, Mr. Scott Wester, Ms. Leah Carpenter, Mr. David Smith, Mr. Frank Rainer, Mr. Mark Greenspan, Ms. Denise DiCesare, Ms. Carmen Gonzalez, and Ms. Valerie Morris

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There being a quorum present, the meeting was called to order by Mr. Basulto.

1. **SUBJECT:** Public Meeting Notice Certification

Mr. Rainer provided the Legal Certification of compliance with Florida's Public Meeting Laws.

2. **SUBJECT:** Construction Progress Report

Mr. Greenspan provided an overview on the status of each of the projects. All projects remain on schedule as indicated on the report.

3. **SUBJECT:** Projects in Planning Report

Mr. Greenspan provided an overview on the status of each of the projects on the report.

Mr. Greenspan provided an informational update on the status of the Memorial Regional Hospital Surgical and Critical Care Tower (Master Plan), which remains under design. He advised that the team was preparing to submit the site plan for City approval. Additionally, he discussed the intent to utilize a private provider for permitting and required inspections. He reported that Robins & Morton, the Board approved construction manager, is currently performing preconstruction planning and will provide a Guaranteed Maximum Price amendment for Board consideration later this year.

4. **SUBJECT:** Architect Pool – ACAI Associates, Inc.

Mr. Greenspan reported on the dissolution of ACAI Associates, one of the pre-qualified architectural firms in the Board Approved Master Pool. With the assistance of the Office of the General Counsel, all active projects previously handled by ACAI Associates have been successfully recovered and reassigned to a successor architect. Mr. Greenspan indicated that despite the departure of ACAI Associates, there remains a sufficient number of firms in the approved Master Pool.

5. **SUBJECT:** Project Icon - Overview

Mr. Greenspan provided a comprehensive overview of Project Icon, the proposed plan for the redevelopment of the recently acquired site at State Road 7 and Hollywood Boulevard. The primary objective of the project is to find a qualified developer for a mixed-use development, which may include workforce/affordable housing for healthcare workers, along with other uses that including healthcare, research, academic, and retail.

## MEMORIAL HEALTHCARE SYSTEM

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MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR



Mr. Greenspan outlined a multi-step selection process, starting with a Request for Qualifications (RFQ) to pre-qualify a pool of developers. Subsequently, the selected pool will receive a Request for Proposal (RFP) to determine the final developer, subject to Board approval, recommended for the project. During the RFP phase of the selection process, the pre-qualified developers will be required to submitted development plans along with project Pro Formas describing how they plan to finance, design, construct, and manage the project.

Mr. Greenspan emphasized that the process would adhere to standard MHS procedures and will involve Board representation at every stage of the selection and approval process.

During discussion with the Building Committee, Mr. Rainer responded to questions related to existing easements on the site.

There being no further business, the meeting adjourned at 5:10 P.M.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jose Basulto', written in a cursive style.

Jose Basulto  
Chairman  
Building Committee

**South Broward Hospital District**  
**Board Building Committee**  
**Construction Progress Report**  
**April 2024**

<b>Active Projects</b>	<b>Contractor</b>	<b>Architect</b>	<b>Scheduled Completion Date</b>	<b>Current Status</b>	<b>Comments</b>
<b>Memorial Healthcare System</b>					
Command Center	Lee Construction	Saltz Michelson	April 2024	July 2024	Unforeseen Conditions
Primary Care Plantation (**)	Thornton Construction	Saltz Michelson	November 2024	On Schedule	None
DIO PAC Offices	Lee Construction	Saltz Michelson	April 2024	Complete	None
* Buildout Dania Beach Center (**)	Lee Construction	Saltz Michelson	**		None
*Dr. Davis Blue Water	Thornton Construction	HKS Architects	October 2024	On Schedule	None
<b>Memorial Hospital Miramar</b>					
Interventional Radiology Room	Engel Construction	HKS Architects	September 2024	On Schedule	None
Service Elevator	Engel Construction	Saltz Michelson	March 2024	Complete	None
* Campus Signage (**)	Lee Construction	Harvard Jolly	**		None
<b>Memorial Hospital Pembroke</b>					
OR Cysto Room	Lee Construction	Saltz Michelson	December 2024	On Schedule	None
<b>Memorial Hospital West</b>					
Outpatient Nursing	Gerrits Construction	HKS Architects	May 2024	On Schedule	None
Central Sterile Processing	Thornton Construction	Saltz Michelson	April 2024	Complete	None
2nd FL Labor & Delivery (**)	Lee Construction	HKS Architects	**		
<b>Memorial Regional Hospital</b>					
Emerg Dept and Trauma Bay Renovation	Turner Construction	Harvard Jolly	May 2025	On Schedule	None
Family Birthplace 4th Floor	Turner Construction	HKS Architects	December 2024	March 2025	Unforeseen Conditions
Linear Accelerator Replacement	Gerrits Construction	HKS Architects	August 2024	On Schedule	None
Interventional Radiology	Turner Construction	HKS Architects	May 2024	Complete	None
<b>Memorial Regional Hospital South</b>					
Chiller 3 Replacement	Lee Construction	Saltz Michelson	May 2025	On Schedule	None
Main Electrical Feeders	Thornton Construction	Saltz Michelson	March 2024	Complete	None

\* Denotes Item Added to Report

\*\* Pending Permit



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MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

South Broward Hospital District  
Board Building Committee  
Projects in Planning  
April 2024

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**Memorial Regional Hospital**

Surgical and Critical Care Tower Expansion

**Contractor / Architect**

Robins & Morton

HKS Architects

**Memorial Healthcare System**

Free Standing Emergency Dept (Douglas Rd)

DPR

HKS Architects

Free Standing Emergency Dept (Red Road)

DPR

HKS Architects

Manor FEMA Hardening

TBD

Saltz Michelson

UCC 10175 Pines Blvd (Chase Bldg)

TBD

Saltz Michelson

**Memorial Hospital Miramar**

Imaging MOB II MRI/CT

TBD

Harvard Jolly

\*Denotes Item Added to Report

# South Broward Hospital District

## BOARD OF COMMISSIONERS

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Jose Basulto • Brad Friedman • Dr. Luis E. Orta • Laura Raybin Miller

K. Scott Wester, *President and Chief Executive Officer* • Frank P. Rainer, *Senior Vice President and General Counsel*

**Group:** S.B.H.D. Finance Committee **Date:** May 15, 2024  
**Chairwoman:** Ms. Elizabeth Justen **Time:** 3:30 p.m.  
**Vice Chairman:** Mr. Steven Harvey  
**Location:** Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312

**In Attendance:** Ms. Elizabeth Justen, Mr. Steven Harvey, Mr. Scott Wester, Mr. David Smith, Ms. Leah Carpenter, Mr. Frank Rainer, Mr. Irfan Mirza, Mr. Veda Rampat, Mr. Saul Kredi, Mr. Richard Holcomb, Mr. Richard Probert, and Mr. Gary Wyniemko (NEPC)

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**SUBJECT: Call to Order / Public Meeting Notice Certification**

Ms. Justen called the meeting to order at 3:32 p.m., after which Mr. Rainer certified the meeting was properly noticed.

***No action is required by the Board of Commissioners.***

**SUBJECT: Market Update**

Mr. Wyniemko provided a market update and outlook to the Finance Committee for April 2024. There was a market pullback in April as stocks fell as rising interest rates weighed on performance. Rising short and long-term interest rates caused fixed income yields to decline. Economic reports released in April showed signs of continued growth and high inflation. The market expectations for rate cuts this year dropped from six cuts at the start of the year to only one cut.

The market update was presented for informational purposes only.

***No action is required by the Board of Commissioners.***

**SUBJECT: Operating Funds Monthly Flash Report**

Mr. Wyniemko reviewed the Monthly Flash Performance Report for the Operating Funds for the month ended April 30, 2024. The portfolio returned -1.2% for the month and 3.9% for the fiscal year-to-date period, compared to Policy benchmark returns of -1.4% and 2.3%, respectively. The assets in the operating funds totaled \$2.57 billion.

The monthly flash report was presented for informational purposes only.

***No action is required by the Board of Commissioners.***

**SUBJECT: Retirement Plan Monthly Flash Report**

Mr. Wyniemko reviewed the Monthly Flash Performance Report for the Retirement Plan for the month ended April 30, 2024. The plan returned -3.0% for the month and 11.1% for the fiscal year-to-date period, versus Policy benchmark returns of -2.6% and 10.9%, respectively. Total assets in the Retirement Plan totaled \$987.1 million.

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MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

The monthly flash report was presented for informational purposes only.

***No action is required by the Board of Commissioners.***

SUBJECT: **Defined Contribution Plans Monthly Flash Report**

Mr. Wyniemko reviewed the Monthly Flash Performance Report for Defined Contribution Plans. As of April 30, 2024, plan assets totaled \$1.53 billion, with the largest concentration in JPMorgan blend target date funds at 62.2%. In January, the Board approved four fund lineup changes to the Defined Contribution Plans, which were reflected in the April reporting.

The monthly flash report was presented for informational purposes only.

***No action is required by the Board of Commissioners.***

SUBJECT: **Review of Quarterly Operating Funds Performance Report – Executive Summary**

Mr. Wyniemko reviewed the Quarterly Operating Funds Performance Report for the quarter ending March 31, 2024. Total assets in the Operating portfolio were \$2.60 billion with performance for the periods:

(%)	3 Months	1 Year	3 Years	5 Years	7 Years	10 Years
Total Fund Return	1.7	6.0	1.1	2.1	2.0	1.8
Policy Index	1.0	4.7	0.2	1.5	1.6	1.4
Inv Metrics Op. Funds Rank	70	72	77	79	78	76

SUBJECT: **Review of Quarterly Retirement Plan Performance Report – Executive Summary**

Mr. Wyniemko next reviewed the Quarterly Retirement Plan Report for the quarter ending March 31, 2024. Total assets in the Retirement Plan were \$1.02 billion with performance for the periods:

(%)	3 Months	1 Year	3 Years	5 Years	7 Years	10 Years
Total Fund Return	5.3	16.4	5.9	8.3	8.1	6.9
Policy Index	5.0	15.2	4.8	7.7	7.5	6.4
Inv Metrics DB Plans Rank	12	7	1	8	6	5

SUBJECT: **Review of Quarterly Defined Contribution Plans Performance Report – Executive Summary**

Mr. Wyniemko also reviewed the Quarterly Defined Contribution Plans Performance Report for the quarter ending March 31, 2024. Total assets in the defined contribution were \$1.57 billion. Target date and Stable Value funds comprised 61.2% and 9.2%, respectively of total assets.

SUBJECT: **Due Diligence and Security Monitoring**

The Due Diligence Committee at NEPC convenes every two weeks to assess events pertaining to investment managers and to decide on any necessary actions by NEPC and / or the South Broward Hospital District. Events are rated: No Action, Watch, Hold, Client Review, or Terminate. Additionally, the severity of each event is rated from '1' to '5', with '1' indicating the best outlook and '5' the worst. These managers were flagged as being on Alert during the quarter ended March 31, 2024.

<b>Investment Manager</b>	<b>Account</b>	<b>Commentary</b>	<b>Recommendation/Comments</b>
JPMorgan <i>Target Dated Funds</i>	DC Plans	Leadership and fund structural changes	FYI/No Action. Removal of “Watch” status. Leadership has been stabilized.
Fort Washington <i>Core Fixed Income – Intermediate</i>	Operating	Leadership changes	FYI/No Action.
Vanguard <i>Equites</i>	Operating, Retirement	CEO Transition	FYI/No Action.

There were also 17 new downgraded individual securities from six issuers for the quarter ended March 31, 2024, which belonged only to the Operating Funds. NEPC and the respective investment managers advise that the South Broward Hospital District should maintain its holdings, thus no action is necessary at this time.

A Motion was made and seconded to recommend acceptance of the Quarterly Performance Reports – Executive Summary, for the quarter ending March 31, 2024, for the Operating Funds, Retirement Plan, and Defined Contribution Plans:

**The Finance Committee recommends the Board of Commissioners accept the Quarterly Performance Reports – Executive Summary for the quarter ending March 31, 2024, for the Operating Funds, Retirement Plan and Defined Contribution Plans**

**SUBJECT: Fixed Income Portfolio Re-Coupon Analysis**

Mr. Rampat discussed with the committee a new process that has been developed within the Fixed Income segment of the Operating Fund portfolio. This process aims to monitor opportunities for selling existing bonds with low interest rate coupons (< 3.00%) and acquiring new bonds with higher interest rate coupons (ranging from 5.00% to 6.00% as of April 2024). The strategy involves executing these trades when the incremental increase in coupon interest earned (new coupon minus old coupon) surpasses the unrealized loss on the bonds sold within the preceding 12-month period. In April 2024, several trades were successfully completed, achieving the desired outcome as described above.

**SUBJECT: Reimagine 1.0**

Mr. Mirza presented an update on the Reimagine 1.0 Project during the meeting. This project is the District’s company-wide initiative aimed at increasing revenues and implementing cost-saving measures. Various multidisciplinary teams have collaborated to generate more than 250 ideas. A summary was presented outlining the savings realized through April 2024 YTD of over approximately \$250 million, versus an original goal of \$200 million.

**SUBJECT: New Business**

The following items were discussed: (i) Memorial Hospital Pembroke lease negotiations, (ii) Rating Agency 2024 annual update meetings, and (iii) GASB 96 adjustment to FY25 Budget.

***No action is required by the Board of Commissioners.***

There being no further business, the Finance Committee adjourned at 4:41 p.m.

Respectfully submitted,

*Elizabeth Justen*

Elizabeth Justen  
Chairwoman  
Finance Committee



# APRIL 2024 UPDATE & Q1 2024 PERFORMANCE REVIEW

MEMORIAL HEALTHCARE SYSTEM

MAY 2024

Dave Moore, ARM, CEBS, CPCU, Partner

Gary Wyniemko, CFA, Partner

Deirdre Robert, CFA, CAIA, Principal, Sr. Consultant





# TABLE OF CONTENTS

- **April Market Update**
- **April Preliminary Flash Reports**
- **Q1 2024 Investment Reports**
- **Appendix**



**APRIL 30, 2024**

**THE MONTH IN REVIEW**



# MARKET OUTLOOK



**Stronger-than-expected economic data and signs of stickier inflation fueled a hawkish repricing of rate expectations**

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**Higher-for-longer U.S. rates can bolster Dollar strength in the near-term; be mindful of portfolio currency exposures**

---



**We recommend investors diversify their holdings of U.S. large-cap stocks with quality and value-oriented exposures**

---



**We encourage investors to review duration positioning relative to strategic goals given the moves in interest rates**

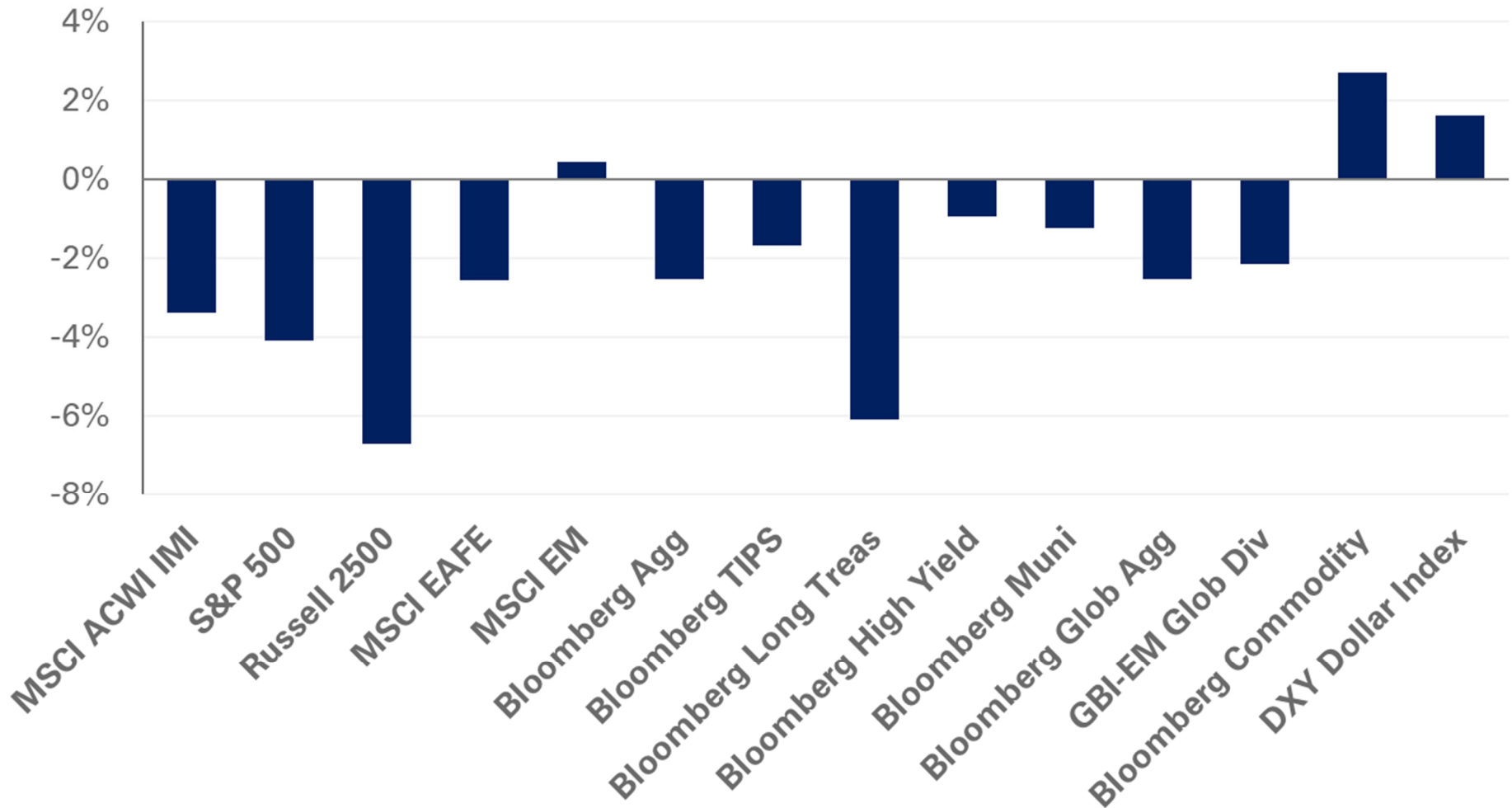
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**We recommend investors strategically add U.S. TIPS exposure given higher real rates and the potential for upside inflation**

# RATE REPRICING CHALLENGED MARKET RETURNS

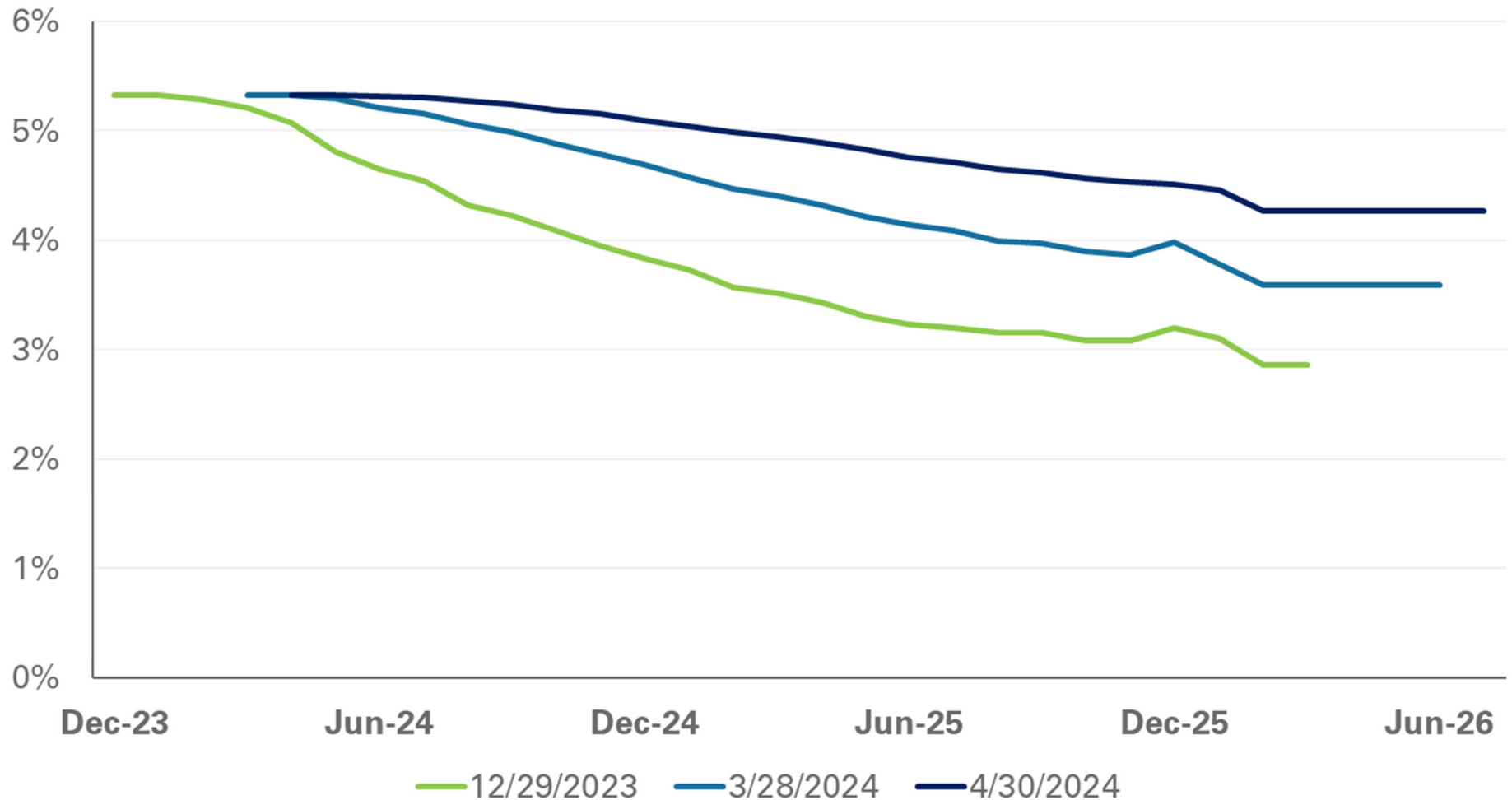
## MONTHLY TOTAL RETURNS



Sources: MSCI, S&P, Russell, Bloomberg, JP Morgan, FactSet

# THE MARKET NOW EXPECTS ONE RATE CUT IN 2024

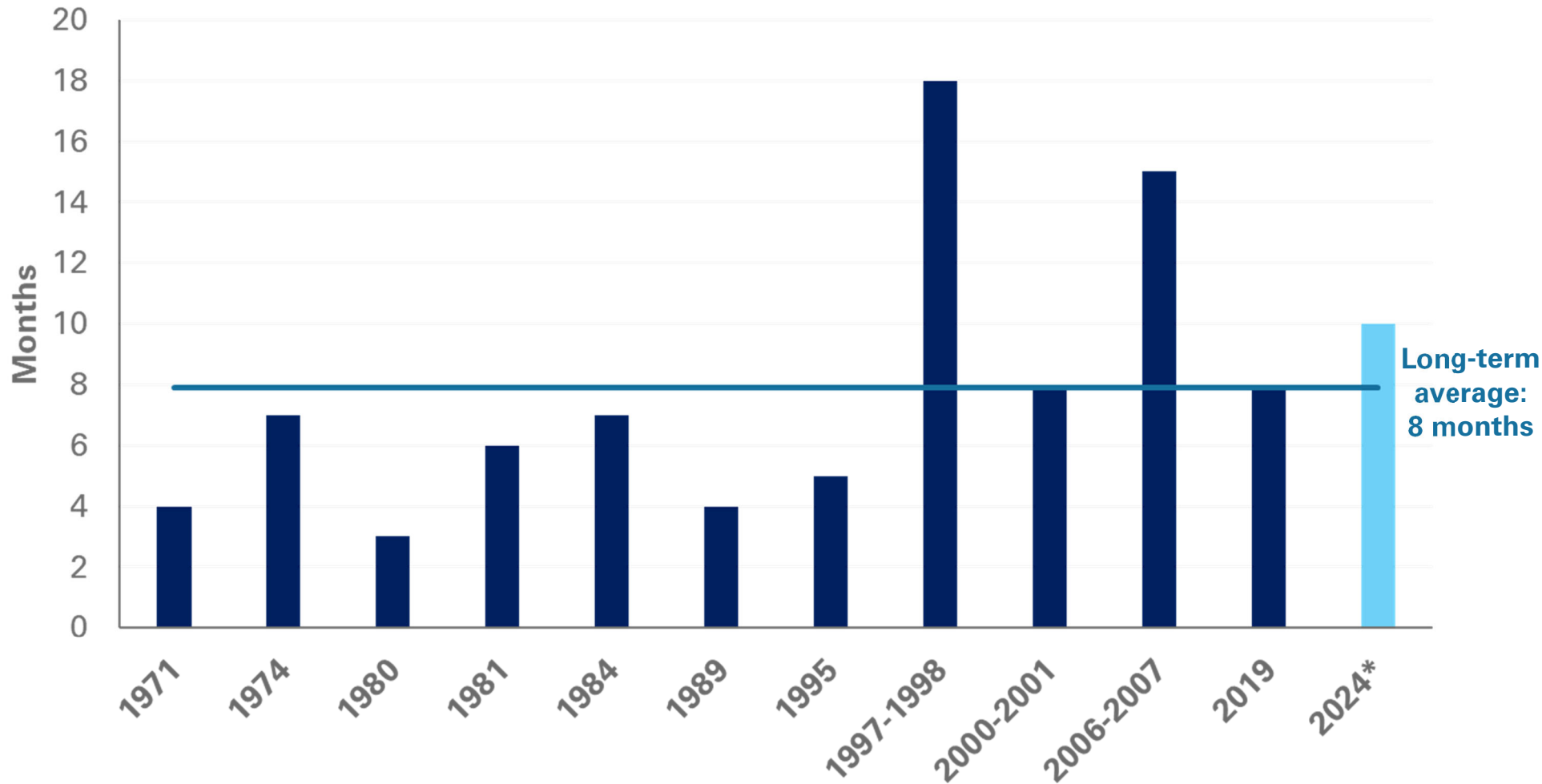
## MARKET-IMPLIED FED FUNDS EXPECTATIONS



Source: FactSet

# THE FED PAUSE HAS BEEN LONGER THAN AVERAGE

## LENGTH OF TIME FROM LAST FED HIKE TO FIRST CUT

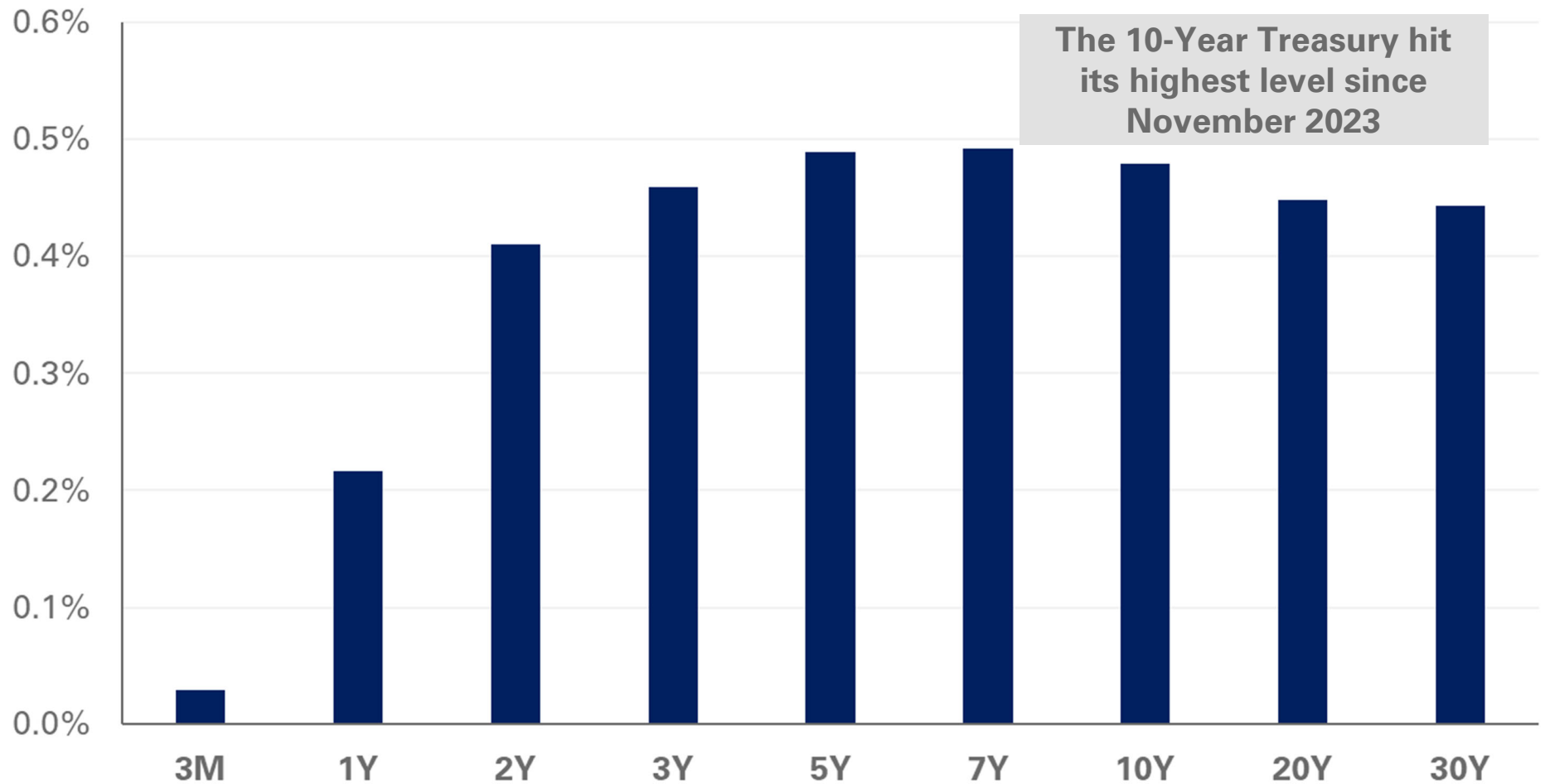


Note: \*2024 data through 4/30/2024  
Sources: Federal Reserve, FactSet



# RESILIENT DATA PRESSURED RATES HIGHER

## MONTHLY CHANGE IN U.S. TREASURY YIELD CURVE



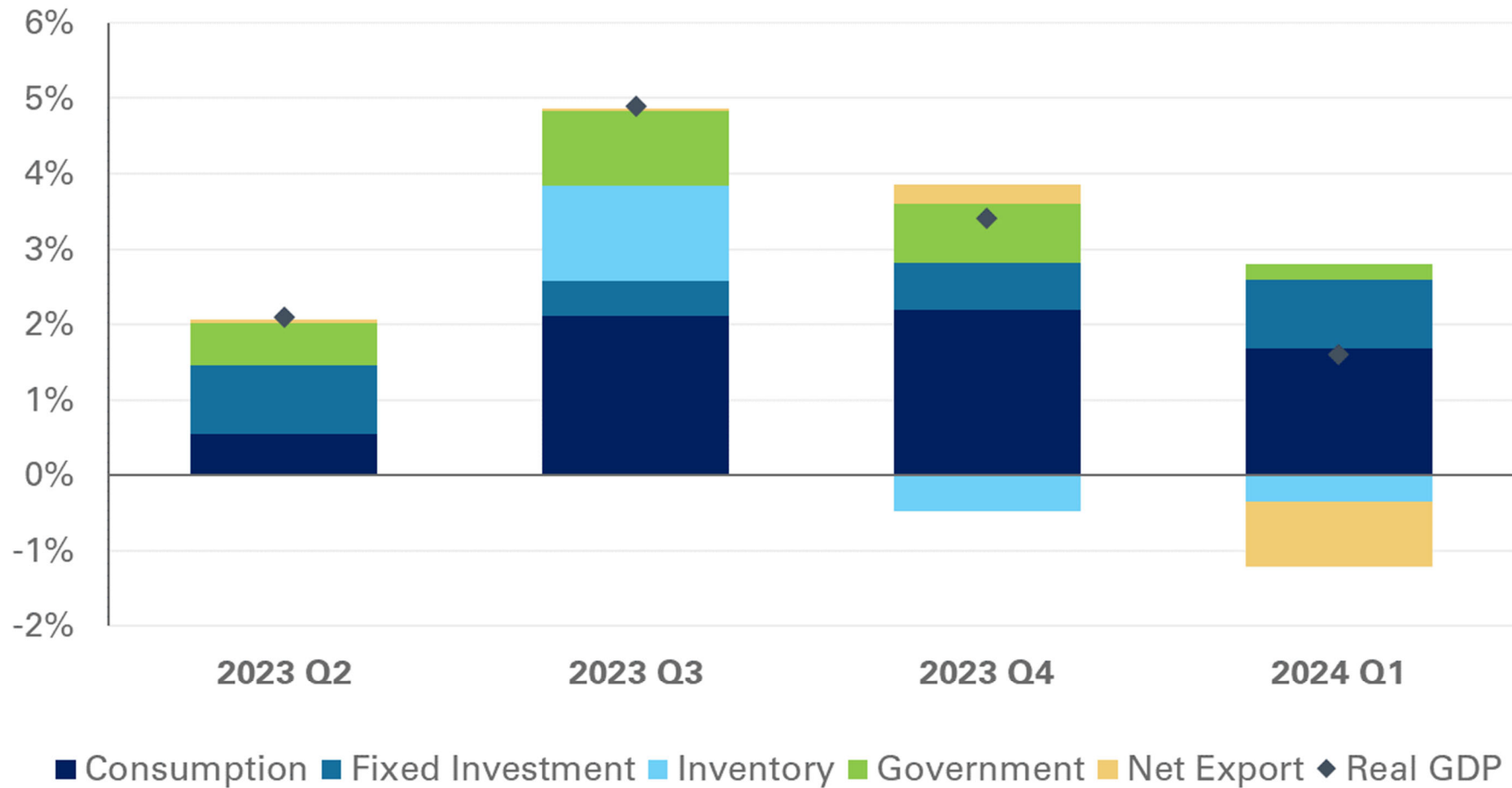
The 10-Year Treasury hit its highest level since November 2023



Source: FactSet

# CONSUMPTION BUOYED ECONOMIC GROWTH

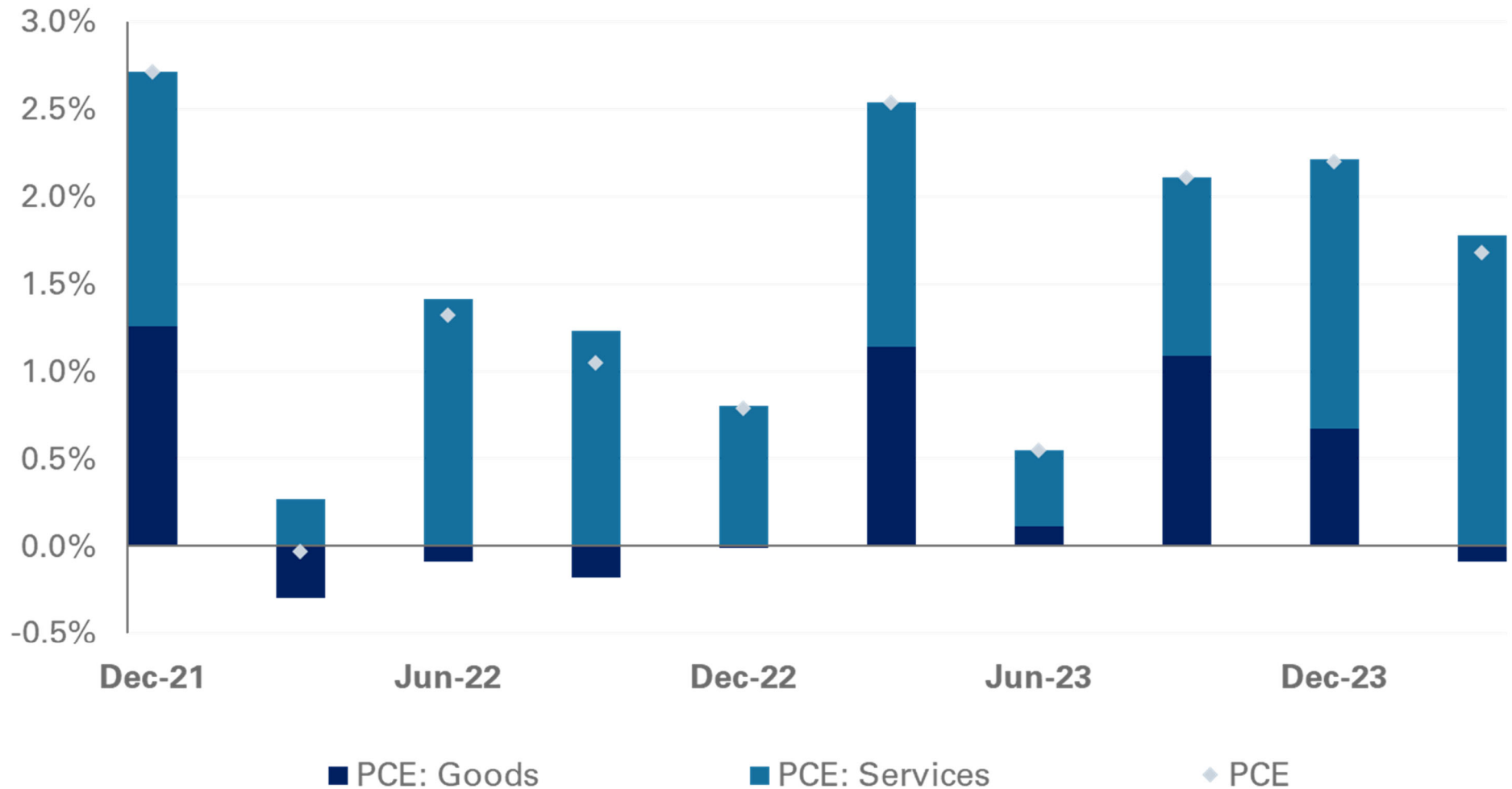
## CONTRIBUTION TO REAL QUARTERLY U.S. GDP





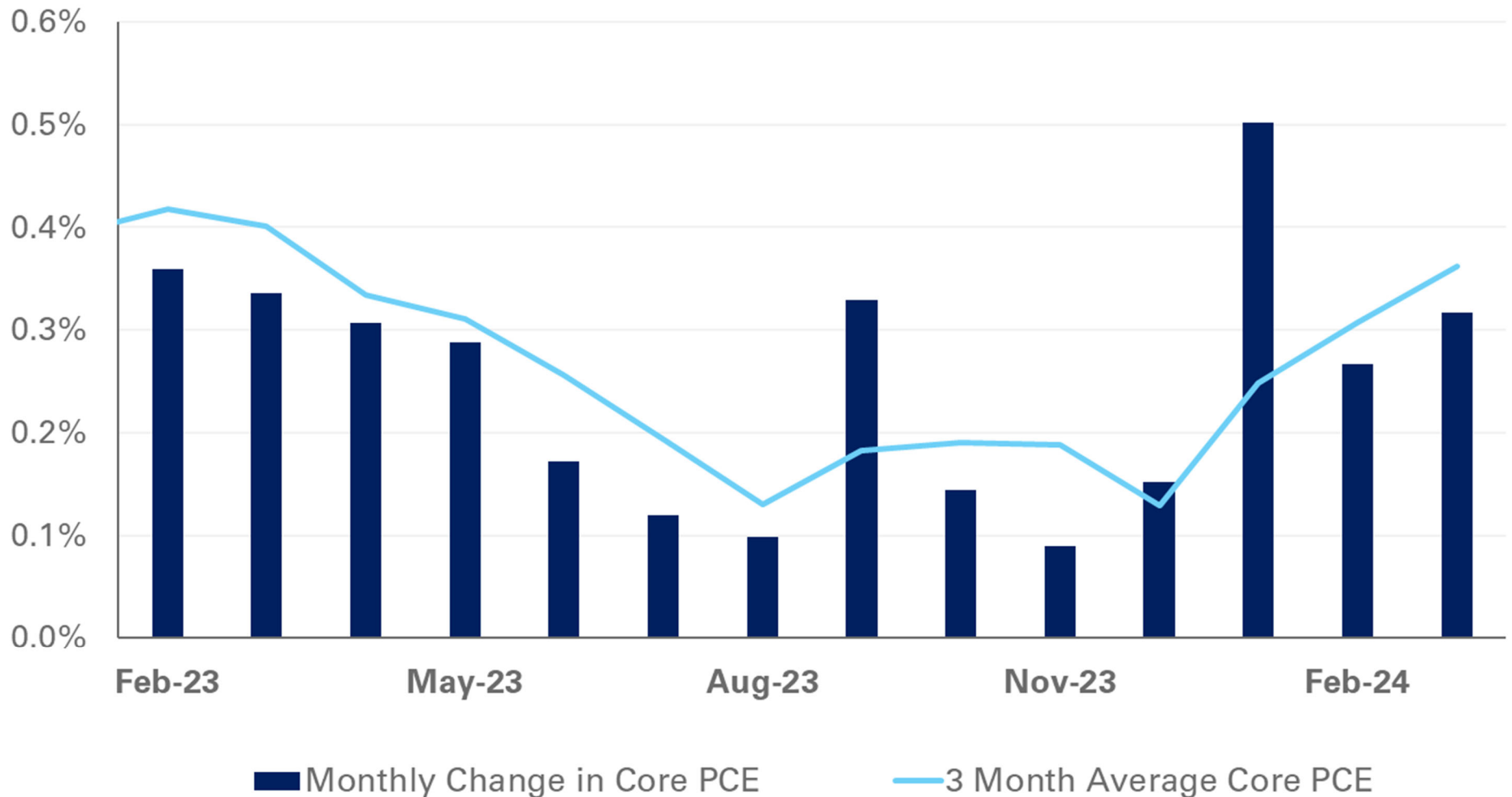
# SERVICES SPENDING DRIVING CONSUMPTION...

PCE: GOODS VS. SERVICES CONTRIBUTION TO REAL U.S. GDP



# ...AND CONTINUED PRESSURE IN INFLATION

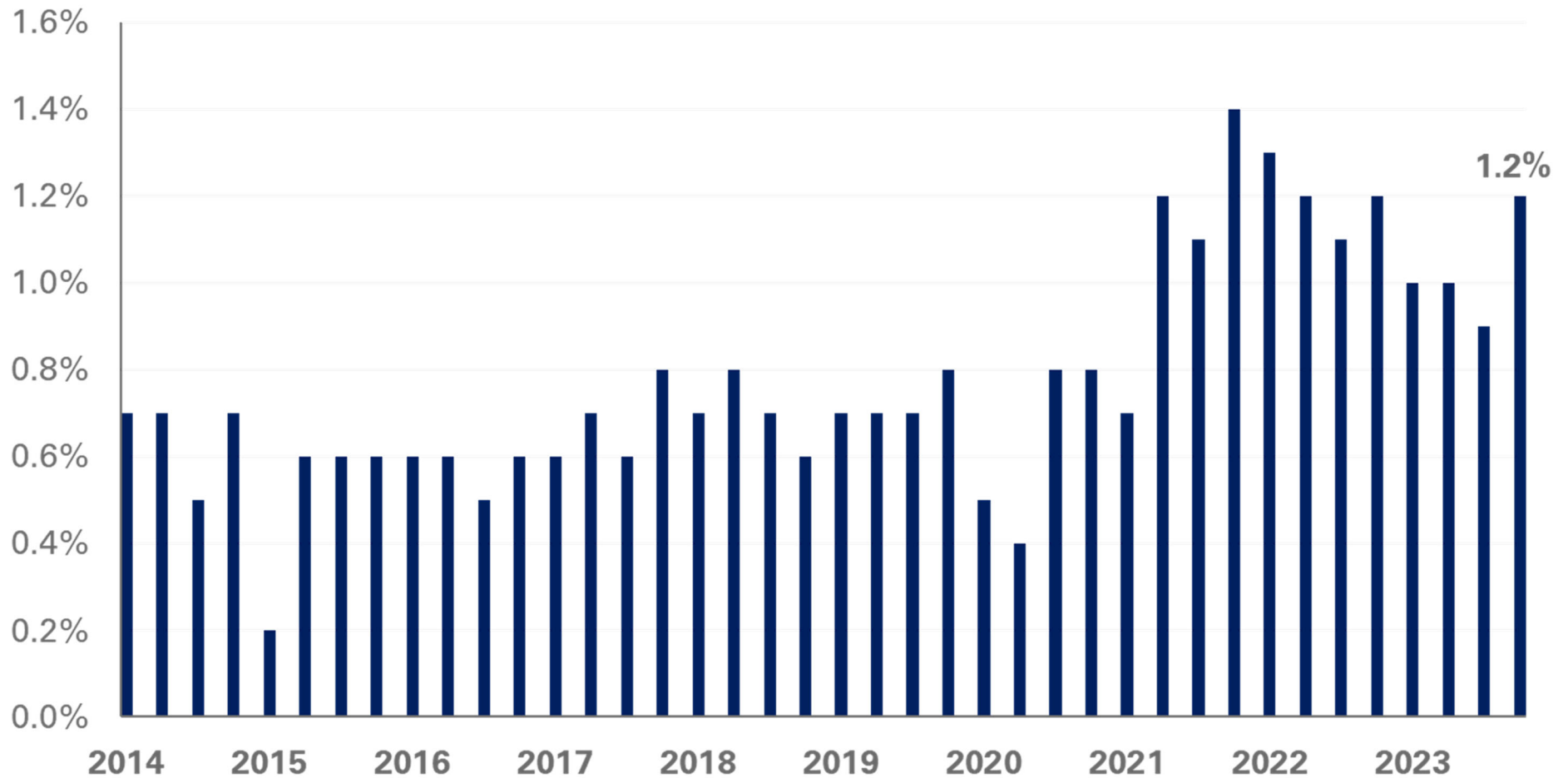
## CORE PERSONAL CONSUMPTION EXPENDITURES PRICE INDEX



Sources: U.S. Bureau of Economic Analysis

# WAGE GROWTH ALSO REMAINS STICKY

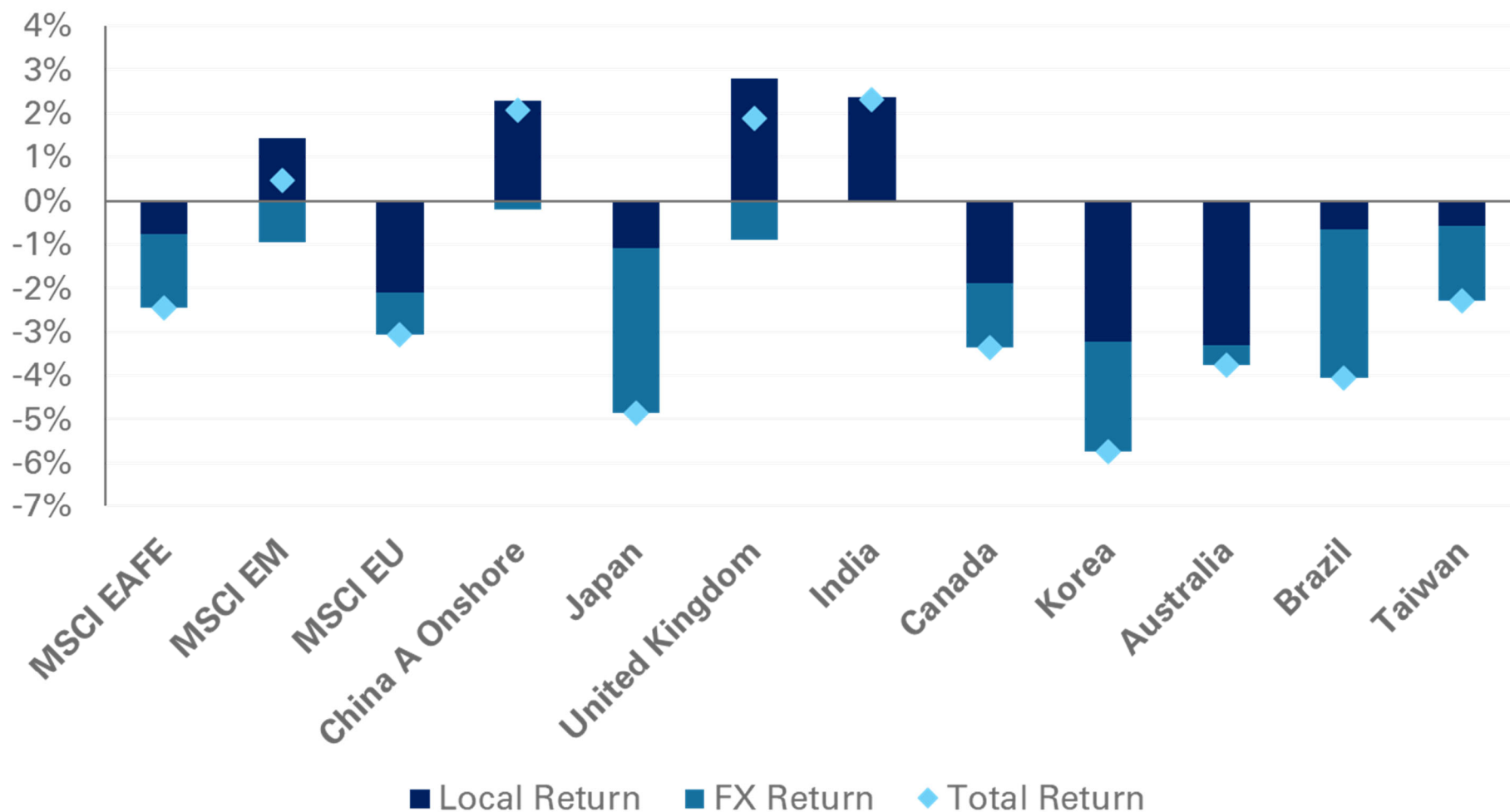
## EMPLOYMENT COST INDEX QUARTERLY CHANGE



Sources: U.S. Department of Labor, FactSet

# A STRONG DOLLAR WEIGHED ON NON-U.S. ASSETS

## MONTHLY TOTAL RETURNS



Sources: MSCI, FactSet



# PERFORMANCE UPDATE

April 30, 2024



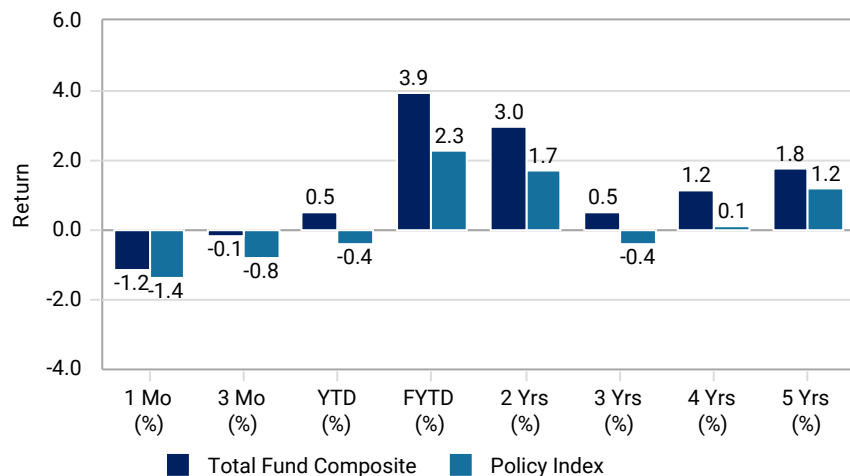
# SOUTH BROWARD HOSPITAL DISTRICT – OPERATING FUNDS

April 30, 2024



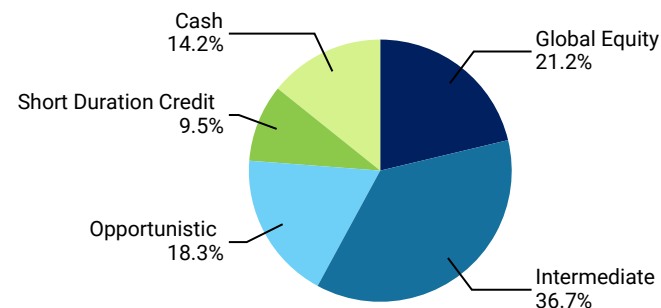
# EXECUTIVE SUMMARY

## Return Summary Ending April 30, 2024

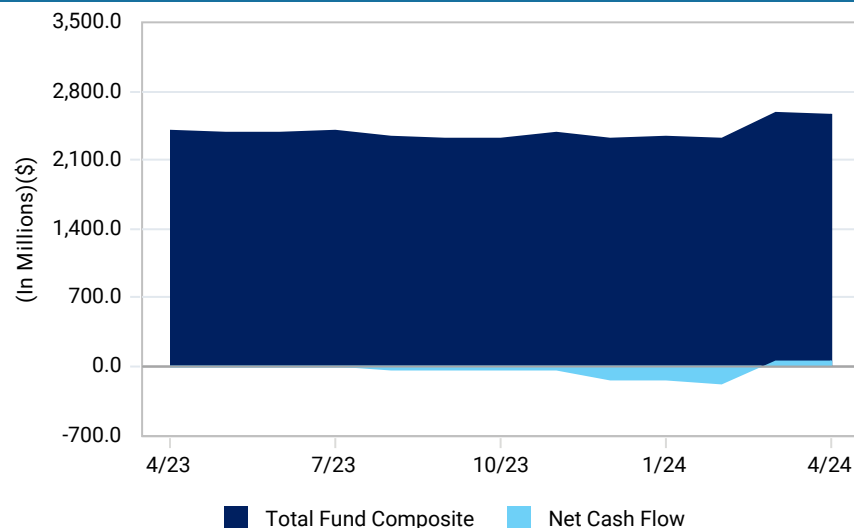


	Current (\$)	Current (%)	Policy (%)	Differences (%)
Global Equity	546,377,095	21.2	20.0	1.2
Intermediate	942,772,482	36.7	35.0	1.7
Opportunistic	470,528,866	18.3	20.0	-1.7
Short Duration Credit	245,547,576	9.5	10.0	-0.5
Cash	366,019,287	14.2	15.0	-0.8
<b>Total</b>	<b>2,571,245,306</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>

## Current Allocation



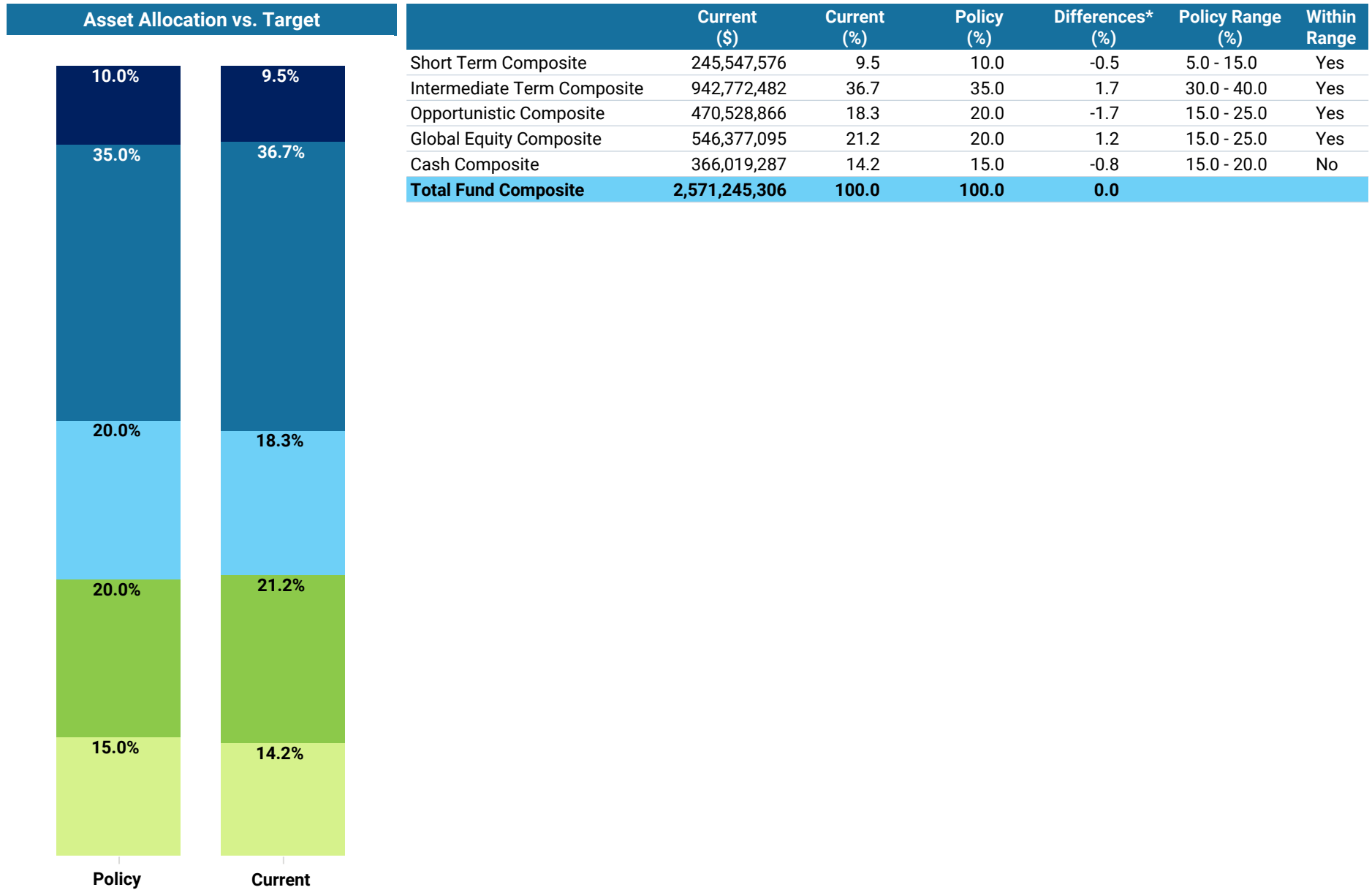
## Market Value History 1 Year Ending April 30, 2024



## Summary of Cash Flows

	1 Month	FYTD	3 Years
Beginning Market Value	2,601,583,486	2,410,286,750	2,571,008,782
Net Cash Flow		69,384,039	-35,998,002
Net Investment Change	-30,338,181	91,574,517	36,234,526
<b>Ending Market Value</b>	<b>2,571,245,306</b>	<b>2,571,245,306</b>	<b>2,571,245,306</b>

# ASSET ALLOCATION VS. POLICY

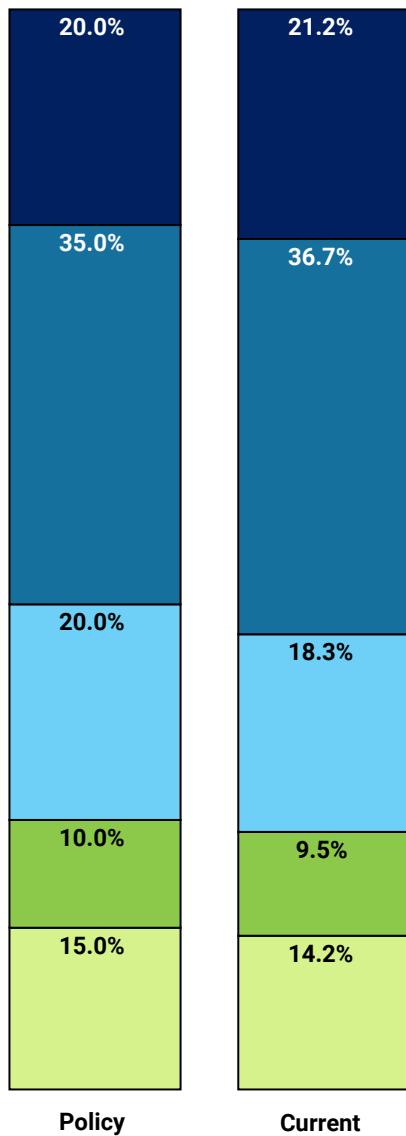


\*Difference between Policy and Current Allocation



# ASSET ALLOCATION VS. POLICY

## Asset Allocation vs. Target



	Current Balance (\$)	Policy (%)	Current Allocation (%)	Differences (%)	Policy Range (%)	Within Range
<b>Global Equity</b>	<b>546,377,095</b>	<b>20.0</b>	<b>21.2</b>	<b>1.2</b>	<b>15.0 - 25.0</b>	<b>Yes</b>
Vanguard Global Minimum Volatility Equity	256,415,963		10.0			
Parametric Global Defensive Equity	289,961,131		11.3			
<b>Intermediate</b>	<b>942,772,482</b>	<b>35.0</b>	<b>36.7</b>	<b>1.7</b>	<b>30.0 - 40.0</b>	<b>Yes</b>
Galliard Intermediate Government	228,169,163		8.9			
Merganser Intermediate Bond	222,344,367		8.6			
Fort Washington Intermediate Bond	190,440,669		7.4			
Lord Abbett Intermediate Bond	218,796,348		8.5			
PFM - Self Insurance Fund	45,962,518		1.8			
PFM - Disability Fund	20,351,697		0.8			
PFM - Workmen's Compensation Fund	11,206,647		0.4			
PFM - Health & Dental Fund	5,501,074		0.2			
<b>Opportunistic</b>	<b>470,528,866</b>	<b>20.0</b>	<b>18.3</b>	<b>-1.7</b>	<b>15.0 - 25.0</b>	<b>Yes</b>
Galliard Opportunistic	144,813,511		5.6			
Merganser Opportunistic	145,637,682		5.7			
Fort Washington Active Fixed Income	180,077,673		7.0			
<b>Short Duration Credit</b>	<b>245,547,576</b>	<b>10.0</b>	<b>9.5</b>	<b>-0.5</b>	<b>5.0 - 15.0</b>	<b>Yes</b>
Lord Abbett Short Duration	123,575,373		4.8			
Loop Capital Asset Management	121,972,203		4.7			
<b>Cash</b>	<b>366,019,287</b>	<b>15.0</b>	<b>14.2</b>	<b>-0.8</b>	<b>15.0 - 20.0</b>	<b>No</b>
PNC Treasury Management	366,015,186		14.2			
U.S. Bank Cash	4,100		0.0			
<b>Total</b>	<b>2,571,245,306</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>		

\*Difference between Policy and Current Allocation

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	FYTD (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
<b>Total Fund Composite</b>	<b>2,571,245,306</b>	<b>100.0</b>	<b>-1.2</b>	<b>-0.1</b>	<b>0.5</b>	<b>3.9</b>	<b>3.0</b>	<b>0.5</b>	<b>1.2</b>	<b>1.8</b>
<i>Policy Index</i>			-1.4	-0.8	-0.4	2.3	1.7	-0.4	0.1	1.2
<b>Fixed Income Composite</b>	<b>1,658,848,925</b>	<b>64.5</b>	<b>-1.2</b>	<b>-1.4</b>	<b>-1.1</b>	<b>1.4</b>	<b>1.2</b>	<b>-1.4</b>	<b>-0.8</b>	<b>0.6</b>
<b>Short Term Composite</b>	<b>245,547,576</b>	<b>9.5</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.3</b>	<b>2.4</b>	<b>1.8</b>	<b>-0.6</b>	<b>-0.2</b>	<b>0.7</b>
<i>Blmbg. 1-5 Year Gov/Credit</i>			-0.8	-1.0	-0.6	1.8	1.5	-0.7	-0.2	1.0
Lord Abbett Short Duration	123,575,373	4.8	-0.7	-0.7	-0.4	2.3	1.9			
<i>Blmbg. 1-5 Year Gov/Credit</i>			-0.8	-1.0	-0.6	1.8	1.5			
Loop Capital Asset Management	121,972,203	4.7	-0.6	-0.7	-0.2	2.6	1.8	-0.6	-0.3	0.7
<i>Blmbg. 1-5 Year Gov/Credit</i>			-0.8	-1.0	-0.6	1.8	1.5	-0.7	-0.2	1.0
<b>Intermediate Term Composite</b>	<b>942,772,482</b>	<b>36.7</b>	<b>-1.2</b>	<b>-1.4</b>	<b>-1.0</b>	<b>1.5</b>	<b>1.3</b>	<b>-1.4</b>	<b>-0.7</b>	<b>0.6</b>
<i>Blmbg. Intermed. U.S. Government/Credit</i>			-1.3	-1.7	-1.5	0.7	0.8	-1.7	-1.0	0.8
Galliard Intermediate Government	228,169,163	8.9	-1.4	-1.5	-1.0	1.7	1.3	-1.3	-0.7	0.7
<i>Blmbg. Intermed. U.S. Government/Credit</i>			-1.3	-1.7	-1.5	0.7	0.8	-1.7	-1.0	0.8
Merganser Intermediate Bond	222,344,367	8.6	-1.1	-1.2	-0.9	1.7	1.4	-1.3	-0.7	0.6
<i>Blmbg. Intermed. U.S. Government/Credit</i>			-1.3	-1.7	-1.5	0.7	0.8	-1.7	-1.0	0.8
Fort Washington Intermediate Bond	190,440,669	7.4	-1.2	-1.5	-1.2	1.3	1.2			
<i>Blmbg. Intermed. U.S. Government/Credit</i>			-1.3	-1.7	-1.5	0.7	0.8			
Lord Abbett Intermediate Bond	218,796,348	8.5	-1.3	-1.6	-1.3	1.0	1.0			
<i>Blmbg. Intermed. U.S. Government/Credit</i>			-1.3	-1.7	-1.5	0.7	0.8			
PFM - Self Insurance Fund	45,962,518	1.8	-0.7	-0.8	-0.4	2.2	1.7	-0.5	-0.1	1.1
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>			-0.8	-1.1	-0.8	1.3	1.1	-0.9	-0.7	0.8
PFM - Disability Fund	20,351,697	0.8	-0.6	-0.8	-0.4	2.2	1.7	-0.5	-0.1	1.1
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>			-0.8	-1.1	-0.8	1.3	1.1	-0.9	-0.7	0.8
PFM - Workmen's Compensation Fund	11,206,647	0.4	-0.2	0.0	0.4	3.3	2.4	0.6	0.6	1.4
<i>ICE BofA U.S. Agencies, 1-3yr</i>			-0.2	-0.1	0.3	3.2	2.0	0.2	0.3	1.1
PFM - Health & Dental Fund	5,501,074	0.2	-0.2	0.0	0.4	3.4	2.4	0.6	0.6	1.3
<i>ICE BofA U.S. Agencies, 1-3yr</i>			-0.2	-0.1	0.3	3.2	2.0	0.2	0.3	1.1

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	FYTD (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
<b>Opportunistic Composite</b>	<b>470,528,866</b>	<b>18.3</b>	<b>-1.5</b>	<b>-1.8</b>	<b>-1.6</b>	<b>0.9</b>	<b>0.8</b>	<b>-1.7</b>	<b>-1.1</b>	<b>0.7</b>
<i>Blmbg. U.S. Intermediate Aggregate</i>			-1.9	-2.3	-2.3	-0.2	0.0	-2.5	-1.7	0.2
Galliard Opportunistic	144,813,511	5.6	-1.7	-2.1	-1.7	0.6	0.6	-1.9	-1.2	0.6
<i>Blmbg. U.S. Intermediate Aggregate</i>			-1.9	-2.3	-2.3	-0.2	0.0	-2.5	-1.7	0.2
Merganser Opportunistic	145,637,682	5.7	-1.4	-1.6	-1.3	1.1	1.0	-1.5	-1.0	0.7
<i>Blmbg. U.S. Intermediate Aggregate</i>			-1.9	-2.3	-2.3	-0.2	0.0	-2.5	-1.7	0.2
Fort Washington Active Fixed Income	180,077,673	7.0	-1.5	-1.7	-1.5	1.0	1.0			
<i>Blmbg. U.S. Intermediate Aggregate</i>			-1.9	-2.3	-2.3	-0.2	0.0			
<b>Global Equity Composite</b>	<b>546,377,095</b>	<b>21.2</b>	<b>-2.1</b>	<b>3.1</b>	<b>4.8</b>	<b>11.1</b>	<b>7.7</b>	<b>5.4</b>	<b>9.4</b>	<b>6.0</b>
<i>MSCI AC World Minimum Volatility Index (Net)</i>			-2.6	0.7	2.0	5.2	3.0	2.4	6.3	4.7
Vanguard Global Minimum Volatility Equity	256,415,963	10.0	-2.7	2.8	5.8	10.5	7.0	5.3	8.4	5.1
<i>MSCI AC World Minimum Volatility Index (Net)</i>			-2.6	0.7	2.0	5.2	3.0	2.4	6.3	4.7
Parametric Global Defensive Equity	289,961,131	11.3	-1.4	3.3	4.0	11.7	8.5	5.5	10.1	6.1
<i>50% MSCI ACWI / 50% 90 Day T-Bill</i>			-1.4	2.7	3.2	11.5	7.2	3.8	7.9	6.1
<b>Cash Composite</b>	<b>366,019,287</b>	<b>14.2</b>								
<i>90 Day U.S. Treasury Bill</i>			0.4	1.3	1.7	5.4	4.1	2.7	2.1	2.1
PNC Treasury Management	366,015,186	14.2	0.4	1.2	1.7	5.3	4.1	2.7	2.1	2.1
<i>90 Day U.S. Treasury Bill</i>			0.4	1.3	1.7	5.4	4.1	2.7	2.1	2.1
U.S. Bank Cash	4,100	0.0								
<i>90 Day U.S. Treasury Bill</i>			0.4	1.3	1.7	5.4	4.1	2.7	2.1	2.1

\* All data prior to 5/2023 was received from Marquette Associates.

\* Policy Index consist of 35% Bloomberg Intermediate U.S. Gov/Credit, 20% Bloomberg U.S. Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI AC World Minimum Volatility Index (Net), and 15% 90 Day U.S. T-Bills.

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Total Fund Composite</b>	<b>2,571,245,306</b>	<b>100.0</b>	<b>6.7</b>	<b>-5.9</b>	<b>1.1</b>	<b>3.9</b>	<b>5.3</b>	<b>1.2</b>	<b>1.3</b>	<b>1.1</b>	<b>1.1</b>
<i>Policy Index</i>			5.7	-7.1	1.0	3.9	5.7	1.2	0.8	0.9	0.8
<b>Short Term Composite</b>	<b>245,547,576</b>	<b>9.5</b>	<b>5.1</b>	<b>-5.2</b>	<b>-1.0</b>	<b>3.2</b>	<b>3.5</b>	<b>1.6</b>	<b>0.7</b>	<b>0.8</b>	<b>0.6</b>
<i>Blmbg. 1-5 Year Gov/Credit</i>			4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0
Lord Abbett Short Duration	123,575,373	4.8	5.1	-4.9							
<i>Blmbg. 1-5 Year Gov/Credit</i>			4.9	-5.5							
Loop Capital Asset Management	121,972,203	4.7	5.1	-5.6	-0.9	3.2	3.5	1.6	0.7	1.0	0.4
<i>Blmbg. 1-5 Year Gov/Credit</i>			4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0
<b>Intermediate Term Composite</b>	<b>942,772,482</b>	<b>36.7</b>	<b>5.5</b>	<b>-7.5</b>	<b>-1.0</b>	<b>4.8</b>	<b>4.6</b>	<b>1.5</b>	<b>1.3</b>	<b>1.2</b>	<b>1.2</b>
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1
Galliard Intermediate Government	228,169,163	8.9	5.8	-8.1	-0.6	5.1	4.6	1.5	1.4	1.3	1.1
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1
Merganser Intermediate Bond	222,344,367	8.6	5.5	-7.6	-1.0	4.6	4.6	1.5	1.3	1.2	1.0
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1
Fort Washington Intermediate Bond	190,440,669	7.4	5.6	-7.9							
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2							
Lord Abbett Intermediate Bond	218,796,348	8.5	5.5	-7.7							
<i>Blmbg. Intermed. U.S. Government/Credit</i>			5.2	-8.2							
PFM - Self Insurance Fund	45,962,518	1.8	5.0	-5.0	-0.9	4.6	4.6	1.4	1.1	1.3	1.0
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>			4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0
PFM - Disability Fund	20,351,697	0.8	5.0	-5.1	-0.9	4.6	4.6	1.3	1.1	1.3	1.0
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>			4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0
PFM - Workmen's Compensation Fund	11,206,647	0.4	5.1	-3.0	-0.5	2.8	3.5	1.6	0.7	1.0	0.7
<i>ICE BofA U.S. Agencies, 1-3yr</i>			4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7
PFM - Health & Dental Fund	5,501,074	0.2	5.0	-3.1	-0.5	2.8	3.5	1.7	0.7	1.0	0.7
<i>ICE BofA U.S. Agencies, 1-3yr</i>			4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Opportunistic Composite</b>	<b>470,528,866</b>	<b>18.3</b>	<b>5.7</b>	<b>-8.5</b>	<b>-1.4</b>	<b>6.3</b>	<b>5.9</b>	<b>1.3</b>	<b>2.0</b>	<b>1.6</b>	<b>1.5</b>
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2
Galliard Opportunistic	144,813,511	5.6	5.7	-9.2	-1.1	6.6	5.9	1.3	2.2	1.6	1.4
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2
Merganser Opportunistic	145,637,682	5.7	5.6	-8.3	-1.4	5.9	5.8	1.4	1.7	1.6	1.2
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2
Fort Washington Active Fixed Income	180,077,673	7.0	5.8	-8.2							
<i>Blmbg. U.S. Intermediate Aggregate</i>			5.2	-9.5							
<b>Global Equity Composite</b>	<b>546,377,095</b>	<b>21.2</b>	<b>11.2</b>	<b>-6.0</b>	<b>12.7</b>	<b>1.4</b>	<b>17.0</b>				
<i>MSCI AC World Minimum Volatility Index (Net)</i>			7.7	-10.3	13.9	2.7	21.1				
Vanguard Global Minimum Volatility Equity	256,415,963	10.0	8.0	-4.5	12.0	-3.9	22.7				
<i>MSCI AC World Minimum Volatility Index (Net)</i>			7.7	-10.3	13.9	2.7	21.1				
Parametric Global Defensive Equity	289,961,131	11.3	14.6	-7.5	13.1	2.6	14.1				
<i>50% MSCI ACWI / 50% 90 Day T-Bill</i>			13.6	-8.5	9.0	9.1	14.1				
<b>Cash Composite</b>	<b>366,019,287</b>	<b>14.2</b>									
PNC Treasury Management	366,015,186	14.2	5.1	1.3	0.1	0.8	2.4	1.9	0.9	0.5	0.2
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0
U.S. Bank Cash	4,100	0.0									
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3				

\* All data prior to 5/2023 was received from Marquette Associates.

\* Policy Index consist of 35% Bloomberg Intermediate U.S. Gov/Credit, 20% Bloomberg U.S. Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI AC World Minimum Volatility Index (Net), and 15% 90 Day U.S. T-Bills.

# CASH FLOW SUMMARY BY MANAGER

	1 Month Ending April 30, 2024					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/Loss	Ending Market Value
Lord Abnett Short Duration	\$124,442,995	-	-	-	-\$867,622	\$123,575,373
Loop Capital Asset Management	\$122,756,035	-	-	-	-\$783,831	\$121,972,203
Galliard Intermediate Government	\$231,337,756	-	-	-	-\$3,168,593	\$228,169,163
Merganser Intermediate Bond	\$224,857,472	-	-	-	-\$2,513,105	\$222,344,367
Fort Washington Intermediate Bond	\$192,719,656	-	-	-	-\$2,278,987	\$190,440,669
Lord Abnett Intermediate Bond	\$221,694,178	-	-	-	-\$2,897,831	\$218,796,348
PFM - Self Insurance Fund	\$46,271,878	-	-	-	-\$309,360	\$45,962,518
PFM - Disability Fund	\$20,484,758	-	-	-	-\$133,061	\$20,351,697
PFM - Workmen's Compensation Fund	\$11,224,342	-	-	-	-\$17,695	\$11,206,647
PFM - Health & Dental Fund	\$5,509,516	-	-	-	-\$8,442	\$5,501,074
Galliard Opportunistic	\$147,365,545	-	-	-	-\$2,552,034	\$144,813,511
Merganser Opportunistic	\$147,738,380	-	-	-	-\$2,100,697	\$145,637,682
Fort Washington Active Fixed Income	\$182,786,522	-	-	-	-\$2,708,849	\$180,077,673
Vanguard Global Minimum Volatility Equity	\$263,652,750	-	-	-	-\$7,236,787	\$256,415,963
Parametric Global Defensive Equity	\$294,190,732	-	-	-	-\$4,229,601	\$289,961,131
PNC Treasury Management	\$364,546,889	-	-	-	\$1,468,297	\$366,015,186
U.S. Bank Cash	\$4,082	-	-	-	\$18	\$4,100
<b>Total</b>	<b>\$2,601,583,486</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-\$30,338,181</b>	<b>\$2,571,245,306</b>

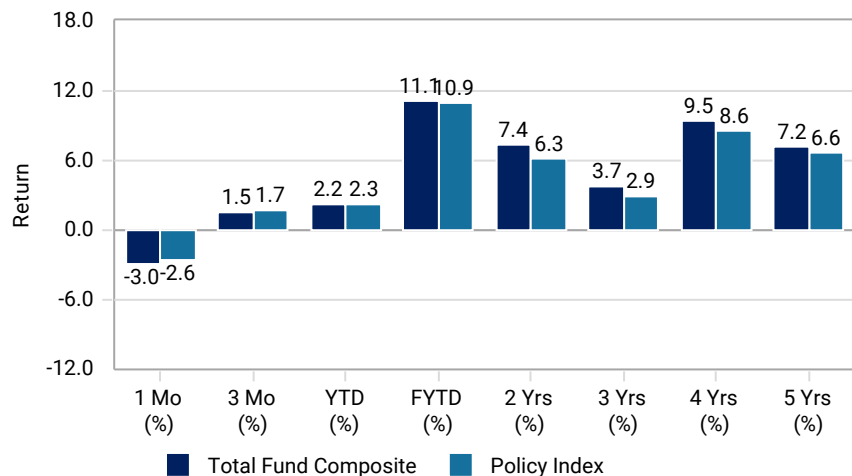
# SOUTH BROWARD HOSPITAL DISTRICT – RETIREMENT PLAN

April 30, 2024



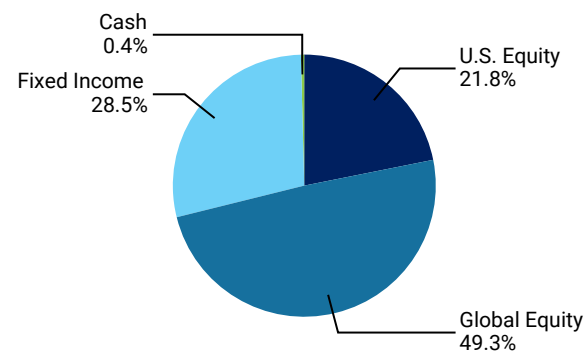
# EXECUTIVE SUMMARY

## Return Summary Ending April 30, 2024

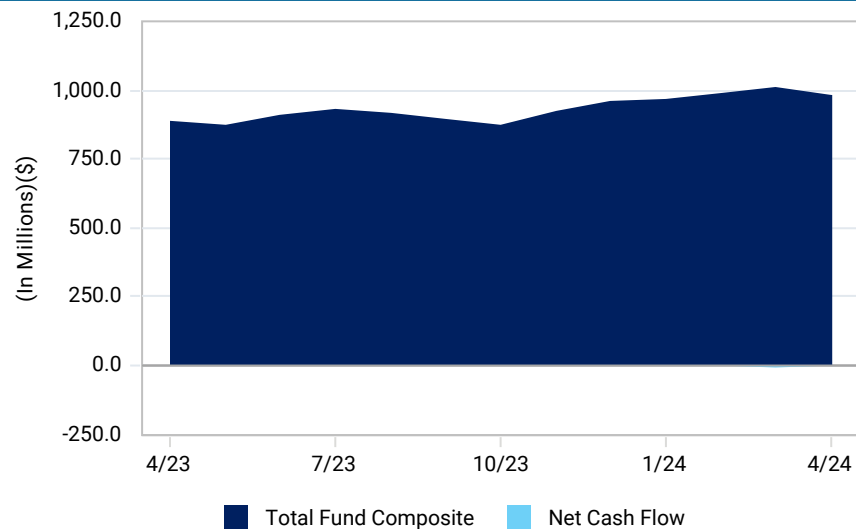


	Current (\$)	Current (%)	Policy (%)	Differences (%)
U.S. Equity	215,607,229	21.8	20.0	1.8
Global Equity	486,423,276	49.3	45.0	4.3
Fixed Income	280,959,816	28.5	35.0	-6.5
Cash	4,097,155	0.4	0.0	0.4
<b>Total</b>	<b>987,087,476</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>

## Current Allocation



## Market Value History 1 Year Ending April 30, 2024

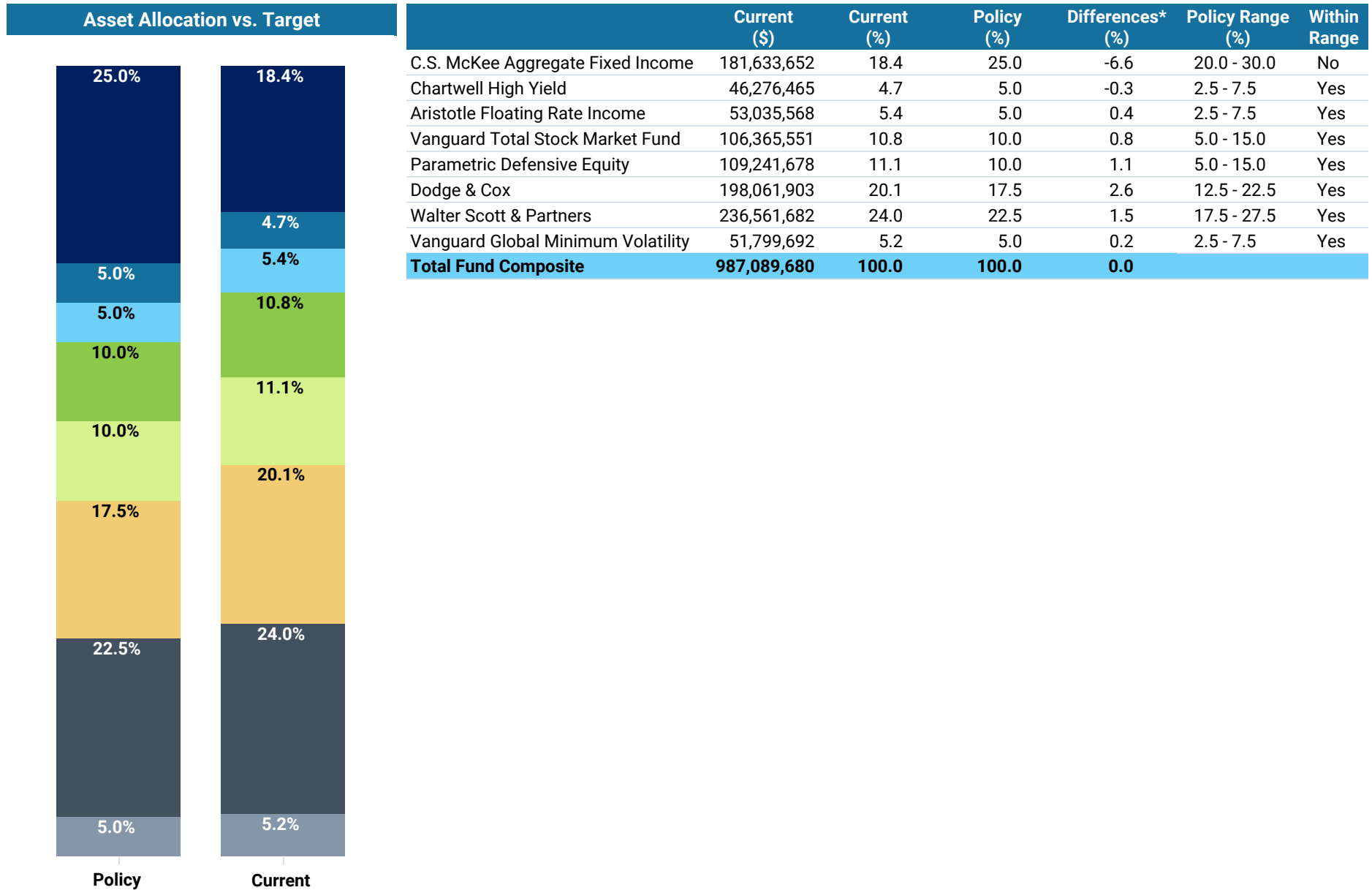


## Summary of Cash Flows

	1 Month	FYTD	3 Years
Beginning Market Value	1,015,375,773	889,124,807	883,859,253
Net Cash Flow	2,051,622	-1,803,118	-5,094,122
Net Investment Change	-30,339,919	99,765,787	108,322,345
<b>Ending Market Value</b>	<b>987,087,476</b>	<b>987,087,476</b>	<b>987,087,476</b>



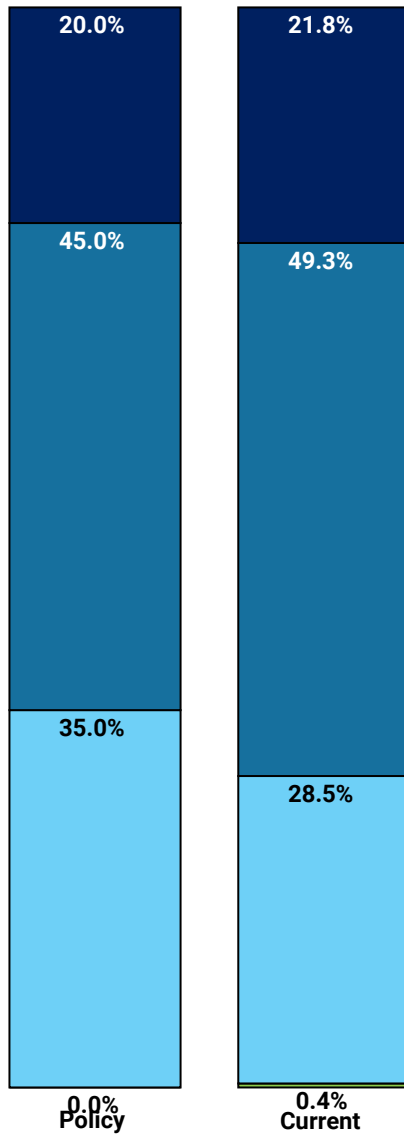
# ASSET ALLOCATION VS. POLICY



\*Difference between Policy and Current Allocation

# ASSET ALLOCATION VS. POLICY

## Asset Allocation vs. Target



	Current Balance (\$)	Policy (%)	Current Allocation (%)	Differences (%)	Policy Range (%)	Within Range
<b>U.S. Equity</b>	<b>215,607,229</b>	<b>20.0</b>	<b>21.8</b>	<b>1.8</b>	<b>15.0 - 25.0</b>	<b>Yes</b>
Vanguard Total Stock Market Fund	106,365,551		10.8			
Parametric Defensive Equity	109,241,678		11.1			
<b>Global Equity</b>	<b>486,423,276</b>	<b>45.0</b>	<b>49.3</b>	<b>4.3</b>	<b>40.0 - 50.0</b>	<b>Yes</b>
Dodge & Cox	198,061,903		20.1			
Walter Scott & Partners	236,561,682		24.0			
Vanguard Global Minimum Volatility	51,799,692		5.2			
<b>Fixed Income</b>	<b>280,959,816</b>	<b>35.0</b>	<b>28.5</b>	<b>-6.5</b>	<b>30.0 - 40.0</b>	<b>No</b>
C.S. McKee Aggregate Fixed Income	181,633,652		18.4			
Chartwell High Yield	46,276,465		4.7			
Aristotle Floating Rate Income	53,035,568		5.4			
Wellington LCP Legacy Portfolio	14,131		0.0			
<b>Cash</b>	<b>4,099,359</b>	<b>0.0</b>	<b>0.4</b>	<b>0.4</b>	<b>0.0 - 0.0</b>	<b>No</b>
Money Market	297,722		0.0			
Vanguard Treasury Money Market	3,801,637		0.4			
<b>Total</b>	<b>987,089,680</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>		

\*Difference between Policy and Current Allocation  
Vanguard Treasury Money Market value is estimated.



# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	FYTD (%)	2 Yrs (%)	3 Yrs (%)	4 Yrs (%)	5 Yrs (%)
<b>Total Fund Composite</b>	<b>987,087,476</b>	<b>100.0</b>	<b>-3.0</b>	<b>1.5</b>	<b>2.2</b>	<b>11.1</b>	<b>7.4</b>	<b>3.7</b>	<b>9.5</b>	<b>7.2</b>
Policy Index			-2.6	1.7	2.3	10.9	6.3	2.9	8.6	6.6
<b>Fixed Income Composite</b>	<b>280,959,816</b>	<b>28.5</b>	<b>-1.9</b>	<b>-1.5</b>	<b>-1.5</b>	<b>2.3</b>	<b>1.7</b>	<b>-1.0</b>	<b>0.1</b>	<b>1.3</b>
Custom Index			-1.7	-1.7	-1.7	1.6	1.2	-1.3	-0.1	1.2
C.S. McKee Aggregate Fixed Income	181,633,652	18.4	-2.7	-2.8	-3.0	-0.7	-0.6	-3.4	-2.4	-0.1
Blmbg. U.S. Aggregate Index			-2.5	-3.0	-3.3	-1.5	-0.9	-3.5	-2.7	-0.2
Chartwell High Yield	46,276,465	4.7	-1.6	-0.6	-0.3	5.3	4.4	1.9	3.8	2.8
ICE BofA U.S. High Yield Cash Pay BB 1-3 Year			-0.1	1.0	1.3	7.1	5.6	2.8	5.1	3.9
Aristotle Floating Rate Income	53,035,568	5.4	0.5	2.5	3.0	11.4	7.7	6.0	7.4	4.8
Credit Suisse Leveraged Loan Index			0.7	2.4	3.2	12.1	7.4	5.9	8.4	5.1
Wellington LCP Legacy Portfolio	14,131	0.0								
<b>U.S. Equity Composite</b>	<b>215,607,229</b>	<b>21.8</b>	<b>-3.1</b>	<b>3.6</b>	<b>4.6</b>	<b>17.5</b>	<b>10.4</b>	<b>6.5</b>	<b>13.9</b>	<b>10.4</b>
CRSP U.S. Total Market TR Index			-4.4	4.0	5.2	22.3	11.3	6.2	16.0	12.3
Vanguard Total Stock Market Fund	106,365,551	10.8	-4.3	4.0	5.2	22.4	11.4	6.2	16.0	12.3
CRSP U.S. Total Market TR Index			-4.4	4.0	5.2	22.3	11.3	6.2	16.0	12.3
Parametric Defensive Equity	109,241,678	11.1	-1.8	3.2	4.5	14.0	9.8	7.2	11.4	8.1
50% S&P 500/50% 90 Day T-Bill			-1.8	2.8	3.9	14.0	8.5	5.8	9.5	8.0
<b>Global Equity Composite</b>	<b>486,423,276</b>	<b>49.3</b>	<b>-3.6</b>	<b>2.4</b>	<b>3.3</b>	<b>14.1</b>	<b>9.9</b>	<b>5.6</b>	<b>14.1</b>	<b>9.6</b>
MSCI AC World Index (Net)			-3.3	4.0	4.6	17.5	9.5	4.3	13.4	9.4
Dodge & Cox	198,061,903	20.1	-2.3	5.0	3.2	15.7	10.5	6.6	18.0	10.0
MSCI AC World Index Value (Net)			-3.0	3.8	3.6	12.5	6.7	4.5	12.7	6.4
Walter Scott & Partners	236,561,682	24.0	-4.7	0.2	2.9	13.5	10.0	4.8	12.2	9.6
MSCI World Growth (Net)			-4.0	3.6	5.8	24.0	13.6	5.3	14.9	13.2
Vanguard Global Minimum Volatility	51,799,692	5.2	-2.7	2.8	5.8	10.5	7.0	5.3	8.4	5.1
MSCI AC World Minimum Volatility Index (Net)			-2.6	0.7	2.0	5.2	3.0	2.4	6.3	4.7
<b>Cash Composite</b>	<b>4,097,155</b>	<b>0.4</b>	<b>0.3</b>	<b>0.9</b>	<b>1.5</b>	<b>5.1</b>	<b>3.2</b>	<b>2.1</b>	<b>1.6</b>	<b>1.6</b>
90 Day U.S. Treasury Bill			0.4	1.3	1.7	5.4	4.1	2.7	2.1	2.1

\* All data is preliminary. Memorial Health Systems' Fiscal Year ends in April.

\* All data prior to 5/2023 was received from Marquette Associates.

\* Policy Index consist of 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Bloomberg U.S. Aggregate, 10% CRSP US Total Market Index, 10% CBOE Put Write Index, 5% BofAML 1-3 Year High Yield BB, and 5% Credit Suisse Leveraged Loan Index.

\* Custom Index consist of 71.4% Bloomberg U.S. Aggregate, 14.3% BofA Merrill Lynch 1-3 Yrs High Yield BB, and 14.3% Credit Suisse Leveraged Loan Index.

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)				
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019
<b>Total Fund Composite</b>	<b>987,087,476</b>	<b>100.0</b>	<b>16.3</b>	<b>-11.9</b>	<b>13.4</b>	<b>11.0</b>	<b>19.5</b>
<i>Policy Index</i>			15.7	-13.9	12.6	11.7	19.6
<b>Fixed Income Composite</b>	<b>280,959,816</b>	<b>28.5</b>	<b>7.5</b>	<b>-9.5</b>	<b>-0.2</b>	<b>6.3</b>	<b>8.6</b>
<i>Custom Index</i>			7.1	-10.0	0.1	6.7	8.7
C.S. McKee Aggregate Fixed Income	181,633,652	18.4	5.9	-12.9	-1.8	7.6	8.9
<i>Blmbg. U.S. Aggregate Index</i>			5.5	-13.0	-1.5	7.5	8.7
Chartwell High Yield	46,276,465	4.7	8.1	-3.0	2.3	4.2	7.0
<i>ICE BofA U.S. High Yield Cash Pay BB 1-3 Year</i>			8.9	-3.1	3.2	5.4	8.7
Aristotle Floating Rate Income	53,035,568	5.4	13.4	-0.8	4.6	1.6	8.3
<i>Credit Suisse Leveraged Loan Index</i>			13.0	-1.1	5.4	2.8	8.2
Wellington LCP Legacy Portfolio	14,131	0.0					
<b>U.S. Equity Composite</b>	<b>215,607,229</b>	<b>21.8</b>	<b>21.0</b>	<b>-13.8</b>	<b>21.8</b>	<b>13.6</b>	<b>23.5</b>
<i>CRSP U.S. Total Market TR Index</i>			26.0	-19.5	25.7	21.0	30.8
Vanguard Total Stock Market Fund	106,365,551	10.8	26.0	-19.5	25.7	21.0	30.7
<i>CRSP U.S. Total Market TR Index</i>			26.0	-19.5	25.7	21.0	30.8
Parametric Defensive Equity	109,241,678	11.1	16.9	-7.7	17.2	5.0	16.0
<i>50% S&amp;P 500/50% 90 Day T-Bill</i>			15.5	-8.2	13.7	10.1	16.3
<b>Global Equity Composite</b>	<b>486,423,276</b>	<b>49.3</b>	<b>20.2</b>	<b>-12.8</b>	<b>19.0</b>	<b>12.4</b>	<b>27.1</b>
<i>MSCI AC World Index (Net)</i>			22.2	-18.4	18.5	16.3	26.6
Dodge & Cox	198,061,903	20.1	20.3	-5.8	20.8	6.0	23.8
<i>MSCI AC World Index Value (Net)</i>			11.8	-7.5	19.6	-0.3	20.6
Walter Scott & Partners	236,561,682	24.0	23.1	-19.6	18.7	18.9	30.5
<i>MSCI World Growth (Net)</i>			37.0	-29.2	21.2	33.8	33.7
Vanguard Global Minimum Volatility	51,799,692	5.2	8.0	-4.5	12.0	-3.9	22.7
<i>MSCI AC World Minimum Volatility Index (Net)</i>			7.7	-10.3	13.9	2.7	21.1
<b>Cash Composite</b>	<b>4,097,155</b>	<b>0.4</b>	<b>4.2</b>	<b>0.7</b>	<b>0.0</b>	<b>0.4</b>	<b>2.0</b>
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3

\* All data is preliminary. Memorial Health Systems' Fiscal Year ends in April.

\* All data prior to 5/2023 was received from Marquette Associates.

\* Policy Index consist of 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Bloomberg U.S. Aggregate, 10% CRSP US Total Market Index, 10% CBOE Put Write Index, 5% BofAML 1-3 Year High Yield BB, and 5% Credit Suisse Leveraged Loan Index.

\* Custom Index consist of 71.4% Bloomberg U.S. Aggregate, 14.3% BofA Merrill Lynch 1-3 Yrs High Yield BB, and 14.3% Credit Suisse Leveraged Loan Index.

# CASH FLOW SUMMARY BY MANAGER

	1 Month Ending April 30, 2024					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/Loss	Ending Market Value
C.S. McKee Aggregate Fixed Income	\$186,666,699	-	-	-	-\$5,033,047	\$181,633,652
Chartwell High Yield	\$47,031,099	-	-	-	-\$754,634	\$46,276,465
Aristotle Floating Rate Income	\$52,752,187	-	-\$1,139	-\$1,139	\$284,520	\$53,035,568
Wellington LCP Legacy Portfolio	\$14,068	\$93	-\$51	\$42	\$20	\$14,131
Vanguard Total Stock Market Fund	\$111,195,876	-	-	-	-\$4,830,325	\$106,365,551
Parametric Defensive Equity	\$111,260,207	-	-	-	-\$2,018,530	\$109,241,678
Dodge & Cox	\$202,820,533	-	-	-	-\$4,758,630	\$198,061,903
Walter Scott & Partners	\$248,336,364	-	-	-	-\$11,774,682	\$236,561,682
Vanguard Global Minimum Volatility	\$53,260,798	-	-	-	-\$1,461,106	\$51,799,692
Money Market	\$2,011,347	\$1,190	-\$1,720,886	-\$1,719,696	\$6,071	\$297,722
Vanguard Treasury Money Market	\$3,828,799	\$3,756,931	-\$3,784,516	-\$27,585	\$423	\$3,801,637
<b>Total</b>	<b>\$1,019,177,977</b>	<b>\$3,758,213</b>	<b>-\$5,506,591</b>	<b>-\$1,748,378</b>	<b>-\$30,339,919</b>	<b>\$987,089,680</b>

Vanguard Treasury Money Market value is estimated.

# MEMORIAL HEALTHCARE SYSTEM DEFINED CONTRIBUTION PLANS

April 30, 2024



# ASSET ALLOCATION VS. POLICY



# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>1,277,033,257</b>	<b>100.0</b>
<b>JP Morgan Target Date Funds</b>	<b>784,547,847</b>	<b>61.4</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	39,396,669	3.1
JPMorgan SmartRetirement Blend 2020 (JSYRX)	66,746,971	5.2
JPMorgan SmartRetirement Blend 2025 (JBYSX)	126,965,671	9.9
JPMorgan SmartRetirement Blend 2030 (JRBYX)	135,823,239	10.6
JPMorgan SmartRetirement Blend 2035 (JPYRX)	116,186,412	9.1
JPMorgan SmartRetirement Blend 2040 (JOBYX)	89,664,185	7.0
JPMorgan SmartRetirement Blend 2045 (JMYAX)	79,502,160	6.2
JPMorgan SmartRetirement Blend 2050 (JNYAX)	71,851,941	5.6
JPMorgan SmartRetirement Blend 2055 (JTYBX)	37,220,767	2.9
JPMorgan SmartRetirement Blend 2060 (JAAYX)	21,189,833	1.7
<b>Core Funds</b>	<b>475,433,943</b>	<b>37.2</b>
Transamerica Stable Value	569,000	0.0
Transamerica Guaranteed Investment Option	130,899,735	10.3
American Beacon Large Cap Value Fund (AALRX)	20,064,205	1.6
Fidelity Spartan 500 Index (FXAIX)	94,216,854	7.4
Dimensional US Targeted Value Strategy (DFFVX)	18,900,279	1.5
T. Rowe Price New Horizons (PRJIX)	31,486,470	2.5
Vanguard International-Growth (VWILX)	40,458,606	3.2
Fidelity Global ex US Index (FSGGX)	3,322,961	0.3
Fidelity Extended Market Index (FSMAX)	32,115,455	2.5
Fidelity Large Cap Growth Index (FSPGX)	61,521,160	4.8
Fidelity Inflation Protected Bond Index (FIPDX)	14,808,846	1.2
Fidelity US Bond Index (FXNAX)	2,942,012	0.2
Dodge & Cox Income X (DOXIX)	24,128,359	1.9
<b>Brokerage</b>	<b>17,051,466</b>	<b>1.3</b>
Charles Schwab Personal Choice	17,051,466	1.3



# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>100,106,564</b>	<b>100.0</b>
<b>JPMorgan Target Date Funds</b>	<b>84,783,595</b>	<b>84.7</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	1,089,431	1.1
JPMorgan SmartRetirement Blend 2020 (JSYRX)	2,410,569	2.4
JPMorgan SmartRetirement Blend 2025 (JBYSX)	6,051,472	6.0
JPMorgan SmartRetirement Blend 2030 (JRBYX)	8,122,483	8.1
JPMorgan SmartRetirement Blend 2035 (JPYRX)	10,860,494	10.8
JPMorgan SmartRetirement Blend 2040 (JOBYX)	11,159,053	11.1
JPMorgan SmartRetirement Blend 2045 (JMYAX)	13,750,833	13.7
JPMorgan SmartRetirement Blend 2050 (JNYAX)	14,822,555	14.8
JPMorgan SmartRetirement Blend 2055 (JTYBX)	10,785,009	10.8
JPMorgan SmartRetirement Blend 2060 (JAAYX)	5,731,696	5.7
<b>Core Funds</b>	<b>15,322,969</b>	<b>15.3</b>
Transamerica Stable Value	35,528	0.0
Transamerica Guaranteed Investment Option	1,371,827	1.4
American Beacon Large Cap Value Fund (AALRX)	691,290	0.7
Fidelity Spartan 500 Index (FXAIX)	4,045,679	4.0
Dimensional US Targeted Value Strategy (DFFVX)	1,054,450	1.1
T. Rowe Price New Horizons (PRJIX)	942,238	0.9
Vanguard International-Growth (VWILX)	1,954,924	2.0
Fidelity Global ex US Index (FSGGX)	529,616	0.5
Fidelity Extended Market Index (FSMAX)	784,608	0.8
Fidelity Large Cap Growth Index (FSPGX)	2,650,223	2.6
Fidelity Inflation Protected Bond Index (FIPDX)	551,742	0.6
Fidelity US Bond Index (FXNAX)	266,520	0.3
Dodge & Cox Income X (DOXIX)	444,326	0.4
<b>Brokerage</b>		<b>0.0</b>
Charles Schwab Personal Choice		0.0

# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>130,946,229</b>	<b>100.0</b>
<b>JPMorgan Target Date Funds</b>	<b>64,440,081</b>	<b>49.2</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	3,756,268	2.9
JPMorgan SmartRetirement Blend 2020 (JSYRX)	4,908,886	3.7
JPMorgan SmartRetirement Blend 2025 (JBYSX)	11,355,998	8.7
JPMorgan SmartRetirement Blend 2030 (JRBYX)	11,549,384	8.8
JPMorgan SmartRetirement Blend 2035 (JPYRX)	9,867,218	7.5
JPMorgan SmartRetirement Blend 2040 (JOBYX)	7,498,467	5.7
JPMorgan SmartRetirement Blend 2045 (JMYAX)	7,517,749	5.7
JPMorgan SmartRetirement Blend 2050 (JNYAX)	5,609,249	4.3
JPMorgan SmartRetirement Blend 2055 (JTYBX)	1,750,055	1.3
JPMorgan SmartRetirement Blend 2060 (JAAYX)	626,806	0.5
<b>Core Funds</b>	<b>63,427,556</b>	<b>48.4</b>
Transamerica Stable Value	2,268	0.0
Transamerica Guaranteed Investment Option	9,986,316	7.6
American Beacon Large Cap Value Fund (AALRX)	2,165,681	1.7
Fidelity Spartan 500 Index (FXAIX)	15,351,692	11.7
Dimensional US Targeted Value Strategy (DFFVX)	2,197,805	1.7
T. Rowe Price New Horizons (PRJIX)	4,692,776	3.6
Vanguard International-Growth (VWILX)	5,008,567	3.8
Fidelity Global ex US Index (FSGGX)	3,956	0.0
Fidelity Extended Market Index (FSMAX)	5,245,905	4.0
Fidelity Large Cap Growth Index (FSPGX)	11,896,686	9.1
Fidelity Inflation Protected Bond Index (FIPDX)	1,930,715	1.5
Fidelity US Bond Index (FXNAX)	2,942,012	2.2
Dodge & Cox Income X (DOXIX)	24,128,359	18.4
<b>Brokerage</b>	<b>3,078,593</b>	<b>2.4</b>
Charles Schwab Personal Choice	3,078,593	2.4

# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>18,932,914</b>	<b>100.0</b>
<b>JPMorgan Target Date Funds</b>	<b>16,546,658</b>	<b>87.4</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	206,337	1.1
JPMorgan SmartRetirement Blend 2020 (JSYRX)	8,058	0.0
JPMorgan SmartRetirement Blend 2025 (JBYSX)	5,635,241	29.8
JPMorgan SmartRetirement Blend 2030 (JRBYX)	5,315,804	28.1
JPMorgan SmartRetirement Blend 2035 (JPYRX)	3,180,001	16.8
JPMorgan SmartRetirement Blend 2040 (JOBYX)	1,377,859	7.3
JPMorgan SmartRetirement Blend 2045 (JMYAX)	823,358	4.3
JPMorgan SmartRetirement Blend 2050 (JNYAX)		0.0
JPMorgan SmartRetirement Blend 2055 (JTYBX)		0.0
JPMorgan SmartRetirement Blend 2060 (JAAYX)		0.0
<b>Core Funds</b>	<b>2,386,256</b>	<b>12.6</b>
Transamerica Stable Value	87,777	0.5
Transamerica Guaranteed Investment Option	874,647	4.6
American Beacon Large Cap Value Fund (AALRX)	48,850	0.3
Fidelity Spartan 500 Index (FXAIX)	427,419	2.3
Dimensional US Targeted Value Strategy (DFFVX)		0.0
T. Rowe Price New Horizons (PRJIX)	173,541	0.9
Vanguard International-Growth (VWILX)	44,148	0.2
Fidelity Global ex US Index (FSGGX)		0.0
Fidelity Extended Market Index (FSMAX)	85,739	0.5
Fidelity Large Cap Growth Index (FSPGX)	295,973	1.6
Fidelity Inflation Protected Bond Index (FIPDX)	274,432	1.4
Fidelity US Bond Index (FXNAX)		0.0
Dodge & Cox Income X (DOXIX)	73,729	0.4
<b>Brokerage</b>		<b>0.0</b>
Charles Schwab Personal Choice		0.0

# PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Total Fund Composite</b>	<b>1,527,018,964</b>	<b>100.0</b>								
<b>JPMorgan Target Date Funds</b>	<b>950,318,180</b>	<b>62.2</b>								
JPMorgan SmartRetirement Blend Income (JIYBX)	44,448,705	2.9	-2.6	0.4	0.5	6.6	0.1	3.7	4.0	4.0
<i>S&amp;P Target Date Retirement Income Index</i>			-2.3	-0.1	0.0	5.4	0.4	3.5	3.9	3.8
JPMorgan SmartRetirement Blend 2020 (JSYRX)	74,074,484	4.9	-2.7	0.4	0.5	6.8	0.2	3.9	4.4	4.6
<i>S&amp;P Target Date 2020 Index</i>			-2.5	0.5	0.6	7.2	1.1	4.7	5.1	5.1
JPMorgan SmartRetirement Blend 2025 (JBYSX)	150,008,382	9.8	-2.8	0.6	0.6	7.7	0.4	4.7	5.3	5.3
<i>S&amp;P Target Date 2025 Index</i>			-2.5	0.7	0.8	7.8	1.4	5.4	5.9	5.7
JPMorgan SmartRetirement Blend 2030 (JRBYX)	160,810,910	10.5	-3.1	1.2	1.2	9.6	1.0	5.7	6.2	6.1
<i>S&amp;P Target Date 2030 Index</i>			-2.8	1.3	1.3	9.5	1.9	6.3	6.7	6.4
JPMorgan SmartRetirement Blend 2035 (JPYRX)	140,094,124	9.2	-3.3	2.0	1.9	11.5	1.9	6.7	7.1	6.8
<i>S&amp;P Target Date 2035 Index</i>			-3.0	1.9	2.1	11.4	2.6	7.2	7.5	7.0
JPMorgan SmartRetirement Blend 2040 (JOBXX)	109,699,564	7.2	-3.5	2.6	2.4	13.0	2.5	7.4	7.7	7.4
<i>S&amp;P Target Date 2040 Index</i>			-3.1	2.6	2.7	13.0	3.2	7.9	8.1	7.5
JPMorgan SmartRetirement Blend 2045 (JMYAX)	101,594,101	6.7	-3.7	3.0	2.9	14.2	2.9	8.0	8.2	7.7
<i>S&amp;P Target Date 2045 Index</i>			-3.2	3.0	3.1	14.1	3.6	8.4	8.5	7.9
JPMorgan SmartRetirement Blend 2050 (JNYAX)	92,283,745	6.0	-3.7	3.2	3.1	14.6	3.0	8.1	8.3	7.7
<i>S&amp;P Target Date 2050 Index</i>			-3.3	3.2	3.3	14.6	3.7	8.6	8.7	8.1
JPMorgan SmartRetirement Blend 2055 (JTYBX)	49,755,831	3.3	-3.7	3.2	3.1	14.6	3.1	8.1	8.3	7.7
<i>S&amp;P Target Date 2055 Index</i>			-3.3	3.2	3.3	14.7	3.8	8.7	8.8	8.1
JPMorgan SmartRetirement Blend 2060 (JAAYX)	27,548,334	1.8	-3.7	3.2	3.1	14.6	3.1			
<i>S&amp;P Target Date 2060 Index</i>			-3.3	3.2	3.3	14.7	3.8			

# PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Core Funds</b>	<b>387,752,573</b>	<b>25.4</b>								
Transamerica Stable Value	694,573	0.0	0.2	0.6	0.9	2.6	1.9	1.7	1.5	1.4
<i>90 Day U.S. Treasury Bill</i>			0.4	1.3	1.7	5.4	2.7	2.1	2.0	1.4
Transamerica Guaranteed Investment Option	143,132,525	9.4	0.2	0.6	0.9	2.6	2.4	2.1	1.9	1.6
<i>90 Day U.S. Treasury Bill</i>			0.4	1.3	1.7	5.4	2.7	2.1	2.0	1.4
American Beacon Large Cap Value Fund (AALRX)	22,970,026	1.5	-4.1	4.7	5.4	17.7	6.9	10.3	9.8	8.8
<i>Russell 1000 Value Index</i>			-4.3	4.2	4.3	13.4	5.2	8.6	8.5	8.4
Fidelity Spartan 500 Index (FXAIX)	114,041,645	7.5	-4.1	4.3	6.0	22.7	8.1	13.2	13.2	12.4
<i>S&amp;P 500 Index</i>			-4.1	4.3	6.0	22.7	8.1	13.2	13.2	12.4
Dimensional US Targeted Value Strategy (DFFVX)	22,152,534	1.5	-6.1	1.5	-1.7	18.8	6.4	10.7	8.9	8.3
<i>Russell 2000 Value Index</i>			-6.4	0.9	-3.7	14.0	-0.7	6.0	5.5	6.4
T. Rowe Price New Horizons (PRJIX)	37,295,024	2.4	-8.7	-1.9	-3.1	11.5	-8.1	7.3	11.5	11.8
<i>Russell 2000 Growth Index</i>			-7.7	2.6	-0.7	12.4	-5.9	5.0	6.9	7.6
Vanguard International-Growth (VWILX)	47,466,246	3.1	-3.0	4.7	2.1	5.9	-8.0	7.1	8.8	7.4
<i>MSCI AC World ex USA (Net)</i>			-1.8	3.8	2.8	9.3	0.3	5.0	5.3	3.9
Fidelity Global ex US Index (FSGGX)	3,856,533	0.3	-2.2							
<i>MSCI AC World ex USA (Net)</i>			-1.8							
Fidelity Extended Market Index (FSMAX)	38,231,706	2.5	-6.5							
<i>Russell Midcap Index</i>			-5.4							
Fidelity Large Cap Growth Index (FSPGX)	76,364,042	5.0	-4.2							
<i>Russell 1000 Growth Index</i>			-4.2							
Fidelity Inflation Protected Bond Index (FIPDX)	17,565,735	1.2	-1.4							
<i>Blmbg. U.S. TIPS</i>			-1.7							
Fidelity US Bond Index (FXNAX)	3,984,910	0.3	-2.5							
<i>Blmbg. U.S. Aggregate Index</i>			-2.5							
Dodge & Cox Income X (DOXIX)	28,815,225	1.9	-2.5							
<i>Blmbg. U.S. Universal Index</i>			-2.3							
<b>Brokerage</b>	<b>20,130,060</b>	<b>1.3</b>								
Charles Schwab Personal Choice	20,130,060	1.3								

- All data prior to 5/2023 was received from Marquette Associates  
 - Transamerica Stable Value Fund is not an open option for plan participants  
 - Assets include: Memorial Healthcare System RSP Gold 403(b) Plan, Memorial Healthcare System 401(a) Plan, Memorial Healthcare System 457(b) Plan, Memorial Healthcare System SERP 457(f) Plan  
 - Performance is net of fees and is annualized for periods longer than one year. Performance is ranked within PARis's style-specific universes, where "1" refers to the top percentile and "100" th bottom percentile.



# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Total Fund Composite</b>	<b>1,527,018,964</b>										
<b>JPMorgan SmartRetirement Blend Income (JIYBX)</b>	<b>44,448,705</b>		<b>11.8</b>	<b>-13.7</b>	<b>6.3</b>	<b>9.6</b>	<b>14.1</b>	<b>-3.8</b>	<b>10.7</b>	<b>5.8</b>	<b>-0.7</b>
<i>S&amp;P Target Date Retirement Income Index</i>			10.3	-11.2	5.1	8.8	13.3	-2.5	8.5	5.0	-0.2
<b>JPMorgan SmartRetirement Blend 2020 (JSYRX)</b>	<b>74,074,484</b>		<b>12.0</b>	<b>-13.7</b>	<b>6.4</b>	<b>10.1</b>	<b>15.5</b>	<b>-4.5</b>	<b>13.4</b>	<b>6.8</b>	<b>-0.7</b>
<i>S&amp;P Target Date 2020 Index</i>			12.3	-12.8	8.8	10.2	16.5	-4.2	12.8	7.2	-0.2
<b>JPMorgan SmartRetirement Blend 2025 (JBYSX)</b>	<b>150,008,382</b>		<b>13.4</b>	<b>-15.2</b>	<b>9.1</b>	<b>11.3</b>	<b>18.3</b>	<b>-5.7</b>	<b>15.6</b>	<b>7.2</b>	<b>-0.7</b>
<i>S&amp;P Target Date 2025 Index</i>			13.0	-13.1	10.7	11.2	18.4	-5.0	14.6	7.8	-0.3
<b>JPMorgan SmartRetirement Blend 2030 (JRBYX)</b>	<b>160,810,910</b>		<b>15.3</b>	<b>-16.1</b>	<b>11.3</b>	<b>12.2</b>	<b>20.4</b>	<b>-6.6</b>	<b>17.4</b>	<b>7.9</b>	<b>-0.8</b>
<i>S&amp;P Target Date 2030 Index</i>			14.8	-14.0	12.6	11.9	20.4	-6.0	16.2	8.3	-0.3
<b>JPMorgan SmartRetirement Blend 2035 (JPYRX)</b>	<b>140,094,124</b>		<b>17.1</b>	<b>-16.7</b>	<b>14.1</b>	<b>12.6</b>	<b>22.3</b>	<b>-7.4</b>	<b>18.9</b>	<b>8.3</b>	<b>-1.0</b>
<i>S&amp;P Target Date 2035 Index</i>			16.6	-15.0	14.9	12.8	22.2	-6.9	17.8	8.9	-0.3
<b>JPMorgan SmartRetirement Blend 2040 (JOBYSX)</b>	<b>109,699,564</b>		<b>18.4</b>	<b>-17.2</b>	<b>15.9</b>	<b>13.0</b>	<b>23.8</b>	<b>-8.0</b>	<b>20.3</b>	<b>8.8</b>	<b>-1.1</b>
<i>S&amp;P Target Date 2040 Index</i>			18.2	-15.6	16.5	13.4	23.4	-7.4	18.9	9.2	-0.4
<b>JPMorgan SmartRetirement Blend 2045 (JMYAX)</b>	<b>101,594,101</b>		<b>19.5</b>	<b>-17.6</b>	<b>17.7</b>	<b>13.1</b>	<b>24.6</b>	<b>-8.3</b>	<b>20.5</b>	<b>8.8</b>	<b>-1.0</b>
<i>S&amp;P Target Date 2045 Index</i>			19.1	-15.8	17.5	13.7	24.0	-7.7	19.6	9.5	-0.5
<b>JPMorgan SmartRetirement Blend 2050 (JNYAX)</b>	<b>92,283,745</b>		<b>19.8</b>	<b>-17.6</b>	<b>17.8</b>	<b>13.4</b>	<b>24.6</b>	<b>-8.3</b>	<b>20.5</b>	<b>8.8</b>	<b>-1.1</b>
<i>S&amp;P Target Date 2050 Index</i>			19.6	-16.0	18.0	13.9	24.4	-7.9	20.2	9.7	-0.5
<b>JPMorgan SmartRetirement Blend 2055 (JTYBX)</b>	<b>49,755,831</b>		<b>19.7</b>	<b>-17.6</b>	<b>17.8</b>	<b>13.2</b>	<b>24.7</b>	<b>-8.4</b>	<b>20.4</b>	<b>8.8</b>	<b>-1.0</b>
<i>S&amp;P Target Date 2055 Index</i>			19.6	-16.0	18.2	13.9	24.5	-8.0	20.5	9.9	-0.5
<b>JPMorgan SmartRetirement Blend 2060 (JAAYX)</b>	<b>27,548,334</b>		<b>19.7</b>	<b>-17.4</b>	<b>17.8</b>						
<i>S&amp;P Target Date 2060 Index</i>			19.7	-16.0	18.0						
<b>Transamerica Stable Value</b>	<b>694,573</b>		<b>2.5</b>	<b>1.6</b>	<b>1.0</b>	<b>1.2</b>	<b>1.8</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0
<b>Transamerica Guaranteed Investment Option</b>	<b>143,132,525</b>		<b>2.5</b>	<b>2.2</b>	<b>2.3</b>	<b>1.6</b>	<b>1.8</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>American Beacon Large Cap Value Fund (AALRX)</b>	<b>22,970,026</b>		<b>13.5</b>	<b>-5.2</b>	<b>28.0</b>	<b>3.4</b>	<b>29.7</b>	<b>-12.0</b>	<b>17.1</b>	<b>16.0</b>	<b>-6.1</b>
<i>Russell 1000 Value Index</i>			11.5	-7.5	25.2	2.8	26.5	-8.3	13.7	17.3	-3.8
<b>Fidelity Spartan 500 Index (FXAIX)</b>	<b>114,041,645</b>		<b>26.3</b>	<b>-18.1</b>	<b>28.7</b>	<b>18.4</b>	<b>31.5</b>	<b>-4.4</b>	<b>21.8</b>	<b>12.0</b>	<b>1.4</b>
<i>S&amp;P 500 Index</i>			26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4
<b>Dimensional US Targeted Value Strategy (DFFVX)</b>	<b>22,152,534</b>		<b>19.3</b>	<b>-4.6</b>	<b>38.8</b>	<b>3.8</b>	<b>21.5</b>	<b>-15.8</b>	<b>9.6</b>	<b>26.9</b>	<b>-5.7</b>
<i>Russell 2000 Value Index</i>			14.6	-14.5	28.3	4.6	22.4	-12.9	7.8	31.7	-7.5
<b>T. Rowe Price New Horizons (PRJIX)</b>	<b>37,295,024</b>		<b>21.5</b>	<b>-36.9</b>	<b>9.8</b>	<b>57.9</b>	<b>37.8</b>	<b>4.2</b>	<b>31.7</b>	<b>7.9</b>	<b>4.5</b>
<i>Russell 2000 Growth Index</i>			18.7	-26.4	2.8	34.6	28.5	-9.3	22.2	11.3	-1.4
<b>Vanguard International-Growth (VWILX)</b>	<b>47,466,246</b>		<b>14.8</b>	<b>-30.8</b>	<b>-0.7</b>	<b>59.7</b>	<b>31.5</b>	<b>-12.6</b>	<b>43.2</b>	<b>1.8</b>	<b>-0.5</b>
<i>MSCI AC World ex USA (Net)</i>			15.6	-16.0	7.8	10.7	21.5	-14.2	27.2	4.5	-5.7
<b>Fidelity Global ex US Index (FSGGX)</b>	<b>3,856,533</b>										
<i>MSCI AC World ex USA (Net)</i>											
<b>Fidelity Extended Market Index (FSMAX)</b>	<b>38,231,706</b>										
<i>Russell Midcap Index</i>											
<b>Fidelity Large Cap Growth Index (FSPGX)</b>	<b>76,364,042</b>										
<i>Russell 1000 Growth Index</i>											
<b>Fidelity Inflation Protected Bond Index (FIPDX)</b>	<b>17,565,735</b>										
<i>Blmbg. U.S. TIPS</i>											
<b>Fidelity US Bond Index (FXNAX)</b>	<b>3,984,910</b>										
<i>Blmbg. U.S. Aggregate Index</i>											
<b>Dodge &amp; Cox Income X (DOXIX)</b>	<b>28,815,225</b>										
<i>Blmbg. U.S. Universal Index</i>											
<b>Charles Schwab Personal Choice</b>	<b>20,130,060</b>										

- All data prior to 5/2023 was received from Marquette Associates  
 - Transamerica Stable Value Fund is not an open option for plan participants  
 - Assets include: Memorial Healthcare System RSP Gold 403(b) Plan, Memorial Healthcare System 401(a) Plan, Memorial Healthcare System 457(b) Plan, Memorial Healthcare System SERP 457(f) Plan  
 - Performance is net of fees and is annualized for periods longer than one year. Performance is ranked within PARis's style-specific universes, where "1" refers to the top percentile and "100" th bottom percentile.





# APPENDIX





# QUARTERLY PERFORMANCE REVIEW

Q1 2024



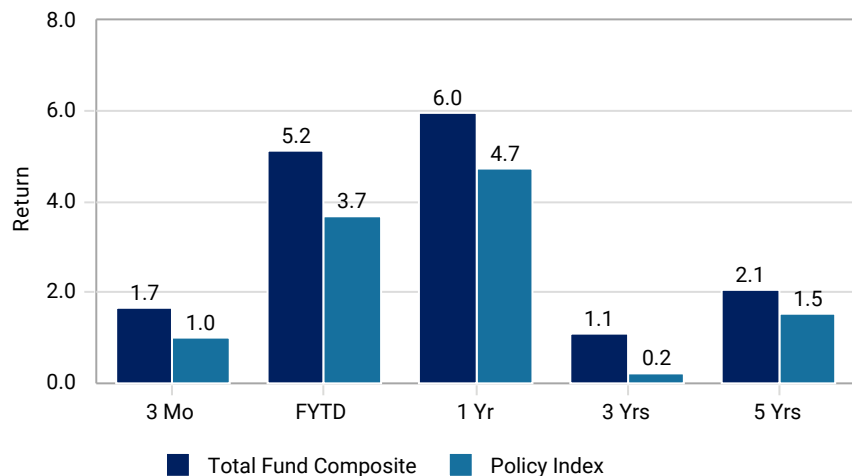
# SOUTH BROWARD HOSPITAL DISTRICT – OPERATING FUNDS

Q1 2024



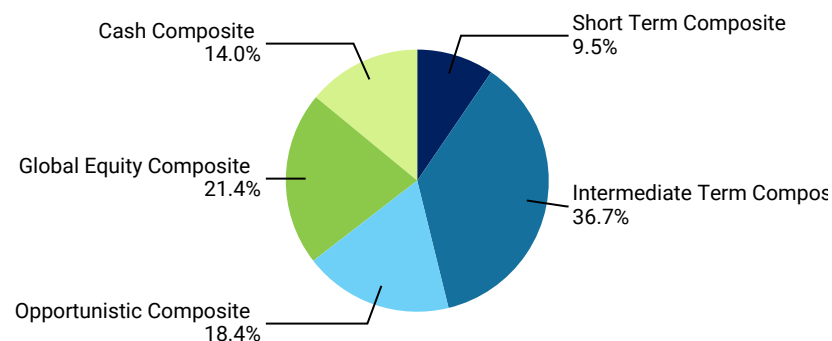
# EXECUTIVE SUMMARY

## Return Summary Ending March 31, 2024

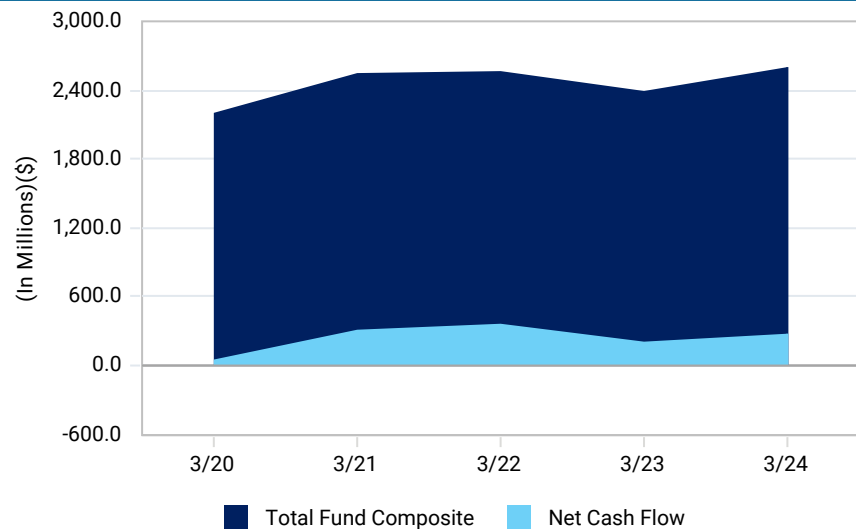


	Current (\$)	Current (%)	Policy (%)	Differences (%)
Short Term Composite	247,178,161	9.5	10.0	-0.5
Intermediate Term Composite	953,803,560	36.7	35.0	1.7
Opportunistic Composite	477,694,661	18.4	20.0	-1.6
Global Equity Composite	557,843,482	21.4	20.0	1.4
Cash Composite	364,550,971	14.0	15.0	-1.0
<b>Total Fund Composite</b>	<b>2,601,070,836</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>

## Current Allocation



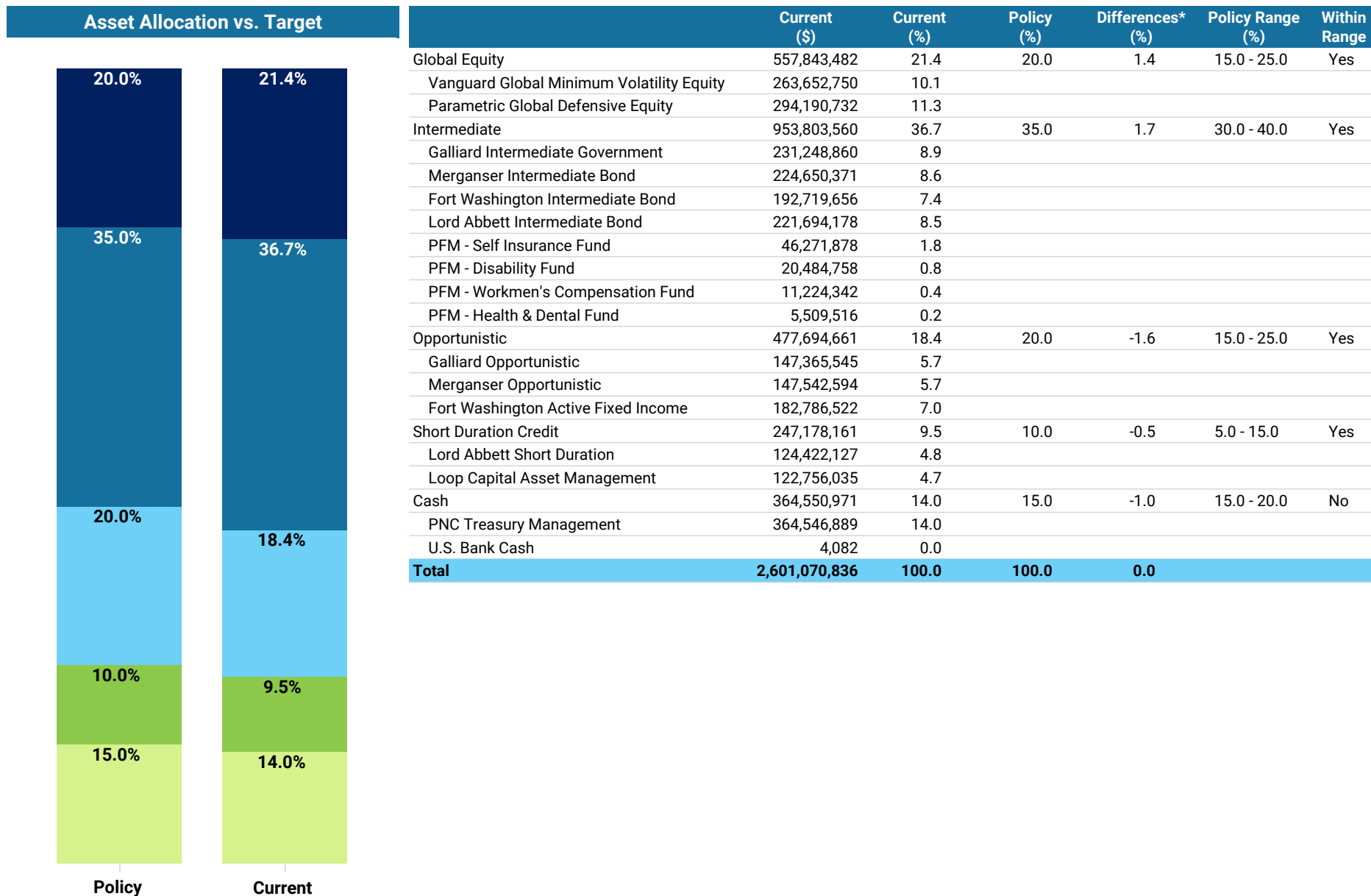
## Market Value History 5 Years Ending March 31, 2024



## Summary of Cash Flows

	1 Quarter	1 Year	3 Years	5 Years
Beginning Market Value	2,341,109,499	2,391,533,997	2,558,866,615	2,085,314,042
Net Cash Flow	218,618,517	69,362,544	-36,021,233	273,511,415
Net Investment Change	41,342,820	140,174,295	78,225,453	242,245,378
<b>Ending Market Value</b>	<b>2,601,070,836</b>	<b>2,601,070,836</b>	<b>2,601,070,836</b>	<b>2,601,070,836</b>

# ASSET ALLOCATION VS. POLICY

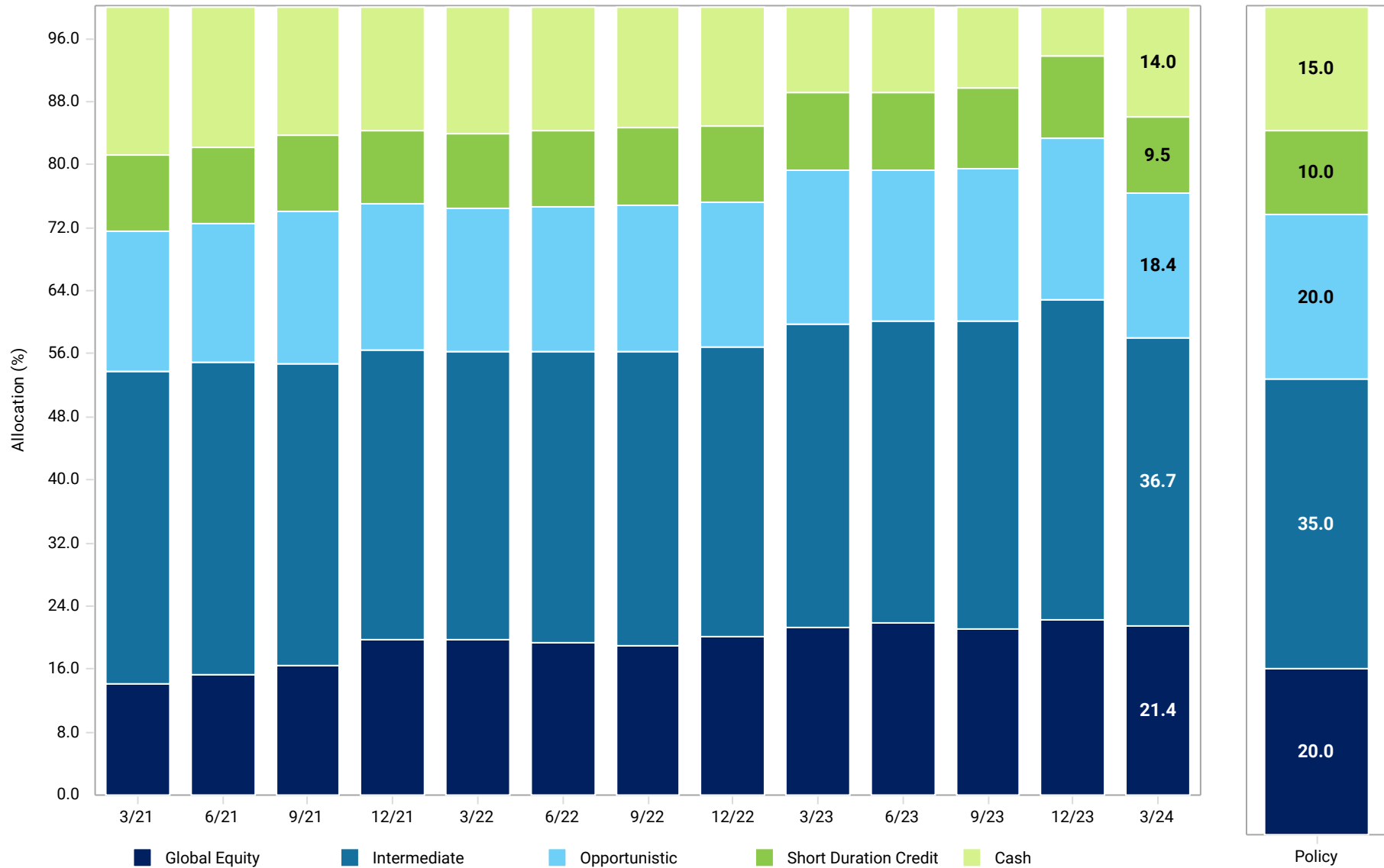


	Current (\$)	Current (%)	Policy (%)	Differences* (%)	Policy Range (%)	Within Range
Global Equity	557,843,482	21.4	20.0	1.4	15.0 - 25.0	Yes
Vanguard Global Minimum Volatility Equity	263,652,750	10.1				
Parametric Global Defensive Equity	294,190,732	11.3				
Intermediate	953,803,560	36.7	35.0	1.7	30.0 - 40.0	Yes
Galliard Intermediate Government	231,248,860	8.9				
Merganser Intermediate Bond	224,650,371	8.6				
Fort Washington Intermediate Bond	192,719,656	7.4				
Lord Abbett Intermediate Bond	221,694,178	8.5				
PFM - Self Insurance Fund	46,271,878	1.8				
PFM - Disability Fund	20,484,758	0.8				
PFM - Workmen's Compensation Fund	11,224,342	0.4				
PFM - Health & Dental Fund	5,509,516	0.2				
Opportunistic	477,694,661	18.4	20.0	-1.6	15.0 - 25.0	Yes
Galliard Opportunistic	147,365,545	5.7				
Merganser Opportunistic	147,542,594	5.7				
Fort Washington Active Fixed Income	182,786,522	7.0				
Short Duration Credit	247,178,161	9.5	10.0	-0.5	5.0 - 15.0	Yes
Lord Abbett Short Duration	124,422,127	4.8				
Loop Capital Asset Management	122,756,035	4.7				
Cash	364,550,971	14.0	15.0	-1.0	15.0 - 20.0	No
PNC Treasury Management	364,546,889	14.0				
U.S. Bank Cash	4,082	0.0				
<b>Total</b>	<b>2,601,070,836</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>		

\*Difference between Policy and Current Allocation

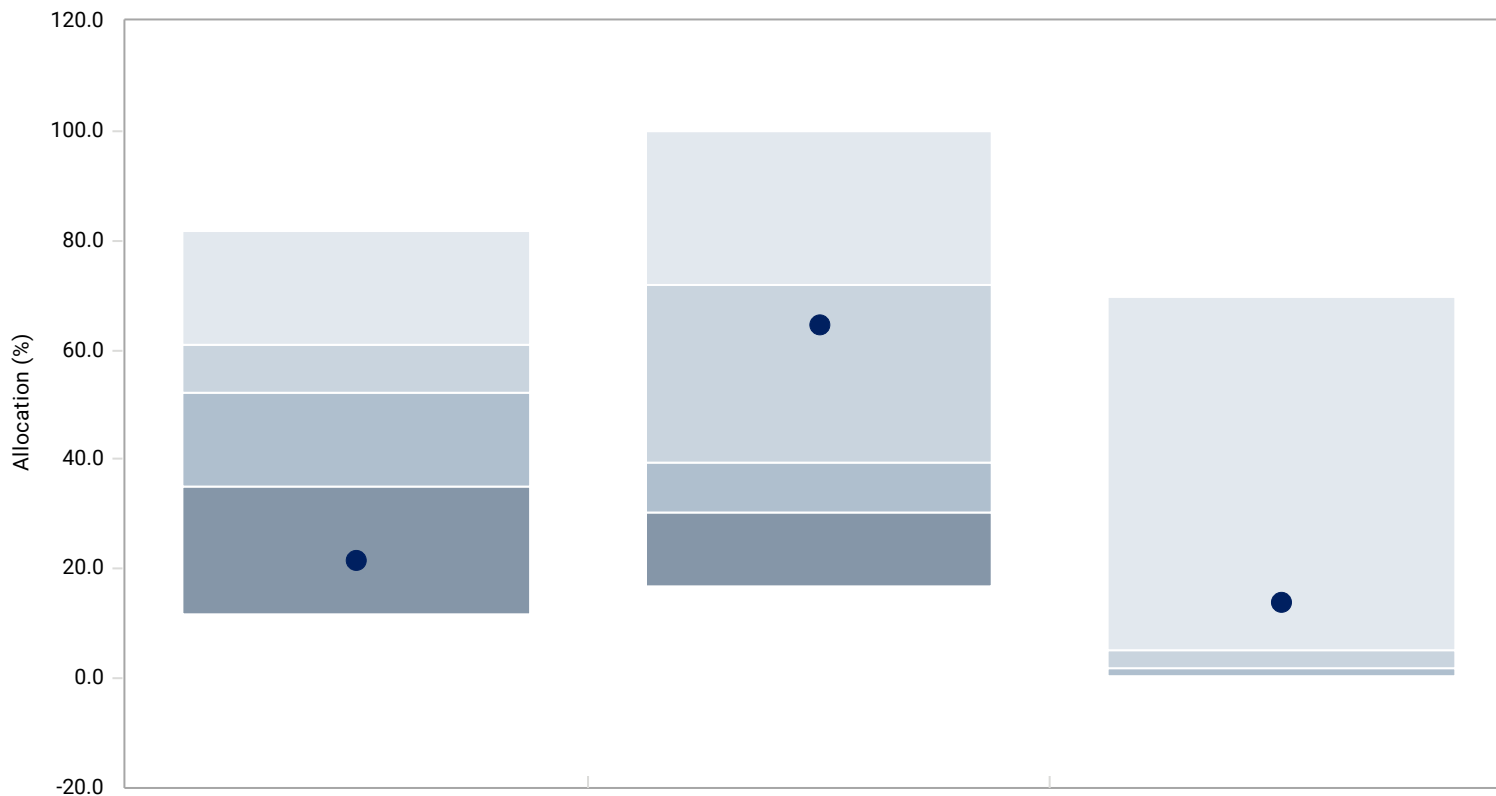
# ASSET ALLOCATION HISTORY

3 Years Asset Allocation History



# ALLOCATIONS VS. PEER UNIVERSE

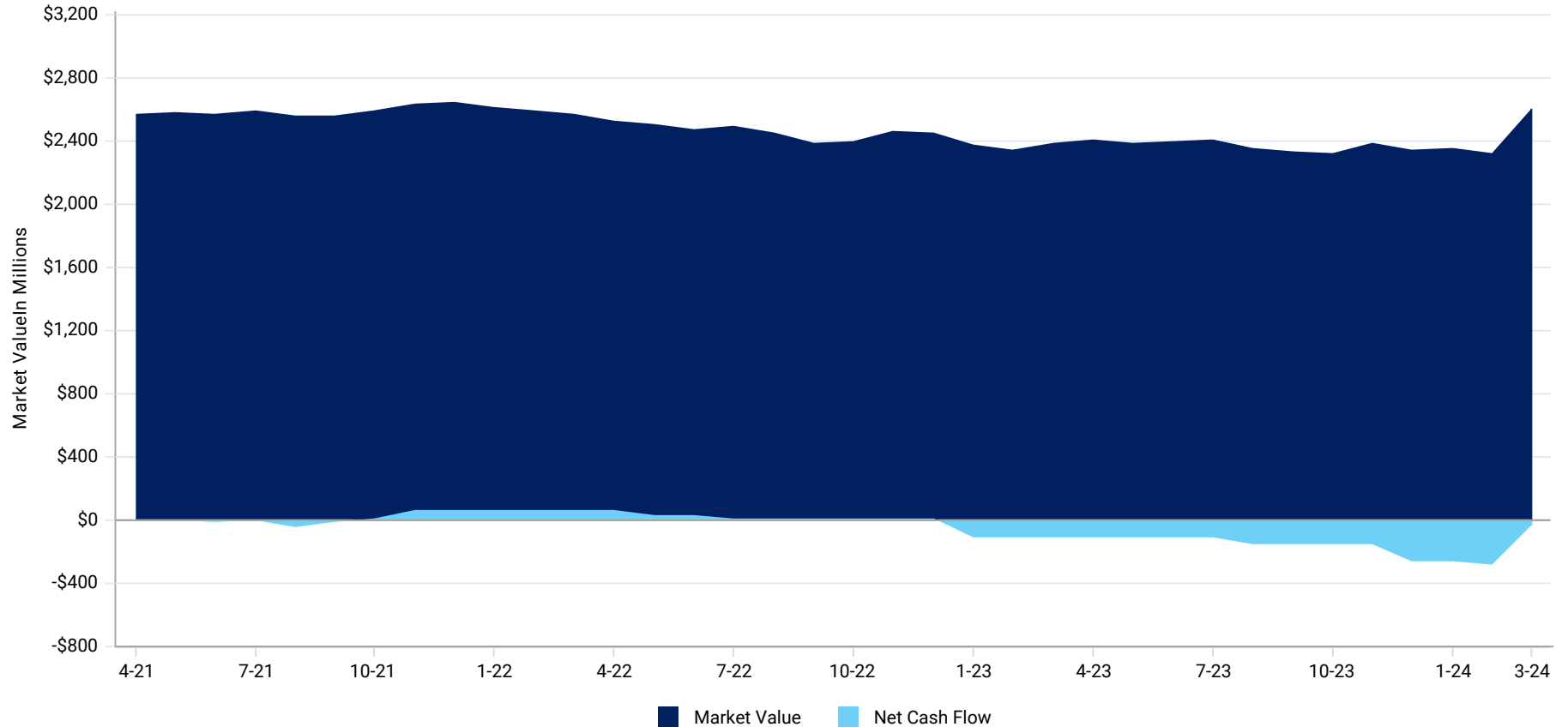
Total Fund Allocation vs. InvMetrics Healthcare Operating Funds Net



	Total Equity	Total Fixed Income	Cash & Equivalents
● Total Fund Composite	21.4 (85)	64.5 (28)	14.0 (18)
5th Percentile	81.9	100.0	69.8
1st Quartile	60.8	71.9	5.3
Median	52.0	39.3	2.0
3rd Quartile	35.0	30.3	0.6
95th Percentile	11.9	16.9	0.0
Population	61	76	60

# ASSET GROWTH SUMMARY

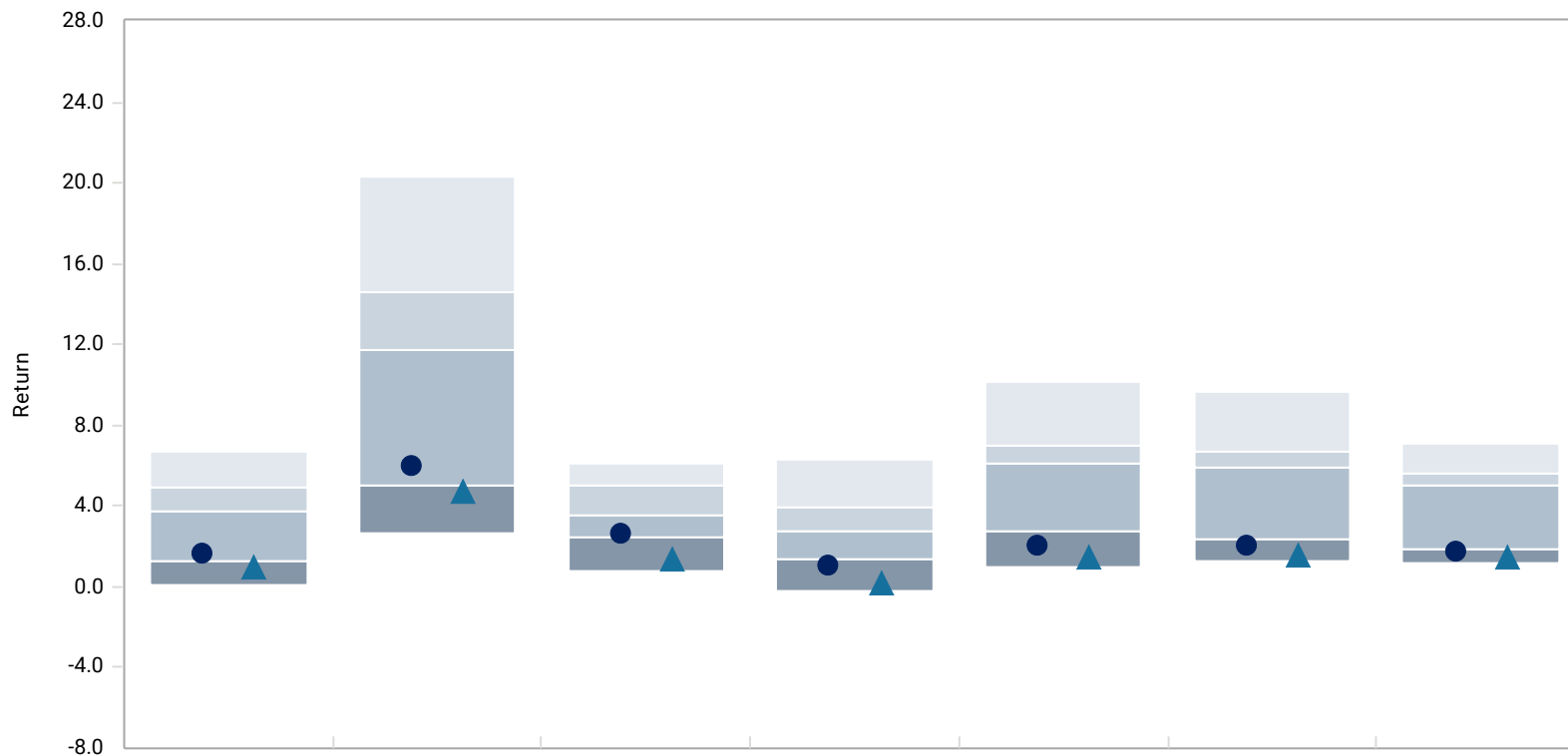
3 Years Ending March 31, 2024



	Last Three Months	1 Year	3 Years
Beginning Market Value	2,341,109,499	2,391,533,997	2,558,866,615
Net Cash Flow	218,618,517	69,362,544	-36,021,233
Net Investment Change	41,342,820	140,174,295	78,225,453
<b>Ending Market Value</b>	<b>2,601,070,836</b>	<b>2,601,070,836</b>	<b>2,601,070,836</b>
Net Change	259,961,336	209,536,839	42,204,221

# RETURN SUMMARY VS. PEER UNIVERSE

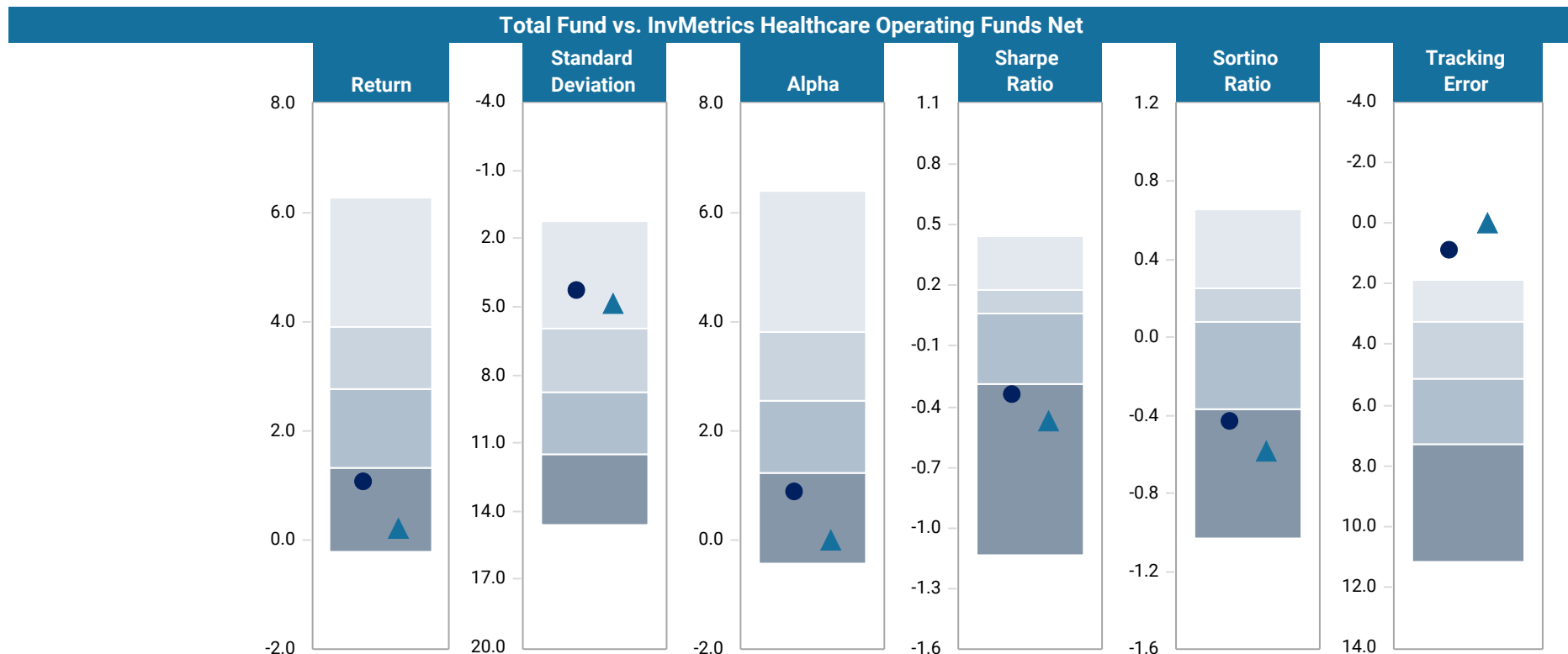
Total Fund Composite vs. InvMetrics Healthcare Operating Funds Net



	3 Mo	1 Year	2 Years	3 Years	5 Years	7 Years	10 Years
● Total Fund Composite	1.7 (70)	6.0 (72)	2.7 (69)	1.1 (77)	2.1 (79)	2.0 (78)	1.8 (76)
▲ Policy Index	1.0 (79)	4.7 (80)	1.3 (89)	0.2 (89)	1.5 (87)	1.6 (83)	1.4 (78)
5th Percentile	6.7	20.3	6.1	6.3	10.2	9.7	7.1
1st Quartile	5.0	14.6	5.0	3.9	7.0	6.7	5.6
Median	3.7	11.7	3.5	2.8	6.1	5.9	5.1
3rd Quartile	1.3	5.0	2.4	1.3	2.7	2.4	1.9
95th Percentile	0.1	2.6	0.8	-0.2	1.0	1.3	1.2
Population	86	68	57	47	39	35	23



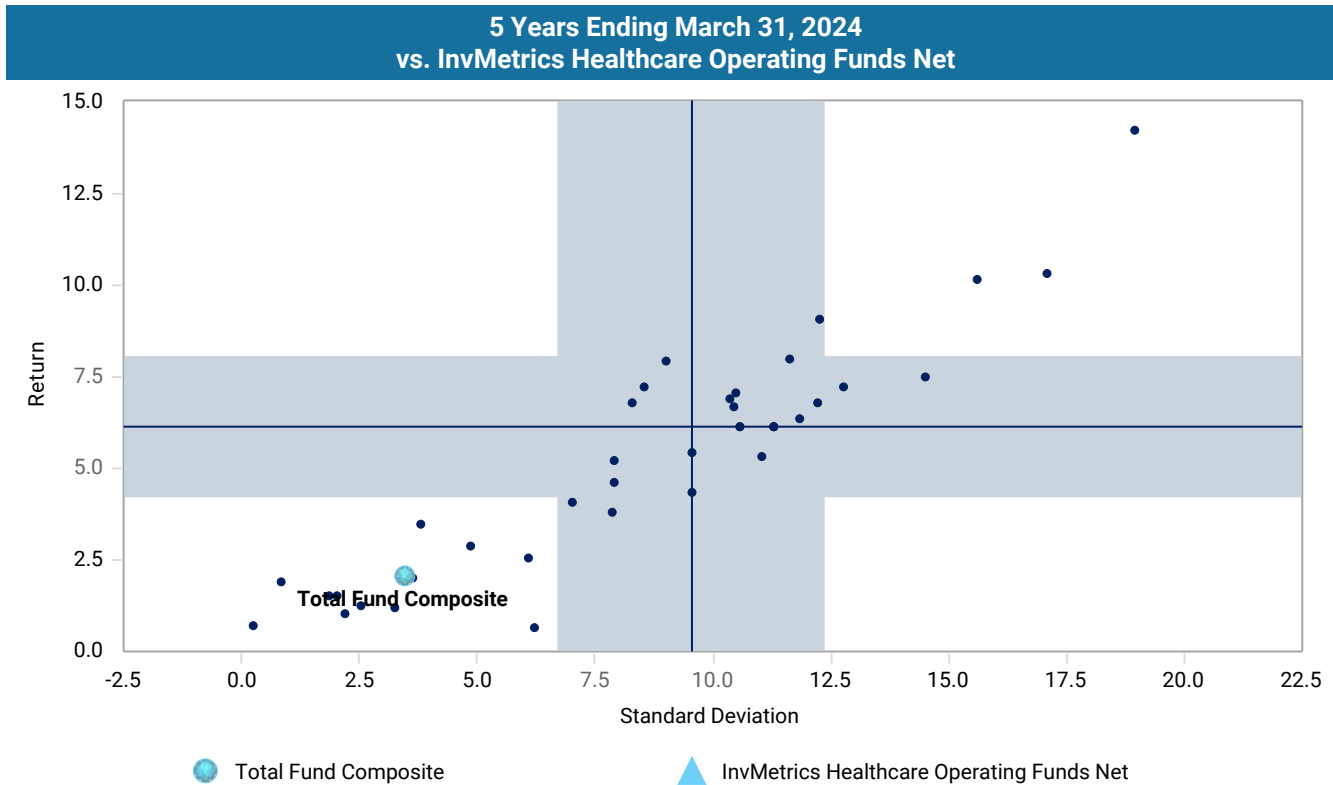
# RISK STATISTICS VS. PEER UNIVERSE - 3 YEAR



	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)
● Total Fund Composite	1.1 (77)	4.3 (21)	0.9 (78)	-0.3 (76)	-0.4 (76)	0.9 (1)
▲ Policy Index	0.2 (89)	4.9 (22)	0.0 (90)	-0.5 (77)	-0.6 (77)	0.0 (1)
5th Percentile	6.3	1.2	6.4	0.4	0.7	1.8
1st Quartile	3.9	6.0	3.8	0.2	0.3	3.3
Median	2.8	8.8	2.5	0.1	0.1	5.1
3rd Quartile	1.3	11.5	1.2	-0.3	-0.4	7.3
95th Percentile	-0.2	14.6	-0.4	-1.1	-1.0	11.2

Population	47	47	47	47	47	47
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# RISK VS. RETURN - 5 YEAR



<b>Statistics Summary 5 Years Ending March 31, 2024</b>				
	<b>5 Years Return</b>	<b>5 Years Standard Deviation</b>	<b>5 Years Sharpe Ratio</b>	<b>5 Years Sortino Ratio</b>
<b>Total Fund Composite</b>	<b>2.1</b>	<b>3.5</b>	<b>0.0</b>	<b>0.0</b>
<i>Policy Index</i>	<i>1.5</i>	<i>3.9</i>	<i>-0.1</i>	<i>-0.1</i>

# COMPOSITE PERFORMANCE DETAIL

	Allocation		Performance (%)						
	Market Value (\$)	% of Portfolio	3 Mo (%)	FYTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Total Fund Composite</b>	<b>2,601,070,836</b>	<b>100.0</b>	<b>1.7</b>	<b>5.2</b>	<b>6.0</b>	<b>1.1</b>	<b>2.1</b>	<b>2.0</b>	<b>1.8</b>
<i>Policy Index</i>			1.0	3.7	4.7	0.2	1.5	1.6	1.4
InvMetrics Healthcare Operating Funds Net Rank			70	73	72	77	79	78	76
<b>Short Term Composite</b>	<b>247,178,161</b>	<b>9.5</b>	<b>0.4</b>	<b>3.1</b>	<b>3.4</b>	<b>-0.3</b>	<b>0.9</b>	<b>1.1</b>	<b>1.0</b>
<i>Blmbg. 1-5 Year Gov/Credit</i>			0.1	2.6	3.2	-0.4	1.2	1.4	1.4
eV US Short Duration Fixed Inc Rank			81	76	80	87	93	93	94
<b>Intermediate Term Composite</b>	<b>953,803,560</b>	<b>36.7</b>	<b>0.1</b>	<b>2.7</b>	<b>3.3</b>	<b>-0.9</b>	<b>0.9</b>	<b>1.2</b>	<b>1.2</b>
<i>Blmbg. Intermed. U.S. Government/Credit</i>			-0.2	2.1	2.7	-1.1	1.1	1.4	1.6
eV US Interm Duration Fixed Inc Rank			35	43	42	37	78	85	91
<b>Opportunistic Composite</b>	<b>477,694,661</b>	<b>18.4</b>	<b>0.0</b>	<b>2.4</b>	<b>3.1</b>	<b>-1.0</b>	<b>1.0</b>	<b>1.4</b>	<b>1.6</b>
<i>Blmbg. U.S. Intermediate Aggregate</i>			-0.4	1.7	2.3	-1.7	0.6	1.1	1.5
eV US Interm Duration Fixed Inc Rank			56	51	50	51	67	67	72
<b>Global Equity Composite</b>	<b>557,843,482</b>	<b>21.4</b>	<b>7.0</b>	<b>13.4</b>	<b>15.3</b>	<b>6.7</b>	<b>6.8</b>		
<i>MSCI AC World Minimum Volatility Index (Net)</i>			4.7	8.1	11.1	4.3	5.4		
eV Global All Cap Equity Rank			53	72	71	41	89		

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	
<b>Total Fund Composite</b>	<b>2,601,070,836</b>	<b>100.0</b>	<b>1.7</b>	<b>6.0</b>	<b>1.1</b>	<b>2.1</b>	<b>2.0</b>	<b>1.8</b>	<b>2.6</b>	<b>Apr-06</b>
Policy Index			1.0	4.7	0.2	1.5	1.6	1.4	2.3	
InvMetrics Healthcare Operating Funds Net Rank			70	72	77	79	78	76	94	
<b>Fixed Income Composite</b>	<b>1,678,676,382</b>	<b>64.5</b>	<b>0.1</b>	<b>3.3</b>	<b>-0.8</b>	<b>0.9</b>	<b>1.2</b>	<b>1.3</b>	<b>1.8</b>	<b>Dec-08</b>
<b>Short Term Composite</b>	<b>247,178,161</b>	<b>9.5</b>	<b>0.4</b>	<b>3.4</b>	<b>-0.3</b>	<b>0.9</b>	<b>1.1</b>	<b>1.0</b>	<b>1.9</b>	<b>Apr-06</b>
Blmbg. 1-5 Year Gov/Credit			0.1	3.2	-0.4	1.2	1.4	1.4	2.5	
eV US Short Duration Fixed Inc Rank			81	80	87	93	93	94	90	
Lord Abbett Short Duration	124,422,127	4.8	0.3	3.5					-0.2	Jul-21
Blmbg. 1-5 Year Gov/Credit			0.1	3.2					-0.5	
Loop Capital Asset Management	122,756,035	4.7	0.4	3.2	-0.4	0.9	1.1	1.0	1.8	Apr-06
Blmbg. 1-5 Year Gov/Credit			0.1	3.2	-0.4	1.2	1.4	1.4	2.5	
<b>Intermediate Term Composite</b>	<b>953,803,560</b>	<b>36.7</b>	<b>0.1</b>	<b>3.3</b>	<b>-0.9</b>	<b>0.9</b>	<b>1.2</b>	<b>1.2</b>	<b>2.5</b>	<b>Apr-06</b>
Blmbg. Intermed. U.S. Government/Credit			-0.2	2.7	-1.1	1.1	1.4	1.6	3.0	
eV US Interm Duration Fixed Inc Rank			35	42	37	78	85	91	96	
Galliard Intermediate Government	231,248,860	8.9	0.3	3.7	-0.8	1.0	1.2	1.3	2.5	Apr-06
Blmbg. Intermed. U.S. Government/Credit			-0.2	2.7	-1.1	1.1	1.4	1.6	3.0	
Merganser Intermediate Bond	224,650,371	8.6	0.2	3.3	-0.9	0.8	1.1	1.2	2.2	Apr-06
Blmbg. Intermed. U.S. Government/Credit			-0.2	2.7	-1.1	1.1	1.4	1.6	3.0	
Fort Washington Intermediate Bond	192,719,656	7.4	0.0	3.2					-1.4	Jul-21
Blmbg. Intermed. U.S. Government/Credit			-0.2	2.7					-1.5	
Lord Abbett Intermediate Bond	221,694,178	8.5	0.0	2.9					-1.4	Jul-21
Blmbg. Intermed. U.S. Government/Credit			-0.2	2.7					-1.5	
PFM - Self Insurance Fund	46,271,878	1.8	0.3	3.4	-0.2	1.3	1.4	1.4		Sep-01
ICE BofA 1-5 Yr Treasury & Agency			0.0	2.5	-0.6	1.0	1.1	1.1	2.4	
PFM - Disability Fund	20,484,758	0.8	0.2	3.4	-0.2	1.3	1.4	1.4		Sep-01
ICE BofA 1-5 Yr Treasury & Agency			0.0	2.5	-0.6	1.0	1.1	1.1	2.4	
PFM - Workmen's Compensation Fund	11,224,342	0.4	0.6	3.9	0.7	1.4	1.5	1.3		Sep-01
ICE BofA U.S. Agencies, 1-3yr			0.5	3.5	0.3	1.2	1.3	1.2	2.2	
PFM - Health & Dental Fund	5,509,516	0.2	0.6	3.9	0.6	1.4	1.5	1.3		Sep-01
ICE BofA U.S. Agencies, 1-3yr			0.5	3.5	0.3	1.2	1.3	1.2	2.2	

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	
<b>Opportunistic Composite</b>	<b>477,694,661</b>	<b>18.4</b>	<b>0.0</b>	<b>3.1</b>	<b>-1.0</b>	<b>1.0</b>	<b>1.4</b>	<b>1.6</b>	<b>3.1</b>	<b>Apr-06</b>
<i>Blmbg. U.S. Intermediate Aggregate</i>			-0.4	2.3	-1.7	0.6	1.1	1.5	3.0	
eV US Interm Duration Fixed Inc Rank			56	50	51	67	67	72	62	
Galliard Opportunistic	147,365,545	5.7	0.0	3.0	-1.2	1.0	1.4	1.6	3.0	Apr-06
<i>Blmbg. U.S. Intermediate Aggregate</i>			-0.4	2.3	-1.7	0.6	1.1	1.5	3.0	
Merganser Opportunistic	147,542,594	5.7	0.0	3.1	-0.9	1.0	1.3	1.4	2.6	Feb-07
<i>Blmbg. U.S. Intermediate Aggregate</i>			-0.4	2.3	-1.7	0.6	1.1	1.5	2.8	
Fort Washington Active Fixed Income	182,786,522	7.0	-0.1	3.2					-1.5	Jul-21
<i>Blmbg. U.S. Intermediate Aggregate</i>			-0.4	2.3					-2.1	
<b>Global Equity Composite</b>	<b>557,843,482</b>	<b>21.4</b>	<b>7.0</b>	<b>15.3</b>	<b>6.7</b>	<b>6.8</b>			<b>7.1</b>	<b>Feb-18</b>
<i>MSCI AC World Minimum Volatility Index (Net)</i>			4.7	11.1	4.3	5.4			5.2	
eV Global All Cap Equity Rank			53	71	41	89			60	
Vanguard Global Minimum Volatility Equity	263,652,750	10.1	8.7	15.8	6.8	6.1			6.8	Feb-18
<i>MSCI AC World Minimum Volatility Index (Net)</i>			4.7	11.1	4.3	5.4			5.2	
eV Global Low Volatility Equity Rank			14	32	26	66			12	
Parametric Global Defensive Equity	294,190,732	11.3	5.5	15.0	6.7	6.8			6.0	Sep-18
<i>50% MSCI ACWI / 50% 90 Day T-Bill</i>			4.7	14.2	5.1	6.8			6.1	
<b>Cash Composite</b>	<b>364,550,971</b>	<b>14.0</b>	<b>1.3</b>	<b>5.2</b>	<b>2.6</b>	<b>2.0</b>	<b>1.9</b>			<b>Jan-15</b>
<i>90 Day U.S. Treasury Bill</i>			1.3	5.2	2.6	2.0	1.9		1.5	
PNC Treasury Management	364,546,889	14.0	1.3	5.2	2.6	2.0	1.9		1.4	Apr-14
<i>90 Day U.S. Treasury Bill</i>			1.3	5.2	2.6	2.0	1.9	1.4	1.4	
U.S. Bank Cash	4,082	0.0	1.3	4.4	60.2	34.1			27.7	Mar-18
<i>90 Day U.S. Treasury Bill</i>			1.3	5.2	2.6	2.0			2.0	

\* All data prior to 5/2023 was received from Marquette Associates.

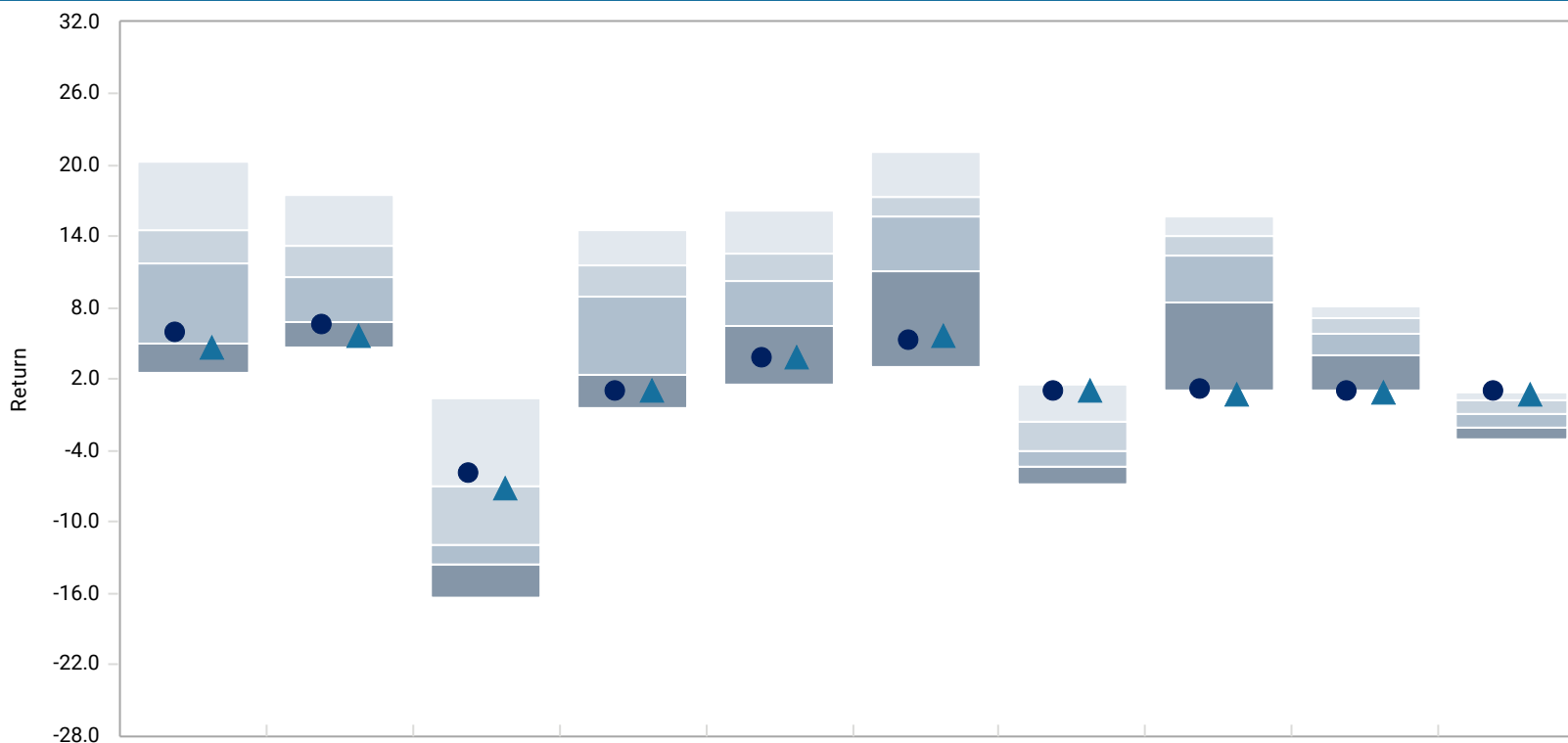
\* Policy Index consist of 35% Bloomberg Intermediate U.S. Gov/Credit, 20% Bloomberg U.S. Intermediate Aggregate, 10% Bloomberg 1-5 Year Gov/Credit, 20% MSCI AC World Minimum Volatility Index (Net), and 15% 90 Day U.S. T-Bills.

# CASH FLOW SUMMARY BY MANAGER

	1 Quarter Ending March 31, 2024					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/Loss	Ending Market Value
Lord Abnett Short Duration	\$124,022,666	-	-	-	\$399,460	\$124,422,127
Loop Capital Asset Management	\$122,243,566	-	-	-	\$512,469	\$122,756,035
Galliard Intermediate Government	\$230,556,410	-	-	-	\$692,451	\$231,248,860
Merganser Intermediate Bond	\$224,251,835	-	-	-	\$398,536	\$224,650,371
Fort Washington Intermediate Bond	\$192,733,078	-	-	-	-\$13,422	\$192,719,656
Lord Abnett Intermediate Bond	\$221,637,901	-	-	-	\$56,277	\$221,694,178
PFM - Self Insurance Fund	\$46,156,228	-	-	-	\$115,650	\$46,271,878
PFM - Disability Fund	\$20,441,300	-	-	-	\$43,459	\$20,484,758
PFM - Workmen's Compensation Fund	\$11,162,669	-	-	-	\$61,673	\$11,224,342
PFM - Health & Dental Fund	\$5,476,952	-	-	-	\$32,563	\$5,509,516
Galliard Opportunistic	\$147,324,963	-	-	-	\$40,582	\$147,365,545
Merganser Opportunistic	\$147,600,891	-	-	-	-\$58,297	\$147,542,594
Fort Washington Active Fixed Income	\$182,897,826	-	-	-	-\$111,304	\$182,786,522
Vanguard Global Minimum Volatility Equity	\$242,467,210	-	-	-	\$21,185,540	\$263,652,750
Parametric Global Defensive Equity	\$278,776,384	-	-	-	\$15,414,348	\$294,190,732
PNC Treasury Management	\$143,355,590	\$250,000,000	-\$31,381,483	\$218,618,517	\$2,572,783	\$364,546,889
U.S. Bank Cash	\$4,030	-	-	-	\$52	\$4,082
<b>Total</b>	<b>\$2,341,109,499</b>	<b>\$250,000,000</b>	<b>-\$31,381,483</b>	<b>\$218,618,517</b>	<b>\$41,342,820</b>	<b>\$2,601,070,836</b>

# RETURN SUMMARY VS. PEER UNIVERSE

Total Fund Composite vs. InvMetrics Healthcare Operating Funds Net



	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
● Total Fund Composite	6.0 (72)	6.7 (76)	-5.9 (24)	1.1 (80)	3.9 (87)	5.3 (85)	1.2 (13)	1.3 (91)	1.1 (96)	1.1 (5)
▲ Policy Index	4.7 (80)	5.7 (80)	-7.1 (27)	1.0 (80)	3.9 (87)	5.7 (84)	1.2 (12)	0.8 (97)	0.9 (98)	0.8 (10)
5th Percentile	20.3	17.5	0.4	14.6	16.2	21.1	1.5	15.8	8.1	0.9
1st Quartile	14.6	13.2	-6.9	11.7	12.6	17.4	-1.6	14.1	7.1	0.3
Median	11.7	10.7	-11.9	9.0	10.3	15.8	-3.9	12.4	5.9	-0.9
3rd Quartile	5.0	6.8	-13.6	2.4	6.5	11.2	-5.3	8.6	4.1	-2.0
95th Percentile	2.6	4.7	-16.3	-0.3	1.6	3.1	-6.8	1.0	1.2	-3.0
Population	68	122	126	151	164	145	117	129	122	119

# RISK STATISTICS - 3 YEAR

	3 Years Ending March 31, 2024							
	Return	Standard Deviation	Alpha	Sharpe Ratio	Sortino Ratio	Tracking Error	Up Capture	Down Capture
<b>Fixed Income Composite</b>	<b>-0.8</b>	<b>4.3</b>	<b>-1.0</b>	<b>-0.8</b>	<b>-1.0</b>	<b>1.8</b>	<b>69.4</b>	<b>84.9</b>
<b>Short Term Composite</b>	<b>-0.3</b>	<b>3.0</b>	<b>0.1</b>	<b>-1.0</b>	<b>-1.1</b>	<b>0.3</b>	<b>93.2</b>	<b>91.9</b>
<i>Blmbg. 1-5 Year Gov/Credit</i>	-0.4	3.2	0.0	-1.0	-1.1	0.0	100.0	100.0
Lord Abbett Short Duration								
<i>Blmbg. 1-5 Year Gov/Credit</i>	-0.4	3.2	0.0	-1.0	-1.1	0.0	100.0	100.0
Loop Capital Asset Management	-0.4	3.1	0.0	-1.0	-1.1	0.5	95.1	95.2
<i>Blmbg. 1-5 Year Gov/Credit</i>	-0.4	3.2	0.0	-1.0	-1.1	0.0	100.0	100.0
<b>Intermediate Term Composite</b>	<b>-0.9</b>	<b>4.3</b>	<b>0.1</b>	<b>-0.8</b>	<b>-1.0</b>	<b>0.6</b>	<b>90.5</b>	<b>89.6</b>
<i>Blmbg. Intermed. U.S. Government/Credit</i>	-1.1	4.7	0.0	-0.8	-0.9	0.0	100.0	100.0
Galliard Intermediate Government	-0.8	4.6	0.3	-0.7	-0.9	0.6	100.4	95.7
<i>Blmbg. Intermed. U.S. Government/Credit</i>	-1.1	4.7	0.0	-0.8	-0.9	0.0	100.0	100.0
Merganser Intermediate Bond	-0.9	4.2	0.0	-0.8	-1.0	0.7	88.1	88.0
<i>Blmbg. Intermed. U.S. Government/Credit</i>	-1.1	4.7	0.0	-0.8	-0.9	0.0	100.0	100.0
Fort Washington Intermediate Bond								
<i>Blmbg. Intermed. U.S. Government/Credit</i>	-1.1	4.7	0.0	-0.8	-0.9	0.0	100.0	100.0
Lord Abbett Intermediate Bond								
<i>Blmbg. Intermed. U.S. Government/Credit</i>	-1.1	4.7	0.0	-0.8	-0.9	0.0	100.0	100.0
PFM - Self Insurance Fund	-0.2	3.0	0.4	-1.0	-1.1	0.5	104.4	94.1
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>	-0.6	2.9	0.0	-1.1	-1.2	0.0	100.0	100.0
PFM - Disability Fund	-0.2	3.0	0.4	-1.0	-1.1	0.4	105.9	95.9
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>	-0.6	2.9	0.0	-1.1	-1.2	0.0	100.0	100.0
PFM - Workmen's Compensation Fund	0.7	2.0	0.4	-1.0	-1.1	0.3	106.1	90.9
<i>ICE BofA U.S. Agencies, 1-3yr</i>	0.3	2.1	0.0	-1.2	-1.2	0.0	100.0	100.0



# RISK STATISTICS - 3 YEAR

	Return	Standard Deviation	Alpha	Sharpe Ratio	Sortino Ratio	Tracking Error	Up Capture	Down Capture
PFM - Health & Dental Fund	0.6	2.0	0.4	-1.1	-1.1	0.3	104.4	90.9
<i>ICE BofA U.S. Agencies, 1-3yr</i>	0.3	2.1	0.0	-1.2	-1.2	0.0	100.0	100.0
<b>Opportunistic Composite</b>	<b>-1.0</b>	<b>5.0</b>	<b>0.4</b>	<b>-0.7</b>	<b>-0.9</b>	<b>0.7</b>	<b>93.7</b>	<b>87.3</b>
<i>Blmbg. U.S. Intermediate Aggregate</i>	-1.7	5.6	0.0	-0.7	-0.9	0.0	100.0	100.0
Galliard Opportunistic	-1.2	5.5	0.4	-0.7	-0.8	0.5	103.5	96.8
<i>Blmbg. U.S. Intermediate Aggregate</i>	-1.7	5.6	0.0	-0.7	-0.9	0.0	100.0	100.0
Merganser Opportunistic	-0.9	4.7	0.5	-0.7	-0.9	1.0	89.4	82.8
<i>Blmbg. U.S. Intermediate Aggregate</i>	-1.7	5.6	0.0	-0.7	-0.9	0.0	100.0	100.0
Fort Washington Active Fixed Income								
<i>Blmbg. U.S. Intermediate Aggregate</i>	-1.7	5.6	0.0	-0.7	-0.9	0.0	100.0	100.0
<b>Global Equity Composite</b>	<b>6.7</b>	<b>9.1</b>	<b>3.3</b>	<b>0.5</b>	<b>0.7</b>	<b>3.8</b>	<b>87.0</b>	<b>68.7</b>
<i>MSCI AC World Minimum Volatility Index (Net)</i>	4.3	11.4	0.0	0.2	0.3	0.0	100.0	100.0
Vanguard Global Minimum Volatility Equity	6.8	10.2	3.1	0.4	0.7	4.0	94.0	76.9
<i>MSCI AC World Minimum Volatility Index (Net)</i>	4.3	11.4	0.0	0.2	0.3	0.0	100.0	100.0
Parametric Global Defensive Equity	6.7	8.4	1.6	0.5	0.7	1.6	107.3	95.3
<i>50% MSCI ACWI / 50% 90 Day T-Bill</i>	5.1	8.4	0.0	0.3	0.5	0.0	100.0	100.0
<b>Cash Composite</b>	<b>2.6</b>	<b>0.7</b>	<b>-0.1</b>	<b>-0.1</b>	<b>0.0</b>	<b>0.1</b>	<b>100.0</b>	<b>400.0</b>
<i>90 Day U.S. Treasury Bill</i>	2.6	0.7	0.0	0.0	0.0	0.0	100.0	100.0
PNC Treasury Management	2.6	0.7	-0.1	-0.1	0.0	0.1	100.1	400.0
<i>90 Day U.S. Treasury Bill</i>	2.6	0.7	0.0	0.0	0.0	0.0	100.0	100.0
U.S. Bank Cash	60.2	81.5	285.9	0.8	145.1	81.7	2,635.5	0.0
<i>90 Day U.S. Treasury Bill</i>	2.6	0.7	0.0	0.0	0.0	0.0	100.0	100.0

# FEE SCHEDULE

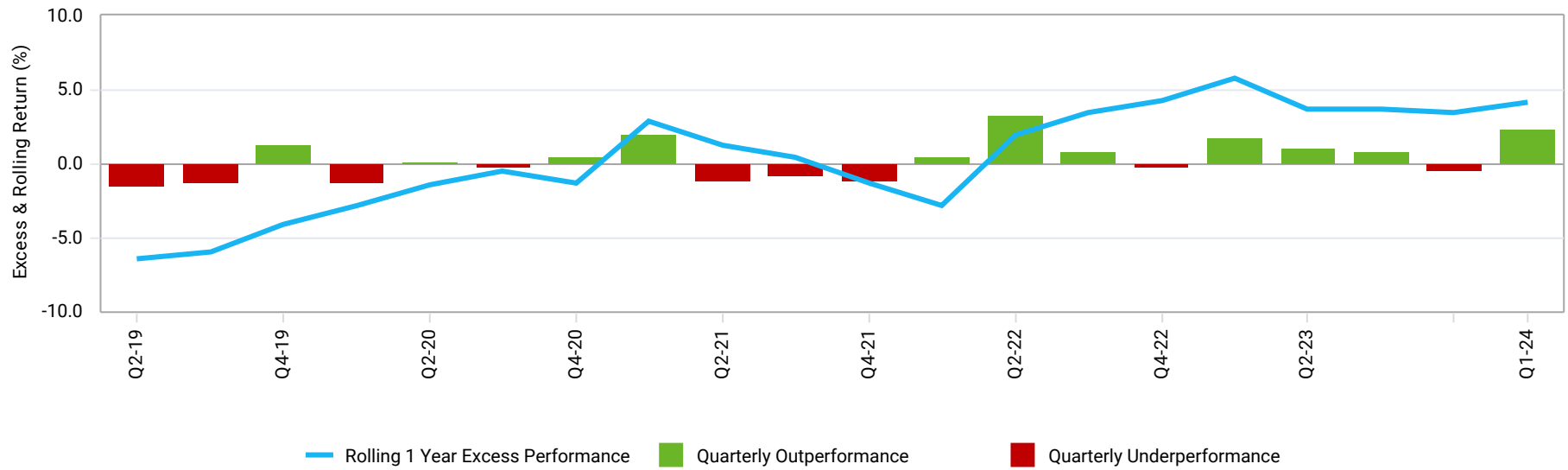
Account Name	Fee Schedule	Market Value (\$)	% of Portfolio	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
<b>Total Fund Composite</b>		<b>2,601,070,836</b>	<b>100.0</b>	<b>4,340,852</b>	<b>0.2</b>
Lord Abbett Short Duration	0.13 % of First \$50 M 0.10 % of Next \$150 M 0.08 % Thereafter	124,422,127	4.8	139,422	0.1
Loop Capital Asset Management	0.20 % of First \$25 M 0.15 % of Next \$25 M 0.10 % Thereafter	122,756,035	4.7	160,256	0.1
Galliard Intermediate Government	0.20 % of First \$50 M 0.15 % of Next \$150 M 0.13 % of Next \$300 M 0.10 % Thereafter	231,248,860	8.9	365,624	0.2
Merganser Intermediate Bond	0.20 % of First \$50 M 0.15 % of Next \$100 M 0.10 % Thereafter	224,650,371	8.6	324,650	0.1
Fort Washington Intermediate Bond	0.15 % of First \$100 M 0.10 % Thereafter	192,719,656	7.4	242,720	0.1
Lord Abbett Intermediate Bond	0.13 % of First \$50 M 0.10 % of Next \$150 M 0.08 % Thereafter	221,694,178	8.5	232,355	0.1
PFM - Self Insurance Fund	0.08 % of First \$100 M 0.07 % Thereafter	46,271,878	1.8	37,018	0.1
PFM - Disability Fund	0.08 % of First \$100 M 0.07 % Thereafter	20,484,758	0.8	16,388	0.1
PFM - Workmen's Compensation Fund	0.08 % of First \$100 M 0.07 % Thereafter	11,224,342	0.4	8,979	0.1
PFM - Health & Dental Fund	0.08 % of First \$100 M 0.07 % Thereafter	5,509,516	0.2	4,408	0.1
Galliard Opportunistic	0.20 % of First \$50 M 0.15 % of Next \$150 M 0.13 % of Next \$300 M 0.10 % Thereafter	147,365,545	5.7	246,048	0.2
Merganser Opportunistic	0.20 % of First \$50 M 0.15 % of Next \$100 M 0.10 % Thereafter	147,542,594	5.7	246,314	0.2

# FEE SCHEDULE

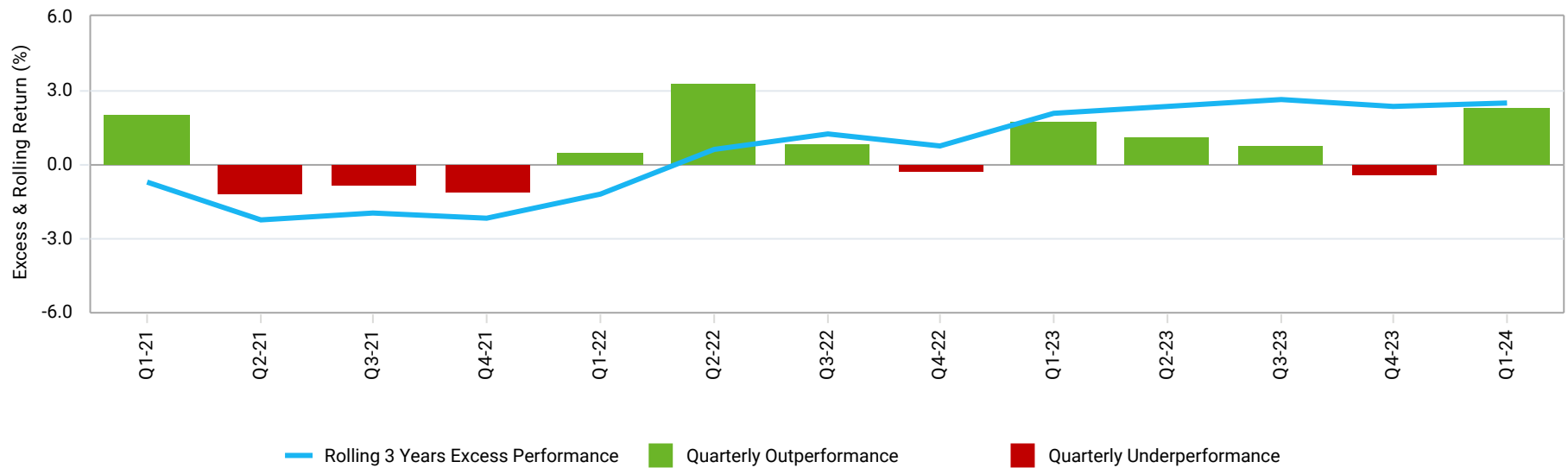
Account Name	Fee Schedule	Market Value (\$)	% of Portfolio	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
Fort Washington Active Fixed Income	0.15 % of First \$100 M 0.10 % Thereafter	182,786,522	7.0	232,787	0.1
Vanguard Global Minimum Volatility Equity	0.15 % of Assets	263,652,750	10.1	395,479	0.2
Parametric Global Defensive Equity	0.45 % of Assets	294,190,732	11.3	1,323,858	0.5
PNC Treasury Management	0.10 % of Assets	364,546,889	14.0	364,547	0.1
U.S. Bank Cash		4,082	0.0		

# GLOBAL EQUITY COMPOSITE

Quarter Excess Return with a Rolling 1 Year Excess Return vs. MSCI AC World Minimum Volatility Index (Net) over 5 Years Ending March 31, 2024

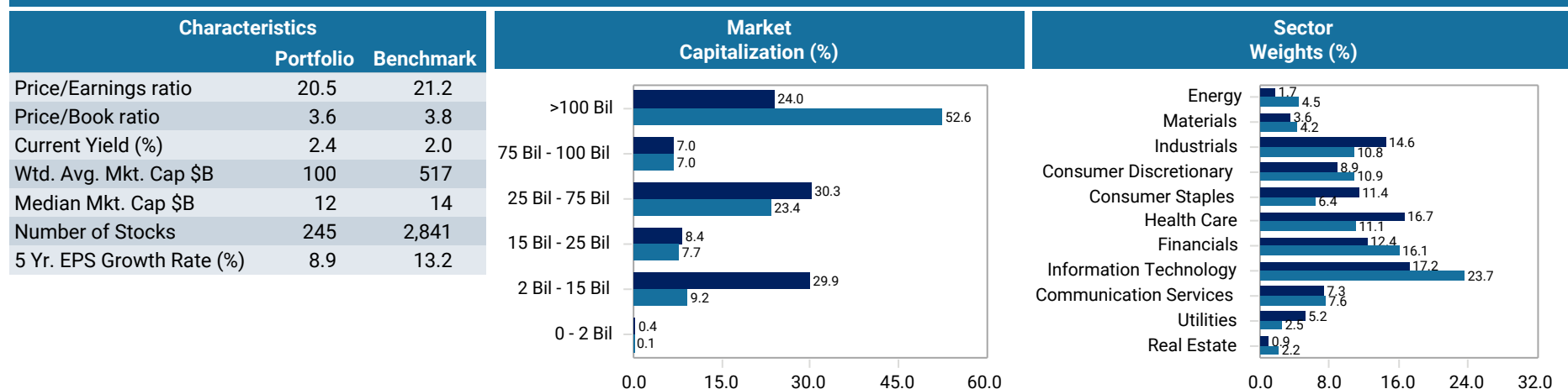


Quarter Excess Return with a Rolling 3 Years Excess Return vs. MSCI AC World Minimum Volatility Index (Net) over 5 Years Ending March 31, 2024

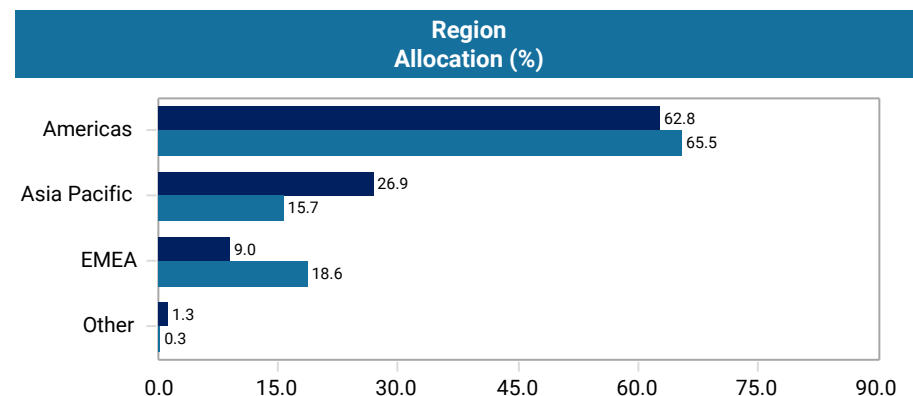


# VANGUARD GLOBAL MINIMUM VOLATILITY EQUITY

Vanguard Global Minimum Volatility Equity vs. MSCI AC World Index



Top Holdings	
	Weight (%)
Taiwan Semiconductor	2.0
Merck & Co Inc	2.0
Waste Management Inc.	2.0
Cencora Inc	1.9
Republic Services Inc.	1.9
International Business	1.9
AptarGroup Inc.	1.8
AbbVie Inc	1.7
BAE Systems PLC	1.7
Church & Dwight Co Inc	1.7

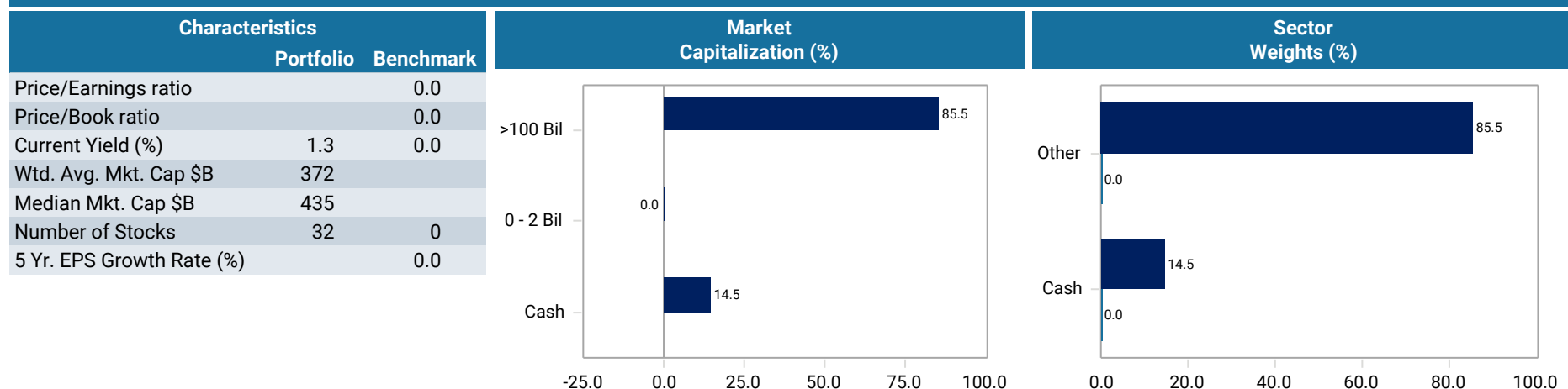


Top Contributors			
	Weight	Return	Contribution
Taiwan Semiconductor	1.6	31.3	0.5
Merck & Co Inc	1.7	21.8	0.4
Waste Management Inc.	1.7	19.4	0.3
Eli Lilly and Co	1.0	33.7	0.3
BAE Systems PLC	1.4	22.1	0.3

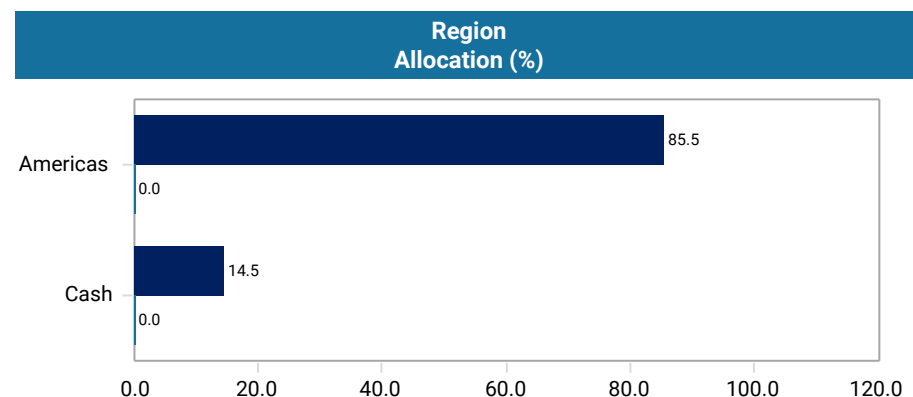
Top Detractors			
	Weight	Return	Contribution
Gilead Sciences Inc	1.5	-8.6	-0.1
East Buy Holding Limited	0.4	-25.4	-0.1
McDonald's Corp	1.7	-4.4	-0.1
Banco Bradesco S A	0.4	-18.0	-0.1
H D F C Bank Ltd	0.4	-16.6	-0.1

# PARAMETRIC GLOBAL DEFENSIVE EQUITY

Parametric Global Defensive Equity vs. 50% MSCI ACWI / 50% 90 Day T-Bill



Top Holdings	
	Weight (%)
Vanguard S&P 500 ETF	85.5
Generic Option	0.0
% of Portfolio	85.5



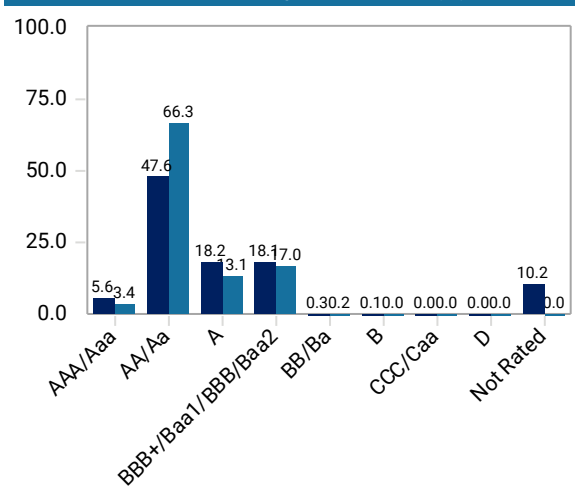
Top Contributors			
	Weight	Return	Contribution
iShares Core S&P 500 ETF	25.7	10.4	2.7
Vanguard S&P 500 ETF	10.6	10.4	1.1
iShares Core MSCI EAFE ETF	14.2	5.5	0.8
iShares Core MSCI EM ETF	6.5	2.0	0.1

Top Detractors			
	Weight	Return	Contribution
iShares Core MSCI EM ETF	6.5	2.0	0.1
iShares Core MSCI EAFE ETF	14.2	5.5	0.8
Vanguard S&P 500 ETF	10.6	10.4	1.1
iShares Core S&P 500 ETF	25.7	10.4	2.7

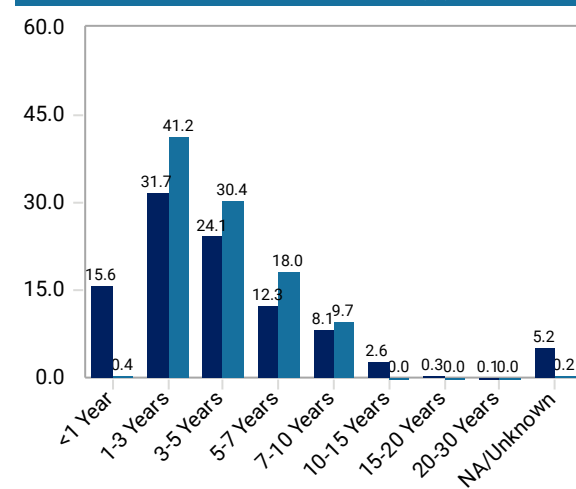
# FIXED INCOME COMPOSITE

Fund	Index
<b>Portfolio Characteristics</b>	
Avg. Maturity	4.5 / 4.3
Avg. Quality	A / AA
Effective Duration	3.6 / 3.8
Yield To Maturity (%)	5.2 / 4.7
<b>Quality Breakdown</b>	
AAA/Aaa	5.6 / 3.4
AA/Aa	47.6 / 66.3
A	18.2 / 13.1
BBB+/Baa1/BBB/Baa2	18.1 / 17.0
BB/Ba	0.3 / 0.2
B	0.1
CCC/Caa	0.0
D	0.0
Not Rated	10.2
<b>Duration Breakdown</b>	
<1 Year	15.6 / 0.4
1-3 Years	31.7 / 41.2
3-5 Years	24.1 / 30.4
5-7 Years	12.3 / 18.0
7-10 Years	8.1 / 9.7
10-15 Years	2.6
15-20 Years	0.3
20-30 Years	0.1
NA/Unknown	5.2 / 0.2
<b>Sectors Allocation Breakdown</b>	
UST/Agency	32.1 / 63.7
Corporate	39.1 / 30.9
MBS	18.5
ABS	3.6 / 0.1
Foreign	1.5 / 5.1
Muni	2.0 / 0.2
NA/Unknown	3.1 / 0.0

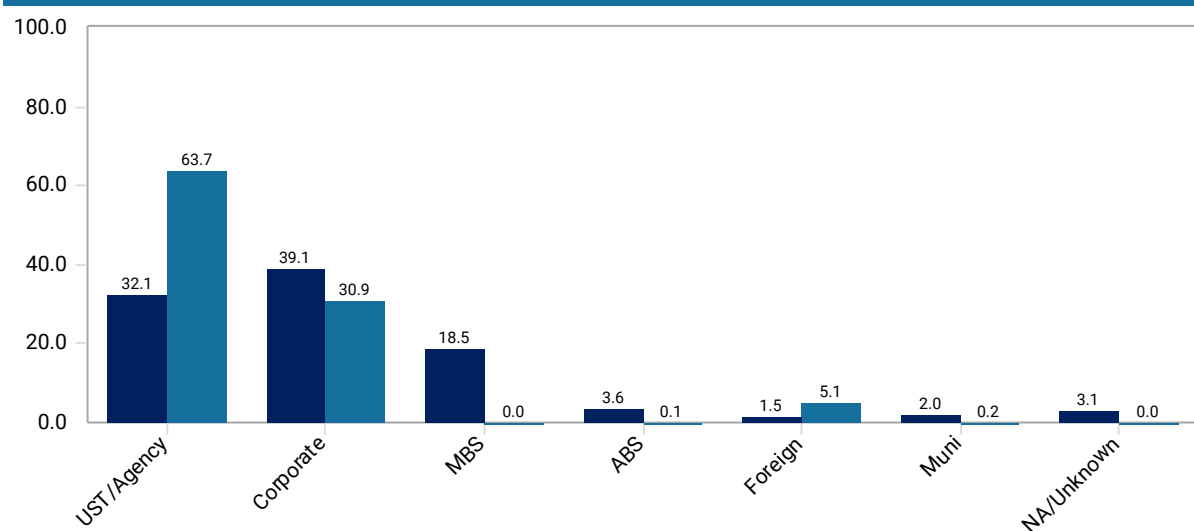
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



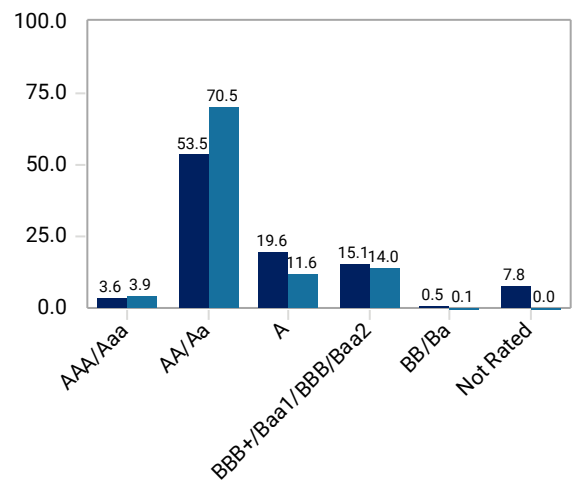
■ Fixed Income Composite

■ Blmbg. Intermed. U.S. Government/Credit

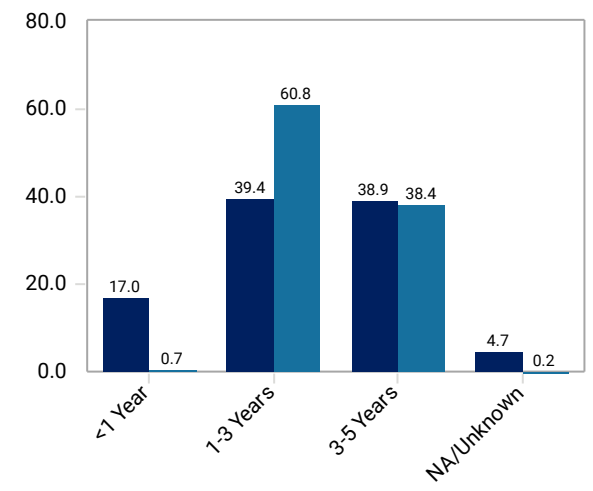
# SHORT TERM COMPOSITE

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	2.7	2.9
Avg. Quality	A	AA
Effective Duration	2.4	2.7
Yield To Maturity (%)	5.0	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	3.6	3.9
AA/Aa	53.5	70.5
A	19.6	11.6
BBB+/Baa1/BBB/Baa2	15.1	14.0
BB/Ba	0.5	0.1
Not Rated	7.8	0.0
<b>Duration Breakdown</b>		
<1 Year	17.0	0.7
1-3 Years	39.4	60.8
3-5 Years	38.9	38.4
NA/Unknown	4.7	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	39.1	67.9
Corporate	38.4	26.6
MBS	14.9	0.0
ABS	0.6	0.1
Foreign	2.4	5.3
Muni	0.0	0.1
NA/Unknown	4.6	0.0

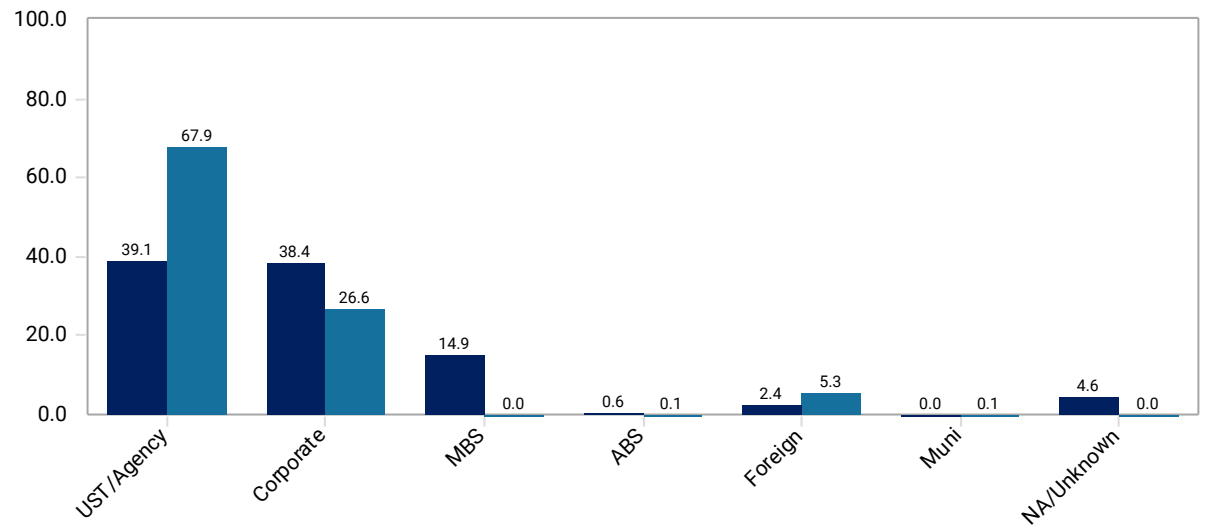
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



■ Short Term Composite      ■ Blmbg. 1-5 Year Gov/Credit

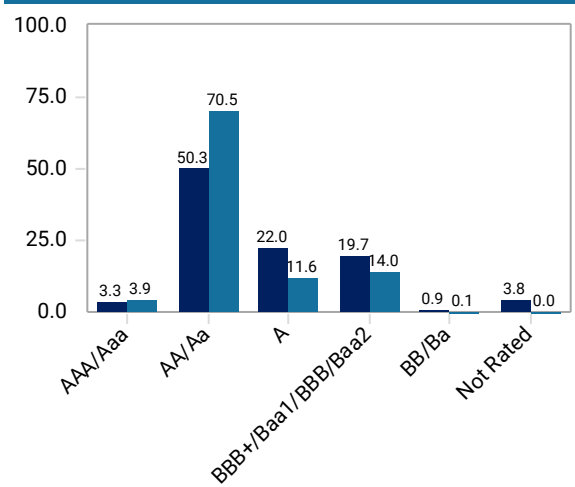




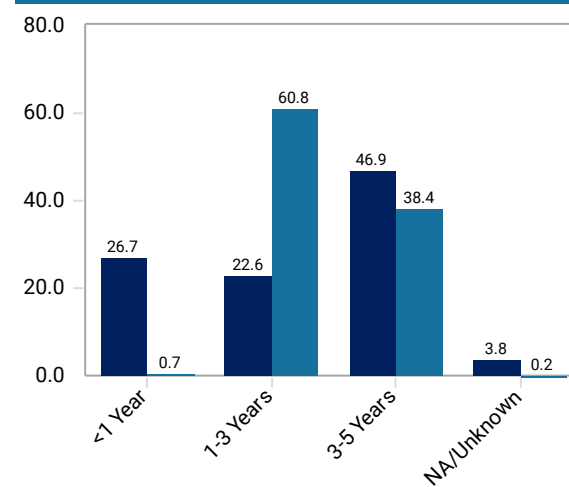
# LORD ABBETT SHORT DURATION

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	2.7	2.9
Avg. Quality	A	AA
Effective Duration	2.4	2.7
Yield To Maturity (%)	4.9	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	3.3	3.9
AA/Aa	50.3	70.5
A	22.0	11.6
BBB+/Baa1/BBB/Baa2	19.7	14.0
BB/Ba	0.9	0.1
Not Rated	3.8	0.0
<b>Duration Breakdown</b>		
<1 Year	26.7	0.7
1-3 Years	22.6	60.8
3-5 Years	46.9	38.4
NA/Unknown	3.8	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	48.0	67.9
Corporate	42.7	26.6
MBS	2.3	0.0
ABS	0.0	0.1
Foreign	3.3	5.3
Muni	0.0	0.1
NA/Unknown	3.8	0.0

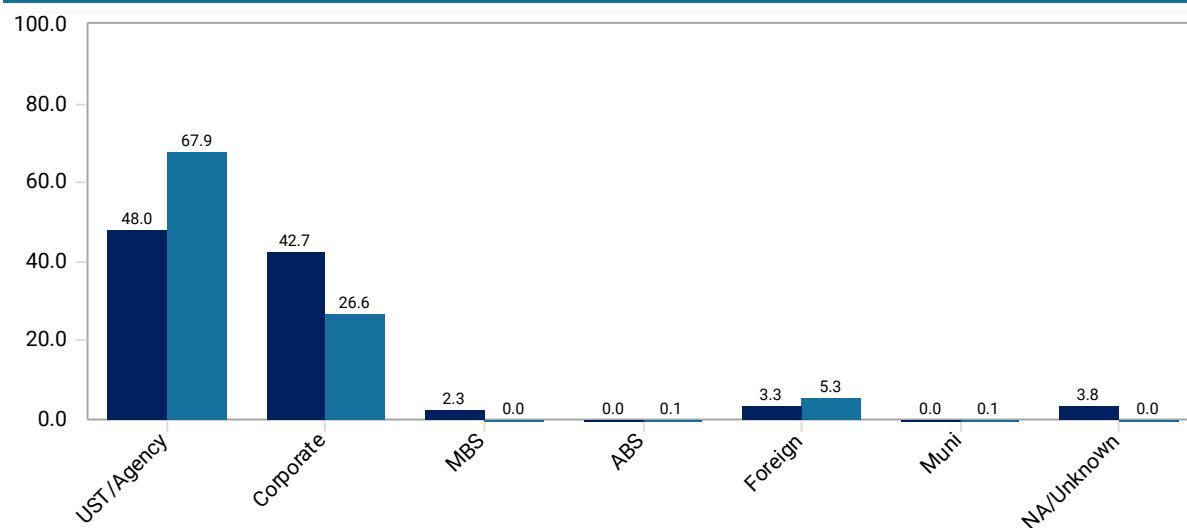
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**

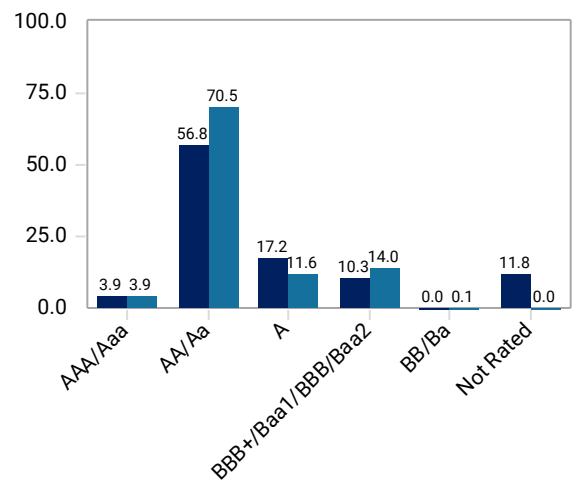


■ Lord Abbett Short Duration    ■ Blmbg. 1-5 Year Gov/Credit

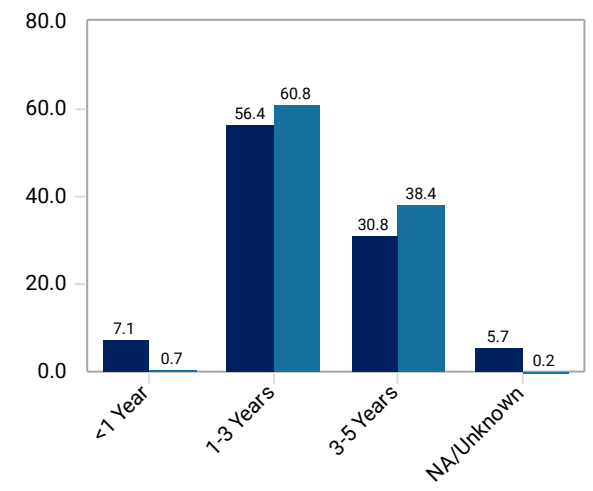
# LOOP CAPITAL ASSET MANAGEMENT

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	2.8	2.9
Avg. Quality	AA	AA
Effective Duration	2.4	2.7
Yield To Maturity (%)	5.0	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	3.9	3.9
AA/Aa	56.8	70.5
A	17.2	11.6
BBB+/Baa1/BBB/Baa2	10.3	14.0
BB/Ba		0.1
Not Rated	11.8	
<b>Duration Breakdown</b>		
<1 Year	7.1	0.7
1-3 Years	56.4	60.8
3-5 Years	30.8	38.4
NA/Unknown	5.7	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	30.2	67.9
Corporate	34.1	26.6
MBS	27.7	
ABS	1.2	0.1
Foreign	1.4	5.3
Muni		0.1
NA/Unknown	5.4	

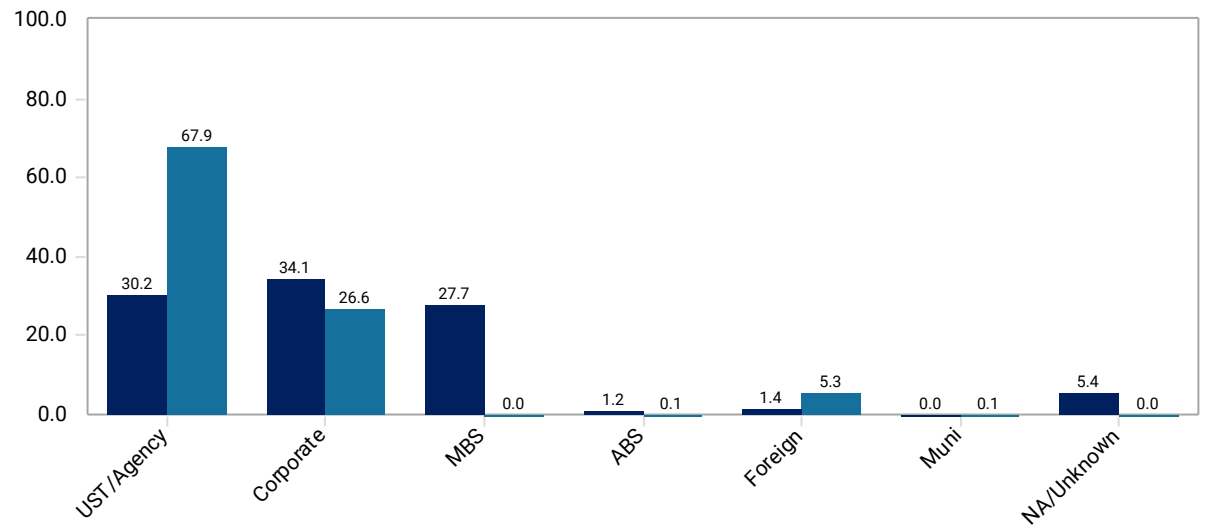
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**

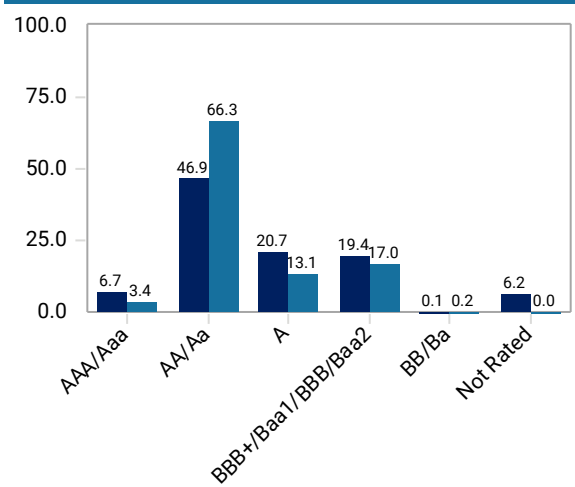


■ Loop Capital Asset Management   ■ Blmbg. 1-5 Year Gov/Credit

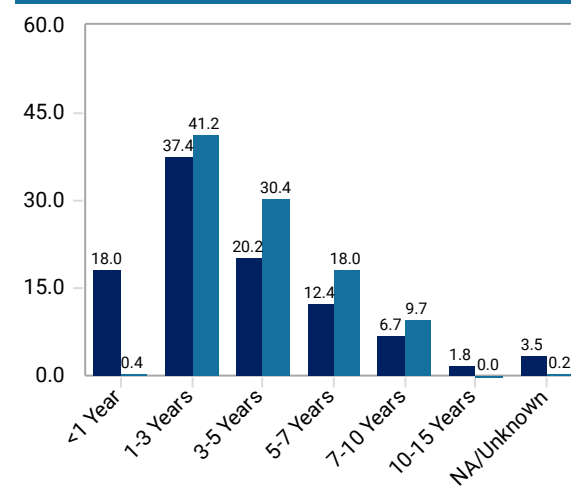
# INTERMEDIATE TERM COMPOSITE

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	3.8	4.3
Avg. Quality	A	AA
Effective Duration	3.2	3.8
Yield To Maturity (%)	5.3	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	6.7	3.4
AA/Aa	46.9	66.3
A	20.7	13.1
BBB+/Baa1/BBB/Baa2	19.4	17.0
BB/Ba	0.1	0.2
Not Rated	6.2	0.0
<b>Duration Breakdown</b>		
<1 Year	18.0	0.4
1-3 Years	37.4	41.2
3-5 Years	20.2	30.4
5-7 Years	12.4	18.0
7-10 Years	6.7	9.7
10-15 Years	1.8	0.0
NA/Unknown	3.5	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	32.6	63.7
Corporate	42.8	30.9
MBS	13.9	0.0
ABS	3.8	0.1
Foreign	1.8	5.1
Muni	2.8	0.2
NA/Unknown	2.2	0.0

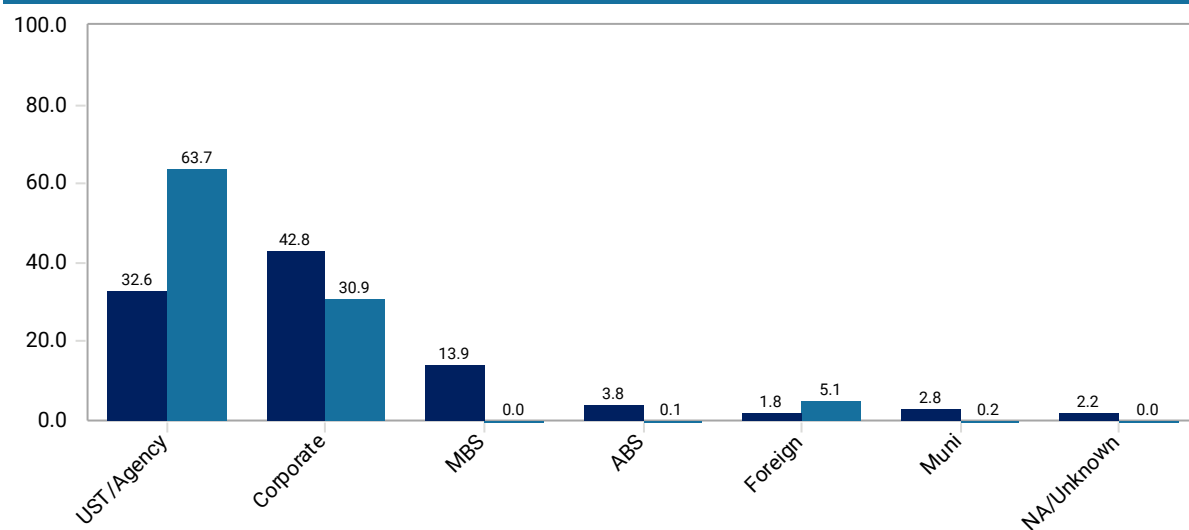
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



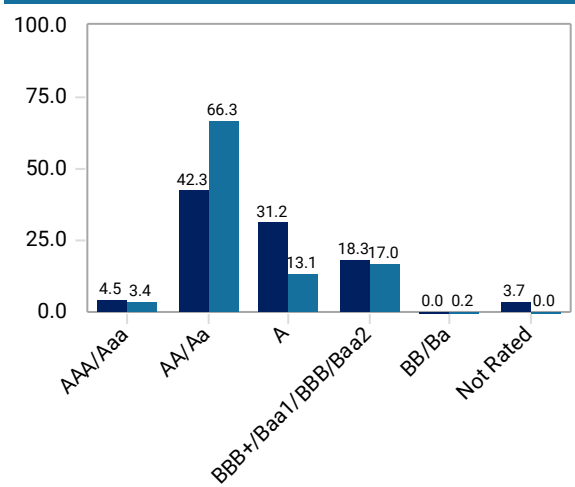
■ Intermediate Term Composite

■ Blmbg. Intermed. U.S. Government/Credit

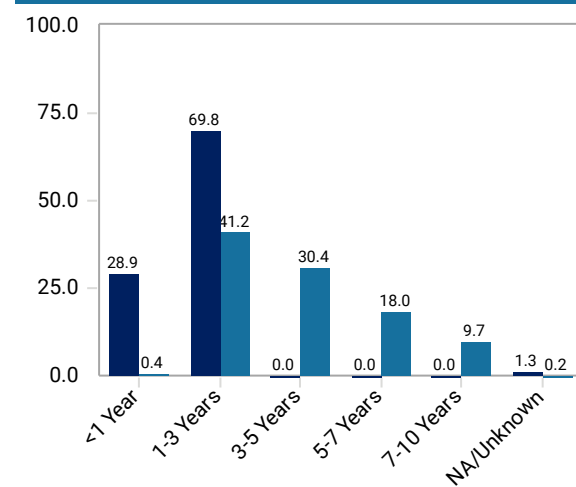
# GALLIARD INTERMEDIATE GOVERNMENT

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	1.7	4.3
Avg. Quality	A	AA
Effective Duration	1.5	3.8
Yield To Maturity (%)	5.1	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	4.5	3.4
AA/Aa	42.3	66.3
A	31.2	13.1
BBB+/Baa1/BBB/Baa2	18.3	17.0
BB/Ba		0.2
Not Rated	3.7	
<b>Duration Breakdown</b>		
<1 Year	28.9	0.4
1-3 Years	69.8	41.2
3-5 Years		30.4
5-7 Years		18.0
7-10 Years		9.7
NA/Unknown	1.3	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	26.6	63.7
Corporate	55.5	30.9
MBS	6.7	
ABS	3.9	0.1
Foreign	3.0	5.1
Muni	3.6	0.2
NA/Unknown	0.7	0.0

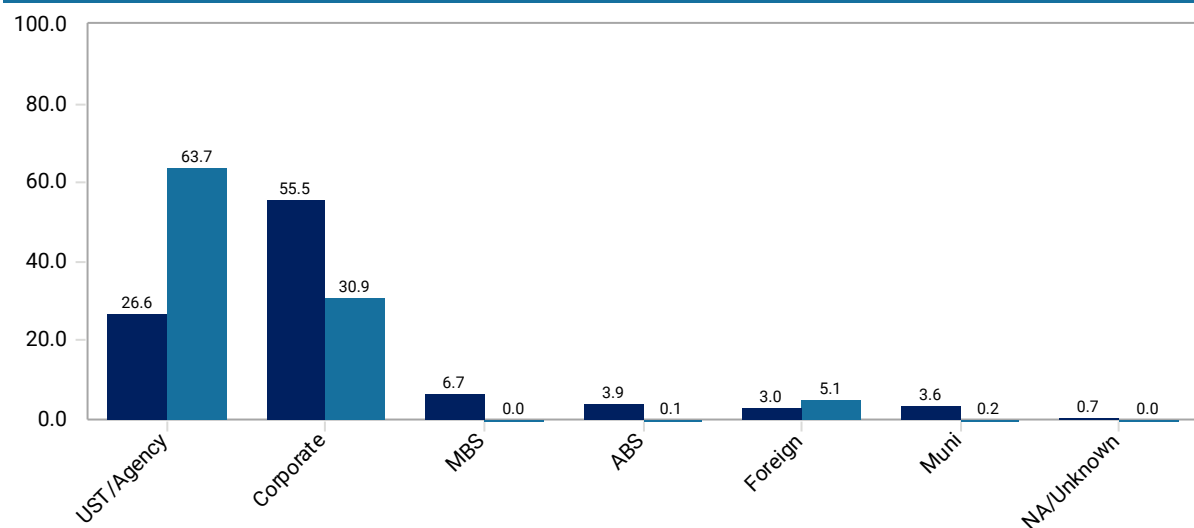
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



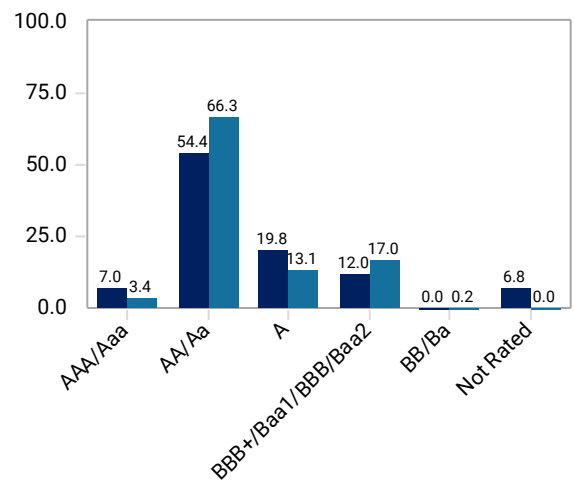
■ Galliard Intermediate Government

■ Blmbg. Intermed. U.S. Government/Credit

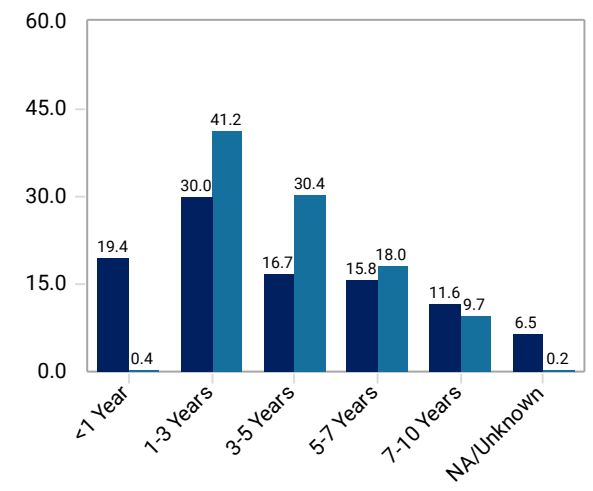
# MERGANSER INTERMEDIATE BOND

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	3.9	4.3
Avg. Quality	AA	AA
Effective Duration	3.4	3.8
Yield To Maturity (%)	4.9	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	7.0	3.4
AA/Aa	54.4	66.3
A	19.8	13.1
BBB+/Baa1/BBB/Baa2	12.0	17.0
BB/Ba		0.2
Not Rated	6.8	
<b>Duration Breakdown</b>		
<1 Year	19.4	0.4
1-3 Years	30.0	41.2
3-5 Years	16.7	30.4
5-7 Years	15.8	18.0
7-10 Years	11.6	9.7
NA/Unknown	6.5	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	31.2	63.7
Corporate	35.7	30.9
MBS	25.3	0.0
ABS	4.0	0.1
Foreign		5.1
Muni		0.2
NA/Unknown	3.8	0.0

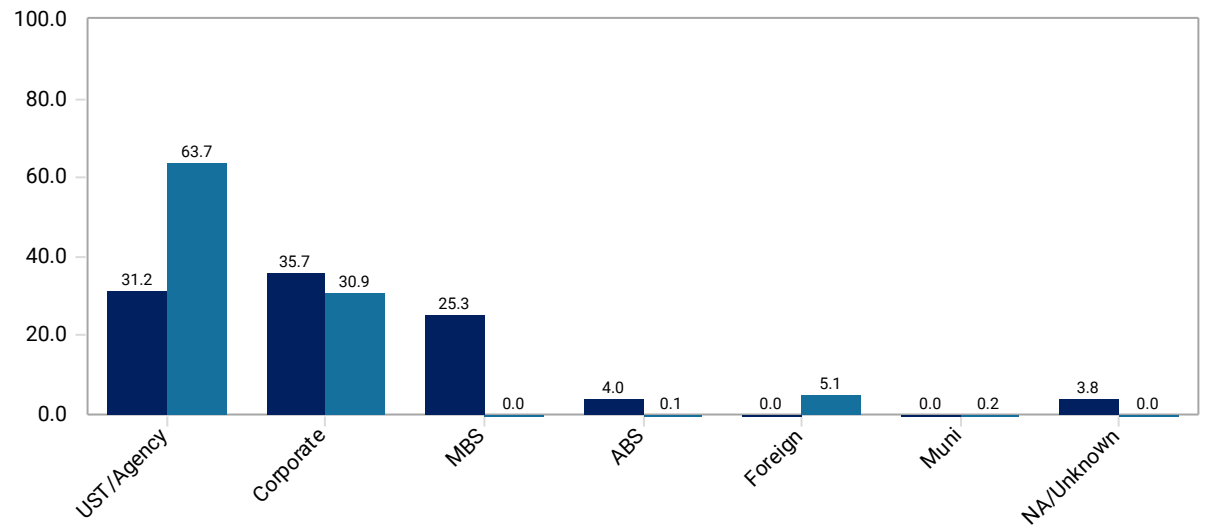
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**

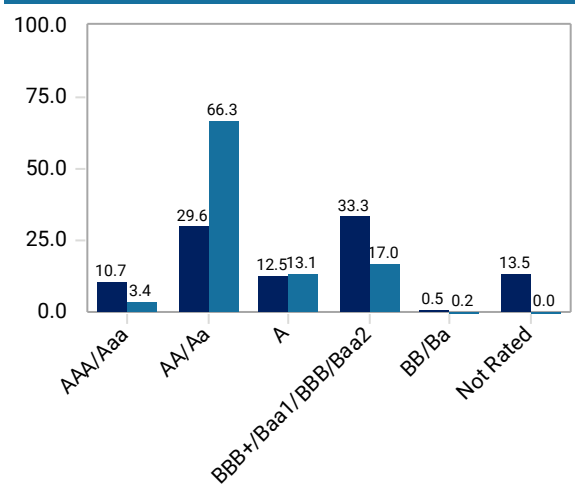


■ Merganser Intermediate Bond      ■ Blmbg. Intermed. U.S. Government/Credit

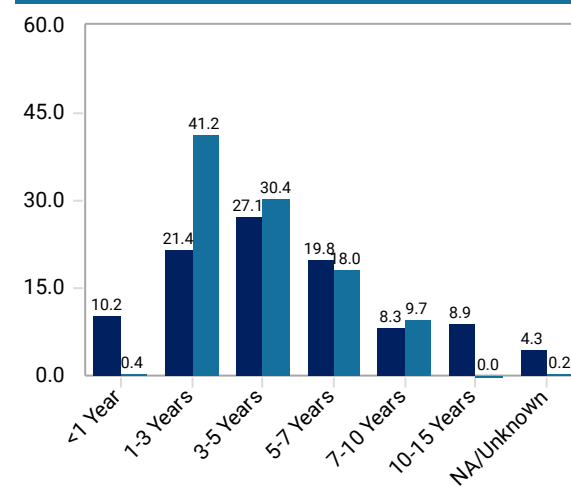
# FORT WASHINGTON INTERMEDIATE BOND

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	5.8	4.3
Avg. Quality	A	AA
Effective Duration	4.6	3.8
Yield To Maturity (%)	6.7	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	10.7	3.4
AA/Aa	29.6	66.3
A	12.5	13.1
BBB+/Baa1/BBB/Baa2	33.3	17.0
BB/Ba	0.5	0.2
Not Rated	13.5	0.0
<b>Duration Breakdown</b>		
<1 Year	10.2	0.4
1-3 Years	21.4	41.2
3-5 Years	27.1	30.4
5-7 Years	19.8	18.0
7-10 Years	8.3	9.7
10-15 Years	8.9	0.0
NA/Unknown	4.3	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	15.6	63.7
Corporate	43.7	30.9
MBS	24.4	0.0
ABS	4.0	0.1
Foreign	0.4	5.1
Muni	9.3	0.2
NA/Unknown	2.6	0.0

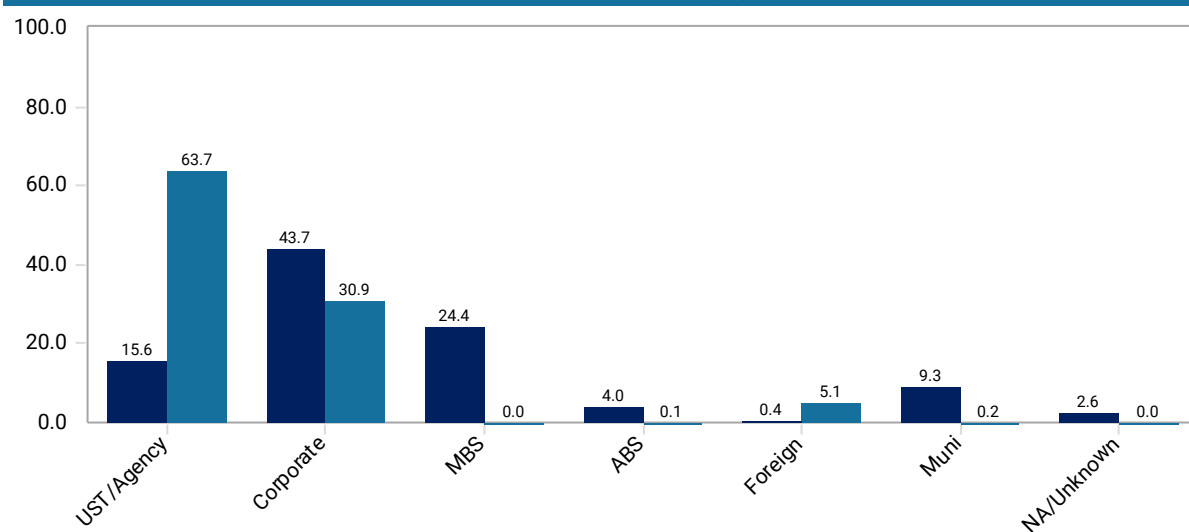
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**

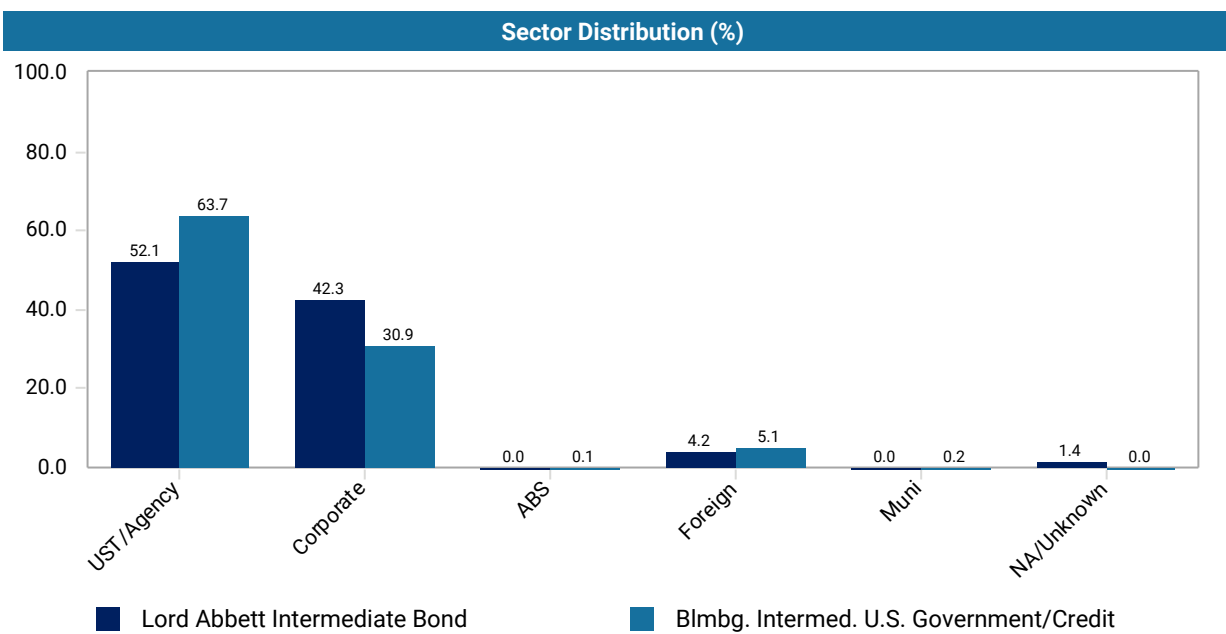
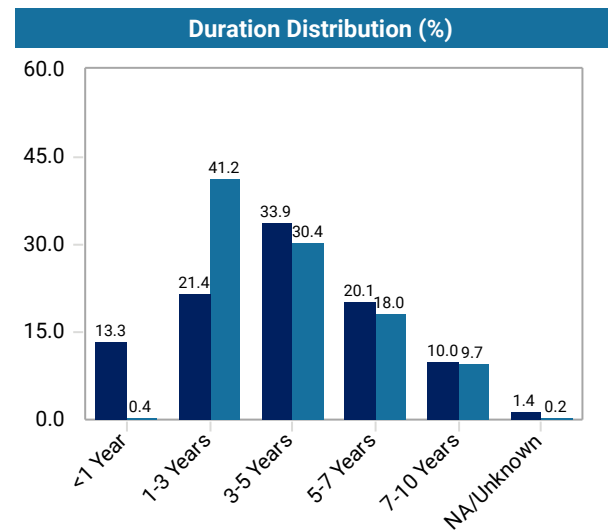
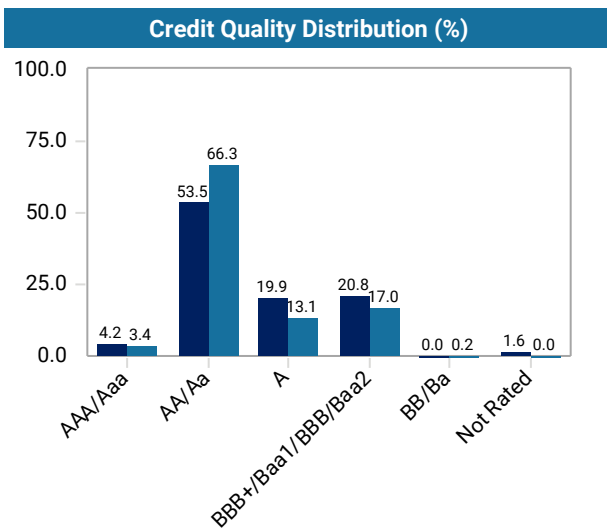


■ Fort Washington Intermediate Bond

■ Blmbg. Intermed. U.S. Government/Credit

# LORD ABBETT INTERMEDIATE BOND

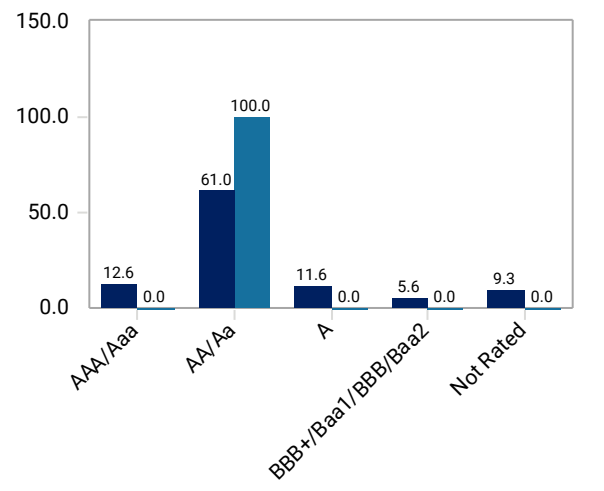
	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	4.3	4.3
Avg. Quality	A	AA
Effective Duration	3.7	3.8
Yield To Maturity (%)	4.7	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	4.2	3.4
AA/Aa	53.5	66.3
A	19.9	13.1
BBB+/Baa1/BBB/Baa2	20.8	17.0
BB/Ba		0.2
Not Rated	1.6	
<b>Duration Breakdown</b>		
<1 Year	13.3	0.4
1-3 Years	21.4	41.2
3-5 Years	33.9	30.4
5-7 Years	20.1	18.0
7-10 Years	10.0	9.7
NA/Unknown	1.4	0.2
<b>Sectors Allocation Breakdown</b>		
UST/Agency	52.1	63.7
Corporate	42.3	30.9
ABS		0.1
Foreign	4.2	5.1
Muni		0.2
NA/Unknown	1.4	0.0



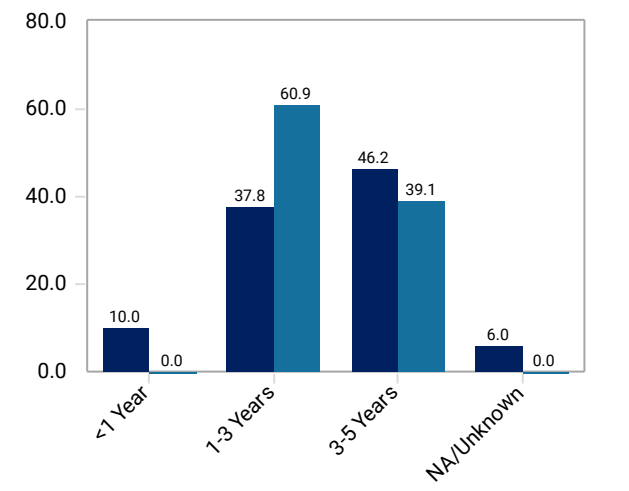
# PFM - SELF INSURANCE FUND

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	3.4	2.9
Avg. Quality	AA	AA
Effective Duration	3.1	2.7
Yield To Maturity (%)	4.7	4.5
<b>Quality Breakdown</b>		
AAA/Aaa	12.6	
AA/Aa	61.0	100.0
A	11.6	
BBB+/Baa1/BBB/Baa2	5.6	
Not Rated	9.3	
<b>Duration Breakdown</b>		
<1 Year	10.0	
1-3 Years	37.8	60.9
3-5 Years	46.2	39.1
NA/Unknown	6.0	
<b>Sectors Allocation Breakdown</b>		
UST/Agency	34.2	100.0
Corporate	21.7	
MBS	21.9	
ABS	17.3	
Muni	0.3	
NA/Unknown	4.5	

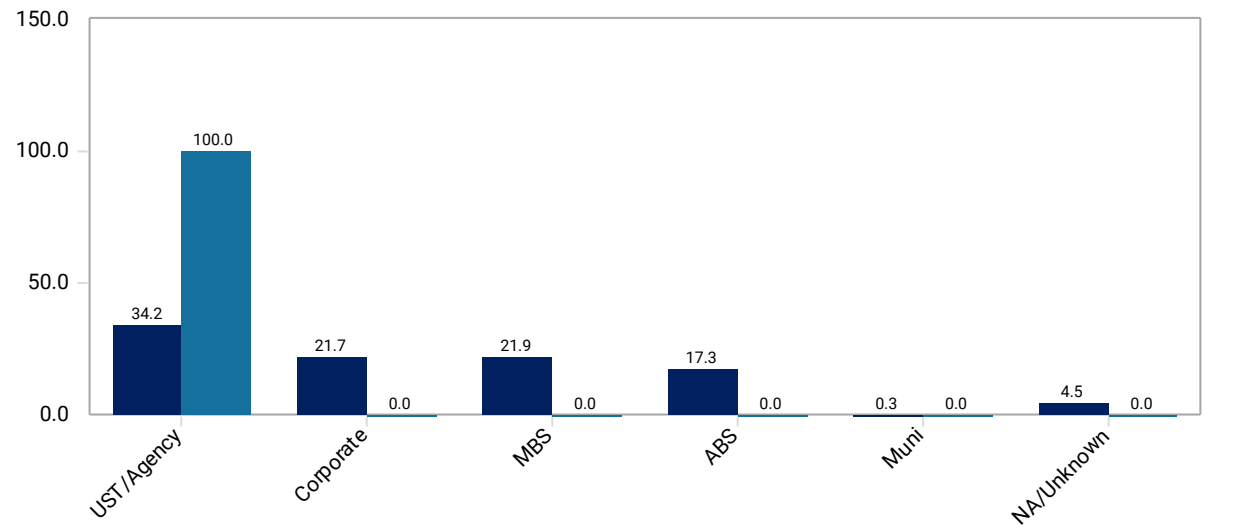
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



■ PFM - Self Insurance Fund      ■ Blmbg. U.S. Treasury: 1-5 Year

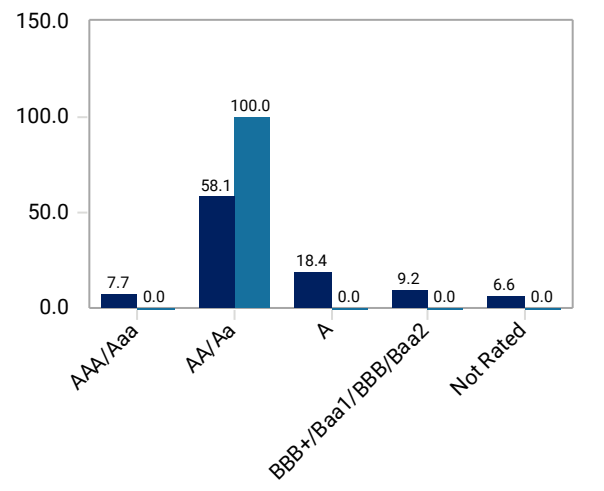




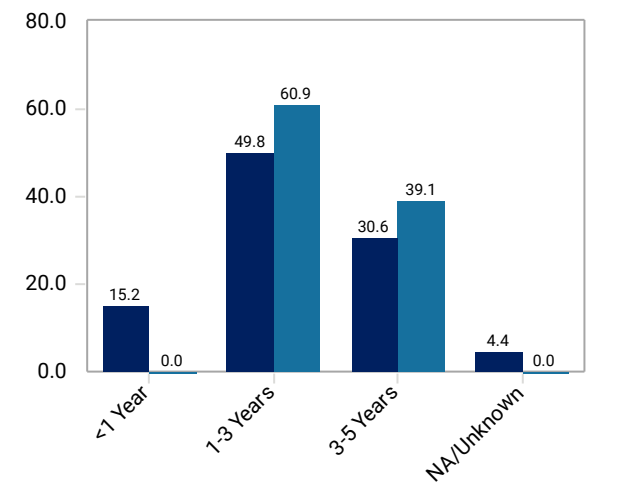
# PFM - DISABILITY FUND

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	2.8	2.9
Avg. Quality	AA	AA
Effective Duration	2.5	2.7
Yield To Maturity (%)	4.8	4.5
<b>Quality Breakdown</b>		
AAA/Aaa	7.7	
AA/Aa	58.1	100.0
A	18.4	
BBB+/Baa1/BBB/Baa2	9.2	
Not Rated	6.6	
<b>Duration Breakdown</b>		
<1 Year	15.2	
1-3 Years	49.8	60.9
3-5 Years	30.6	39.1
NA/Unknown	4.4	
<b>Sectors Allocation Breakdown</b>		
UST/Agency	36.7	100.0
Corporate	33.2	
MBS	14.8	
ABS	10.8	
Muni	1.2	
NA/Unknown	3.2	

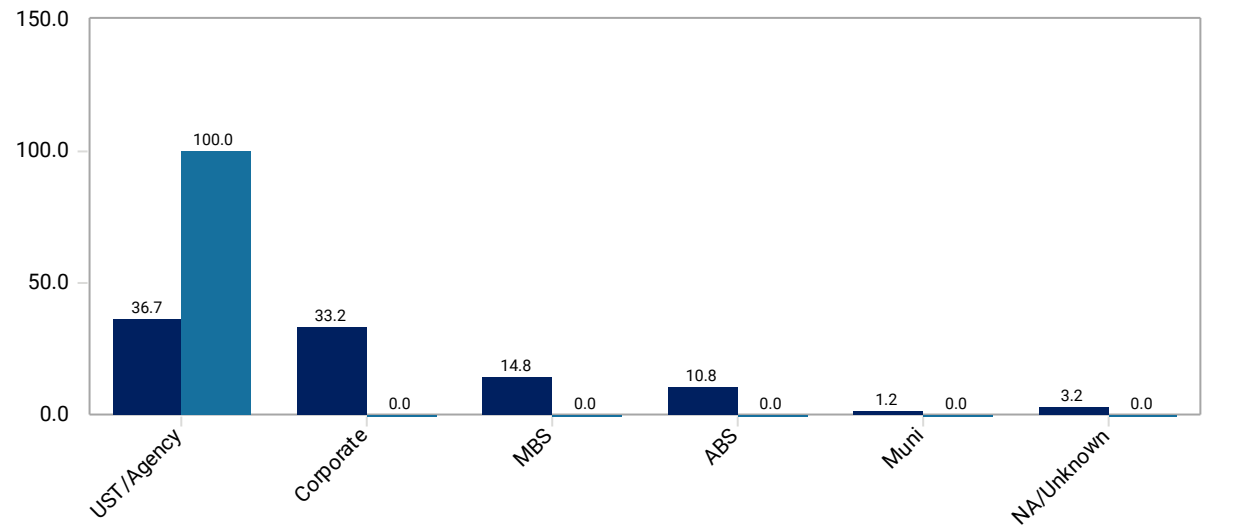
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



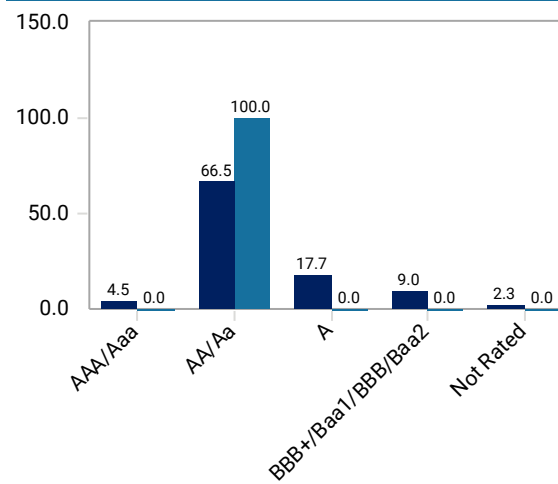
■ PFM - Disability Fund      ■ Blmbg. U.S. Treasury: 1-5 Year



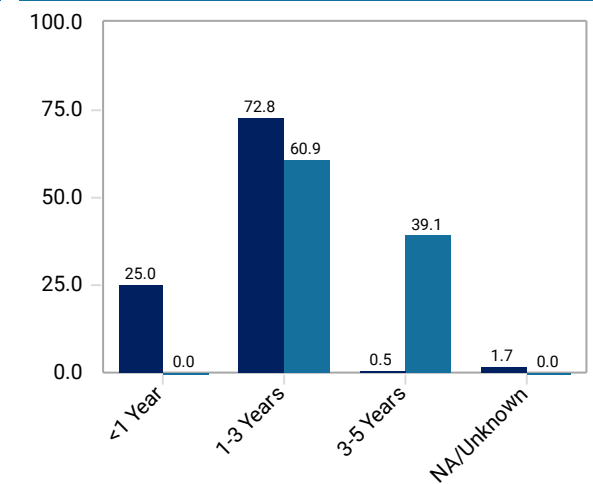
# PFM - WORKMEN'S COMPENSATION FUND

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	1.7	2.9
Avg. Quality	AA	AA
Effective Duration	1.5	2.7
Yield To Maturity (%)	4.9	4.5
<b>Quality Breakdown</b>		
AAA/Aaa	4.5	
AA/Aa	66.5	100.0
A	17.7	
BBB+/Baa1/BBB/Baa2	9.0	
Not Rated	2.3	
<b>Duration Breakdown</b>		
<1 Year	25.0	
1-3 Years	72.8	60.9
3-5 Years	0.5	39.1
NA/Unknown	1.7	
<b>Sectors Allocation Breakdown</b>		
UST/Agency	61.4	100.0
Corporate	32.3	
MBS	1.2	
ABS	2.7	
Foreign	1.0	
NA/Unknown	1.5	

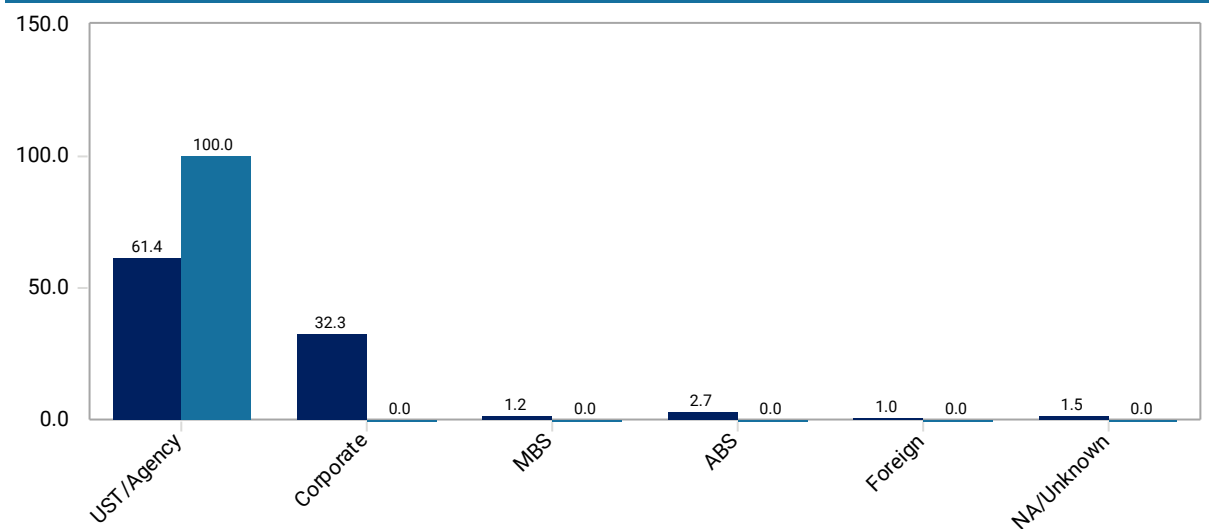
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**

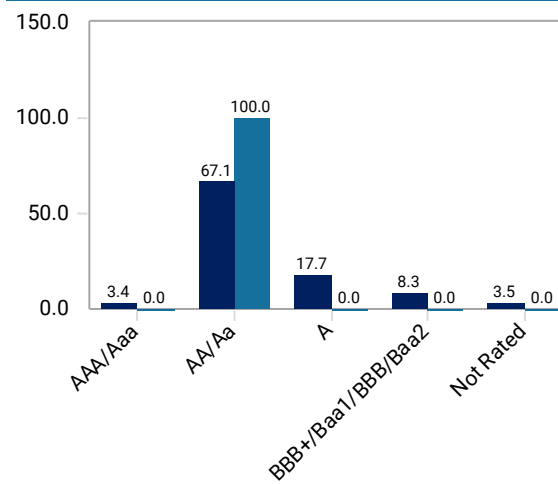


■ PFM - Workmen's Compensation Fund    ■ Blmbg. U.S. Treasury: 1-5 Year

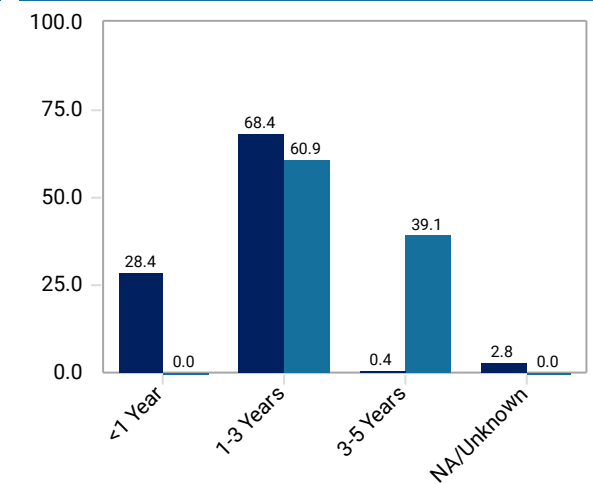
# PFM - HEALTH & DENTAL FUND

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	1.7	2.9
Avg. Quality	AA	AA
Effective Duration	1.5	2.7
Yield To Maturity (%)	4.9	4.5
<b>Quality Breakdown</b>		
AAA/Aaa	3.4	
AA/Aa	67.1	100.0
A	17.7	
BBB+/Baa1/BBB/Baa2	8.3	
Not Rated	3.5	
<b>Duration Breakdown</b>		
<1 Year	28.4	
1-3 Years	68.4	60.9
3-5 Years	0.4	39.1
NA/Unknown	2.8	
<b>Sectors Allocation Breakdown</b>		
UST/Agency	62.7	100.0
Corporate	31.0	
MBS	1.0	
ABS	2.8	
Foreign	0.9	
NA/Unknown	1.6	

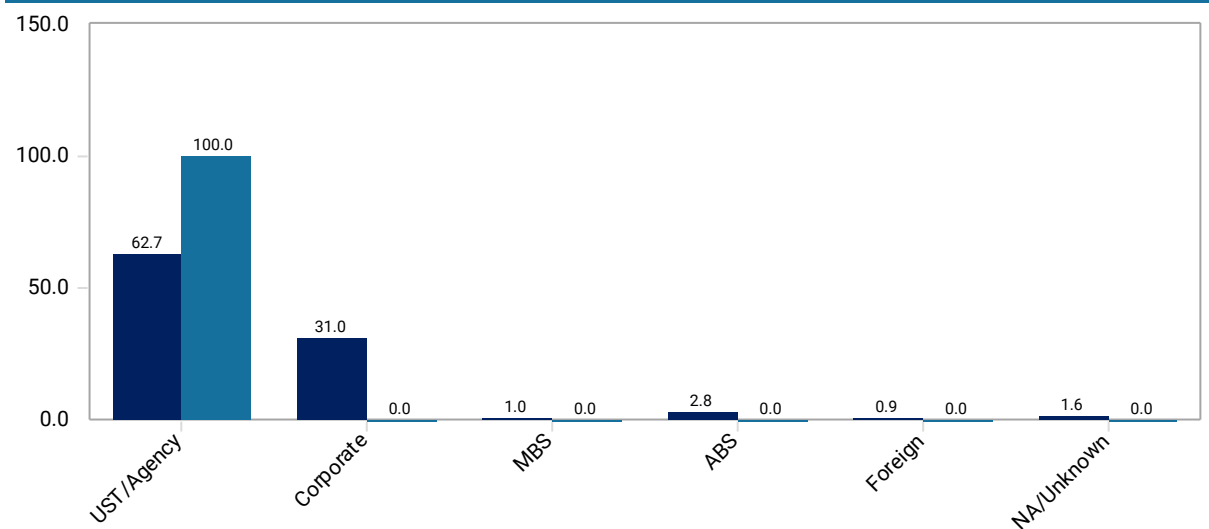
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



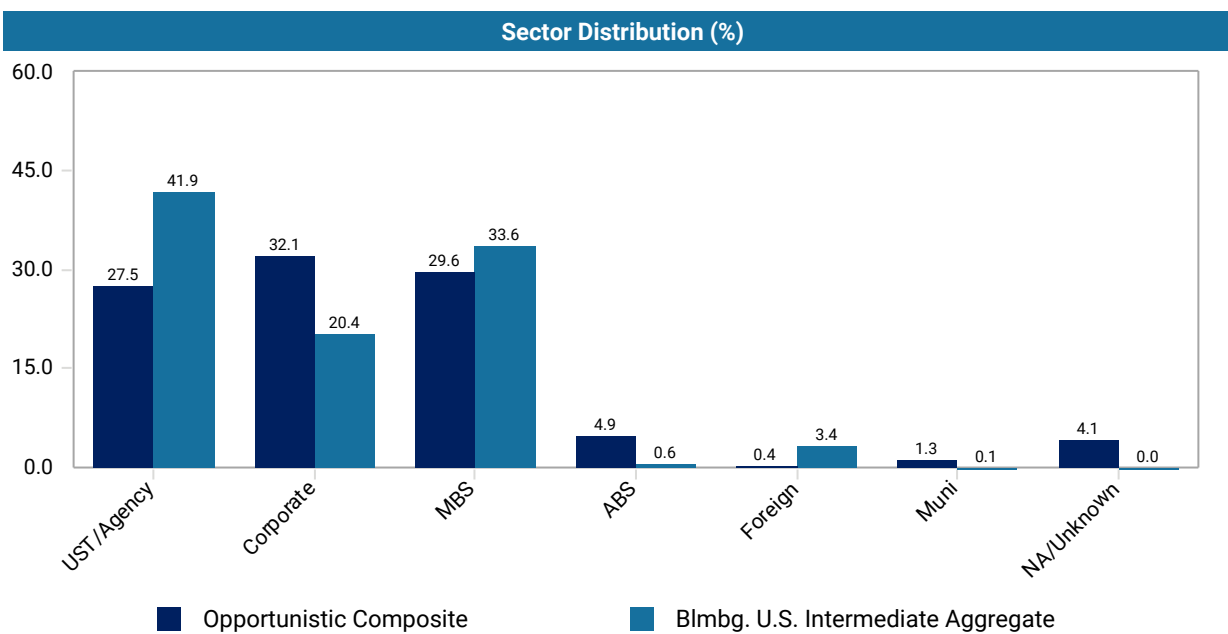
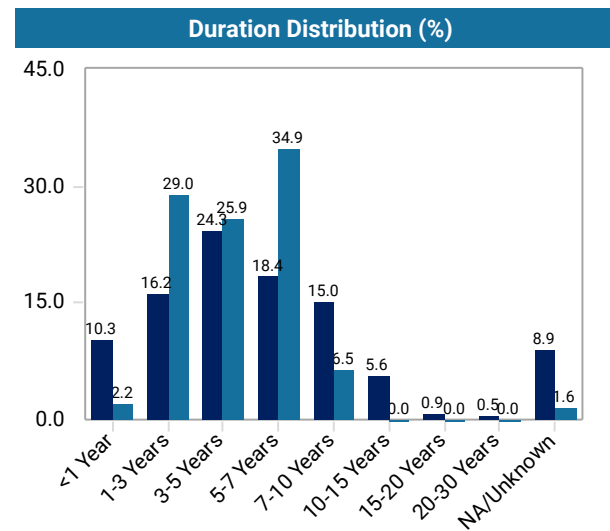
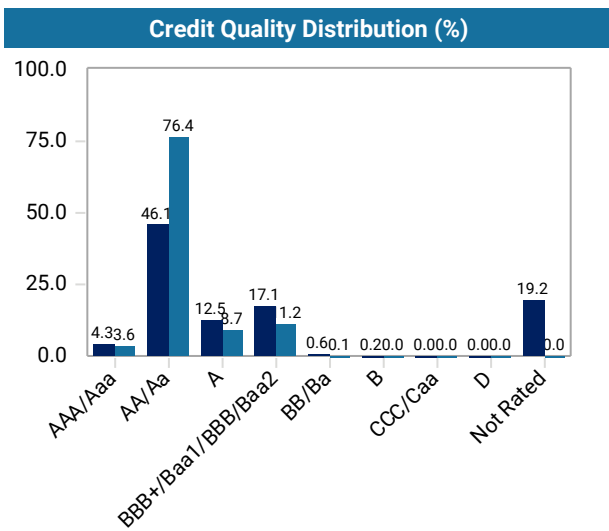
**Sector Distribution (%)**



■ PFM - Health & Dental Fund      ■ Blmbg. U.S. Treasury: 1-5 Year

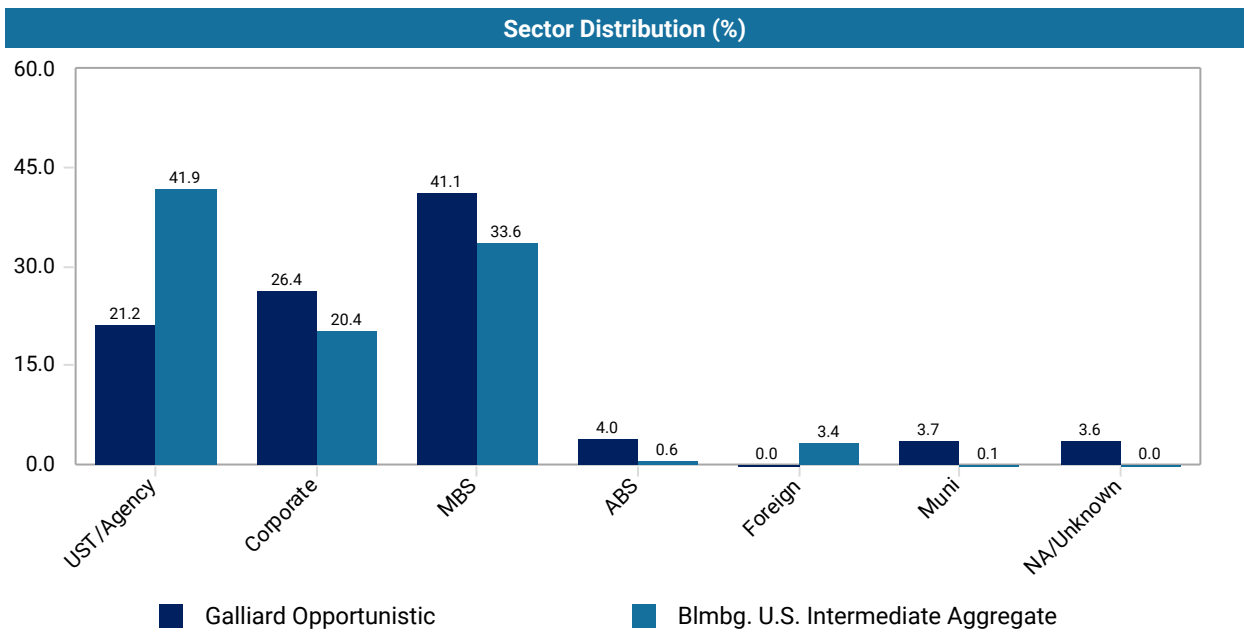
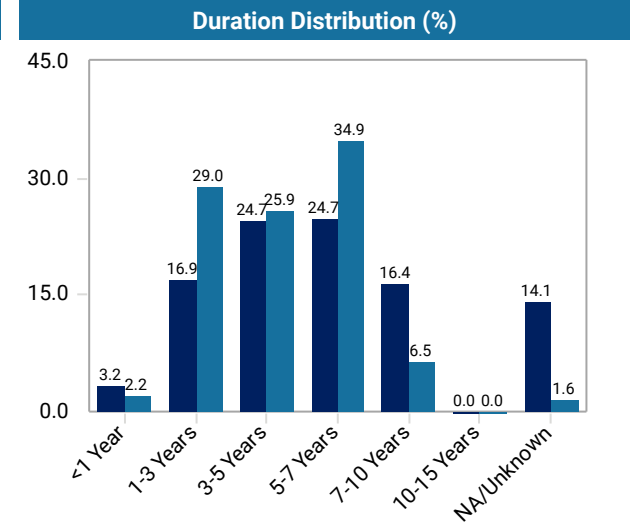
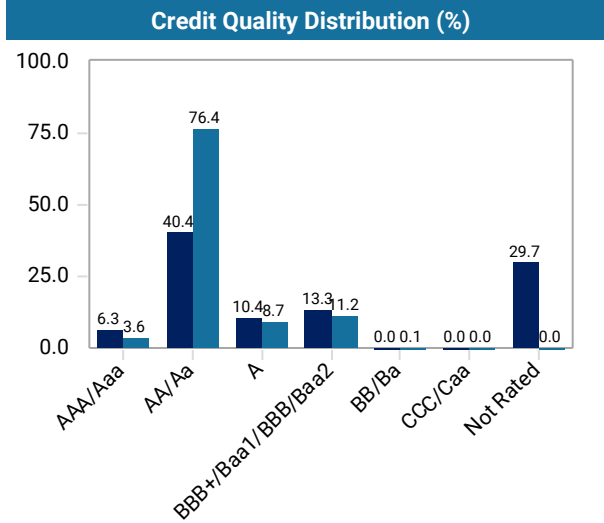
# OPPORTUNISTIC COMPOSITE

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	6.8	5.3
Avg. Quality	AA	AA
Effective Duration	5.1	4.3
Yield To Maturity (%)	5.2	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	4.3	3.6
AA/Aa	46.1	76.4
A	12.5	8.7
BBB+/Baa1/BBB/Baa2	17.1	11.2
BB/Ba	0.6	0.1
B	0.2	
CCC/Caa	0.0	
D	0.0	
Not Rated	19.2	
<b>Duration Breakdown</b>		
<1 Year	10.3	2.2
1-3 Years	16.2	29.0
3-5 Years	24.3	25.9
5-7 Years	18.4	34.9
7-10 Years	15.0	6.5
10-15 Years	5.6	0.0
15-20 Years	0.9	
20-30 Years	0.5	
NA/Unknown	8.9	1.6
<b>Sectors Allocation Breakdown</b>		
UST/Agency	27.5	41.9
Corporate	32.1	20.4
MBS	29.6	33.6
ABS	4.9	0.6
Foreign	0.4	3.4
Muni	1.3	0.1
NA/Unknown	4.1	0.0



# GALLIARD OPPORTUNISTIC

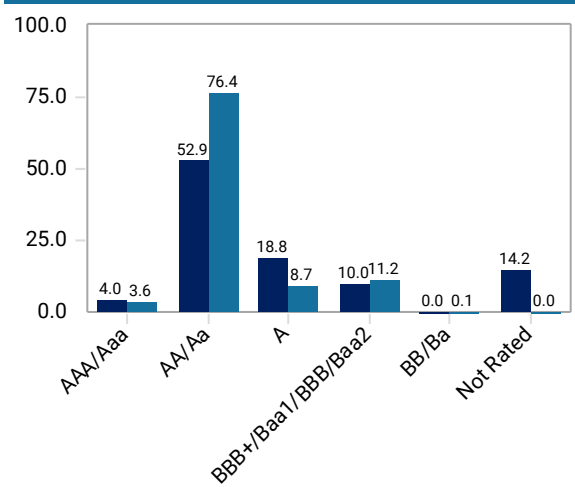
	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	6.0	5.3
Avg. Quality	AA	AA
Effective Duration	4.8	4.3
Yield To Maturity (%)	5.0	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	6.3	3.6
AA/Aa	40.4	76.4
A	10.4	8.7
BBB+/Baa1/BBB/Baa2	13.3	11.2
BB/Ba		0.1
CCC/Caa	0.0	0.0
Not Rated	29.7	0.0
<b>Duration Breakdown</b>		
<1 Year	3.2	2.2
1-3 Years	16.9	29.0
3-5 Years	24.7	25.9
5-7 Years	24.7	34.9
7-10 Years	16.4	6.5
10-15 Years		0.0
NA/Unknown	14.1	1.6
<b>Sectors Allocation Breakdown</b>		
UST/Agency	21.2	41.9
Corporate	26.4	20.4
MBS	41.1	33.6
ABS	4.0	0.6
Foreign		3.4
Muni	3.7	0.1
NA/Unknown	3.6	0.0



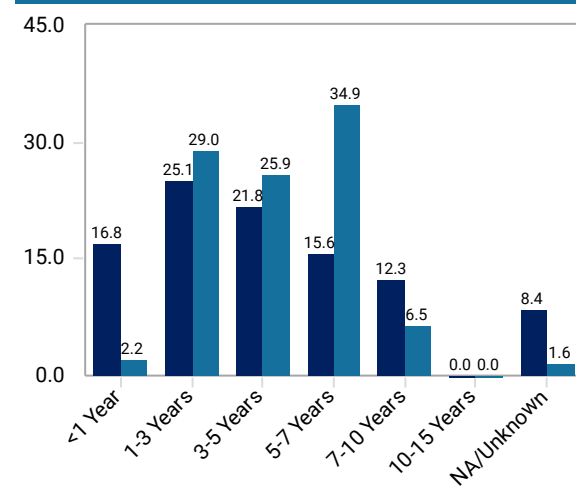
# MERGANSER OPPORTUNISTIC

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	4.4	5.3
Avg. Quality	AA	AA
Effective Duration	3.8	4.3
Yield To Maturity (%)	4.8	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	4.0	3.6
AA/Aa	52.9	76.4
A	18.8	8.7
BBB+/Baa1/BBB/Baa2	10.0	11.2
BB/Ba		0.1
Not Rated	14.2	
<b>Duration Breakdown</b>		
<1 Year	16.8	2.2
1-3 Years	25.1	29.0
3-5 Years	21.8	25.9
5-7 Years	15.6	34.9
7-10 Years	12.3	6.5
10-15 Years		0.0
NA/Unknown	8.4	1.6
<b>Sectors Allocation Breakdown</b>		
UST/Agency	29.3	41.9
Corporate	31.9	20.4
MBS	26.4	33.6
ABS	5.0	0.6
Foreign		3.4
Muni		0.1
NA/Unknown	7.4	0.0

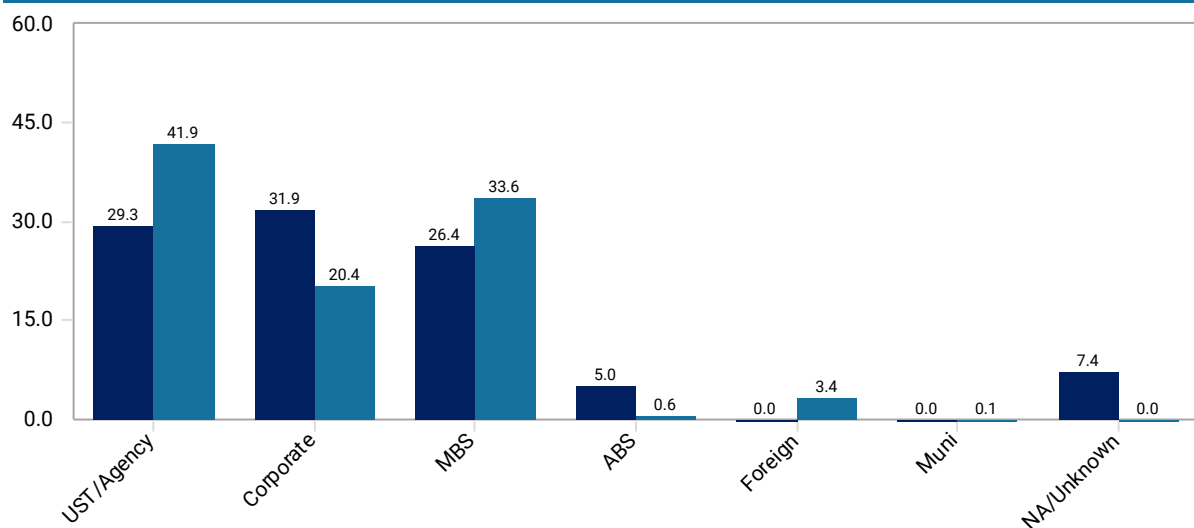
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



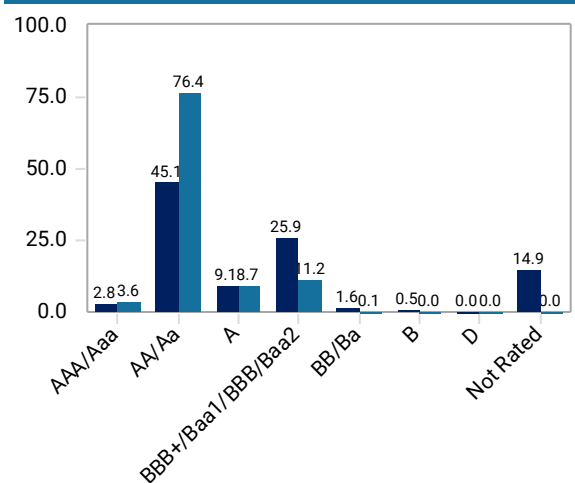
■ Merganser Opportunistic

■ Blmbg. U.S. Intermediate Aggregate

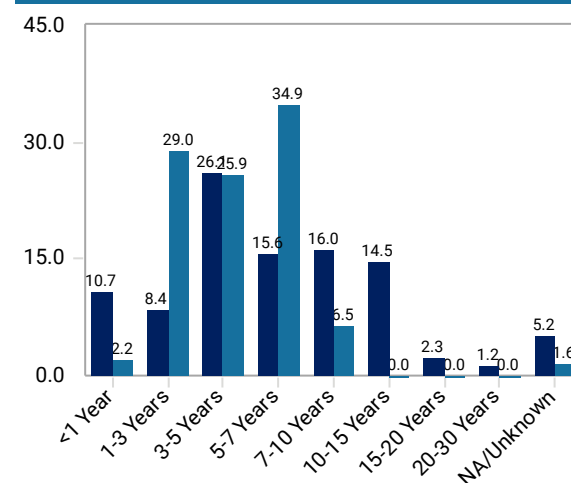
# FORT WASHINGTON ACTIVE FIXED INCOME

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	9.4	5.3
Avg. Quality	A	AA
Effective Duration	6.4	4.3
Yield To Maturity (%)	5.7	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	2.8	3.6
AA/Aa	45.1	76.4
A	9.1	8.7
BBB+/Baa1/BBB/Baa2	25.9	11.2
BB/Ba	1.6	0.1
B	0.5	
D	0.0	
Not Rated	14.9	
<b>Duration Breakdown</b>		
<1 Year	10.7	2.2
1-3 Years	8.4	29.0
3-5 Years	26.1	25.9
5-7 Years	15.6	34.9
7-10 Years	16.0	6.5
10-15 Years	14.5	0.0
15-20 Years	2.3	
20-30 Years	1.2	
NA/Unknown	5.2	1.6
<b>Sectors Allocation Breakdown</b>		
UST/Agency	31.3	41.9
Corporate	36.9	20.4
MBS	23.0	33.6
ABS	5.4	0.6
Foreign	1.2	3.4
Muni	0.4	0.1
NA/Unknown	1.9	0.0

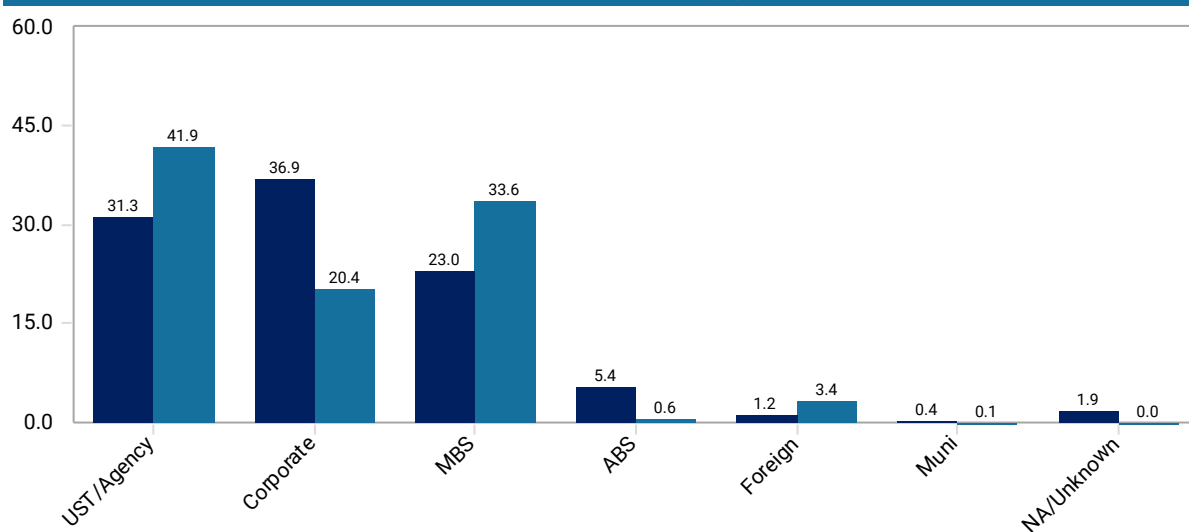
**Credit Quality Distribution (%)**



**Duration Distribution (%)**



**Sector Distribution (%)**



■ Fort Washington Active Fixed Income    ■ Blmbg. U.S. Intermediate Aggregate

# COMPOSITE PERFORMANCE DETAIL

	Allocation		Performance (%)										
	Market Value (\$)	% of Portfolio	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Total Fund Composite</b>	<b>2,601,070,836</b>	<b>100.0</b>	<b>6.0</b>	<b>6.7</b>	<b>-5.9</b>	<b>1.1</b>	<b>3.9</b>	<b>5.3</b>	<b>1.2</b>	<b>1.3</b>	<b>1.1</b>	<b>1.1</b>	<b>1.7</b>
<i>Policy Index</i>			4.7	5.7	-7.1	1.0	3.9	5.7	1.2	0.8	0.9	0.8	1.3
InvMetrics Healthcare Operating Funds Net Rank			72	76	24	80	87	85	13	91	96	5	85
<b>Short Term Composite</b>	<b>247,178,161</b>	<b>9.5</b>	<b>3.4</b>	<b>5.1</b>	<b>-5.2</b>	<b>-1.0</b>	<b>3.2</b>	<b>3.5</b>	<b>1.6</b>	<b>0.7</b>	<b>0.8</b>	<b>0.6</b>	<b>0.6</b>
<i>Blmbg. 1-5 Year Gov/Credit</i>			3.2	4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0	1.4
eV US Short Duration Fixed Inc Rank			80	52	81	86	78	89	15	86	92	65	84
<b>Intermediate Term Composite</b>	<b>953,803,560</b>	<b>36.7</b>	<b>3.3</b>	<b>5.5</b>	<b>-7.5</b>	<b>-1.0</b>	<b>4.8</b>	<b>4.6</b>	<b>1.5</b>	<b>1.3</b>	<b>1.2</b>	<b>1.2</b>	<b>1.9</b>
<i>Blmbg. Intermed. U.S. Government/Credit</i>			2.7	5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1	3.1
eV US Interm Duration Fixed Inc Rank			42	49	12	31	97	98	3	94	92	31	97
<b>Opportunistic Composite</b>	<b>477,694,661</b>	<b>18.4</b>	<b>3.1</b>	<b>5.7</b>	<b>-8.5</b>	<b>-1.4</b>	<b>6.3</b>	<b>5.9</b>	<b>1.3</b>	<b>2.0</b>	<b>1.6</b>	<b>1.5</b>	<b>3.2</b>
<i>Blmbg. U.S. Intermediate Aggregate</i>			2.3	5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2	4.1
eV US Interm Duration Fixed Inc Rank			50	41	52	59	65	87	6	81	82	13	65
<b>Global Equity Composite</b>	<b>557,843,482</b>	<b>21.4</b>	<b>15.3</b>	<b>11.2</b>	<b>-6.0</b>	<b>12.7</b>	<b>1.4</b>	<b>17.0</b>					
<i>MSCI AC World Minimum Volatility Index (Net)</i>			11.1	7.7	-10.3	13.9	2.7	21.1					
eV Global All Cap Equity Rank			71	85	7	75	89	91					



# PERFORMANCE DETAIL

	Allocation		Performance (%)										
	Market Value (\$)	% of Portfolio	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Total Fund Composite</b>	<b>2,601,070,836</b>	<b>100.0</b>	<b>6.0</b>	<b>6.7</b>	<b>-5.9</b>	<b>1.1</b>	<b>3.9</b>	<b>5.3</b>	<b>1.2</b>	<b>1.3</b>	<b>1.1</b>	<b>1.1</b>	<b>1.7</b>
<i>Policy Index</i>			4.7	5.7	-7.1	1.0	3.9	5.7	1.2	0.8	0.9	0.8	1.3
InvMetrics Healthcare Operating Funds Net Rank			72	76	24	80	87	85	13	91	96	5	85
<b>Fixed Income Composite</b>	<b>1,678,676,382</b>	<b>64.5</b>	<b>3.3</b>	<b>5.5</b>	<b>-7.5</b>	<b>-1.1</b>	<b>5.0</b>	<b>4.8</b>	<b>1.5</b>	<b>1.3</b>	<b>1.3</b>	<b>1.1</b>	<b>2.0</b>
<b>Short Term Composite</b>	<b>247,178,161</b>	<b>9.5</b>	<b>3.4</b>	<b>5.1</b>	<b>-5.2</b>	<b>-1.0</b>	<b>3.2</b>	<b>3.5</b>	<b>1.6</b>	<b>0.7</b>	<b>0.8</b>	<b>0.6</b>	<b>0.6</b>
<i>Blmbg. 1-5 Year Gov/Credit</i>			3.2	4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0	1.4
eV US Short Duration Fixed Inc Rank			80	52	81	86	78	89	15	86	92	65	84
Lord Abbett Short Duration	124,422,127	4.8	3.5	5.1	-4.9								
<i>Blmbg. 1-5 Year Gov/Credit</i>			3.2	4.9	-5.5								
Loop Capital Asset Management	122,756,035	4.7	3.2	5.1	-5.6	-0.9	3.2	3.5	1.6	0.7	1.0	0.4	0.5
<i>Blmbg. 1-5 Year Gov/Credit</i>			3.2	4.9	-5.5	-1.0	4.7	5.0	1.4	1.3	1.6	1.0	1.4
<b>Intermediate Term Composite</b>	<b>953,803,560</b>	<b>36.7</b>	<b>3.3</b>	<b>5.5</b>	<b>-7.5</b>	<b>-1.0</b>	<b>4.8</b>	<b>4.6</b>	<b>1.5</b>	<b>1.3</b>	<b>1.2</b>	<b>1.2</b>	<b>1.9</b>
<i>Blmbg. Intermed. U.S. Government/Credit</i>			2.7	5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1	3.1
eV US Interm Duration Fixed Inc Rank			42	49	12	31	97	98	3	94	92	31	97
Galliard Intermediate Government	231,248,860	8.9	3.7	5.8	-8.1	-0.6	5.1	4.6	1.5	1.4	1.3	1.1	2.0
<i>Blmbg. Intermed. U.S. Government/Credit</i>			2.7	5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1	3.1
Merganser Intermediate Bond	224,650,371	8.6	3.3	5.5	-7.6	-1.0	4.6	4.6	1.5	1.3	1.2	1.0	1.8
<i>Blmbg. Intermed. U.S. Government/Credit</i>			2.7	5.2	-8.2	-1.4	6.4	6.8	0.9	2.1	2.1	1.1	3.1
Fort Washington Intermediate Bond	192,719,656	7.4	3.2	5.6	-7.9								
<i>Blmbg. Intermed. U.S. Government/Credit</i>			2.7	5.2	-8.2								
Lord Abbett Intermediate Bond	221,694,178	8.5	2.9	5.5	-7.7								
<i>Blmbg. Intermed. U.S. Government/Credit</i>			2.7	5.2	-8.2								
PFM - Self Insurance Fund	46,271,878	1.8	3.4	5.0	-5.0	-0.9	4.6	4.6	1.4	1.1	1.3	1.0	1.3
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>			2.5	4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0	1.2
PFM - Disability Fund	20,484,758	0.8	3.4	5.0	-5.1	-0.9	4.6	4.6	1.3	1.1	1.3	1.0	1.3
<i>ICE BofA 1-5 Yr Treasury &amp; Agency</i>			2.5	4.3	-5.2	-1.1	4.2	4.2	1.5	0.7	1.1	1.0	1.2
PFM - Workmen's Compensation Fund	11,224,342	0.4	3.9	5.1	-3.0	-0.5	2.8	3.5	1.6	0.7	1.0	0.7	0.6
<i>ICE BofA U.S. Agencies, 1-3yr</i>			3.5	4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7	0.7
PFM - Health & Dental Fund	5,509,516	0.2	3.9	5.0	-3.1	-0.5	2.8	3.5	1.7	0.7	1.0	0.7	0.6
<i>ICE BofA U.S. Agencies, 1-3yr</i>			3.5	4.7	-3.7	-0.4	2.7	3.5	1.8	0.7	1.0	0.7	0.7

# PERFORMANCE DETAIL

	Allocation		Performance (%)										
	Market Value (\$)	% of Portfolio	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Opportunistic Composite</b>	<b>477,694,661</b>	<b>18.4</b>	<b>3.1</b>	<b>5.7</b>	<b>-8.5</b>	<b>-1.4</b>	<b>6.3</b>	<b>5.9</b>	<b>1.3</b>	<b>2.0</b>	<b>1.6</b>	<b>1.5</b>	<b>3.2</b>
Blmbg. U.S. Intermediate Aggregate			2.3	5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2	4.1
eV US Interm Duration Fixed Inc Rank			50	41	52	59	65	87	6	81	82	13	65
Galliard Opportunistic	147,365,545	5.7	3.0	5.7	-9.2	-1.1	6.6	5.9	1.3	2.2	1.6	1.4	3.4
Blmbg. U.S. Intermediate Aggregate			2.3	5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2	4.1
Merganser Opportunistic	147,542,594	5.7	3.1	5.6	-8.3	-1.4	5.9	5.8	1.4	1.7	1.6	1.2	2.5
Blmbg. U.S. Intermediate Aggregate			2.3	5.2	-9.5	-1.3	5.6	6.7	0.9	2.3	2.0	1.2	4.1
Fort Washington Active Fixed Income	182,786,522	7.0	3.2	5.8	-8.2								
Blmbg. U.S. Intermediate Aggregate			2.3	5.2	-9.5								
<b>Global Equity Composite</b>	<b>557,843,482</b>	<b>21.4</b>	<b>15.3</b>	<b>11.2</b>	<b>-6.0</b>	<b>12.7</b>	<b>1.4</b>	<b>17.0</b>					
MSCI AC World Minimum Volatility Index (Net)			11.1	7.7	-10.3	13.9	2.7	21.1					
eV Global All Cap Equity Rank			71	85	7	75	89	91					
Vanguard Global Minimum Volatility Equity	263,652,750	10.1	15.8	8.0	-4.5	12.0	-3.9	22.7					
MSCI AC World Minimum Volatility Index (Net)			11.1	7.7	-10.3	13.9	2.7	21.1					
eV Global Low Volatility Equity Rank			32	67	9	80	81	24					
Parametric Global Defensive Equity	294,190,732	11.3	15.0	14.6	-7.5	13.1	2.6	14.1					
50% MSCI ACWI / 50% 90 Day T-Bill			14.2	13.6	-8.5	9.0	9.1	14.1					
<b>Cash Composite</b>	<b>364,550,971</b>	<b>14.0</b>	<b>5.2</b>	<b>5.1</b>	<b>1.3</b>	<b>0.1</b>	<b>0.8</b>	<b>2.4</b>	<b>1.9</b>	<b>0.9</b>	<b>0.5</b>		
90 Day U.S. Treasury Bill			5.2	5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0	
PNC Treasury Management	364,546,889	14.0	5.2	5.1	1.3	0.1	0.8	2.4	1.9	0.9	0.5	0.2	
90 Day U.S. Treasury Bill			5.2	5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0	
U.S. Bank Cash	4,082	0.0	4.4	4.2	1.5	290.5	2.1	2.0					
90 Day U.S. Treasury Bill			5.2	5.0	1.5	0.0	0.7	2.3					

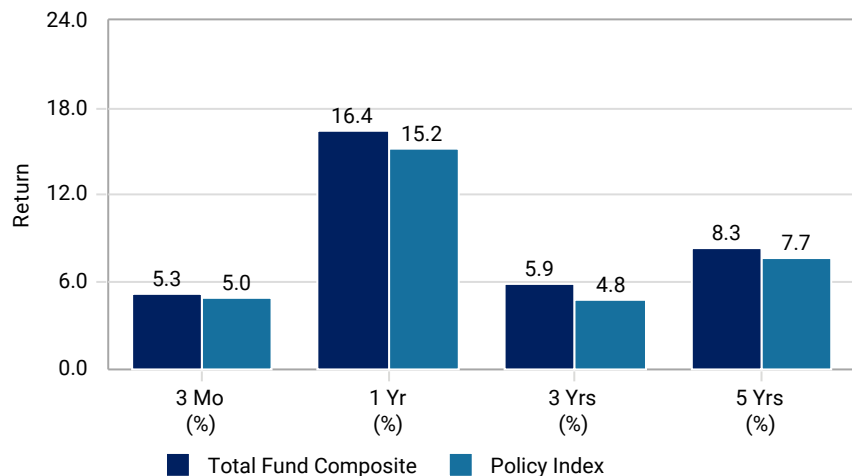
# SOUTH BROWARD HOSPITAL DISTRICT – RETIREMENT PLAN

Q1 2024



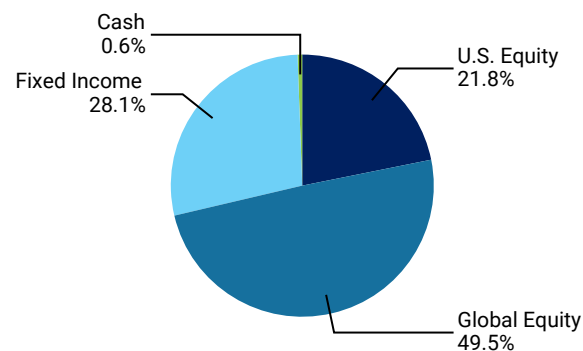
# EXECUTIVE SUMMARY

## Return Summary Ending March 31, 2024

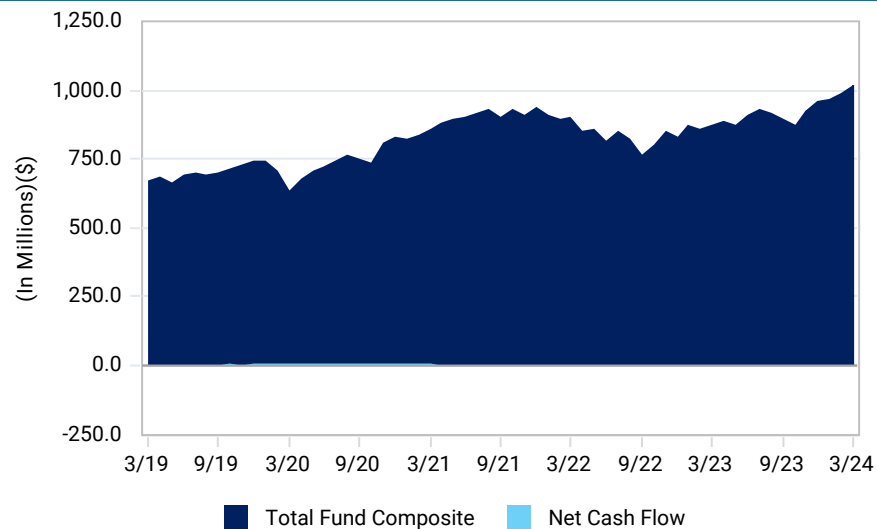


	Current (\$)	Current (%)	Policy (%)	Differences (%)
U.S. Equity	222,456,083	21.8	20.0	1.8
Global Equity	504,417,695	49.5	45.0	4.5
Fixed Income	286,464,053	28.1	35.0	-6.9
Cash	5,840,146	0.6	0.0	0.6
<b>Total</b>	<b>1,019,177,977</b>	<b>100.0</b>	<b>100.0</b>	<b>0.0</b>

## Current Allocation



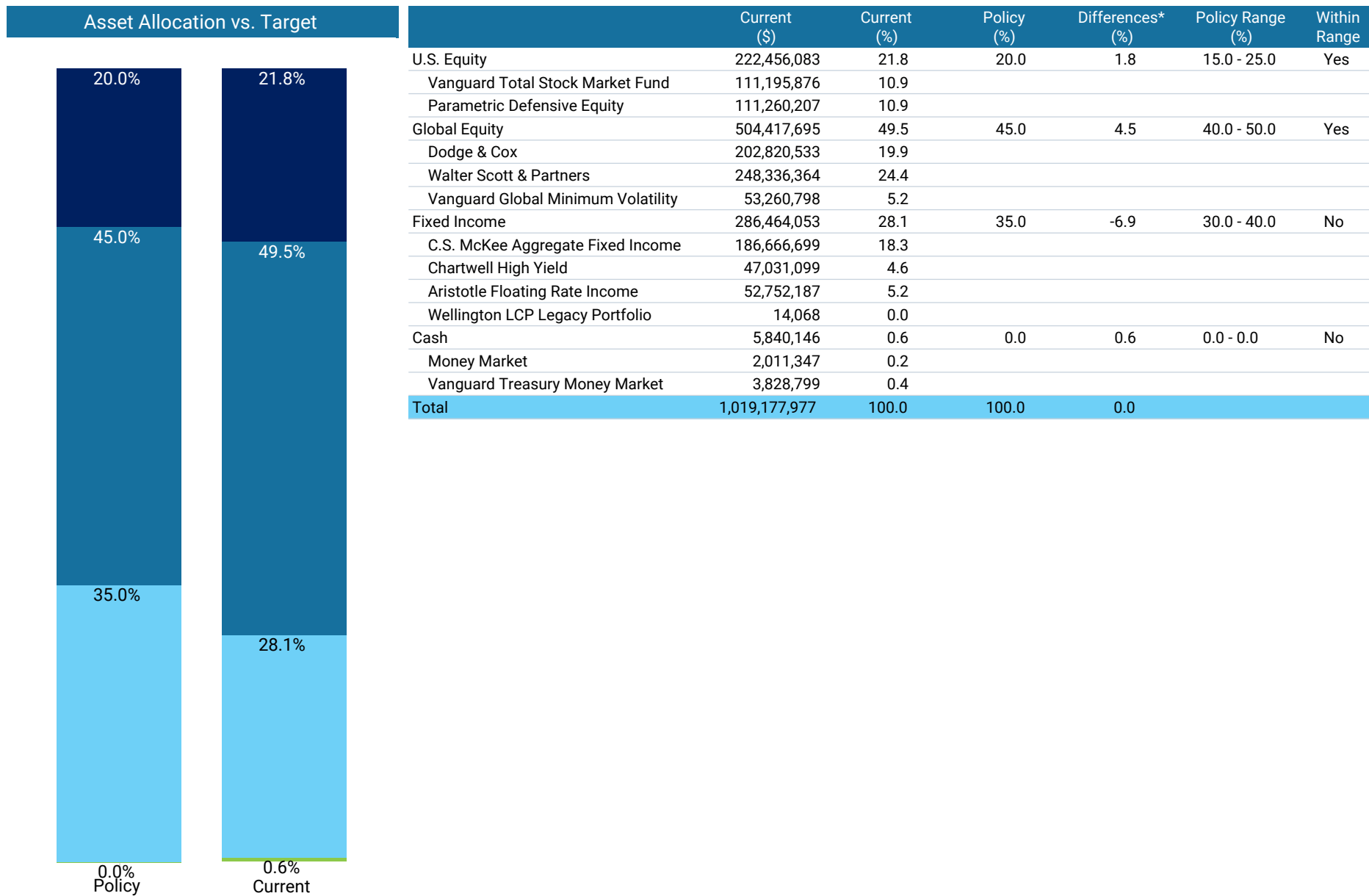
## Market Value History 5 Years Ending March 31, 2024



## Summary of Cash Flows

	1 Quarter	1 Year	3 Years
Beginning Market Value	967,100,196	876,583,153	859,360,995
Net Cash Flow	96,545	-2,618,457	-6,470,383
Net Investment Change	51,981,236	145,213,282	166,287,365
<b>Ending Market Value</b>	<b>1,019,177,977</b>	<b>1,019,177,977</b>	<b>1,019,177,977</b>

# ASSET ALLOCATION VS. POLICY

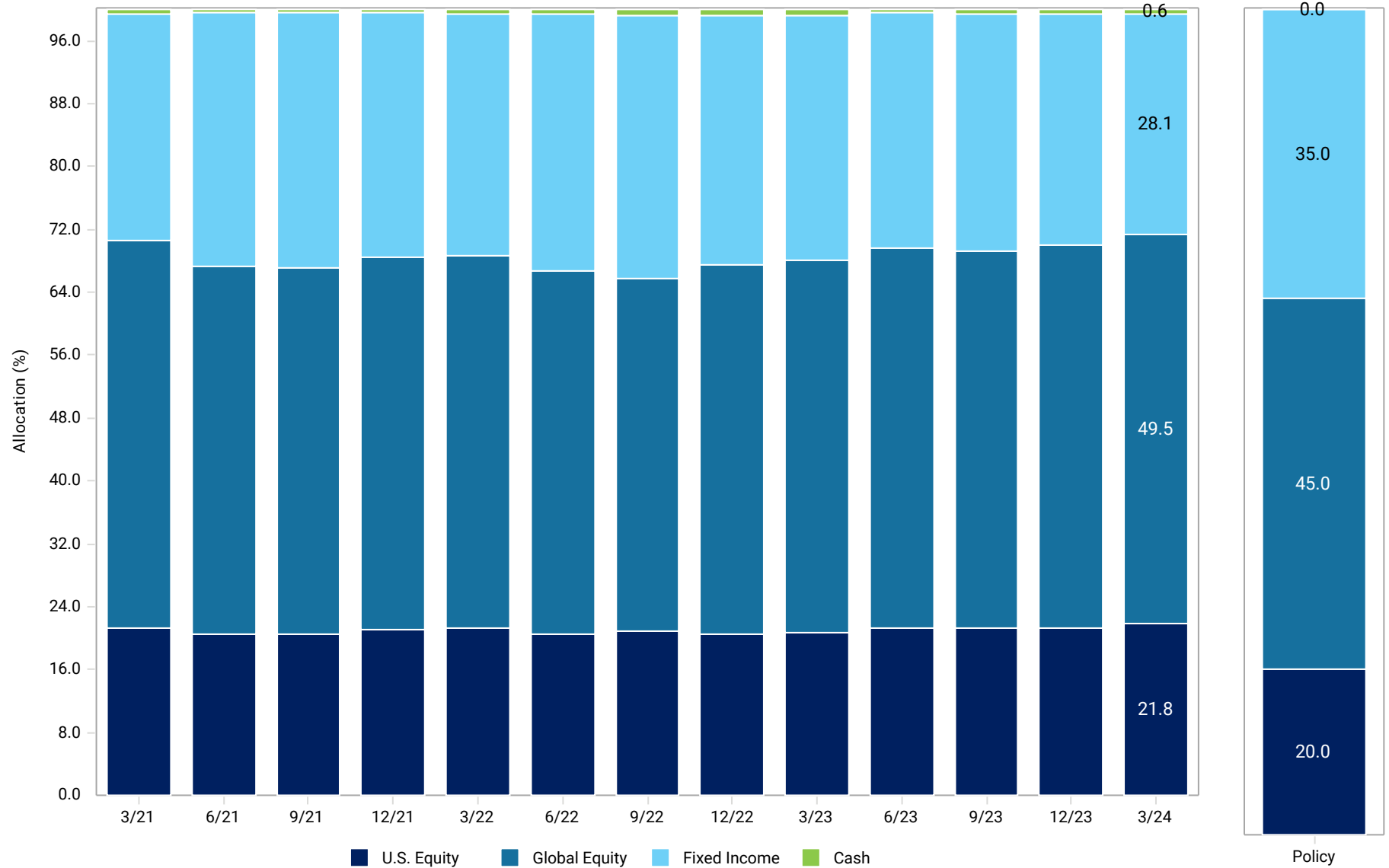


\*Difference between Policy and Current Allocation  
 Vanguard Treasury Money Market value is estimated.



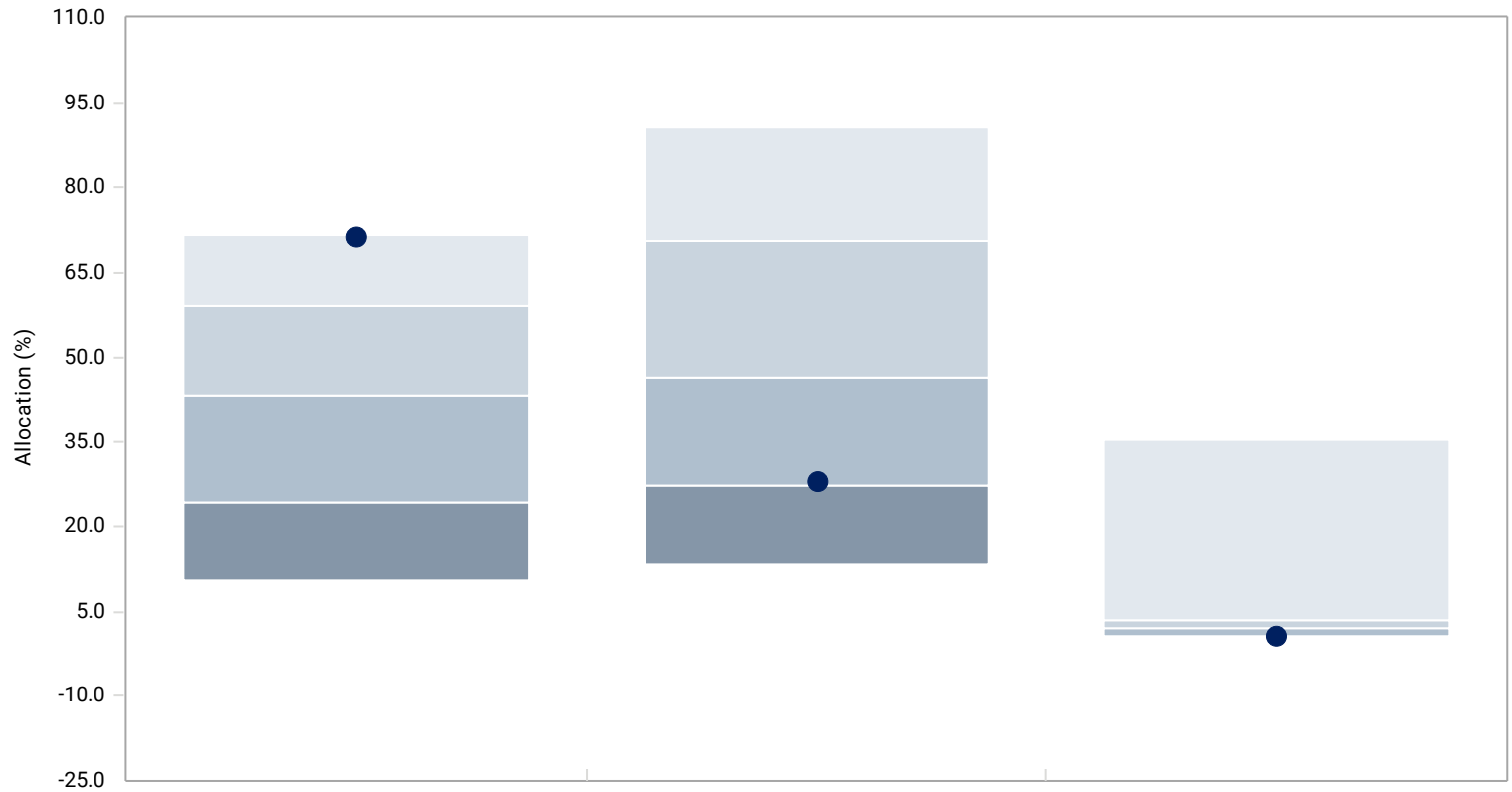
# ASSET ALLOCATION HISTORY

3 Years Asset Allocation History



# ALLOCATIONS VS. PEER UNIVERSE

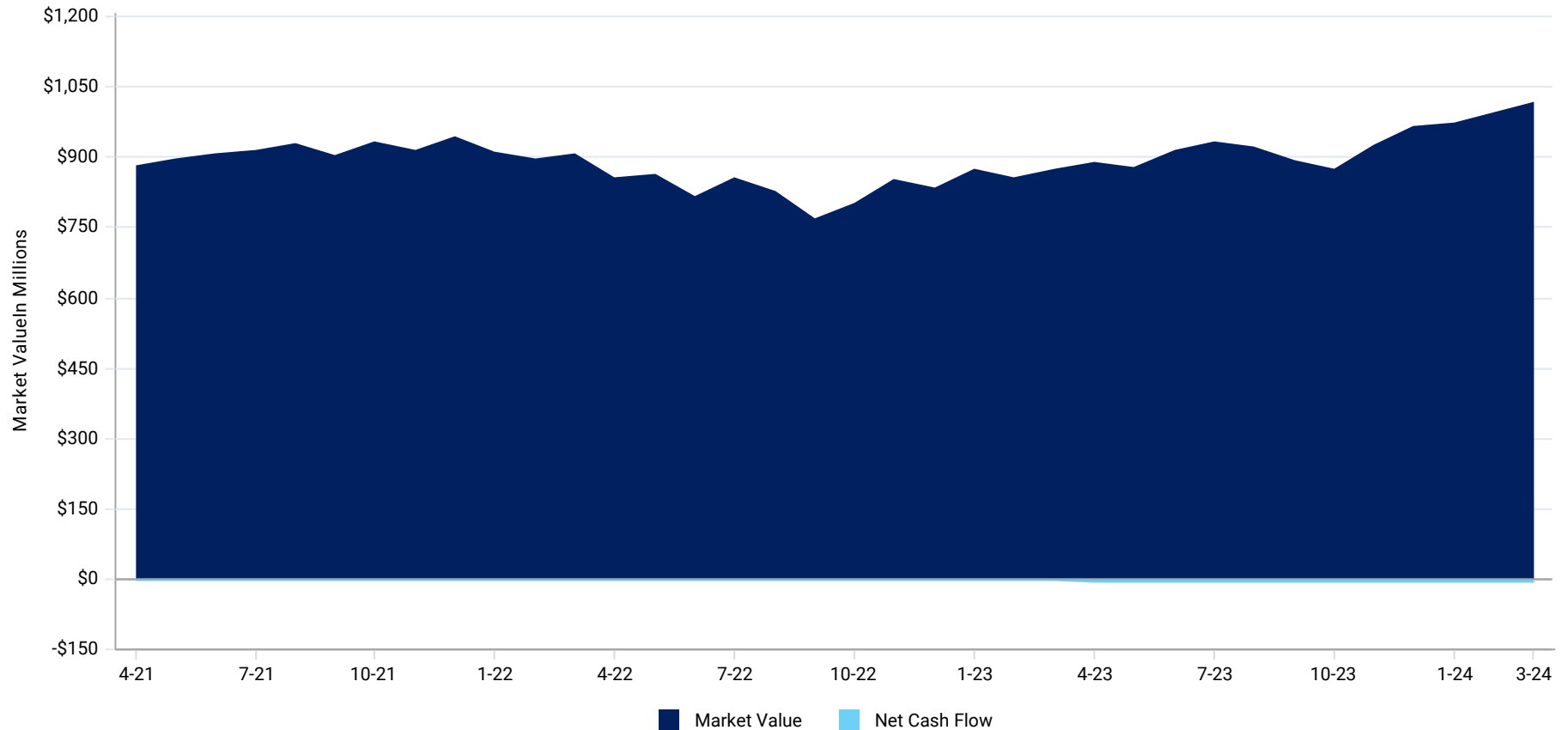
Total Fund Allocation vs. InvMetrics Healthcare DB Plans



	Total Equity	Total Fixed Income	Cash & Equivalents
● Total Fund Composite	71.3 (6)	28.1 (74)	0.6 (82)
5th Percentile	71.6	90.6	35.6
1st Quartile	59.0	70.6	3.4
Median	43.3	46.4	1.9
3rd Quartile	24.2	27.3	0.7
95th Percentile	10.5	13.2	0.2
Population	68	77	63

# ASSET GROWTH SUMMARY

3 Years Ending March 31, 2024

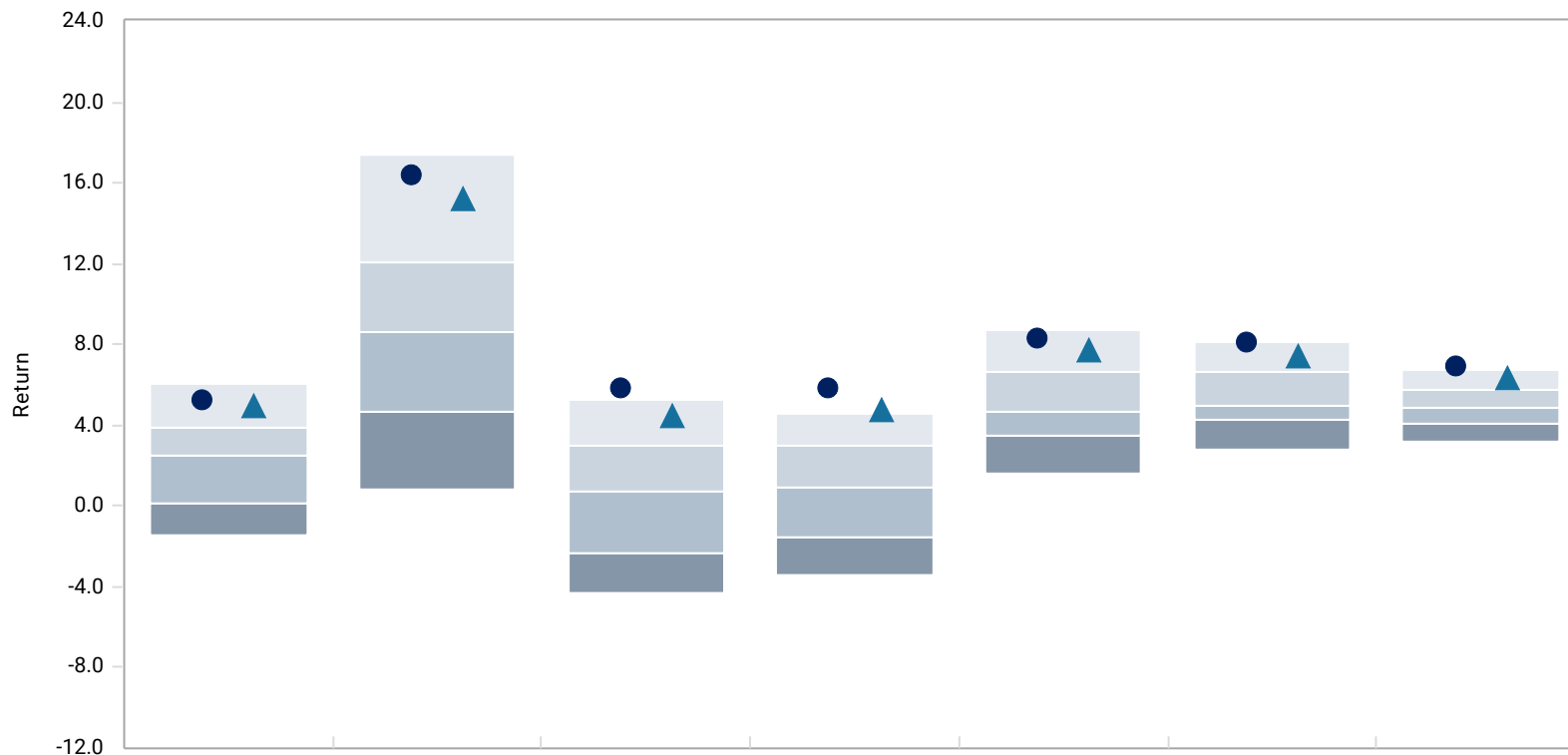


	Last Three Months	1 Year	3 Years
Beginning Market Value	967,100,196	876,583,153	859,360,995
Net Cash Flow	96,545	-2,618,457	-6,470,383
Net Investment Change	51,981,236	145,213,282	166,287,365
<b>Ending Market Value</b>	<b>1,019,177,977</b>	<b>1,019,177,977</b>	<b>1,019,177,977</b>
Net Change	52,077,781	142,594,825	159,816,982



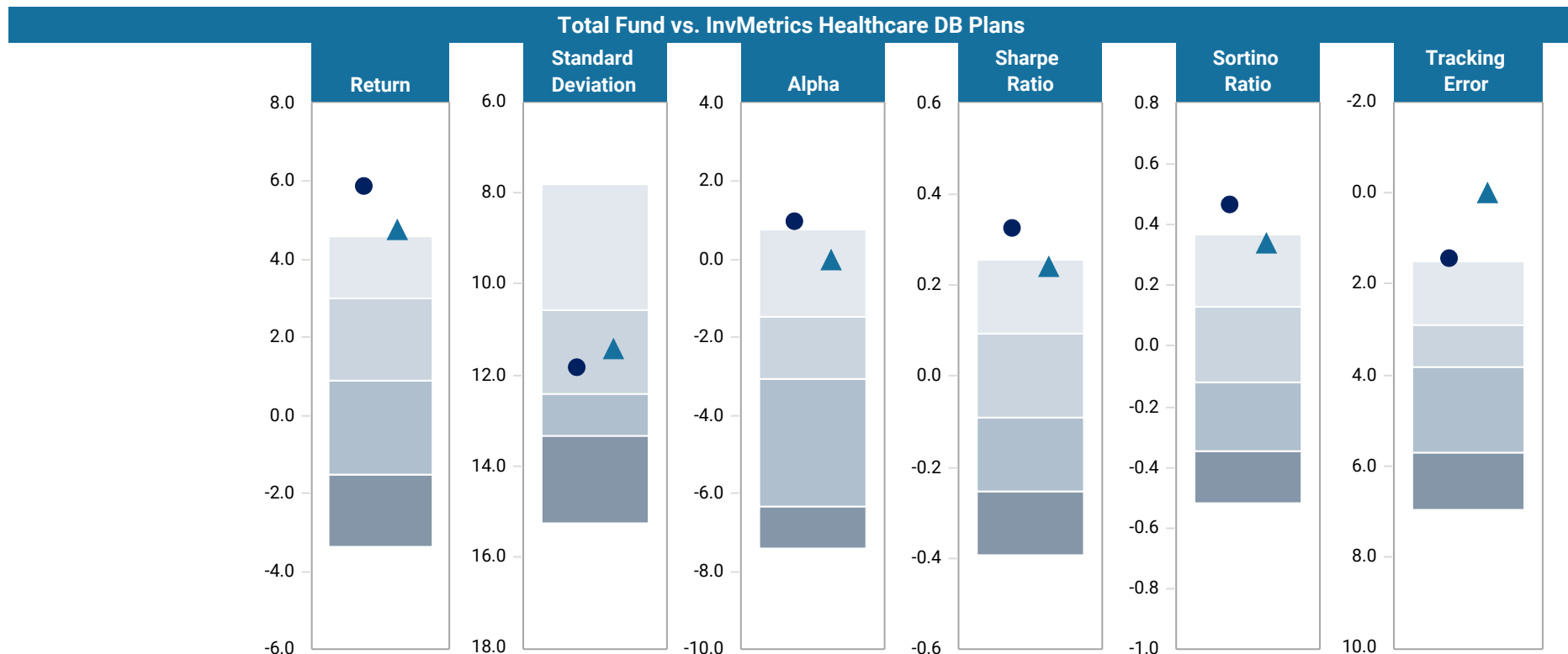
# RETURN SUMMARY VS. PEER UNIVERSE

Total Fund Composite vs. InvMetrics Healthcare DB Plans



	3 Mo	1 Year	2 Years	3 Years	5 Years	7 Years	10 Years
● Total Fund Composite	5.3 (12)	16.4 (7)	5.9 (2)	5.9 (1)	8.3 (8)	8.1 (6)	6.9 (5)
▲ Policy Index	5.0 (15)	15.2 (10)	4.5 (14)	4.8 (4)	7.7 (13)	7.5 (12)	6.4 (13)
5th Percentile	6.0	17.4	5.3	4.6	8.7	8.1	6.7
1st Quartile	3.9	12.0	3.0	3.0	6.6	6.6	5.8
Median	2.5	8.6	0.7	0.9	4.7	5.0	4.8
3rd Quartile	0.1	4.7	-2.3	-1.5	3.5	4.3	4.1
95th Percentile	-1.4	0.8	-4.3	-3.4	1.6	2.8	3.2
Population	74	59	55	53	51	48	40

# RISK STATISTICS VS. PEER UNIVERSE - 3 YEAR

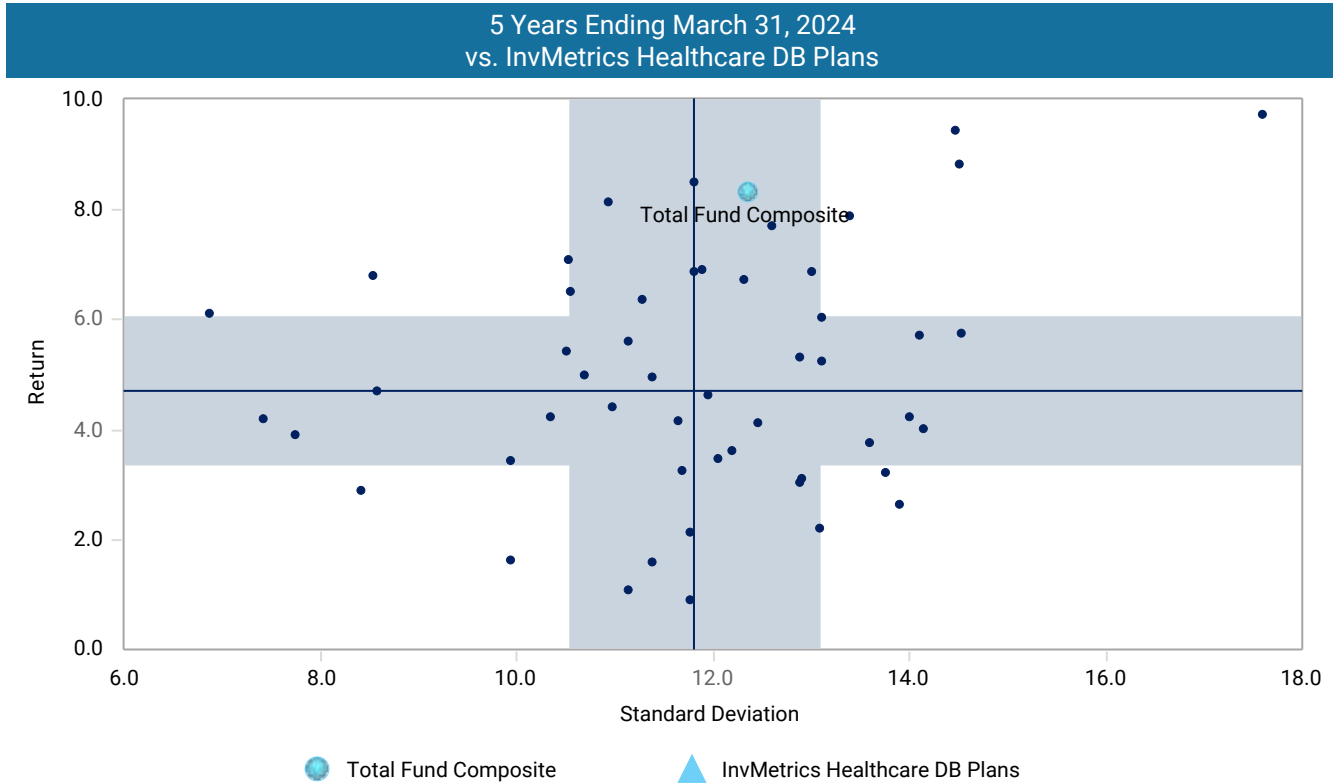


	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)	3 Yrs (%)
● Total Fund Composite	5.9 (1)	11.8 (41)	1.0 (5)	0.3 (1)	0.5 (1)	1.5 (2)
▲ Policy Index	4.8 (4)	11.4 (36)	0.0 (8)	0.2 (6)	0.3 (6)	0.0 (1)
5th Percentile	4.6	7.8	0.8	0.3	0.4	1.5
1st Quartile	3.0	10.6	-1.5	0.1	0.1	2.9
Median	0.9	12.4	-3.1	-0.1	-0.1	3.8
3rd Quartile	-1.5	13.3	-6.3	-0.3	-0.3	5.7
95th Percentile	-3.4	15.3	-7.4	-0.4	-0.5	7.0

Population                      53                      53                      53                      53                      53                      53



# RISK VS. RETURN



Statistics Summary 5 Years Ending March 31, 2024				
	5 Years Return	5 Years Standard Deviation	5 Years Sharpe Ratio	5 Years Sortino Ratio
Total Fund Composite	8.3	12.3	0.5	0.8
Policy Index	7.7	11.9	0.5	0.7

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	
<b>Total Fund Composite</b>	<b>1,019,177,977</b>	<b>100.0</b>	<b>5.3</b>	<b>16.4</b>	<b>5.9</b>	<b>8.3</b>	<b>8.1</b>	<b>6.9</b>	<b>5.8</b>	<b>Jul-04</b>
Policy Index			<u>5.0</u>	<u>15.2</u>	<u>4.8</u>	<u>7.7</u>	<u>7.5</u>	<u>6.4</u>	<u>6.1</u>	
Over/Under			0.3	1.2	1.1	0.6	0.6	0.5	-0.3	
InvMetrics Healthcare DB Plans Rank			12	7	1	8	6	5	40	
<b>Fixed Income Composite</b>	<b>286,464,053</b>	<b>28.1</b>	<b>0.2</b>	<b>4.9</b>	<b>-0.2</b>	<b>1.7</b>	<b>2.1</b>	<b>2.0</b>	<b>3.2</b>	<b>Jul-04</b>
Custom Index			<u>0.0</u>	<u>4.1</u>	<u>-0.5</u>	<u>1.6</u>	<u>2.2</u>	<u>2.0</u>	<u>3.4</u>	
Over/Under			0.2	0.8	0.3	0.1	-0.1	0.0	-0.2	
eV All US Fixed Inc Rank			51	35	45	44	43	54	57	
<b>U.S. Equity Composite</b>	<b>222,456,083</b>	<b>21.8</b>	<b>7.9</b>	<b>22.9</b>	<b>9.0</b>	<b>11.7</b>	<b>10.9</b>		<b>11.2</b>	<b>Sep-16</b>
CRSP U.S. Total Market TR Index			<u>10.0</u>	<u>29.3</u>	<u>9.6</u>	<u>14.3</u>	<u>13.4</u>		<u>13.8</u>	
Over/Under			-2.1	-6.4	-0.6	-2.6	-2.5		-2.6	
eV All US Equity Rank			60	53	38	52	52		54	
<b>Global Equity Composite</b>	<b>504,417,695</b>	<b>49.5</b>	<b>7.2</b>	<b>21.2</b>	<b>8.4</b>	<b>11.1</b>	<b>10.9</b>	<b>9.2</b>	<b>6.8</b>	<b>May-02</b>
MSCI AC World Index (Net)			<u>8.2</u>	<u>23.2</u>	<u>7.0</u>	<u>10.9</u>	<u>10.2</u>	<u>8.7</u>	<u>7.8</u>	
Over/Under			-1.0	-2.0	1.4	0.2	0.7	0.5	-1.0	
eV Global All Cap Equity Rank			50	42	21	41	37	34	79	

# PERFORMANCE DETAIL

	Allocation		Performance (%)							
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
<b>Total Fund Composite</b>	<b>1,019,177,977</b>	<b>100.0</b>	<b>5.3</b>	<b>16.4</b>	<b>5.9</b>	<b>8.3</b>	<b>8.1</b>	<b>6.9</b>	<b>5.8</b>	<b>Jul-04</b>
Policy Index			5.0	15.2	4.8	7.7	7.5	6.4	6.1	
Over/Under			0.3	1.2	1.1	0.6	0.6	0.5	-0.3	
InvMetrics Healthcare DB Plans Rank			12	7	1	8	6	5	40	
<b>Fixed Income Composite</b>	<b>286,464,053</b>	<b>28.1</b>	<b>0.2</b>	<b>4.9</b>	<b>-0.2</b>	<b>1.7</b>	<b>2.1</b>	<b>2.0</b>	<b>3.2</b>	<b>Jul-04</b>
Custom Index			0.0	4.1	-0.5	1.6	2.2	2.0	3.4	
Over/Under			0.2	0.8	0.3	0.1	-0.1	0.0	-0.2	
eV All US Fixed Inc Rank			51	35	45	44	43	54	57	
<b>C.S. McKee Aggregate Fixed Income</b>	<b>186,666,699</b>	<b>18.3</b>	<b>-0.3</b>	<b>2.6</b>	<b>-2.2</b>	<b>0.5</b>			<b>1.3</b>	<b>Sep-18</b>
Blmbg. U.S. Aggregate Index			-0.8	1.7	-2.5	0.4			1.0	
Over/Under			0.5	0.9	0.3	0.1			0.3	
eV US Core Fixed Inc Rank			32	32	52	75			50	
<b>Chartwell High Yield</b>	<b>47,031,099</b>	<b>4.6</b>	<b>1.3</b>	<b>8.0</b>	<b>2.6</b>	<b>3.3</b>			<b>3.0</b>	<b>Oct-17</b>
ICE BofA U.S. High Yield Cash Pay BB 1-3 Year			1.4	8.0	3.1	4.1			3.9	
Over/Under			-0.1	0.0	-0.5	-0.8			-0.9	
High Yield Bond Rank			65	94	29	75			81	
<b>Aristotle Floating Rate Income</b>	<b>52,752,187</b>	<b>5.2</b>	<b>2.5</b>	<b>12.3</b>	<b>6.0</b>	<b>5.0</b>			<b>4.6</b>	<b>Feb-18</b>
Credit Suisse Leveraged Loan Index			2.5	12.4	5.8	5.3			4.9	
Over/Under			0.0	-0.1	0.2	-0.3			-0.3	
Bank Loan Rank			27	26	9	15			16	
<b>Wellington LCP Legacy Portfolio</b>	<b>14,068</b>	<b>0.0</b>								

\*All data prior to 5/2023 was received from Marquette Associates.

\*All accounts except for Chartwell High Yield and Walter Scott & Partners are preliminary. Vanguard Treasury Money Market value is estimated.

\*Policy Index consist of 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Barclays U.S. Aggregate, 10% CRSP US Total Market Index, 10% CBOE Put Write Index, 5% BofAML 1-3 Year High Yield BB, and 5% Credit Suisse Leveraged Loan Index.

\*Custom Index consist of 71.4% Bloomberg U.S. Aggregate, 14.3% BofA Merrill Lynch 1-3 Yrs High Yield BB, and 14.3% Credit Suisse Leveraged Loan Index.

# PERFORMANCE DETAIL

	Allocation		Performance (%)							Inception Date
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	
U.S. Equity Composite	222,456,083	21.8	7.9	22.9	9.0	11.7	10.9		11.2	Sep-16
CRSP U.S. Total Market TR Index			10.0	29.3	9.6	14.3	13.4		13.8	
Over/Under			-2.1	-6.4	-0.6	-2.6	-2.5		-2.6	
eV All US Equity Rank			60	53	38	52	52		54	
Vanguard Total Stock Market Fund	111,195,876	10.9	9.9	29.3	9.6	14.2	13.4		13.6	Sep-16
CRSP U.S. Total Market TR Index			10.0	29.3	9.6	14.3	13.4		13.8	
Over/Under			-0.1	0.0	0.0	-0.1	0.0		-0.2	
All Cap Rank			42	31	34	27	27		29	
Parametric Defensive Equity	111,260,207	10.9	6.4	17.8	8.6	8.9	8.1		8.0	Feb-17
50% S&P 500/50% 90 Day T-Bill			5.9	17.2	7.4	8.8	8.2		8.3	
Over/Under			0.5	0.6	1.2	0.1	-0.1		-0.3	
Global Equity Composite	504,417,695	49.5	7.2	21.2	8.4	11.1	10.9	9.2	6.8	May-02
MSCI AC World Index (Net)			8.2	23.2	7.0	10.9	10.2	8.7	7.8	
Over/Under			-1.0	-2.0	1.4	0.2	0.7	0.5	-1.0	
eV Global All Cap Equity Rank			50	42	21	41	37	34	79	
Dodge & Cox	202,820,533	19.9	5.7	21.0	9.0	11.6	9.4	8.4	10.8	Sep-11
MSCI AC World Index Value (Net)			6.9	18.0	6.7	7.6	6.9	6.0	7.6	
Over/Under			-1.2	3.0	2.3	4.0	2.5	2.4	3.2	
Global Large-Stock Value Rank			67	35	18	6	14	7	1	
Walter Scott & Partners	248,336,364	24.4	8.1	22.7	8.1	11.2	12.3	10.5	11.5	Dec-11
MSCI World Growth (Net)			10.2	31.2	8.9	15.1	14.3	12.0	13.0	
Over/Under			-2.1	-8.5	-0.8	-3.9	-2.0	-1.5	-1.5	
eV Global All Cap Growth Eq Rank			51	40	7	54	44	35	46	
Vanguard Global Minimum Volatility	53,260,798	5.2	8.7	15.7	6.8	6.1			6.5	Nov-17
MSCI AC World Minimum Volatility Index (Net)			4.7	11.1	4.3	5.4			6.0	
Over/Under			4.0	4.6	2.5	0.7			0.5	
eV Global Low Volatility Equity Rank			14	32	26	66			39	

\*All data prior to 5/2023 was received from Marquette Associates.

\*All accounts except for Chartwell High Yield and Walter Scott & Partners are preliminary. Vanguard Treasury Money Market value is estimated.

\*Policy Index consist of 40% MSCI ACWI, 5% MSCI ACWI Minimum Volatility, 25% Barclays U.S. Aggregate, 10% CRSP US Total Market Index, 10% CBOE Put Write Index, 5% BofAML 1-3 Year High Yield BB, and 5% Credit Suisse Leveraged Loan Index.

\*Custom Index consist of 71.4% Bloomberg U.S. Aggregate, 14.3% BofA Merrill Lynch 1-3 Yrs High Yield BB, and 14.3% Credit Suisse Leveraged Loan Index.

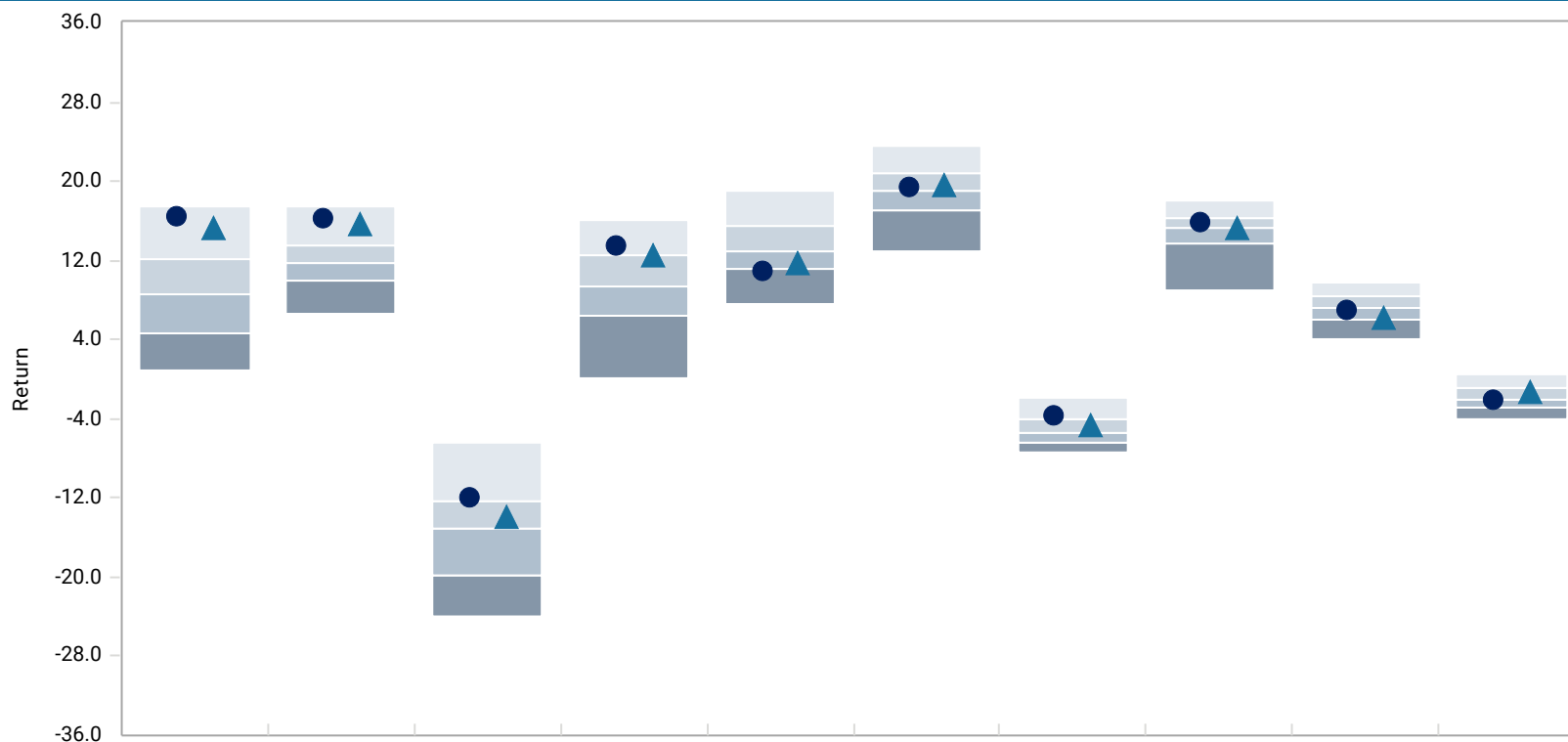
# CASH FLOW SUMMARY BY MANAGER

	1 Quarter Ending March 31, 2024					
	Beginning Market Value	Contributions	Withdrawals	Net Cash Flows	Gain/Loss	Ending Market Value
C.S. McKee Aggregate Fixed Income	\$187,289,096	-	-	-	-\$622,398	\$186,666,699
Chartwell High Yield	\$46,404,941	-	-	-	\$626,158	\$47,031,099
Aristotle Floating Rate Income	\$51,358,874	-	-\$4,251	-\$4,251	\$1,397,564	\$52,752,187
Wellington LCP Legacy Portfolio	\$13,676	-	-\$100	-\$100	\$492	\$14,068
Vanguard Total Stock Market Fund	\$101,492,442	-	-\$389,549	-\$389,549	\$10,092,983	\$111,195,876
Parametric Defensive Equity	\$104,537,884	-	-	-	\$6,722,323	\$111,260,207
Dodge & Cox	\$191,888,545	-	-	-	\$10,931,988	\$202,820,533
Walter Scott & Partners	\$229,806,997	-	-	-	\$18,529,367	\$248,336,364
Vanguard Global Minimum Volatility	\$48,981,844	-	-	-	\$4,278,954	\$53,260,798
Money Market	\$1,619,077	\$393,848	-\$19,622	\$374,226	\$18,044	\$2,011,347
Vanguard Treasury Money Market	\$3,706,819	\$11,344,712	-\$11,228,493	\$116,220	\$5,761	\$3,828,799
<b>Total</b>	<b>\$967,100,196</b>	<b>\$11,738,560</b>	<b>-\$11,642,015</b>	<b>\$96,545</b>	<b>\$51,981,236</b>	<b>\$1,019,177,977</b>

Vanguard Treasury Money Market value is estimated.

# RETURN SUMMARY VS. PEER UNIVERSE

Total Fund Composite vs. InvMetrics Healthcare DB Plans



	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
● Total Fund Composite	16.4 (7)	16.3 (8)	-11.9 (22)	13.4 (18)	11.0 (77)	19.5 (43)	-3.7 (19)	15.9 (37)	7.1 (55)	-2.0 (51)
▲ Policy Index	15.2 (10)	15.7 (9)	-13.9 (35)	12.6 (25)	11.7 (68)	19.6 (42)	-4.7 (38)	15.2 (50)	6.2 (74)	-1.4 (35)
5th Percentile	17.4	17.4	-6.4	16.0	19.1	23.6	-1.9	18.1	9.9	0.6
1st Quartile	12.0	13.4	-12.4	12.5	15.5	20.9	-4.0	16.4	8.4	-0.9
Median	8.6	11.7	-15.2	9.4	13.0	19.1	-5.4	15.2	7.3	-2.0
3rd Quartile	4.7	9.9	-19.8	6.4	11.1	17.0	-6.3	13.7	6.1	-2.8
95th Percentile	0.8	6.6	-23.9	0.1	7.6	12.9	-7.4	8.9	4.1	-4.0
Population	59	84	100	147	167	142	135	149	146	140



# RISK STATISTICS

3 Years Ending March 31, 2024								
	Return	Standard Deviation	Alpha	Sharpe Ratio	Sortino Ratio	Tracking Error	3 Years Up Capture	3 Years Down Capture
Fixed Income Composite	-0.2	5.8	0.3	-0.5	-0.6	0.5	99.4	95.7
Custom Index	-0.5	5.9	0.0	-0.5	-0.7	0.0	100.0	100.0
C.S. McKee Aggregate Fixed Income	-2.2	7.4	0.3	-0.6	-0.8	0.7	100.6	98.3
Blmbg. U.S. Aggregate Index	-2.5	7.2	0.0	-0.7	-0.8	0.0	100.0	100.0
Chartwell High Yield	2.6	4.3	-0.5	0.0	0.0	0.7	95.8	104.1
ICE BofA U.S. High Yield Cash Pay BB 1-3 Year	3.1	4.1	0.0	0.1	0.2	0.0	100.0	100.0
Aristotle Floating Rate Income	6.0	3.9	-0.1	0.9	1.2	0.8	102.6	101.0
Credit Suisse Leveraged Loan Index	5.8	3.7	0.0	0.9	1.2	0.0	100.0	100.0
Wellington LCP Legacy Portfolio	12.9	15.0	16.0	0.7	1.8	15.6	86.1	-36.0
Blmbg. Global Aggregate	-4.7	8.7	0.0	-0.8	-1.0	0.0	100.0	100.0
U.S. Equity Composite	9.0	13.8	1.3	0.5	0.7	4.3	79.7	74.9
CRSP U.S. Total Market TR Index	9.6	17.9	0.0	0.5	0.7	0.0	100.0	100.0
Vanguard Total Stock Market Fund	9.6	17.8	0.0	0.5	0.7	0.2	99.7	99.9
CRSP U.S. Total Market TR Index	9.6	17.9	0.0	0.5	0.7	0.0	100.0	100.0
Parametric Defensive Equity	8.6	10.1	0.5	0.6	0.9	2.7	113.2	109.8
50% S&P 500/50% 90 Day T-Bill	7.4	8.9	0.0	0.6	0.8	0.0	100.0	100.0
Global Equity Composite	8.4	16.0	1.7	0.4	0.6	3.2	101.4	95.9
MSCI AC World Index (Net)	7.0	16.6	0.0	0.3	0.5	0.0	100.0	100.0
Dodge & Cox	9.0	17.4	1.9	0.4	0.7	5.4	116.2	109.2
MSCI AC World Index Value (Net)	6.7	15.3	0.0	0.3	0.5	0.0	100.0	100.0
Walter Scott & Partners	8.1	18.1	0.6	0.4	0.6	7.0	86.4	85.7
MSCI World Growth (Net)	8.9	20.7	0.0	0.4	0.6	0.0	100.0	100.0

# RISK STATISTICS

	Return	Standard Deviation	Alpha	Sharpe Ratio	Sortino Ratio	Tracking Error	3 Years Up Capture	3 Years Down Capture
Vanguard Global Minimum Volatility	6.8	10.2	3.1	0.4	0.7	4.0	94.0	76.9
MSCI AC World Minimum Volatility Index (Net)	4.3	11.4	0.0	0.2	0.3	0.0	100.0	100.0
Cash Composite	2.0	0.7	-0.2	-1.2	-1.1	0.5	77.6	-11.7
90 Day U.S. Treasury Bill	2.6	0.7	0.0		0.0	0.0	100.0	100.0
Money Market	2.5	0.8	0.1	-0.2	-0.2	0.5	95.8	-17.5
90 Day U.S. Treasury Bill	2.6	0.7	0.0		0.0	0.0	100.0	100.0
Vanguard Treasury Money Market	2.0	0.8	-0.5	-1.1	-1.1	0.5	76.0	-10.0
90 Day U.S. Treasury Bill	2.6	0.7	0.0		0.0	0.0	100.0	100.0

# FEE SCHEDULE

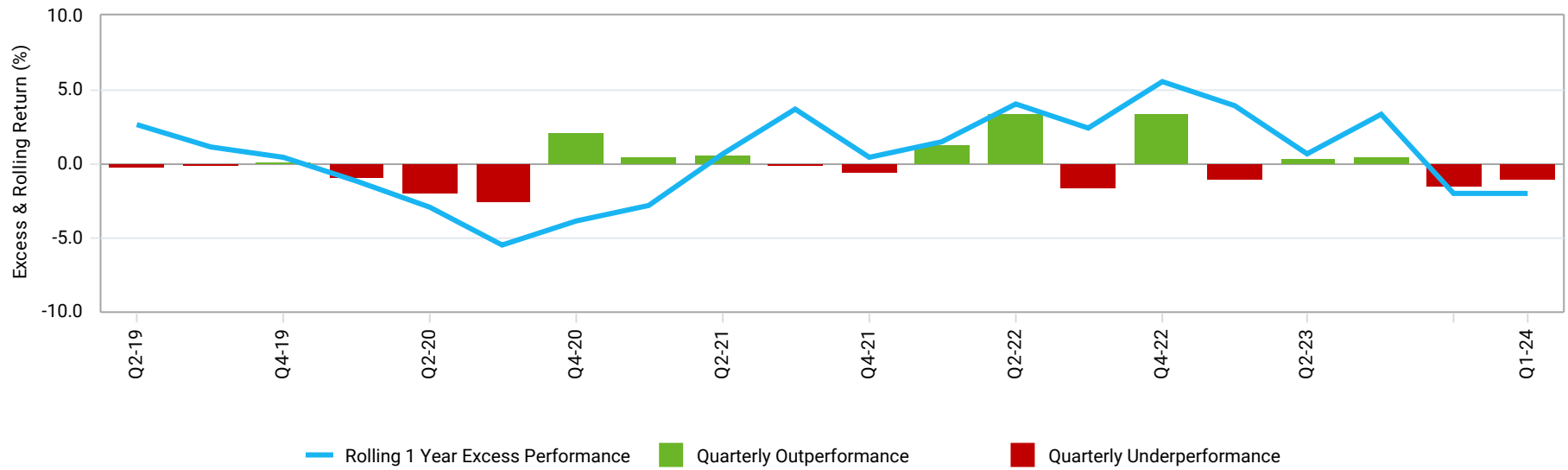
Account Name	Fee Schedule	Market Value (\$)	% of Portfolio	Estimated Annual Fee (\$)	Estimated Annual Fee (%)
<b>Total Fund Composite</b>		<b>1,019,177,977</b>	<b>100.0</b>	<b>4,233,863</b>	<b>0.4</b>
C.S. McKee Aggregate Fixed Income	0.20 % of First \$100 M 0.15 % of Next \$100 M 0.12 % Thereafter	186,666,699	18.3	330,000	0.2
Chartwell High Yield	0.50 % of First \$20 M 0.40 % of Next \$30 M 0.30 % Thereafter	47,031,099	4.6	208,124	0.4
Aristotle Floating Rate Income	0.71 % of Assets	52,752,187	5.2	374,541	0.7
Wellington LCP Legacy Portfolio		14,068	0.0		
Vanguard Total Stock Market Fund	0.05 % of Assets	111,195,876	10.9	55,598	0.1
Parametric Defensive Equity	0.33 % of Assets	111,260,207	10.9	361,596	0.3
Dodge & Cox	0.65 % of Assets	202,820,533	19.9	1,318,333	0.7
Walter Scott & Partners	0.75 % of First \$100 M 0.50 % Thereafter	248,336,364	24.4	1,491,682	0.6
Vanguard Global Minimum Volatility	0.17 % of Assets	53,260,798	5.2	90,543	0.2
Money Market		2,011,347	0.2		
Vanguard Treasury Money Market		3,828,799	0.4	3,446	0.1

Vanguard Treasury Money Market value is estimated.

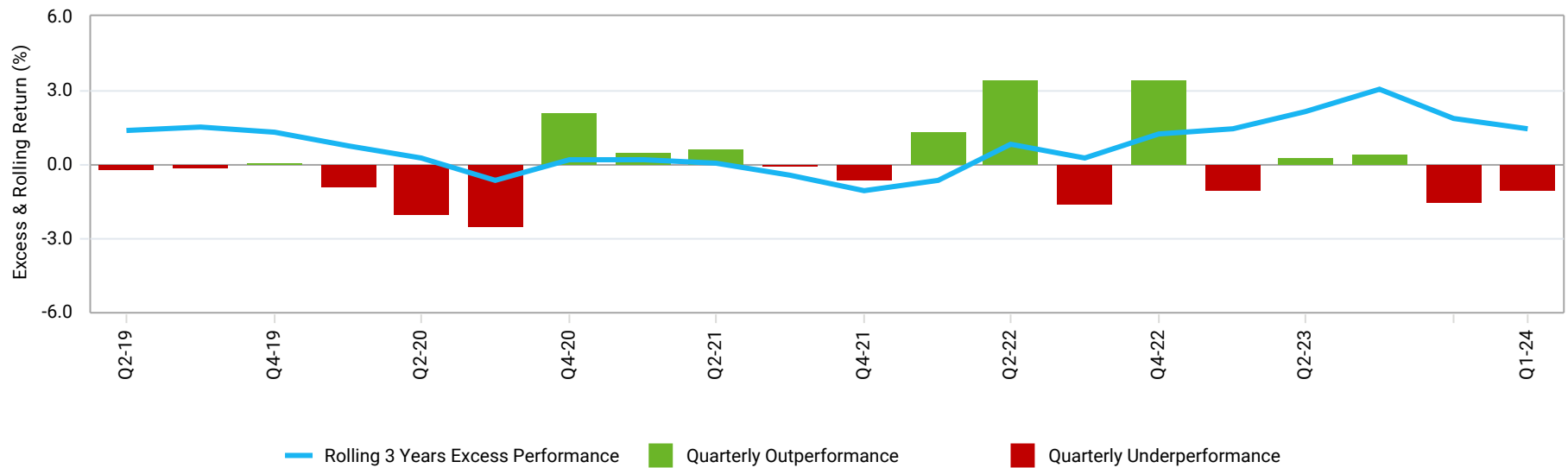


# GLOBAL EQUITY COMPOSITE

Quarter Excess Return with a Rolling 1 Year Excess Return vs. MSCI AC World Index (Net) over 5 Years Ending March 31, 2024

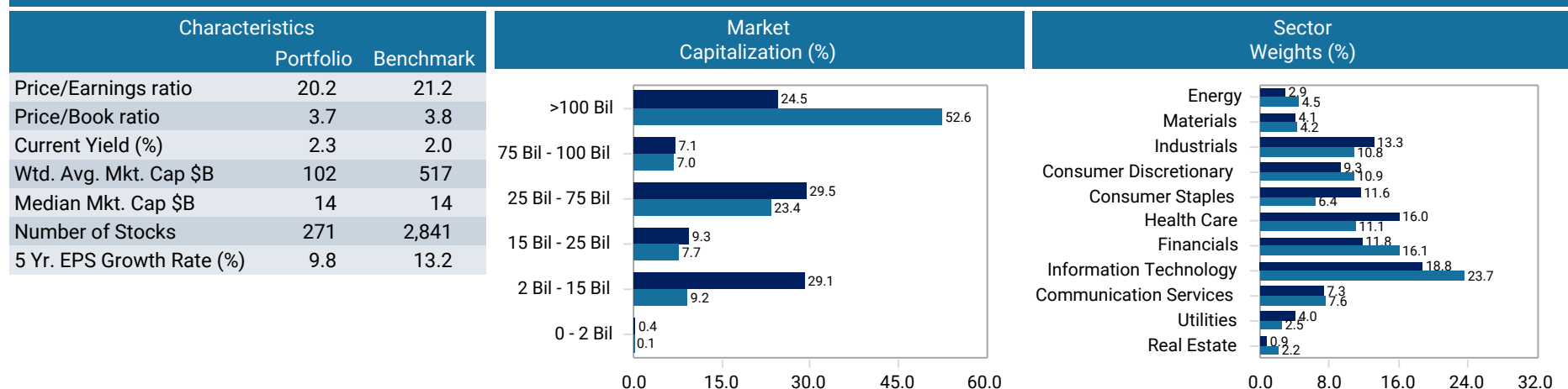


Quarter Excess Return with a Rolling 3 Years Excess Return vs. MSCI AC World Index (Net) over 5 Years Ending March 31, 2024

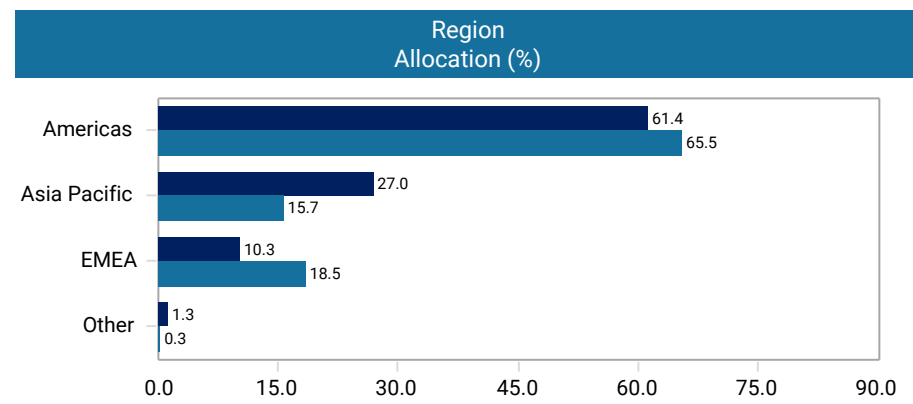


# VANGUARD GLOBAL MINIMUM VOLATILITY

Vanguard Global Minimum Volatility vs. MSCI AC World Index (Net)



Top Holdings	
	Weight (%)
Cencora Inc	1.8
Merck & Co Inc	1.8
AptarGroup Inc.	1.7
Republic Services Inc.	1.7
Waste Management Inc.	1.7
Taiwan Semiconductor	1.7
AbbVie Inc	1.7
Church & Dwight Co Inc	1.6
Icici Bank Ltd	1.6
Roper Technologies Inc	1.6



Top Contributors			
	Weight	Return	Contribution
Taiwan Semiconductor	1.6	31.3	0.5
Merck & Co Inc	1.7	21.8	0.4
Waste Management Inc.	1.7	19.4	0.3
Eli Lilly and Co	1.0	33.7	0.3
BAE Systems PLC	1.4	22.1	0.3

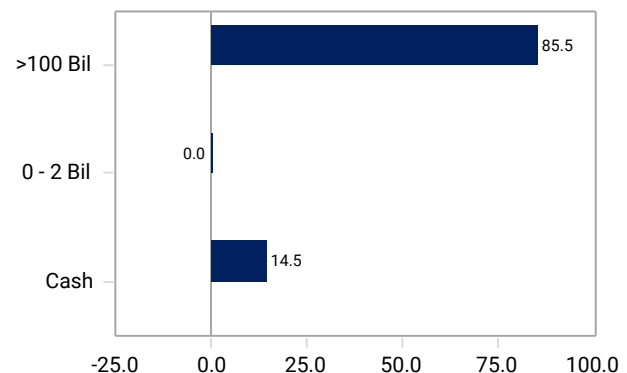
Top Detractors			
	Weight	Return	Contribution
Gilead Sciences Inc	1.5	-8.6	-0.1
East Buy Holding Limited	0.4	-25.4	-0.1
McDonald's Corp	1.7	-4.4	-0.1
Banco Bradesco S A	0.4	-18.0	-0.1
H D F C Bank Ltd	0.4	-16.6	-0.1

# PARAMETRIC DEFENSIVE EQUITY

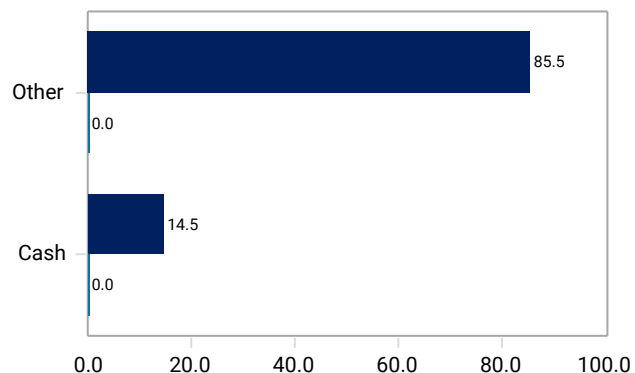
Parametric Defensive Equity vs. 50% S&P 500/50% 90 Day T-Bill

Characteristics	Benchmark	
	Portfolio	Benchmark
Price/Earnings ratio		0.0
Price/Book ratio		0.0
Current Yield (%)	1.3	0.0
Wtd. Avg. Mkt. Cap \$B	372	
Median Mkt. Cap \$B	435	
Number of Stocks	32	0
5 Yr. EPS Growth Rate (%)		0.0

Market Capitalization (%)

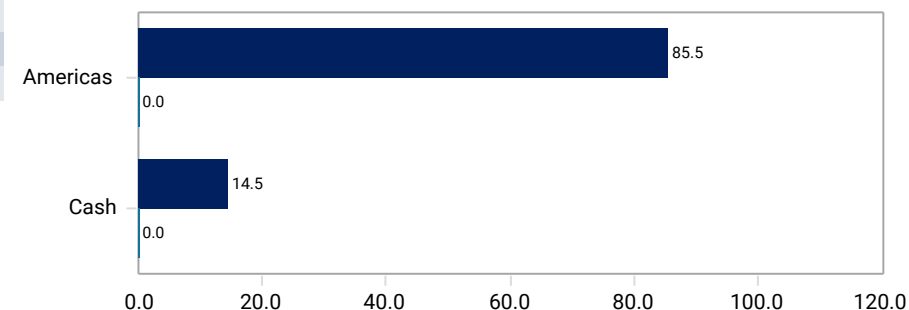


Sector Weights (%)



Top Holdings	
	Weight (%)
Vanguard S&P 500 ETF	85.5
Generic Option	0.0
% of Portfolio	85.5

Region Allocation (%)

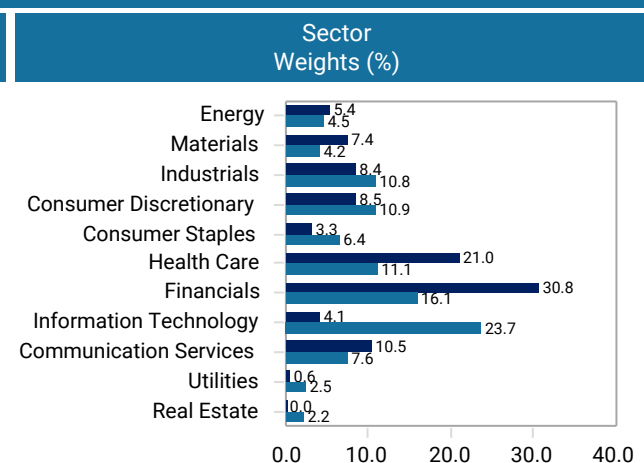
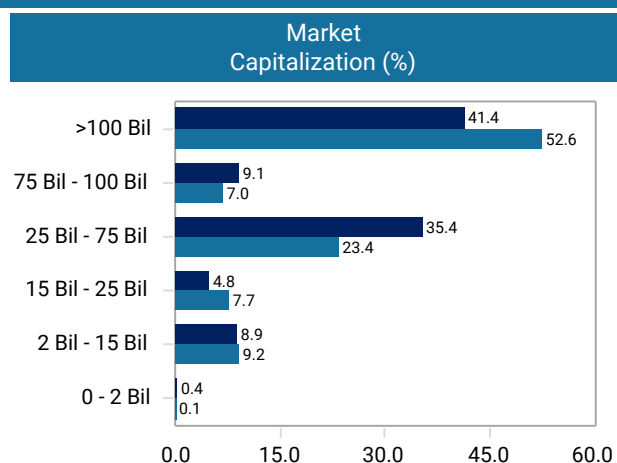


Top Contributors			
	Weight	Return	Contribution
iShares Core S&P 500 ETF	58.0	10.4	6.0

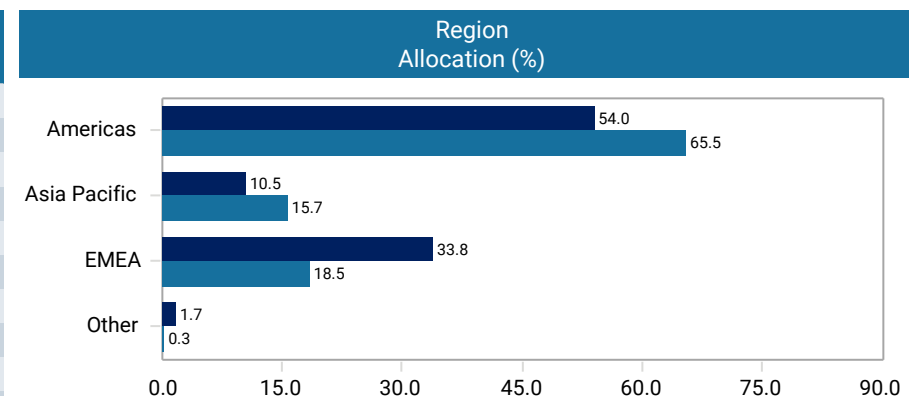
Top Detractors			
	Weight	Return	Contribution
iShares Core S&P 500 ETF	58.0	10.4	6.0

Dodge & Cox vs. MSCI AC World Index (Net)

Characteristics	Portfolio	Benchmark
Price/Earnings ratio	14.9	21.2
Price/Book ratio	2.3	3.8
Current Yield (%)	1.8	2.0
Wtd. Avg. Mkt. Cap \$B	243	517
Median Mkt. Cap \$B	58	14
Number of Stocks	83	2,841
5 Yr. EPS Growth Rate (%)	11.3	13.2



Top Holdings	Weight (%)
Alphabet Inc Cl C	3.7
GSK plc	3.2
Sanofi	3.0
Schwab (Charles) Corp	2.9
Banco Santander SA	2.5
BNP Paribas	2.2
Comcast Corp	2.2
Barclays PLC	2.1
Charter Communications Inc	2.1
Johnson Controls Inter	2.1

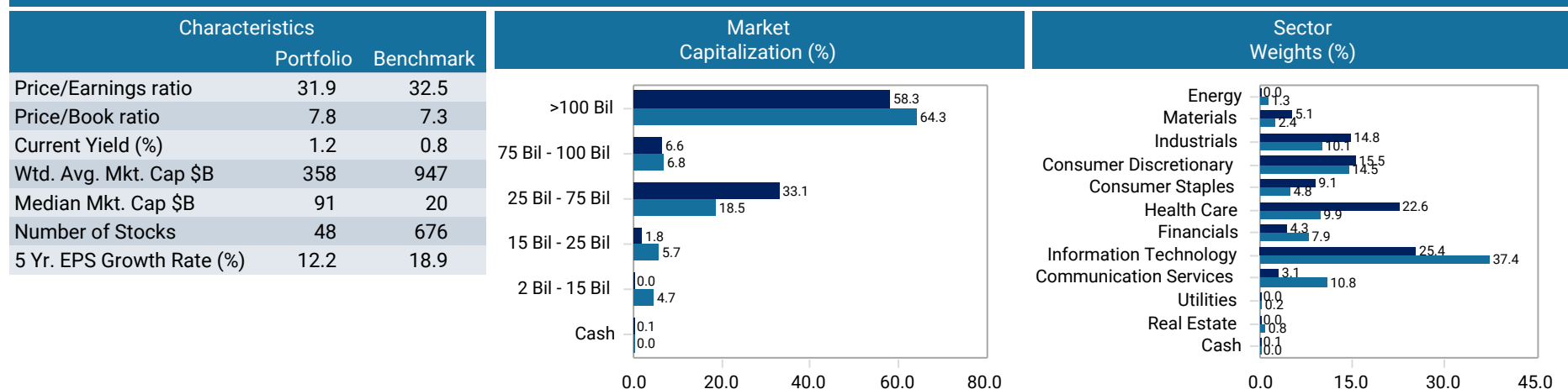


Top Contributors	Weight	Return	Contribution
GSK plc	2.9	16.1	0.5
Barclays PLC	1.8	21.9	0.4
Banco Santander SA	2.2	17.0	0.4
Suncor Energy Inc.	2.2	16.5	0.4
Fiserv Inc.	1.7	20.3	0.3

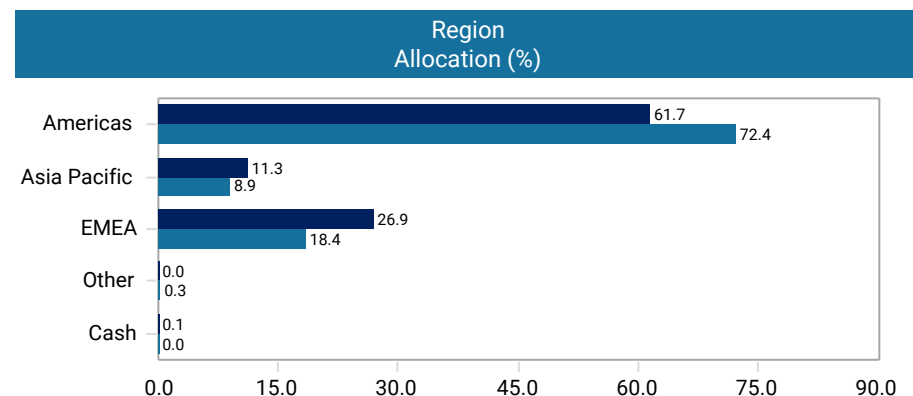
Top Detractors	Weight	Return	Contribution
Charter Communications Inc	2.3	-25.2	-0.6
Entain PLC	0.8	-19.6	-0.2
Prudential PLC	0.9	-17.5	-0.2
Roche Holding AG	1.3	-10.1	-0.1
Alnylam Pharmaceuticals Inc	0.5	-21.9	-0.1

# WALTER SCOTT & PARTNERS

Walter Scott & Partners vs. MSCI World Growth (Net)



Top Holdings	
	Weight (%)
Novo Nordisk A/S	4.5
Microsoft Corp	4.5
Taiwan Semiconductor	3.5
TJX Companies Inc (The)	3.3
Mastercard Inc	3.2
Alphabet Inc Cl C	3.1
Linde Plc	3.0
Amphenol Corp	3.0
LVMH Moet Hennessy Louis	2.9
Alimentation Couche-Tard Inc	2.9



Top Contributors			
	Weight	Return	Contribution
Novo Nordisk A/S	4.2	24.2	1.0
Taiwan Semiconductor	2.9	31.3	0.9
Microsoft Corp	4.2	12.1	0.5
Edwards Lifesciences Corp	2.0	25.3	0.5
Stryker Corp	2.4	19.8	0.5

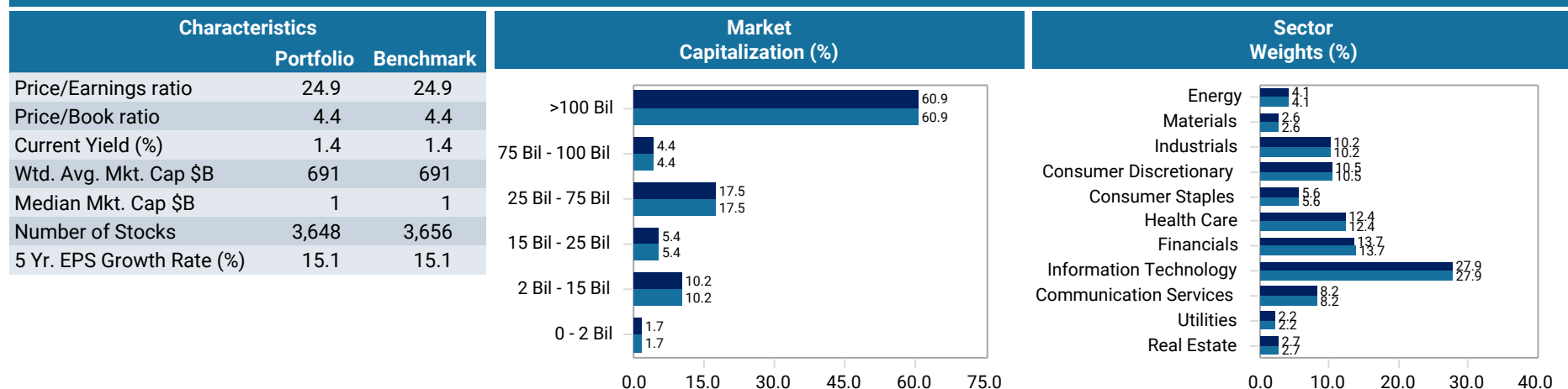
Top Detractors			
	Weight	Return	Contribution
Adobe Inc	3.4	-15.4	-0.5
AIA Group Ltd	1.4	-23.0	-0.3
NIKE Inc	1.8	-13.1	-0.2
Dassault Systemes SA	1.6	-9.3	-0.2
Nestle SA, Cham Und Vevey	1.8	-8.2	-0.1



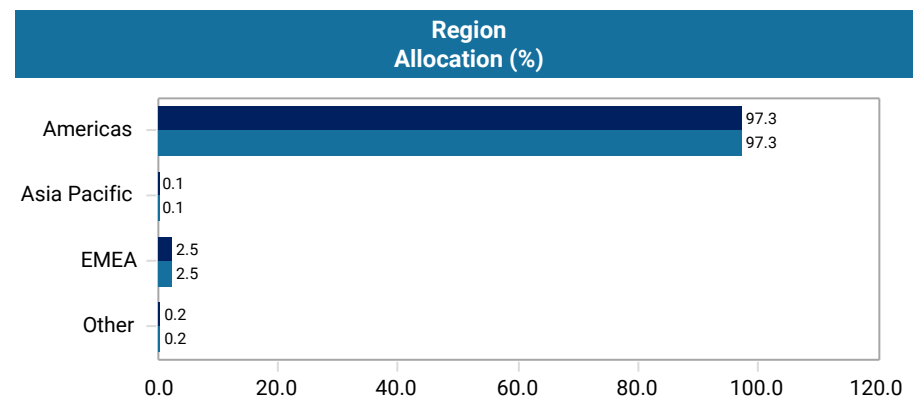


# VANGUARD TOTAL STOCK MARKET FUND

Vanguard Total Stock Market Fund vs. CRSP U.S. Total Market TR Index



Top Holdings	
	Weight (%)
Microsoft Corp	6.2
Apple Inc	5.0
NVIDIA Corporation	4.2
Amazon.com Inc	3.3
Meta Platforms Inc	2.1
Alphabet Inc Cl A	1.8
Berkshire Hathaway Inc	1.5
Alphabet Inc Cl C	1.4
Eli Lilly and Co	1.3
Broadcom Inc	1.2



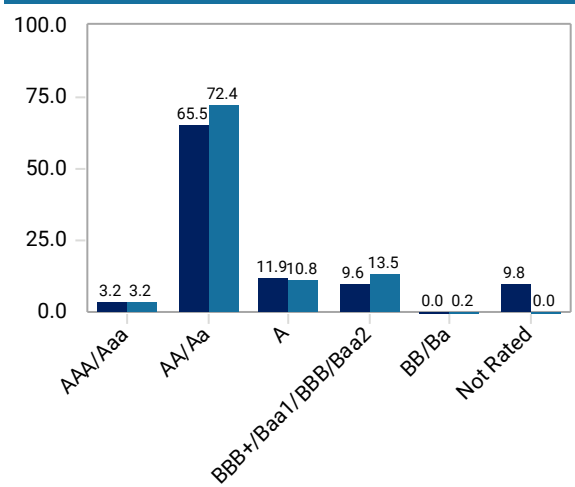
Top Contributors			
	Weight	Return	Contribution
NVIDIA Corporation	2.5	82.5	2.1
Microsoft Corp	6.0	12.1	0.7
Meta Platforms Inc	1.7	37.3	0.6
Amazon.com Inc	3.1	18.7	0.6
Eli Lilly and Co	1.1	33.7	0.4

Top Detractors			
	Weight	Return	Contribution
Apple Inc	6.1	-10.8	-0.7
Tesla Inc	1.5	-29.3	-0.4
Adobe Inc	0.6	-15.4	-0.1
Boeing Co	0.3	-26.0	-0.1
UnitedHealth Group Incorporated	1.1	-5.7	-0.1

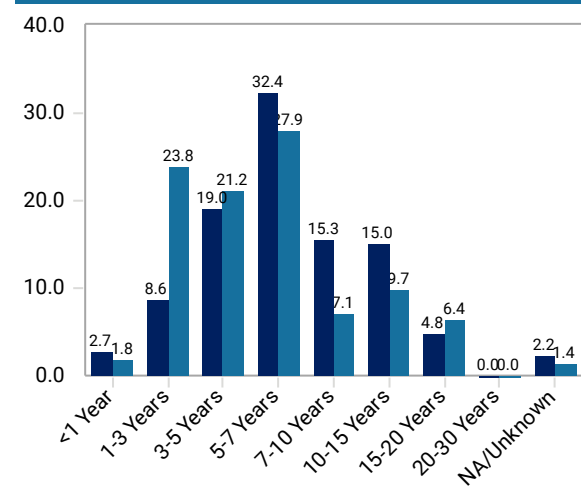
# C.S. MCKEE AGGREGATE FIXED INCOME

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	9.6	8.3
Avg. Quality	AA	AA
Effective Duration	6.2	6.0
Yield To Maturity (%)	5.1	4.7
<b>Quality Breakdown</b>		
AAA/Aaa	3.2	3.2
AA/Aa	65.5	72.4
A	11.9	10.8
BBB+/Baa1/BBB/Baa2	9.6	13.5
BB/Ba		0.2
Not Rated	9.8	
<b>Duration Breakdown</b>		
<1 Year	2.7	1.8
1-3 Years	8.6	23.8
3-5 Years	19.0	21.2
5-7 Years	32.4	27.9
7-10 Years	15.3	7.1
10-15 Years	15.0	9.7
15-20 Years	4.8	6.4
20-30 Years		0.0
NA/Unknown	2.2	1.4
<b>Sectors Allocation Breakdown</b>		
UST/Agency	29.9	43.0
Corporate	24.1	25.1
MBS	37.2	27.6
ABS	4.9	0.5
Foreign	2.3	3.3
Muni	0.0	0.6
NA/Unknown	1.6	0.0

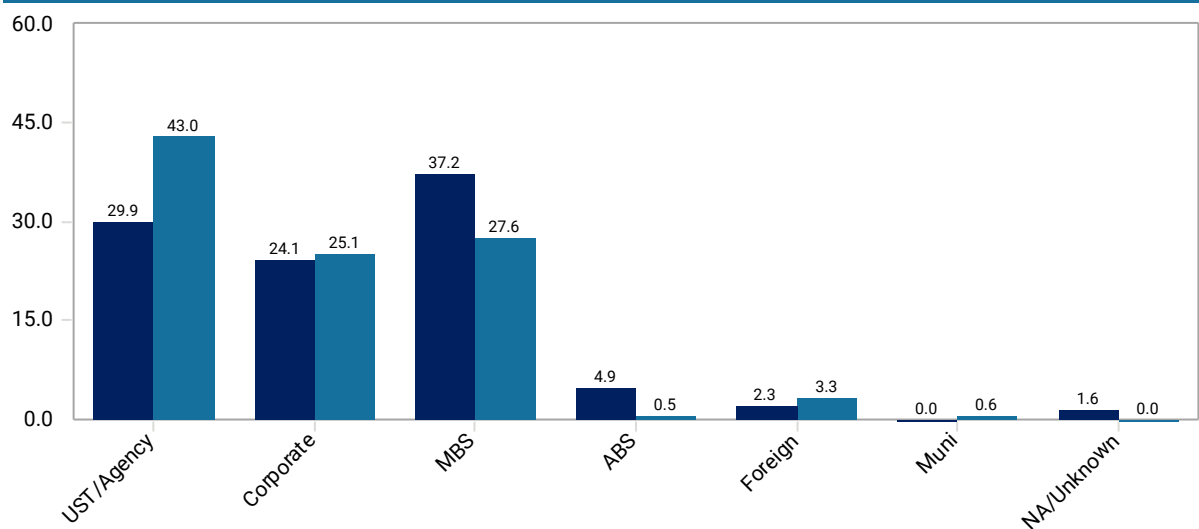
Credit Quality Distribution (%)



Duration Distribution (%)



Sector Distribution (%)

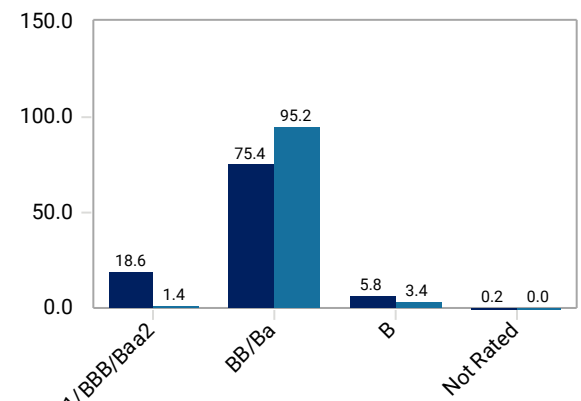


■ C.S. McKee Aggregate Fixed Income   ■ Blmbg. U.S. Aggregate Index

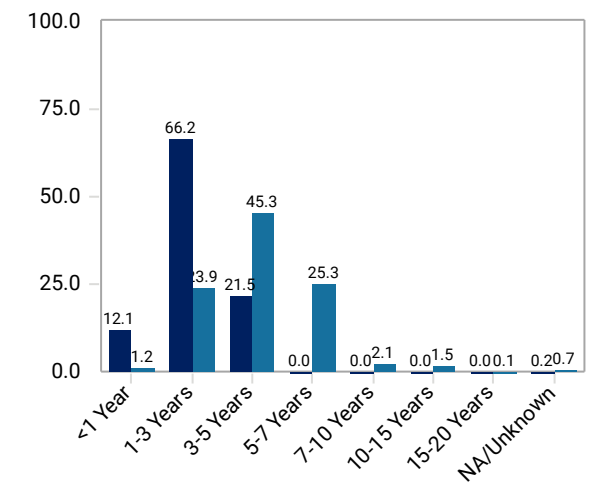
# CHARTWELL HIGH YIELD

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	2.3	5.2
Avg. Quality	BB	BB
Effective Duration	1.7	4.2
Yield To Maturity (%)	6.1	6.5
<b>Quality Breakdown</b>		
BBB+/Baa1/BBB/Baa2	18.6	1.4
BB/Ba	75.4	95.2
B	5.8	3.4
Not Rated	0.2	0.0
<b>Duration Breakdown</b>		
<1 Year	12.1	1.2
1-3 Years	66.2	23.9
3-5 Years	21.5	45.3
5-7 Years		25.3
7-10 Years		2.1
10-15 Years		1.5
15-20 Years		0.1
NA/Unknown	0.2	0.7
<b>Sectors Allocation Breakdown</b>		
Corporate	99.8	99.9
ABS		0.1
NA/Unknown	0.2	0.0

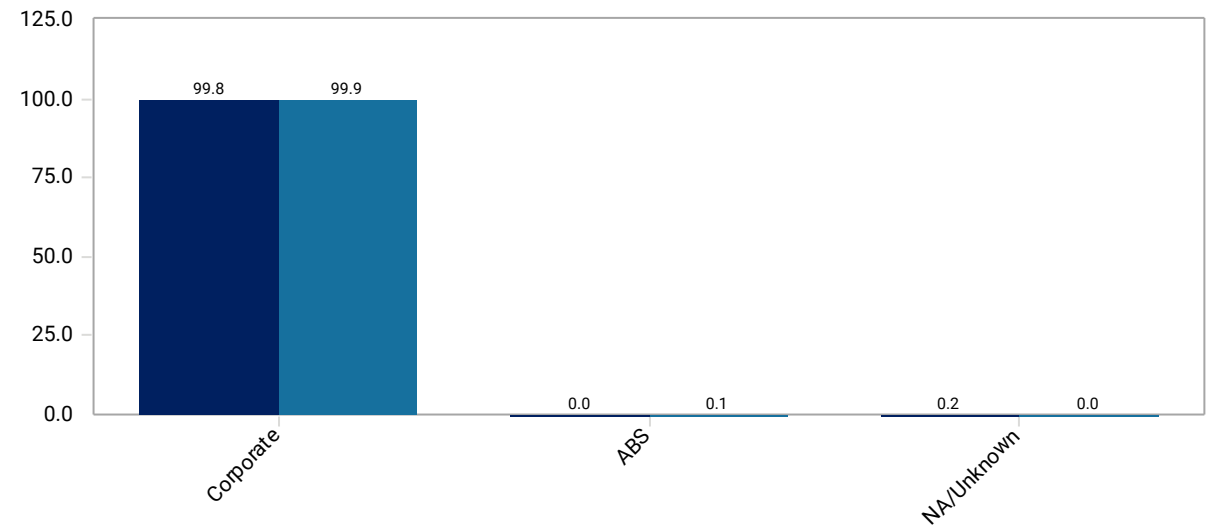
Credit Quality Distribution (%)



Duration Distribution (%)



Sector Distribution (%)

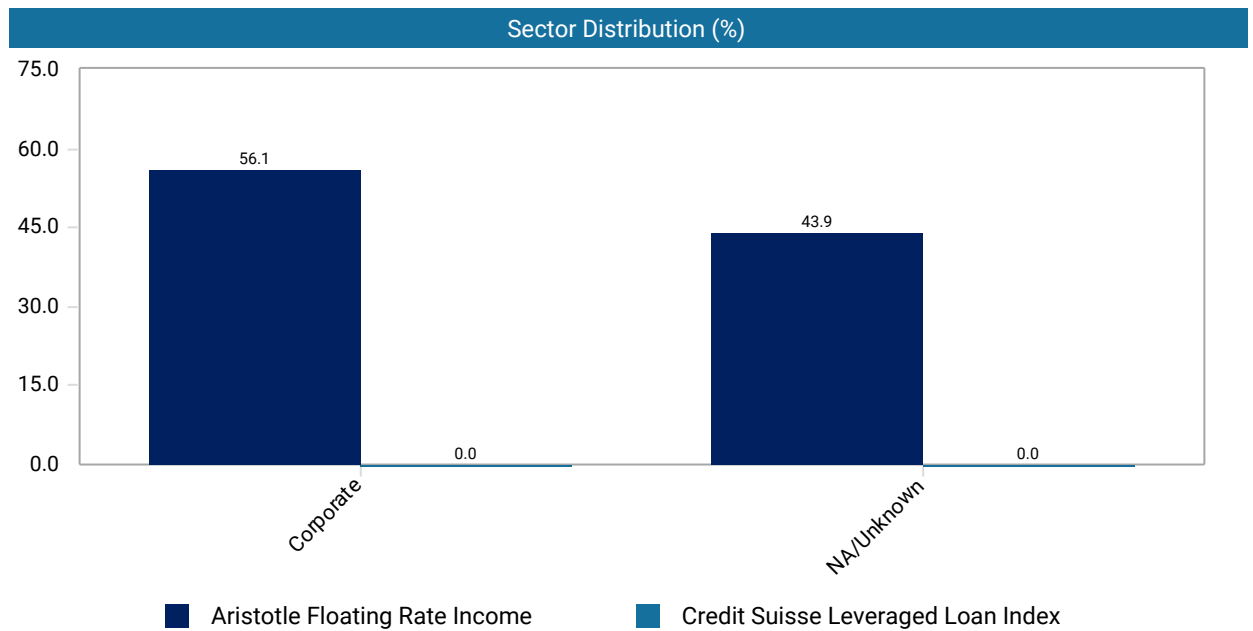
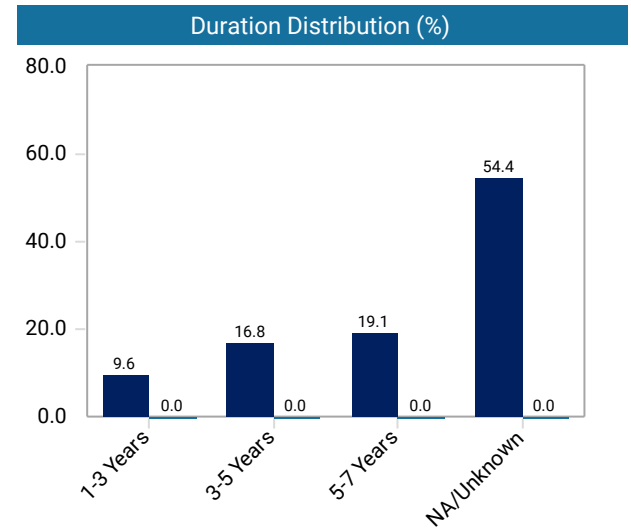
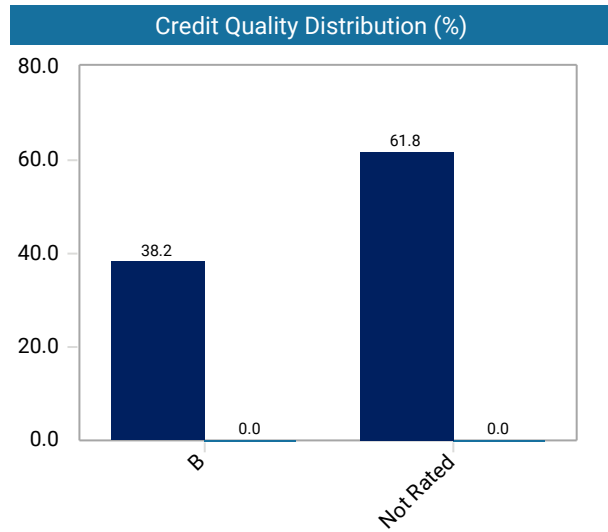


■ Chartwell High Yield      ■ Bloomberg U.S. High Yield Ba Index



# ARISTOTLE FLOATING RATE INCOME

	Fund	Index
<b>Portfolio Characteristics</b>		
Avg. Maturity	5.3	
Avg. Quality	B	
Effective Duration	3.0	
Yield To Maturity (%)	6.8	
<b>Quality Breakdown</b>		
B	38.2	
Not Rated	61.8	
<b>Duration Breakdown</b>		
1-3 Years	9.6	
3-5 Years	16.8	
5-7 Years	19.1	
NA/Unknown	54.4	
<b>Sectors Allocation Breakdown</b>		
Corporate	56.1	
NA/Unknown	43.9	



# PERFORMANCE DETAIL

	Allocation		Performance (%)										
	Market Value (\$)	% of Portfolio	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Total Fund Composite</b>	<b>1,019,177,977</b>	<b>100.0</b>	<b>16.4</b>	<b>16.3</b>	<b>-11.9</b>	<b>13.4</b>	<b>11.0</b>	<b>19.5</b>	<b>-3.7</b>	<b>15.9</b>	<b>7.1</b>	<b>-2.0</b>	<b>4.2</b>
Policy Index			<u>15.2</u>	<u>15.7</u>	<u>-13.9</u>	<u>12.6</u>	<u>11.7</u>	<u>19.6</u>	<u>-4.7</u>	<u>15.2</u>	<u>6.2</u>	<u>-1.4</u>	<u>4.1</u>
Over/Under			1.2	0.6	2.0	0.8	-0.7	-0.1	1.0	0.7	0.9	-0.6	0.1
InvMetrics Healthcare DB Plans Rank			7	8	22	18	77	43	19	37	55	51	81
<b>Fixed Income Composite</b>	<b>286,464,053</b>	<b>28.1</b>	<b>4.9</b>	<b>7.5</b>	<b>-9.5</b>	<b>-0.2</b>	<b>6.3</b>	<b>8.6</b>	<b>-0.6</b>	<b>4.5</b>	<b>3.1</b>	<b>-0.7</b>	<b>4.0</b>
Custom Index			<u>4.1</u>	<u>7.1</u>	<u>-10.0</u>	<u>0.1</u>	<u>6.7</u>	<u>8.7</u>	<u>0.5</u>	<u>4.9</u>	<u>2.5</u>	<u>-0.7</u>	<u>4.1</u>
Over/Under			0.8	0.4	0.5	-0.3	-0.4	-0.1	-1.1	-0.4	0.6	0.0	-0.1
eV All US Fixed Inc Rank			35	33	52	53	47	46	68	40	50	75	50
<b>U.S. Equity Composite</b>	<b>222,456,083</b>	<b>21.8</b>	<b>22.9</b>	<b>21.0</b>	<b>-13.8</b>	<b>21.8</b>	<b>13.6</b>	<b>23.5</b>	<b>-4.1</b>	<b>17.8</b>			
CRSP U.S. Total Market TR Index			<u>29.3</u>	<u>26.0</u>	<u>-19.5</u>	<u>25.7</u>	<u>21.0</u>	<u>30.8</u>	<u>-5.2</u>	<u>21.2</u>			
Over/Under			-6.4	-5.0	5.7	-3.9	-7.4	-7.3	1.1	-3.4			
eV All US Equity Rank			53	40	39	70	55	78	29	56			
<b>Global Equity Composite</b>	<b>504,417,695</b>	<b>49.5</b>	<b>21.2</b>	<b>20.2</b>	<b>-12.8</b>	<b>19.0</b>	<b>12.4</b>	<b>27.1</b>	<b>-6.2</b>	<b>23.6</b>	<b>8.7</b>	<b>-2.6</b>	<b>5.0</b>
MSCI AC World Index (Net)			<u>23.2</u>	<u>22.2</u>	<u>-18.4</u>	<u>18.5</u>	<u>16.3</u>	<u>26.6</u>	<u>-9.4</u>	<u>24.0</u>	<u>7.9</u>	<u>-2.4</u>	<u>4.2</u>
Over/Under			-2.0	-2.0	5.6	0.5	-3.9	0.5	3.2	-0.4	0.8	-0.2	0.8
eV Global All Cap Equity Rank			42	44	29	42	64	48	23	54	30	68	31

# PERFORMANCE DETAIL

	Allocation		Performance (%)										
	Market Value (\$)	% of Portfolio	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>Total Fund Composite</b>	<b>1,019,177,977</b>	<b>100.0</b>	<b>16.4</b>	<b>16.3</b>	<b>-11.9</b>	<b>13.4</b>	<b>11.0</b>	<b>19.5</b>	<b>-3.7</b>	<b>15.9</b>	<b>7.1</b>	<b>-2.0</b>	<b>4.2</b>
Policy Index			15.2	15.7	-13.9	12.6	11.7	19.6	-4.7	15.2	6.2	-1.4	4.1
Over/Under			1.2	0.6	2.0	0.8	-0.7	-0.1	1.0	0.7	0.9	-0.6	0.1
InvMetrics Healthcare DB Plans Rank			7	8	22	18	77	43	19	37	55	51	81
<b>Fixed Income Composite</b>	<b>286,464,053</b>	<b>28.1</b>	<b>4.9</b>	<b>7.5</b>	<b>-9.5</b>	<b>-0.2</b>	<b>6.3</b>	<b>8.6</b>	<b>-0.6</b>	<b>4.5</b>	<b>3.1</b>	<b>-0.7</b>	<b>4.0</b>
Custom Index			4.1	7.1	-10.0	0.1	6.7	8.7	0.5	4.9	2.5	-0.7	4.1
Over/Under			0.8	0.4	0.5	-0.3	-0.4	-0.1	-1.1	-0.4	0.6	0.0	-0.1
eV All US Fixed Inc Rank			35	33	52	53	47	46	68	40	50	75	50
<b>C.S. McKee Aggregate Fixed Income</b>	<b>186,666,699</b>	<b>18.3</b>	<b>2.6</b>	<b>5.9</b>	<b>-12.9</b>	<b>-1.8</b>	<b>7.6</b>	<b>8.9</b>					
Blmbg. U.S. Aggregate Index			1.7	5.5	-13.0	-1.5	7.5	8.7					
Over/Under			0.9	0.4	0.1	-0.3	0.1	0.2					
eV US Core Fixed Inc Rank			32	52	42	76	73	52					
<b>Chartwell High Yield</b>	<b>47,031,099</b>	<b>4.6</b>	<b>8.0</b>	<b>8.1</b>	<b>-3.0</b>	<b>2.3</b>	<b>4.2</b>	<b>7.0</b>	<b>0.7</b>				
ICE BofA U.S. High Yield Cash Pay BB 1-3 Year			8.0	8.9	-3.1	3.2	5.4	8.7	1.3				
Over/Under			0.0	-0.8	0.1	-0.9	-1.2	-1.7	-0.6				
High Yield Bond Rank			94	97	5	96	72	96	4				
<b>Aristotle Floating Rate Income</b>	<b>52,752,187</b>	<b>5.2</b>	<b>12.3</b>	<b>13.4</b>	<b>-0.8</b>	<b>4.6</b>	<b>1.6</b>	<b>8.3</b>					
Credit Suisse Leveraged Loan Index			12.4	13.0	-1.1	5.4	2.8	8.2					
Over/Under			-0.1	0.4	0.3	-0.8	-1.2	0.1					
Bank Loan Rank			26	22	18	40	62	44					
<b>Wellington LCP Legacy Portfolio</b>	<b>14,068</b>	<b>0.0</b>											

# PERFORMANCE DETAIL

	Allocation		Performance (%)										
	Market Value (\$)	% of Portfolio	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
U.S. Equity Composite	222,456,083	21.8	22.9	21.0	-13.8	21.8	13.6	23.5	-4.1	17.8			
CRSP U.S. Total Market TR Index			29.3	26.0	-19.5	25.7	21.0	30.8	-5.2	21.2			
Over/Under			-6.4	-5.0	5.7	-3.9	-7.4	-7.3	1.1	-3.4			
eV All US Equity Rank			53	40	39	70	55	78	29	56			
Vanguard Total Stock Market Fund	111,195,876	10.9	29.3	26.0	-19.5	25.7	21.0	30.7	-5.2	21.2			
CRSP U.S. Total Market TR Index			29.3	26.0	-19.5	25.7	21.0	30.8	-5.2	21.2			
Over/Under			0.0	0.0	0.0	0.0	0.0	-0.1	0.0	0.0			
All Cap Rank			31	25	62	47	35	36	39	42			
Parametric Defensive Equity	111,260,207	10.9	17.8	16.9	-7.7	17.2	5.0	16.0	-2.9				
50% S&P 500/50% 90 Day T-Bill			17.2	15.5	-8.2	13.7	10.1	16.3	-1.0				
Over/Under			0.6	1.4	0.5	3.5	-5.1	-0.3	-1.9				
Global Equity Composite	504,417,695	49.5	21.2	20.2	-12.8	19.0	12.4	27.1	-6.2	23.6	8.7	-2.6	5.0
MSCI AC World Index (Net)			23.2	22.2	-18.4	18.5	16.3	26.6	-9.4	24.0	7.9	-2.4	4.2
Over/Under			-2.0	-2.0	5.6	0.5	-3.9	0.5	3.2	-0.4	0.8	-0.2	0.8
eV Global All Cap Equity Rank			42	44	29	42	64	48	23	54	30	68	31
Dodge & Cox	202,820,533	19.9	21.0	20.3	-5.8	20.8	6.0	23.8	-12.6	21.5	17.1	-8.0	7.0
MSCI AC World Index Value (Net)			18.0	11.8	-7.5	19.6	-0.3	20.6	-10.8	18.3	12.6	-6.3	2.9
Over/Under			3.0	8.5	1.7	1.2	6.3	3.2	-1.8	3.2	4.5	-1.7	4.1
Global Large-Stock Value Rank			35	21	35	33	44	31	71	28	7	94	16
Walter Scott & Partners	248,336,364	24.4	22.7	23.1	-19.6	18.7	18.9	30.5	-2.3	26.1	6.5	0.8	3.8
MSCI World Growth (Net)			31.2	37.0	-29.2	21.2	33.8	33.7	-6.7	28.0	2.8	3.1	6.1
Over/Under			-8.5	-13.9	9.6	-2.5	-14.9	-3.2	4.4	-1.9	3.7	-2.3	-2.3
eV Global All Cap Growth Eq Rank			40	42	18	23	91	57	19	73	15	62	34
Vanguard Global Minimum Volatility	53,260,798	5.2	15.7	8.0	-4.5	12.0	-3.9	22.7	-1.7				
MSCI AC World Minimum Volatility Index (Net)			11.1	7.7	-10.3	13.9	2.7	21.1	-1.6				
Over/Under			4.6	0.3	5.8	-1.9	-6.6	1.6	-0.1				
eV Global Low Volatility Equity Rank			32	67	9	80	81	24	9				

# MEMORIAL HEALTHCARE SYSTEM DEFINED CONTRIBUTION PLANS

Q1 2024

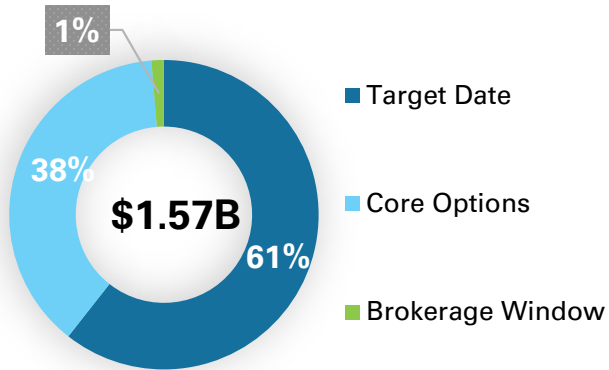




# EXECUTIVE SUMMARY

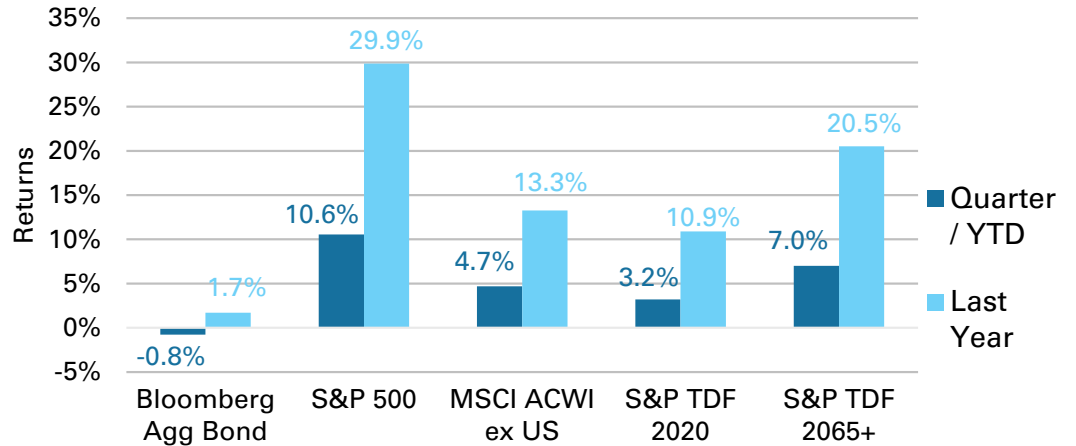
## AS OF MARCH 31, 2024

Beginning Period Assets (1/1/2024)	\$1.45 billion
End Period Assets (03/31/2024)	\$1.57 billion



Assets inclusive of Memorial Health's Defined Contribution Plans

### Capital Market Performance Summary Indexes Common to DC Plans



### Manager Due Diligence

There was one manager announcement from your DC Plan managers this quarter, as summarized in the Due Diligence Events Summary of this report.

No Plan investments currently have NEPC Status advisements requiring action.

### Recent Actions | Recommendations

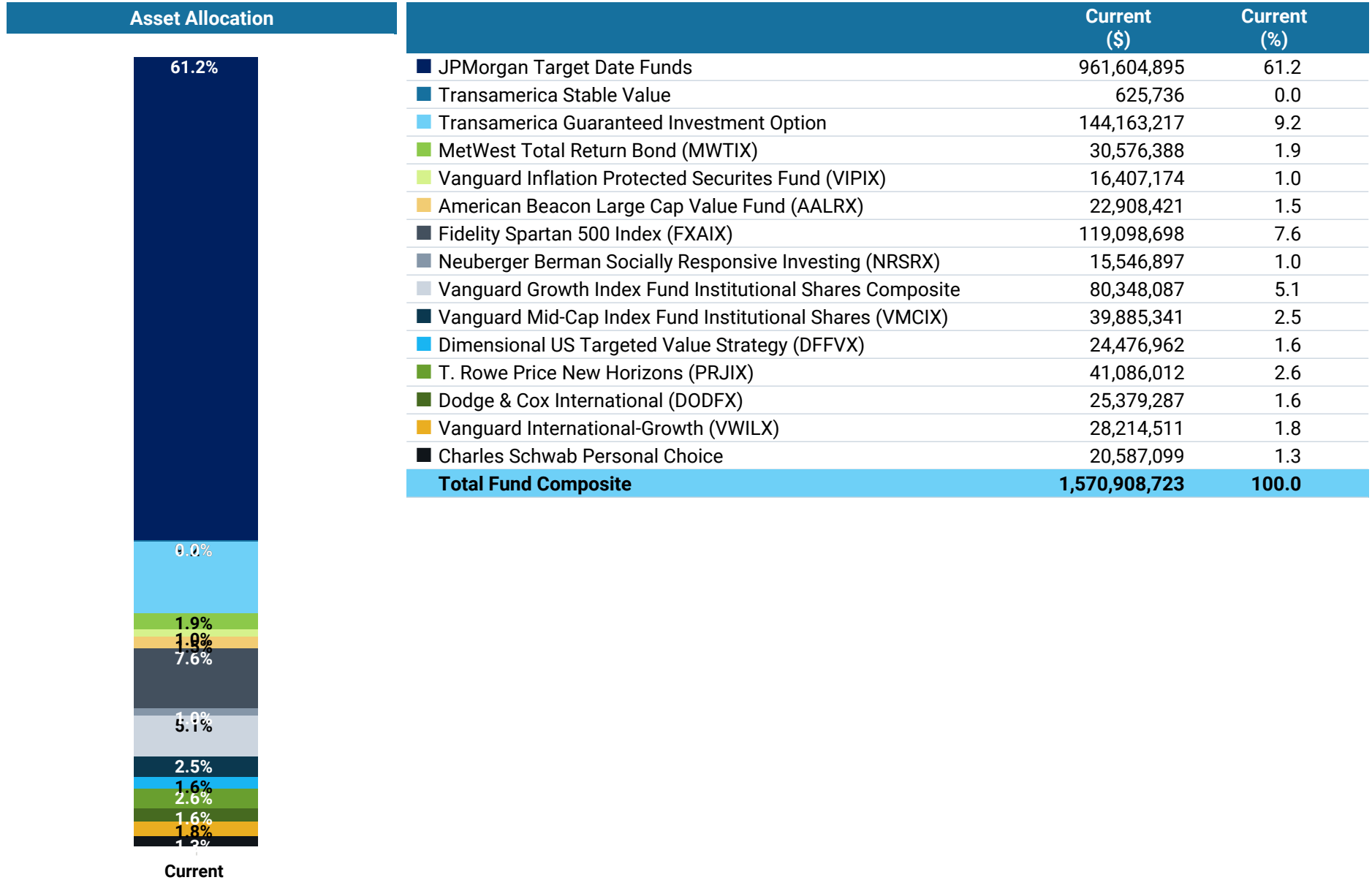
Recommendations approved at the January 2024 meeting were successfully implemented in April 2024, which included the following:

- Utilizing Fidelity as MHS' primary index fund provider across DC assets
- Adding the Dodge & Cox Income Fund as the Core Plus Bond manager
- Removing Neuberger Berman Socially Responsive Investing Fund
- Consolidating International Equity Funds, leaving Vanguard International Growth as the active International Equity investment option

In May 2024, the JPMorgan SmartRetirement Blend 2065 Fund was added as the latest vintage to complement the suite of MHS target date funds offered.



# ASSET ALLOCATION



# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>1,313,472,246</b>	<b>100.0</b>
<b>JP Morgan Target Date Funds</b>	<b>792,607,955</b>	<b>60.3</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	40,182,285	3.1
JPMorgan SmartRetirement Blend 2020 (JSYRX)	67,542,331	5.1
JPMorgan SmartRetirement Blend 2025 (JBYSX)	126,966,540	9.7
JPMorgan SmartRetirement Blend 2030 (JRBYX)	137,168,268	10.4
JPMorgan SmartRetirement Blend 2035 (JPYRX)	116,691,146	8.9
JPMorgan SmartRetirement Blend 2040 (JOBYX)	91,227,690	6.9
JPMorgan SmartRetirement Blend 2045 (JMYAX)	80,789,943	6.2
JPMorgan SmartRetirement Blend 2050 (JNYAX)	73,153,834	5.6
JPMorgan SmartRetirement Blend 2055 (JTYBX)	37,946,890	2.9
JPMorgan SmartRetirement Blend 2060 (JAAYX)	20,939,027	1.6
<b>Core Funds</b>	<b>503,330,814</b>	<b>38.3</b>
Transamerica Stable Value	500,263	0.0
Transamerica Guaranteed Investment Option	132,110,944	10.1
MetWest Total Return Bond (MWTIX)	25,738,046	2.0
Vanguard Inflation Protected Securites Fund (VIPIX)	13,638,053	1.0
American Beacon Large Cap Value Fund (AALRX)	20,037,052	1.5
Fidelity Spartan 500 Index (FXAIX)	98,825,746	7.5
Neuberger Berman Socially Responsive Investing (NRSRX)	13,309,070	1.0
Vanguard Russell 1000 Growth Index (VIGIX)	64,485,446	4.9
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	33,578,921	2.6
Dimensional US Targeted Value Strategy (DFFVX)	20,927,812	1.6
T. Rowe Price New Horizons (PRJIX)	34,407,740	2.6
Dodge & Cox International (DODFX)	22,264,679	1.7
Vanguard International-Growth (VWILX)	23,507,044	1.8
<b>Brokerage</b>	<b>17,533,477</b>	<b>1.3</b>
Charles Schwab Personal Choice	17,533,477	1.3

# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>104,131,479</b>	<b>100.0</b>
<b>JPMorgan Target Date Funds</b>	<b>88,223,543</b>	<b>84.7</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	1,118,941	1.1
JPMorgan SmartRetirement Blend 2020 (JSYRX)	2,485,307	2.4
JPMorgan SmartRetirement Blend 2025 (JBYSX)	6,255,124	6.0
JPMorgan SmartRetirement Blend 2030 (JRBYX)	8,427,993	8.1
JPMorgan SmartRetirement Blend 2035 (JPYRX)	11,287,489	10.8
JPMorgan SmartRetirement Blend 2040 (JOBYX)	11,622,624	11.2
JPMorgan SmartRetirement Blend 2045 (JMYAX)	14,320,114	13.8
JPMorgan SmartRetirement Blend 2050 (JNYAX)	15,498,421	14.9
JPMorgan SmartRetirement Blend 2055 (JTYBX)	11,263,569	10.8
JPMorgan SmartRetirement Blend 2060 (JAAYX)	5,943,960	5.7
<b>Core Funds</b>	<b>15,907,936</b>	<b>15.3</b>
Transamerica Stable Value	35,500	0.0
Transamerica Guaranteed Investment Option	1,432,884	1.4
MetWest Total Return Bond (MWTIX)	590,964	0.6
Vanguard Inflation Protected Securites Fund (VIPIX)	556,560	0.5
American Beacon Large Cap Value Fund (AALRX)	620,591	0.6
Fidelity Spartan 500 Index (FXAIX)	4,220,694	4.1
Neuberger Berman Socially Responsive Investing (NRSRX)	153,520	0.1
Vanguard Russell 1000 Growth Index (VIGIX)	2,683,743	2.6
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	662,411	0.6
Dimensional US Targeted Value Strategy (DFFVX)	1,261,426	1.2
T. Rowe Price New Horizons (PRJIX)	1,095,979	1.1
Dodge & Cox International (DODFX)	1,287,567	1.2
Vanguard International-Growth (VWILX)	1,306,097	1.3
<b>Brokerage</b>		<b>0.0</b>
Charles Schwab Personal Choice		0.0

# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>133,748,115</b>	<b>100.0</b>
<b>JPMorgan Target Date Funds</b>	<b>63,703,060</b>	<b>47.6</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	3,440,105	2.6
JPMorgan SmartRetirement Blend 2020 (JSYRX)	5,020,272	3.8
JPMorgan SmartRetirement Blend 2025 (JBYSX)	11,048,269	8.3
JPMorgan SmartRetirement Blend 2030 (JRBYX)	11,746,349	8.8
JPMorgan SmartRetirement Blend 2035 (JPYRX)	9,520,372	7.1
JPMorgan SmartRetirement Blend 2040 (JOBYX)	7,523,144	5.6
JPMorgan SmartRetirement Blend 2045 (JMYAX)	7,533,722	5.6
JPMorgan SmartRetirement Blend 2050 (JNYAX)	5,553,652	4.2
JPMorgan SmartRetirement Blend 2055 (JTYBX)	1,767,483	1.3
JPMorgan SmartRetirement Blend 2060 (JAAYX)	549,693	0.4
<b>Core Funds</b>	<b>66,991,433</b>	<b>50.1</b>
Transamerica Stable Value	2,266	0.0
Transamerica Guaranteed Investment Option	10,457,602	7.8
MetWest Total Return Bond (MWTIX)	4,171,642	3.1
Vanguard Inflation Protected Securites Fund (VIPIX)	1,934,594	1.4
American Beacon Large Cap Value Fund (AALRX)	2,199,835	1.6
Fidelity Spartan 500 Index (FXAIX)	15,606,607	11.7
Neuberger Berman Socially Responsive Investing (NRSRX)	2,074,182	1.6
Vanguard Russell 1000 Growth Index (VIGIX)	12,128,976	9.1
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	5,552,825	4.2
Dimensional US Targeted Value Strategy (DFFVX)	2,287,725	1.7
T. Rowe Price New Horizons (PRJIX)	5,392,308	4.0
Dodge & Cox International (DODFX)	1,821,925	1.4
Vanguard International-Growth (VWILX)	3,360,946	2.5
<b>Brokerage</b>	<b>3,053,622</b>	<b>2.3</b>
Charles Schwab Personal Choice	3,053,622	2.3

# MULTI PERIOD ASSET ALLOCATION

	<i>Total Fund</i>	
	\$	%
<b>Total Fund Composite</b>	<b>19,556,883</b>	<b>100.0</b>
<b>JPMorgan Target Date Funds</b>	<b>17,070,338</b>	<b>87.3</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	211,922	1.1
JPMorgan SmartRetirement Blend 2020 (JSYRX)	8,278	0.0
JPMorgan SmartRetirement Blend 2025 (JBYSX)	5,793,955	29.6
JPMorgan SmartRetirement Blend 2030 (JRBYX)	5,483,228	28.0
JPMorgan SmartRetirement Blend 2035 (JPYRX)	3,290,238	16.8
JPMorgan SmartRetirement Blend 2040 (JOBYX)	1,428,032	7.3
JPMorgan SmartRetirement Blend 2045 (JMYAX)	854,685	4.4
JPMorgan SmartRetirement Blend 2050 (JNYAX)		0.0
JPMorgan SmartRetirement Blend 2055 (JTYBX)		0.0
JPMorgan SmartRetirement Blend 2060 (JAAYX)		0.0
<b>Core Funds</b>	<b>2,486,546</b>	<b>12.7</b>
Transamerica Stable Value	87,707	0.4
Transamerica Guaranteed Investment Option	161,786	0.8
MetWest Total Return Bond (MWTIX)	75,737	0.4
Vanguard Inflation Protected Securites Fund (VIPIX)	277,966	1.4
American Beacon Large Cap Value Fund (AALRX)	50,944	0.3
Fidelity Spartan 500 Index (FXAIX)	445,650	2.3
Neuberger Berman Socially Responsive Investing (NRSRX)	10,125	0.1
Vanguard Russell 1000 Growth Index (VIGIX)	1,049,922	5.4
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	91,184	0.5
Dimensional US Targeted Value Strategy (DFFVX)		0.0
T. Rowe Price New Horizons (PRJIX)	189,984	1.0
Dodge & Cox International (DODFX)	5,116	0.0
Vanguard International-Growth (VWILX)	40,425	0.2
<b>Brokerage</b>		<b>0.0</b>
Charles Schwab Personal Choice		0.0

# PERFORMANCE DETAIL

	Allocation		Performance (%)					
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Total Fund Composite</b>	<b>1,570,908,723</b>	<b>100.0</b>						
<b>JPMorgan Target Date Funds</b>	<b>961,604,895</b>	<b>61.2</b>						
<b>JPMorgan SmartRetirement Blend Income (JIYBX)</b>	<b>44,953,253</b>	<b>2.9</b>	<b>3.2 (20)</b>	<b>10.4 (18)</b>	<b>1.7 (45)</b>	<b>4.5 (53)</b>	<b>4.6 (56)</b>	<b>4.3 (65)</b>
<i>S&amp;P Target Date Retirement Income Index</i>			2.3	8.7	1.8	4.3	4.3	4.1
<i>Target-Date 2000-2010 Median</i>			2.3	7.9	0.8	4.6	4.8	4.5
<b>JPMorgan SmartRetirement Blend 2020 (JSYRX)</b>	<b>75,056,188</b>	<b>4.8</b>	<b>3.2 (67)</b>	<b>10.6 (66)</b>	<b>1.7 (68)</b>	<b>4.8 (79)</b>	<b>5.0 (80)</b>	<b>5.0 (80)</b>
<i>S&amp;P Target Date 2020 Index</i>			3.2	10.9	2.7	5.6	5.7	5.4
<i>Target-Date 2020 Median</i>			3.4	10.9	2.1	5.7	5.8	5.5
<b>JPMorgan SmartRetirement Blend 2025 (JBYSX)</b>	<b>150,063,887</b>	<b>9.6</b>	<b>3.5 (68)</b>	<b>11.7 (66)</b>	<b>2.2 (70)</b>	<b>5.7 (78)</b>	<b>5.9 (74)</b>	<b>5.7 (69)</b>
<i>S&amp;P Target Date 2025 Index</i>			3.4	11.6	3.1	6.4	6.4	6.0
<i>Target-Date 2025 Median</i>			3.8	12.3	2.4	6.4	6.4	5.9
<b>JPMorgan SmartRetirement Blend 2030 (JRBYX)</b>	<b>162,825,838</b>	<b>10.4</b>	<b>4.5 (63)</b>	<b>14.1 (60)</b>	<b>3.1 (55)</b>	<b>6.8 (75)</b>	<b>6.9 (77)</b>	<b>6.5 (65)</b>
<i>S&amp;P Target Date 2030 Index</i>			4.3	13.8	3.9	7.4	7.3	6.7
<i>Target-Date 2030 Median</i>			4.6	14.5	3.1	7.3	7.3	6.6
<b>JPMorgan SmartRetirement Blend 2035 (JPYRX)</b>	<b>140,789,245</b>	<b>9.0</b>	<b>5.4 (59)</b>	<b>16.5 (57)</b>	<b>4.2 (40)</b>	<b>7.9 (74)</b>	<b>7.8 (72)</b>	<b>7.2 (54)</b>
<i>S&amp;P Target Date 2035 Index</i>			5.2	16.1	4.8	8.4	8.1	7.4
<i>Target-Date 2035 Median</i>			5.7	16.8	4.0	8.3	8.0	7.3
<b>JPMorgan SmartRetirement Blend 2040 (JOBYX)</b>	<b>111,801,490</b>	<b>7.1</b>	<b>6.2 (69)</b>	<b>18.4 (66)</b>	<b>4.9 (47)</b>	<b>8.8 (68)</b>	<b>8.5 (66)</b>	<b>7.8 (58)</b>
<i>S&amp;P Target Date 2040 Index</i>			6.0	18.1	5.5	9.2	8.8	7.9
<i>Target-Date 2040 Median</i>			6.5	19.0	4.8	9.1	8.8	7.9
<b>JPMorgan SmartRetirement Blend 2045 (JMYAX)</b>	<b>103,498,464</b>	<b>6.6</b>	<b>6.8 (71)</b>	<b>19.8 (68)</b>	<b>5.5 (47)</b>	<b>9.4 (72)</b>	<b>9.0 (75)</b>	<b>8.2 (64)</b>
<i>S&amp;P Target Date 2045 Index</i>			6.6	19.4	6.0	9.8	9.2	8.3
<i>Target-Date 2045 Median</i>			7.3	20.3	5.5	9.8	9.3	8.3
<b>JPMorgan SmartRetirement Blend 2050 (JNYAX)</b>	<b>94,205,907</b>	<b>6.0</b>	<b>7.1 (74)</b>	<b>20.4 (76)</b>	<b>5.7 (49)</b>	<b>9.6 (80)</b>	<b>9.1 (81)</b>	<b>8.2 (75)</b>
<i>S&amp;P Target Date 2050 Index</i>			6.8	20.1	6.3	10.0	9.4	8.5
<i>Target-Date 2050 Median</i>			7.6	21.2	5.7	10.0	9.5	8.4
<b>JPMorgan SmartRetirement Blend 2055 (JTYBX)</b>	<b>50,977,943</b>	<b>3.2</b>	<b>7.1 (78)</b>	<b>20.4 (74)</b>	<b>5.7 (49)</b>	<b>9.5 (83)</b>	<b>9.1 (87)</b>	<b>8.2 (74)</b>
<i>S&amp;P Target Date 2055 Index</i>			6.8	20.1	6.3	10.1	9.5	8.5
<i>Target-Date 2055 Median</i>			7.7	21.2	5.7	10.2	9.6	8.5
<b>JPMorgan SmartRetirement Blend 2060 (JAAYX)</b>	<b>27,432,680</b>	<b>1.7</b>	<b>7.0 (80)</b>	<b>20.3 (77)</b>	<b>5.8 (54)</b>			
<i>S&amp;P Target Date 2060 Index</i>			6.8	20.2	6.3			
<i>Target-Date 2060 Median</i>			7.7	21.5	5.8			

# PERFORMANCE DETAIL

	Allocation		Performance (%)					
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Core Funds</b>	<b>588,716,729</b>	<b>37.5</b>						
<b>Transamerica Stable Value</b>	<b>625,736</b>	<b>0.0</b>	<b>0.6</b>	<b>2.6</b>	<b>1.8</b>	<b>1.7</b>	<b>1.5</b>	<b>1.4</b>
<i>90 Day U.S. Treasury Bill</i>			1.3	5.2	2.6	2.0	1.9	1.4
<b>Transamerica Guaranteed Investment Option</b>	<b>144,163,217</b>	<b>9.2</b>	<b>0.6</b>	<b>2.6</b>	<b>2.3</b>	<b>2.1</b>	<b>1.9</b>	<b>1.6</b>
<i>90 Day U.S. Treasury Bill</i>			1.3	5.2	2.6	2.0	1.9	1.4
<b>MetWest Total Return Bond (MWTIX)</b>	<b>30,576,388</b>	<b>1.9</b>	<b>-0.9 (91)</b>	<b>1.5 (87)</b>	<b>-3.0 (83)</b>	<b>0.4 (74)</b>	<b>1.1 (70)</b>	<b>1.6 (72)</b>
<i>Blmbg. U.S. Aggregate Index</i>			-0.8	1.7	-2.5	0.4	1.1	1.5
<i>Intermediate Core-Plus Bond Median</i>			-0.3	2.9	-2.3	0.8	1.3	1.8
<b>Vanguard Inflation Protected Securites Fund (VIPIX)</b>	<b>16,407,174</b>	<b>1.0</b>	<b>-0.2 (84)</b>	<b>0.2 (67)</b>	<b>-0.7 (61)</b>	<b>2.4 (63)</b>	<b>2.2 (56)</b>	<b>2.1 (22)</b>
<i>Blmbg. U.S. TIPS</i>			-0.1	0.5	-0.5	2.5	2.3	2.2
<i>Inflation-Protected Bond Median</i>			0.1	0.8	-0.6	2.5	2.2	2.0
<b>American Beacon Large Cap Value Fund (AALRX)</b>	<b>22,908,421</b>	<b>1.5</b>	<b>9.9 (31)</b>	<b>24.7 (26)</b>	<b>10.0 (33)</b>	<b>12.3 (25)</b>	<b>10.5 (29)</b>	<b>9.3 (43)</b>
<i>Russell 1000 Value Index</i>			9.0	20.3	8.1	10.3	9.2	9.0
<i>Large Value Median</i>			8.8	20.8	9.1	10.9	9.8	9.1
<b>Fidelity Spartan 500 Index (FXAIX)</b>	<b>119,098,698</b>	<b>7.6</b>	<b>10.6 (38)</b>	<b>29.9 (33)</b>	<b>11.5 (22)</b>	<b>15.0 (19)</b>	<b>14.1 (16)</b>	<b>12.9 (9)</b>
<i>S&amp;P 500 Index</i>			10.6	29.9	11.5	15.0	14.1	13.0
<i>Large Blend Median</i>			10.4	29.2	10.4	14.2	13.2	12.0
<b>Neuberger Berman Socially Responsive Investing (NRSRX)</b>	<b>15,546,897</b>	<b>1.0</b>	<b>12.6 (9)</b>	<b>34.9 (7)</b>	<b>10.4 (51)</b>	<b>14.3 (47)</b>	<b>12.6 (61)</b>	<b>11.5 (61)</b>
<i>S&amp;P 500 Index</i>			10.6	29.9	11.5	15.0	14.1	13.0
<i>Large Blend Median</i>			10.4	29.2	10.4	14.2	13.2	12.0
<b>Vanguard Growth Index Fund Institutional Shares Composite</b>	<b>80,348,087</b>	<b>5.1</b>	<b>10.9 (67)</b>	<b>38.8 (47)</b>	<b>10.9 (27)</b>	<b>17.9 (15)</b>	<b>17.0 (27)</b>	<b>15.1 (22)</b>
<i>CRSP U.S. Large Cap Growth TR Index</i>			10.9	38.9	11.0	18.0	17.1	15.1
<i>Large Growth Median</i>			12.4	38.4	9.2	15.4	15.7	13.8
<b>Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)</b>	<b>39,885,341</b>	<b>2.5</b>	<b>7.9 (74)</b>	<b>20.4 (73)</b>	<b>5.7 (67)</b>	<b>10.9 (54)</b>	<b>10.4 (31)</b>	<b>9.9 (20)</b>
<i>CRSP U.S. Mid Cap TR Index</i>			7.9	20.4	5.7	10.9	10.4	9.9
<i>Mid-Cap Blend Median</i>			9.2	22.6	6.6	11.1	9.9	9.3
<b>Dimensional US Targeted Value Strategy (DFFVX)</b>	<b>24,476,962</b>	<b>1.6</b>	<b>4.6 (51)</b>	<b>23.6 (25)</b>	<b>9.7 (12)</b>	<b>13.2 (14)</b>	<b>9.7 (14)</b>	<b>8.8 (16)</b>
<i>Russell 2000 Value Index</i>			2.9	18.8	2.2	8.2	6.6	6.9
<i>Small Value Median</i>			4.7	20.1	5.6	9.9	7.6	7.3
<b>T. Rowe Price New Horizons (PRJIX)</b>	<b>41,086,012</b>	<b>2.6</b>	<b>6.1 (87)</b>	<b>19.9 (70)</b>	<b>-3.1 (85)</b>	<b>10.0 (69)</b>	<b>13.5 (16)</b>	<b>12.1 (9)</b>
<i>Russell 2000 Growth Index</i>			7.6	20.3	-2.7	7.4	8.4	7.9
<i>Mid-Cap Growth Median</i>			9.4	23.2	2.4	11.1	12.0	10.4



# PERFORMANCE DETAIL

	Allocation		Performance (%)					
	Market Value (\$)	% of Portfolio	3 Mo (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)
<b>Dodge &amp; Cox International (DODFX)</b>	<b>25,379,287</b>	<b>1.6</b>	<b>3.1 (67)</b>	<b>13.4 (58)</b>	<b>5.1 (46)</b>	<b>7.3 (35)</b>	<b>5.5 (51)</b>	<b>4.0 (42)</b>
<i>MSCI EAFE (Net)</i>			5.8	15.3	4.8	7.3	6.7	4.8
<i>MSCI AC World ex USA (Net)</i>			4.7	13.3	1.9	6.0	5.9	4.3
<i>Foreign Large Value Median</i>			4.4	14.4	4.9	6.4	5.5	3.8
<b>Vanguard International-Growth (VWILX)</b>	<b>28,214,511</b>	<b>1.8</b>	<b>5.3 (61)</b>	<b>7.5 (86)</b>	<b>-5.7 (92)</b>	<b>8.7 (24)</b>	<b>9.9 (10)</b>	<b>7.7 (10)</b>
<i>MSCI AC World ex USA (Net)</i>			4.7	13.3	1.9	6.0	5.9	4.3
<i>Foreign Large Growth Median</i>			6.6	12.3	0.5	7.3	7.3	5.4
<b>Brokerage</b>	<b>20,587,099</b>	<b>1.3</b>						
<b>Charles Schwab Personal Choice</b>	<b>20,587,099</b>	<b>1.3</b>						

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>Total Fund Composite</b>	<b>1,570,908,723</b>										
<b>JPMorgan SmartRetirement Blend Income (JIYBX)</b>	<b>44,953,253</b>		<b>11.8</b>	<b>-13.7</b>	<b>6.3</b>	<b>9.6</b>	<b>14.1</b>	<b>-3.8</b>	<b>10.7</b>	<b>5.8</b>	<b>-0.7</b>
<i>S&amp;P Target Date Retirement Income Index</i>			10.3	-11.2	5.1	8.8	13.3	-2.5	8.5	5.0	-0.2
<b>JPMorgan SmartRetirement Blend 2020 (JSYRX)</b>	<b>75,056,188</b>		<b>12.0</b>	<b>-13.7</b>	<b>6.4</b>	<b>10.1</b>	<b>15.5</b>	<b>-4.5</b>	<b>13.4</b>	<b>6.8</b>	<b>-0.7</b>
<i>S&amp;P Target Date 2020 Index</i>			12.3	-12.8	8.8	10.2	16.5	-4.2	12.8	7.2	-0.2
<b>JPMorgan SmartRetirement Blend 2025 (JBYSX)</b>	<b>150,063,887</b>		<b>13.4</b>	<b>-15.2</b>	<b>9.1</b>	<b>11.3</b>	<b>18.3</b>	<b>-5.7</b>	<b>15.6</b>	<b>7.2</b>	<b>-0.7</b>
<i>S&amp;P Target Date 2025 Index</i>			13.0	-13.1	10.7	11.2	18.4	-5.0	14.6	7.8	-0.3
<b>JPMorgan SmartRetirement Blend 2030 (JRBYX)</b>	<b>162,825,838</b>		<b>15.3</b>	<b>-16.1</b>	<b>11.3</b>	<b>12.2</b>	<b>20.4</b>	<b>-6.6</b>	<b>17.4</b>	<b>7.9</b>	<b>-0.8</b>
<i>S&amp;P Target Date 2030 Index</i>			14.8	-14.0	12.6	11.9	20.4	-6.0	16.2	8.3	-0.3
<b>JPMorgan SmartRetirement Blend 2035 (JPYRX)</b>	<b>140,789,245</b>		<b>17.1</b>	<b>-16.7</b>	<b>14.1</b>	<b>12.6</b>	<b>22.3</b>	<b>-7.4</b>	<b>18.9</b>	<b>8.3</b>	<b>-1.0</b>
<i>S&amp;P Target Date 2035 Index</i>			16.6	-15.0	14.9	12.8	22.2	-6.9	17.8	8.9	-0.3
<b>JPMorgan SmartRetirement Blend 2040 (JOBYX)</b>	<b>111,801,490</b>		<b>18.4</b>	<b>-17.2</b>	<b>15.9</b>	<b>13.0</b>	<b>23.8</b>	<b>-8.0</b>	<b>20.3</b>	<b>8.8</b>	<b>-1.1</b>
<i>S&amp;P Target Date 2040 Index</i>			18.2	-15.6	16.5	13.4	23.4	-7.4	18.9	9.2	-0.4
<b>JPMorgan SmartRetirement Blend 2045 (JMYAX)</b>	<b>103,498,464</b>		<b>19.5</b>	<b>-17.6</b>	<b>17.7</b>	<b>13.1</b>	<b>24.6</b>	<b>-8.3</b>	<b>20.5</b>	<b>8.8</b>	<b>-1.0</b>
<i>S&amp;P Target Date 2045 Index</i>			19.1	-15.8	17.5	13.7	24.0	-7.7	19.6	9.5	-0.5
<b>JPMorgan SmartRetirement Blend 2050 (JNYAX)</b>	<b>94,205,907</b>		<b>19.8</b>	<b>-17.6</b>	<b>17.8</b>	<b>13.4</b>	<b>24.6</b>	<b>-8.3</b>	<b>20.5</b>	<b>8.8</b>	<b>-1.1</b>
<i>S&amp;P Target Date 2050 Index</i>			19.6	-16.0	18.0	13.9	24.4	-7.9	20.2	9.7	-0.5
<b>JPMorgan SmartRetirement Blend 2055 (JTYBX)</b>	<b>50,977,943</b>		<b>19.7</b>	<b>-17.6</b>	<b>17.8</b>	<b>13.2</b>	<b>24.7</b>	<b>-8.4</b>	<b>20.4</b>	<b>8.8</b>	<b>-1.0</b>
<i>S&amp;P Target Date 2055 Index</i>			19.6	-16.0	18.2	13.9	24.5	-8.0	20.5	9.9	-0.5
<b>JPMorgan SmartRetirement Blend 2060 (JAAYX)</b>	<b>27,432,680</b>		<b>19.7</b>	<b>-17.4</b>	<b>17.8</b>						
<i>S&amp;P Target Date 2060 Index</i>			19.7	-16.0	18.0						
<b>Transamerica Stable Value</b>	<b>625,736</b>		<b>2.5</b>	<b>1.6</b>	<b>1.0</b>	<b>1.2</b>	<b>1.8</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0
<b>Transamerica Guaranteed Investment Option</b>	<b>144,163,217</b>		<b>2.5</b>	<b>2.2</b>	<b>2.3</b>	<b>1.6</b>	<b>1.8</b>	<b>1.3</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<i>90 Day U.S. Treasury Bill</i>			5.0	1.5	0.0	0.7	2.3	1.9	0.9	0.3	0.0
<b>MetWest Total Return Bond (MWTIX)</b>	<b>30,576,388</b>		<b>6.0</b>	<b>-14.8</b>	<b>-1.1</b>	<b>9.1</b>	<b>9.1</b>	<b>0.2</b>	<b>3.4</b>	<b>2.5</b>	<b>0.3</b>
<i>Blmbg. U.S. Aggregate Index</i>			5.5	-13.0	-1.5	7.5	8.7	0.0	3.5	2.6	0.5
<b>Vanguard Inflation Protected Securites Fund (VIPIX)</b>	<b>16,407,174</b>		<b>3.8</b>	<b>-11.9</b>	<b>5.7</b>	<b>11.0</b>	<b>8.2</b>	<b>-1.4</b>	<b>3.0</b>	<b>4.6</b>	<b>-1.7</b>
<i>Blmbg. U.S. TIPS</i>			3.9	-11.8	6.0	11.0	8.4	-1.3	3.0	4.7	-1.4

# TOTAL FUND PERFORMANCE DETAIL

	Allocation		Performance (%)								
	Market Value (\$)	% of Portfolio	2023	2022	2021	2020	2019	2018	2017	2016	2015
<b>American Beacon Large Cap Value Fund (AALRX)</b>	<b>22,908,421</b>		<b>13.5</b>	<b>-5.2</b>	<b>28.0</b>	<b>3.4</b>	<b>29.7</b>	<b>-12.0</b>	<b>17.1</b>	<b>16.0</b>	<b>-6.1</b>
<i>Russell 1000 Value Index</i>			11.5	-7.5	25.2	2.8	26.5	-8.3	13.7	17.3	-3.8
<b>Fidelity Spartan 500 Index (FXAIX)</b>	<b>119,098,698</b>		<b>26.3</b>	<b>-18.1</b>	<b>28.7</b>	<b>18.4</b>	<b>31.5</b>	<b>-4.4</b>	<b>21.8</b>	<b>12.0</b>	<b>1.4</b>
<i>S&amp;P 500 Index</i>			26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4
<b>Neuberger Berman Socially Responsive Investing (NRSRX)</b>	<b>15,546,897</b>		<b>27.1</b>	<b>-18.4</b>	<b>23.7</b>	<b>19.7</b>	<b>26.2</b>	<b>-5.6</b>	<b>18.8</b>	<b>10.4</b>	<b>-0.1</b>
<i>S&amp;P 500 Index</i>			26.3	-18.1	28.7	18.4	31.5	-4.4	21.8	12.0	1.4
<b>Vanguard Growth Index Fund Institutional Shares Composite</b>	<b>80,348,087</b>		<b>46.8</b>	<b>-33.1</b>	<b>27.3</b>	<b>40.2</b>	<b>37.3</b>	<b>-3.3</b>	<b>27.8</b>	<b>6.1</b>	<b>3.3</b>
<i>CRSP U.S. Large Cap Growth TR Index</i>			46.9	-33.1	27.3	40.3	37.3	-3.3	27.9	6.2	3.4
<b>Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)</b>	<b>39,885,341</b>		<b>16.0</b>	<b>-18.7</b>	<b>24.5</b>	<b>18.3</b>	<b>31.0</b>	<b>-9.2</b>	<b>19.3</b>	<b>11.2</b>	<b>-1.3</b>
<i>CRSP U.S. Mid Cap TR Index</i>			16.0	-18.7	24.5	18.2	31.1	-9.2	19.3	11.2	-1.3
<b>Dimensional US Targeted Value Strategy (DFFVX)</b>	<b>24,476,962</b>		<b>19.3</b>	<b>-4.6</b>	<b>38.8</b>	<b>3.8</b>	<b>21.5</b>	<b>-15.8</b>	<b>9.6</b>	<b>26.9</b>	<b>-5.7</b>
<i>Russell 2000 Value Index</i>			14.6	-14.5	28.3	4.6	22.4	-12.9	7.8	31.7	-7.5
<b>T. Rowe Price New Horizons (PRJIX)</b>	<b>41,086,012</b>		<b>21.5</b>	<b>-36.9</b>	<b>9.8</b>	<b>57.9</b>	<b>37.8</b>	<b>4.2</b>	<b>31.7</b>	<b>7.9</b>	<b>4.5</b>
<i>Russell 2000 Growth Index</i>			18.7	-26.4	2.8	34.6	28.5	-9.3	22.2	11.3	-1.4
<b>Dodge &amp; Cox International (DODFX)</b>	<b>25,379,287</b>		<b>16.7</b>	<b>-6.8</b>	<b>11.0</b>	<b>2.1</b>	<b>22.8</b>	<b>-18.0</b>	<b>23.9</b>	<b>8.3</b>	<b>-11.4</b>
<i>MSCI EAFE (Net)</i>			18.2	-14.5	11.3	7.8	22.0	-13.8	25.0	1.0	-0.8
<i>MSCI AC World ex USA (Net)</i>			15.6	-16.0	7.8	10.7	21.5	-14.2	27.2	4.5	-5.7
<b>Vanguard International-Growth (VWILX)</b>	<b>28,214,511</b>		<b>14.8</b>	<b>-30.8</b>	<b>-0.7</b>	<b>59.7</b>	<b>31.5</b>	<b>-12.6</b>	<b>43.2</b>	<b>1.8</b>	<b>-0.5</b>
<i>MSCI AC World ex USA (Net)</i>			15.6	-16.0	7.8	10.7	21.5	-14.2	27.2	4.5	-5.7
<b>Charles Schwab Personal Choice</b>	<b>20,587,099</b>										

- All data prior to 5/2023 was received from Marquette Associates

- Transamerica Stable Value Fund is not an open option for plan participants

- Assets include: Memorial Healthcare System RSP Gold 403(b) Plan, Memorial Healthcare System 401(a) Plan, Memorial Healthcare System 457(b) Plan, Memorial Healthcare System SERP 457(f) Plan

- Performance is net of fees and is annualized for periods longer than one year. Performance is ranked within PARis's style-specific universes, where "1" refers to the top percentile and "100" th bottom percentile.

# FEE SCHEDULE

Account Name	Fee Schedule	Estimated Annual Fee (%)
<b>Total Fund Composite</b>		<b>0.29</b>
JPMorgan SmartRetirement Blend Income (JIYBX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2020 (JSYRX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2025 (JBYSX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2030 (JRBYX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2035 (JPYRX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2040 (JOBYSX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2045 (JMYAX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2050 (JNYAX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2055 (JTYBX)	0.19 % of Assets	0.19
JPMorgan SmartRetirement Blend 2060 (JAAYX)	0.19 % of Assets	0.19
Transamerica Stable Value		
Transamerica Guaranteed Investment Option		
MetWest Total Return Bond (MWTIX)	0.45 % of Assets	0.45
Vanguard Inflation Protected Securites Fund (VIPIX)	0.07 % of Assets	0.07
American Beacon Large Cap Value Fund (AALRX)	0.58 % of Assets	0.58
Fidelity Spartan 500 Index (FXAIX)	0.02 % of Assets	0.02
Neuberger Berman Socially Responsive Investing (NRSRX)	0.59 % of Assets	0.59
Vanguard Growth Index Fund Institutional Shares	0.04 % of Assets	0.04
Vanguard Mid-Cap Index Fund Institutional Shares (VMCIX)	0.04 % of Assets	0.04
Dimensional US Targeted Value Strategy (DFFVX)	0.29 % of Assets	0.29
T. Rowe Price New Horizons (PRJIX)	0.65 % of Assets	0.65
Dodge & Cox International (DODFX)	0.63 % of Assets	0.63
Vanguard International-Growth (VWILX)	0.32 % of Assets	0.32
Charles Schwab Personal Choice		

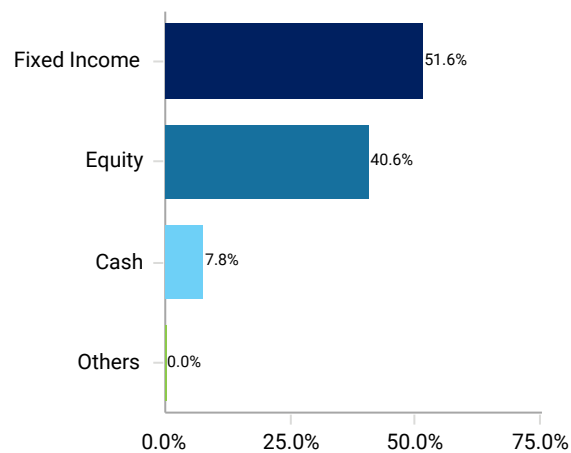
Transamerica Stable Value and Transamerica Guaranteed Investment Option use a variable spread fee”

# JPMORGAN SMARTRETIREMENT® BLEND INCOMER6

## Fund Investment Policy

The investment seeks current income and some capital appreciation.

### Asset Allocation



### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend IncomeR6	Portfolio Assets :	\$634 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JIYBX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$659 Million
Portfolio Turnover :	37%		

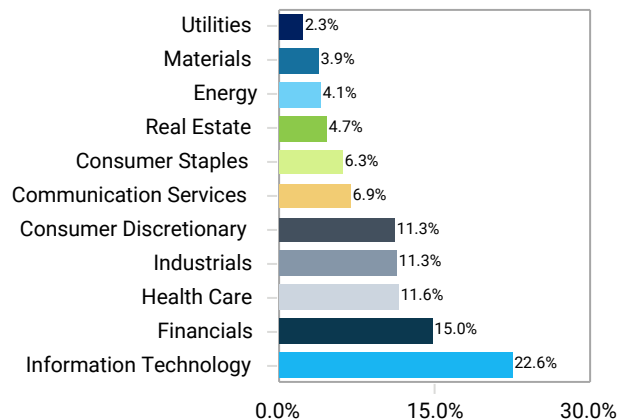
### Top 5 Countries

United States	78.6 %
Japan	3.1 %
United Kingdom	2.5 %
France	2.0 %
Switzerland	1.3 %
<b>Total</b>	<b>87.5 %</b>

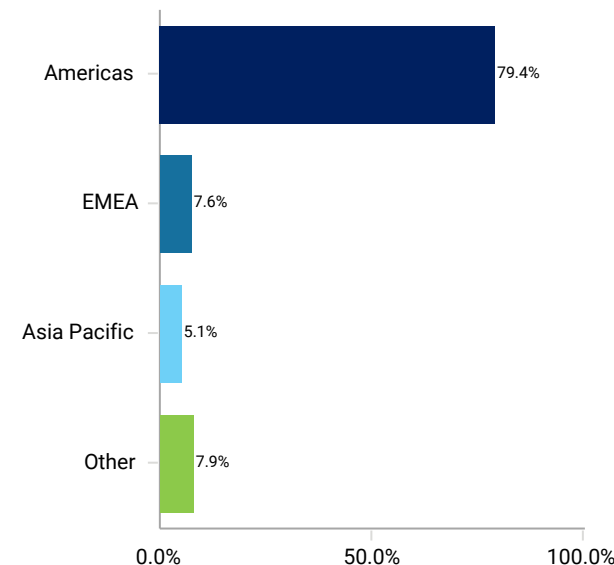
### Top Ten Securities

JPMorgan Equity Index R6	21.7 %
JPMorgan Core Plus Bond R6	10.1 %
JPMorgan BetaBuilders Intl Eq ETF	10.0 %
Jpmorgan Us Govt Mmkt Fund Im	5.3 %
JPMorgan High Yield R6	5.2 %
JPMorgan Inflation Managed Bond	5.0 %
JPMorgan BetaBuilders US Aggt Bond	4.0 %
JPMorgan BetaBuilders US Mid Cap	2.9 %
JPMorgan Emerging Mkts Rsrch Enh	1.9 %
JPMorgan BetaBuilders Emerging	1.9 %
<b>Total</b>	<b>68.1 %</b>

### Equity Sector Allocation



### Regional Allocation

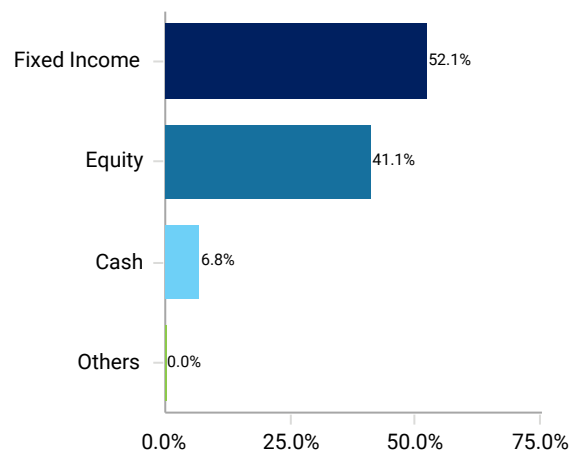


# JPMORGAN SMARTRETIREMENT® BLEND 2020 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

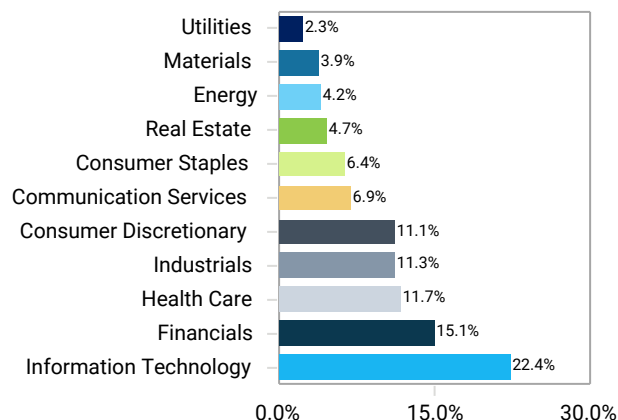
### Asset Allocation



### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2020 R6	Portfolio Assets :	\$814 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JSYRX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$839 Million
Portfolio Turnover :	26%		

### Equity Sector Allocation



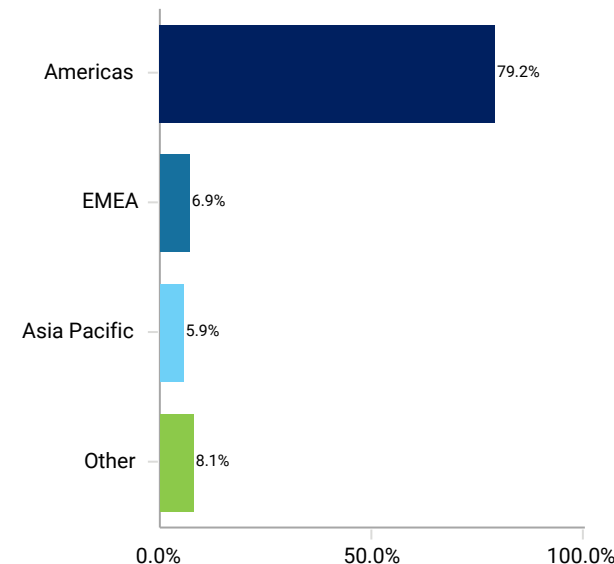
### Top 5 Countries

Country	Percentage
United States	78.4 %
Japan	3.1 %
United Kingdom	2.6 %
France	2.0 %
Switzerland	1.3 %
<b>Total</b>	<b>87.3 %</b>

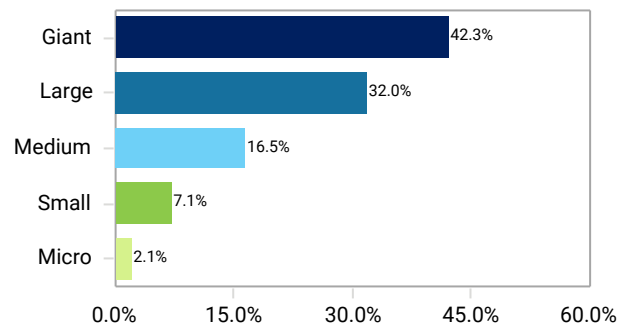
### Top Ten Securities

JPMorgan Equity Index R6	22.0 %
JPMorgan BetaBuilders Intl Eq ETF	10.3 %
JPMorgan Core Plus Bond R6	10.3 %
JPMorgan High Yield R6	5.2 %
JPMorgan Inflation Managed Bond	5.0 %
Jpmorgan Us Govt Mmkt Fund Im	4.4 %
JPMorgan BetaBuilders US Aggt Bond	4.1 %
JPMorgan BetaBuilders US Mid Cap	2.8 %
JPMorgan Emerging Mkts Rsrch Enh	1.9 %
JPMorgan BetaBuilders Emerging	1.9 %
<b>Total</b>	<b>67.9 %</b>

### Regional Allocation



### Market Capitalization

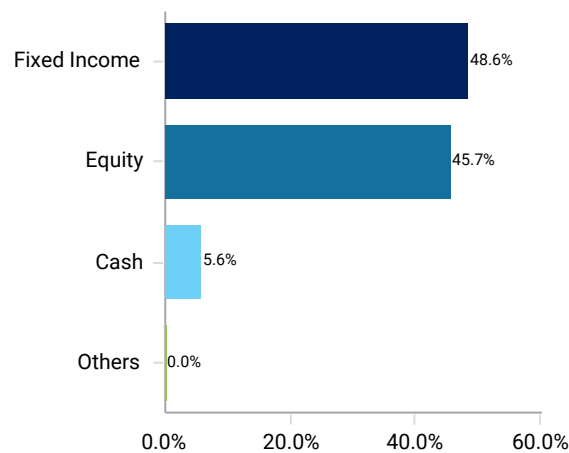


# JPMORGAN SMARTRETIREMENT® BLEND 2025 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

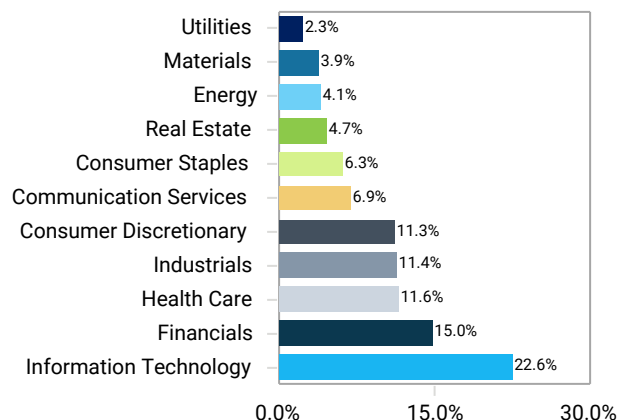
### Asset Allocation



### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2025 R6	Portfolio Assets :	\$1,901 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JBYSX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$1,950 Million
Portfolio Turnover :	35%		

### Equity Sector Allocation



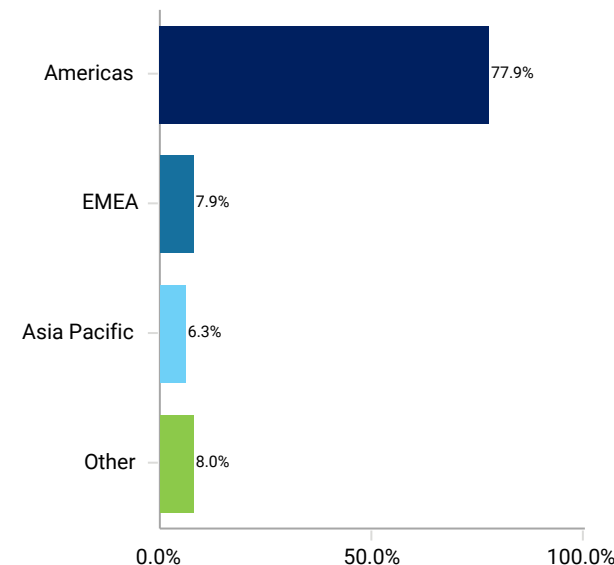
### Top 5 Countries

Country	Percentage
United States	77.9 %
Japan	3.3 %
United Kingdom	2.6 %
France	2.0 %
Switzerland	1.4 %
<b>Total</b>	<b>87.2 %</b>

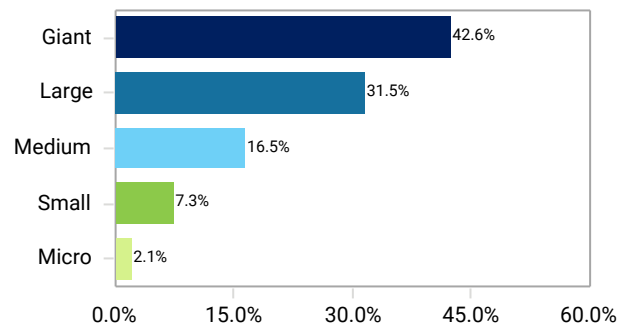
### Top Ten Securities

JPMorgan Equity Index R6	24.4 %
JPMorgan BetaBuilders Intl Eq ETF	11.3 %
JPMorgan Core Plus Bond R6	9.8 %
JPMorgan High Yield R6	4.7 %
JPMorgan Inflation Managed Bond	4.0 %
JPMorgan BetaBuilders US Aggt Bond	3.9 %
Jpmorgan Us Govt Mmkt Fund Im	3.3 %
JPMorgan BetaBuilders US Mid Cap	3.3 %
JPMorgan Emerging Mkts Rsrch Enh	2.1 %
JPMorgan BetaBuilders Emerging	2.1 %
<b>Total</b>	<b>69.0 %</b>

### Regional Allocation



### Market Capitalization

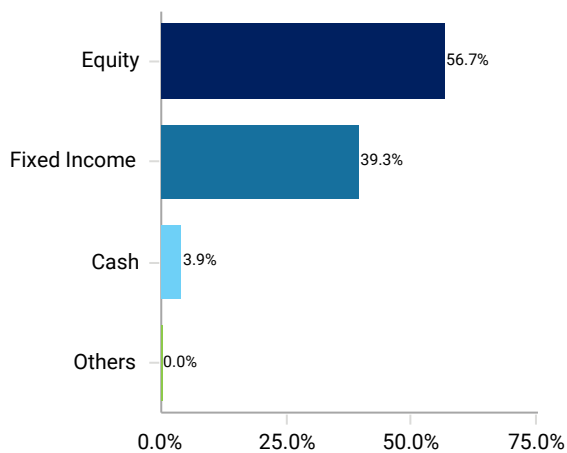


# JPMORGAN SMARTRETIREMENT® BLEND 2030 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

### Asset Allocation



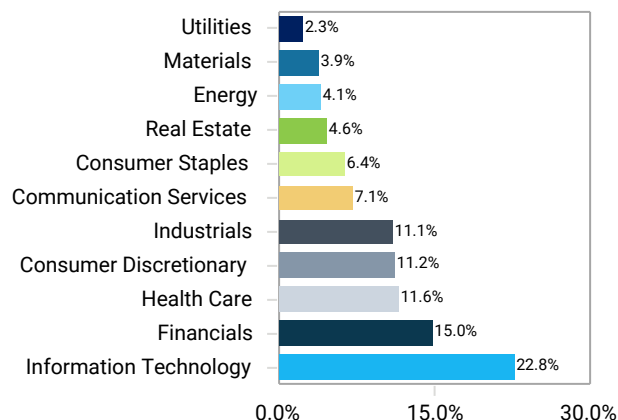
### Top Ten Securities

JPMorgan Equity Index R6	31.5 %
JPMorgan BetaBuilders Intl Eq ETF	14.6 %
JPMorgan Core Plus Bond R6	8.3 %
JPMorgan High Yield R6	3.6 %
JPMorgan BetaBuilders US Aggt Bond	3.3 %
JPMorgan BetaBuilders US Mid Cap	3.1 %
JPMorgan Emerging Mkts Rsrch Enh	2.7 %
JPMorgan BetaBuilders Emerging	2.7 %
Jpmorgan Us Govt Mmkt Fund Im	2.2 %
JPMorgan Inflation Managed Bond	1.5 %
<b>Total</b>	<b>73.4 %</b>

### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2030 R6	Portfolio Assets :	\$2,487 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JRBYX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$2,555 Million
Portfolio Turnover :	31%		

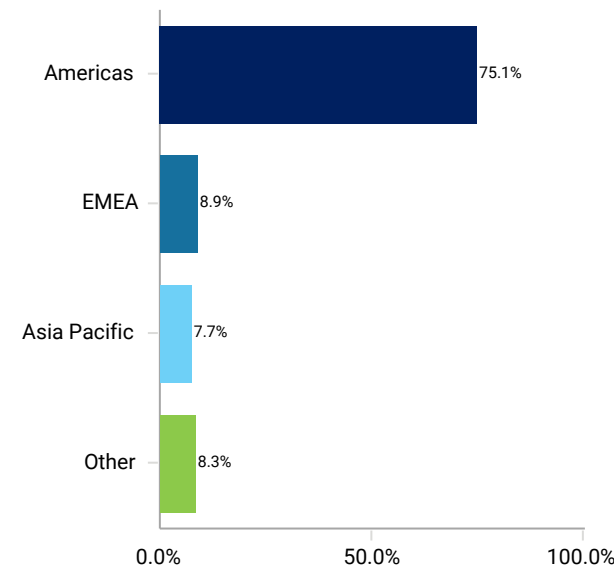
### Equity Sector Allocation



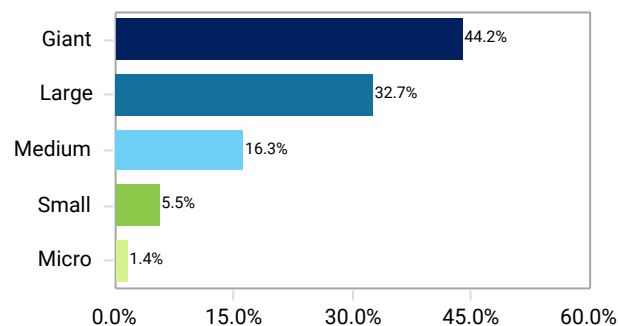
### Top 5 Countries

United States	75.1 %
Japan	4.1 %
United Kingdom	2.8 %
France	2.2 %
Switzerland	1.7 %
<b>Total</b>	<b>85.8 %</b>

### Regional Allocation



### Market Capitalization



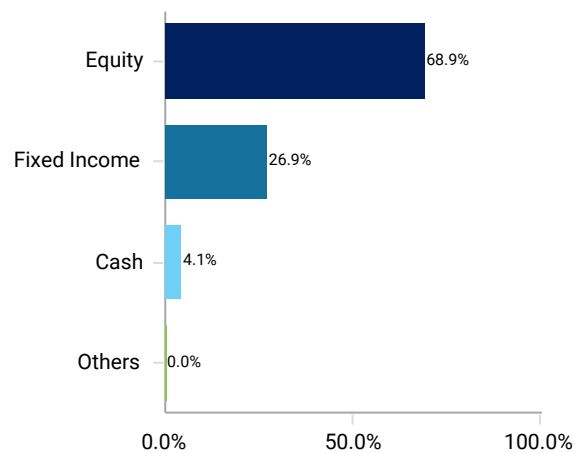


# JPMORGAN SMARTRETIREMENT® BLEND 2035 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

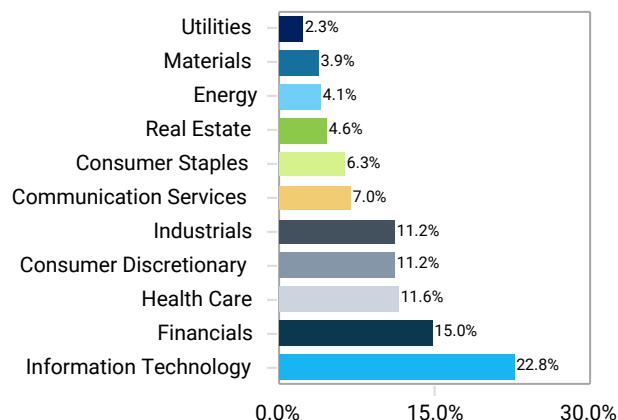
### Asset Allocation



### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2035 R6	Portfolio Assets :	\$2,675 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JPYRX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$2,744 Million
Portfolio Turnover :	25%		

### Equity Sector Allocation



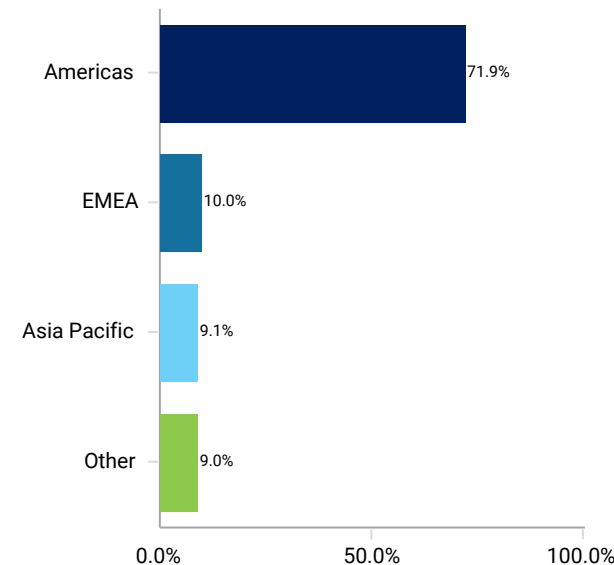
### Top 5 Countries

United States	71.9 %
Japan	4.8 %
United Kingdom	3.1 %
France	2.3 %
Switzerland	2.0 %
<b>Total</b>	<b>84.1 %</b>

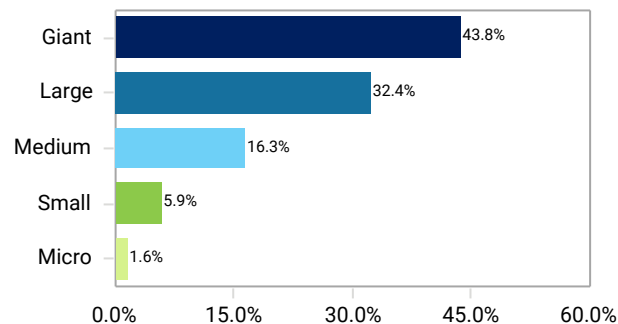
### Top Ten Securities

JPMorgan Equity Index R6	37.9 %
JPMorgan BetaBuilders Intl Eq ETF	17.6 %
JPMorgan Core Plus Bond R6	14.6 %
JPMorgan BetaBuilders US Mid Cap	4.0 %
JPMorgan Emerging Mkts Rsrch Enh	3.3 %
JPMorgan BetaBuilders Emerging	3.3 %
JPMorgan High Yield R6	2.6 %
JPMorgan BetaBuilders US Aggt Bond	2.4 %
Jpmorgan Us Govt Mmkt Fund Im	2.3 %
JPMorgan BetaBuilders US Sml Cp	2.0 %
<b>Total</b>	<b>90.0 %</b>

### Regional Allocation



### Market Capitalization

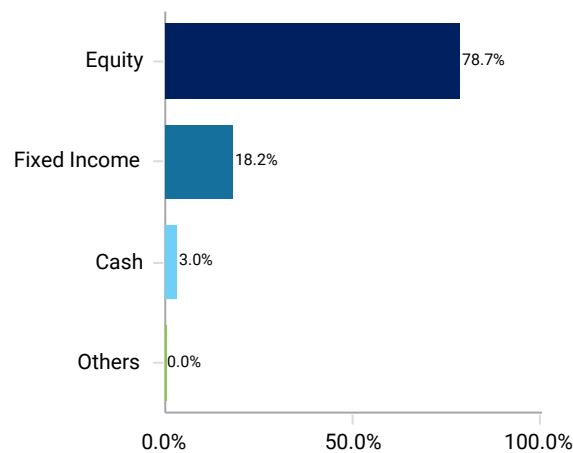


# JPMORGAN SMARTRETIREMENT® BLEND 2040 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

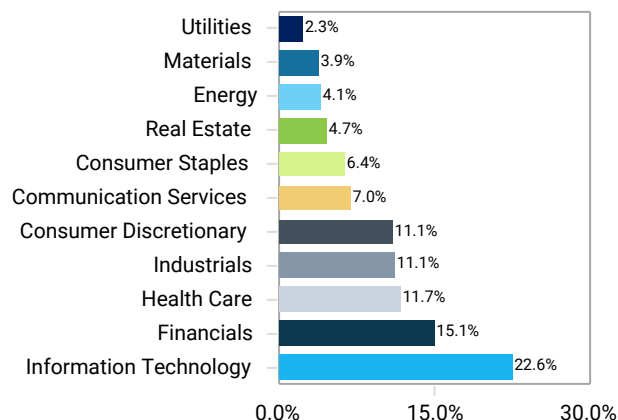
### Asset Allocation



### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2040 R6	Portfolio Assets :	\$2,442 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JOBYX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$2,497 Million
Portfolio Turnover :	22%		

### Equity Sector Allocation



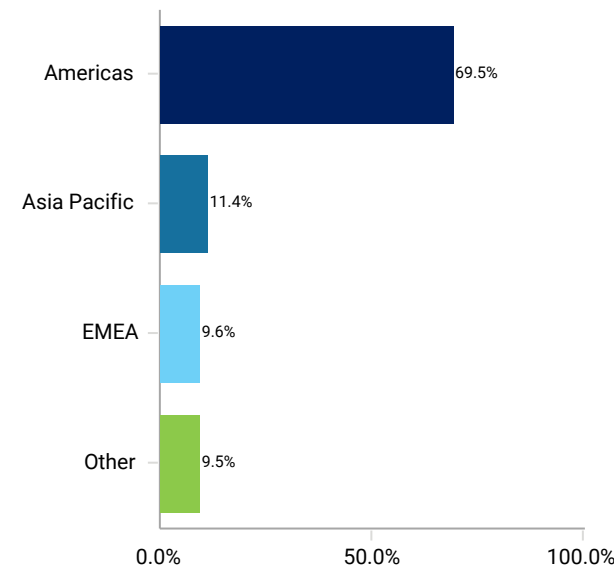
### Top 5 Countries

United States	69.5 %
Japan	5.4 %
United Kingdom	3.3 %
France	2.4 %
Switzerland	2.2 %
<b>Total</b>	<b>82.8 %</b>

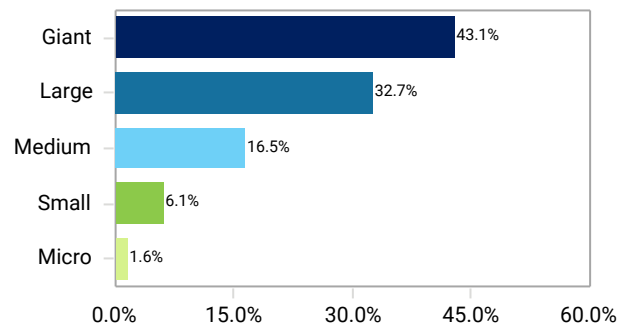
### Top Ten Securities

JPMorgan Equity Index R6	43.2 %
JPMorgan BetaBuilders Intl Eq ETF	20.1 %
JPMorgan Core Plus Bond R6	9.8 %
JPMorgan Core Bond R6	5.1 %
JPMorgan BetaBuilders US Mid Cap	4.8 %
JPMorgan Emerging Mkts Rsrch Enh	3.8 %
JPMorgan BetaBuilders Emerging	3.7 %
JPMorgan BetaBuilders US Sml Cp	2.4 %
JPMorgan High Yield R6	1.8 %
JPMorgan BetaBuilders US Aggt Bond	1.6 %
<b>Total</b>	<b>96.2 %</b>

### Regional Allocation



### Market Capitalization

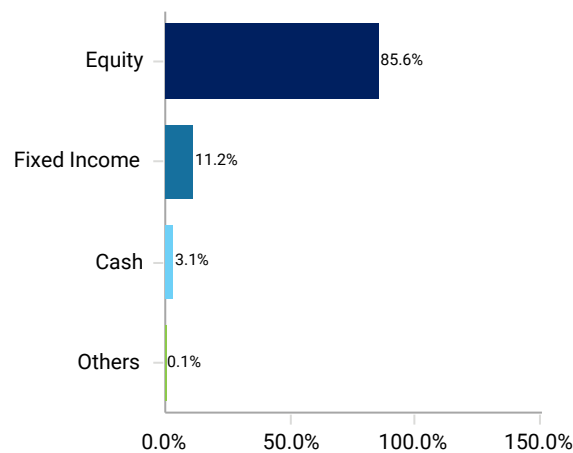


# JPMORGAN SMARTRETIREMENT® BLEND 2045 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

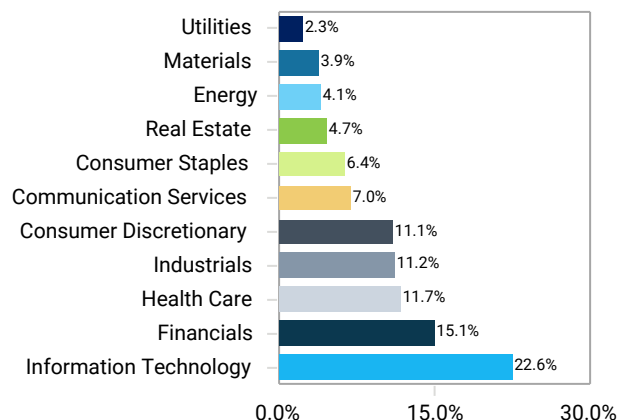
### Asset Allocation



### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2045 R6	Portfolio Assets :	\$2,119 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JMYAX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$2,165 Million
Portfolio Turnover :	22%		

### Equity Sector Allocation



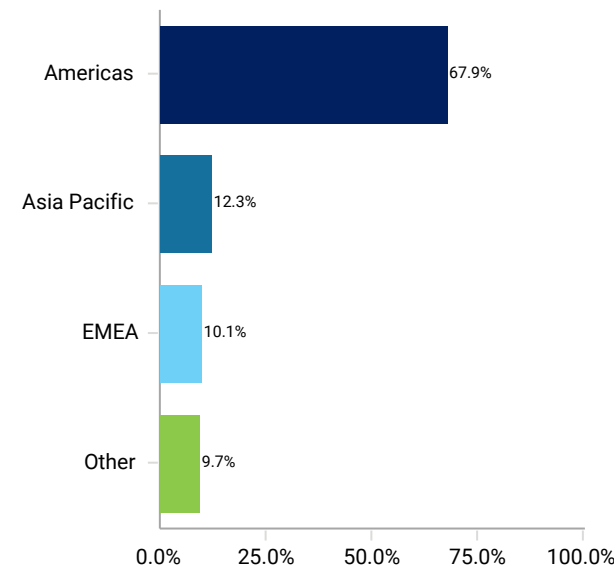
### Top 5 Countries

United States	67.9 %
Japan	5.8 %
United Kingdom	3.4 %
France	2.5 %
Switzerland	2.4 %
<b>Total</b>	<b>82.0 %</b>

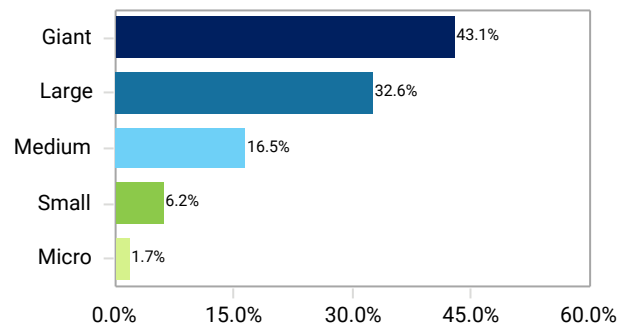
### Top Ten Securities

JPMorgan Equity Index R6	47.0 %
JPMorgan BetaBuilders Intl Eq ETF	21.8 %
JPMorgan Core Plus Bond R6	6.0 %
JPMorgan BetaBuilders US Mid Cap	5.3 %
JPMorgan Emerging Mkts Rsrch Enh	4.1 %
JPMorgan BetaBuilders Emerging	4.1 %
JPMorgan Core Bond R6	3.1 %
JPMorgan BetaBuilders US Sml Cp	2.6 %
JPMorgan BetaBuilders MSCI US REIT	1.7 %
Jpmorgan Us Govt Mmkt Fun	1.7 %
<b>Total</b>	<b>97.3 %</b>

### Regional Allocation



### Market Capitalization

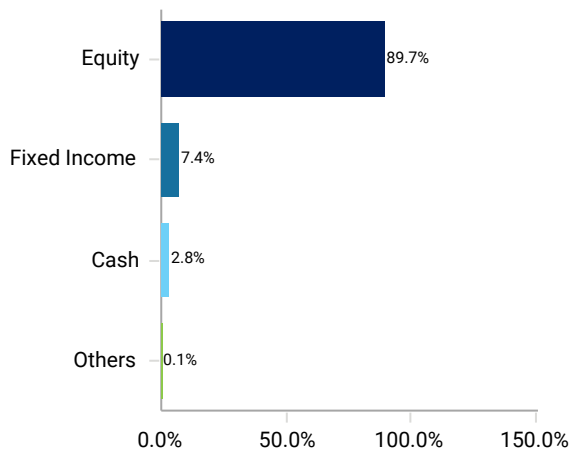


# JPMORGAN SMARTRETIREMENT® BLEND 2050 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

### Asset Allocation



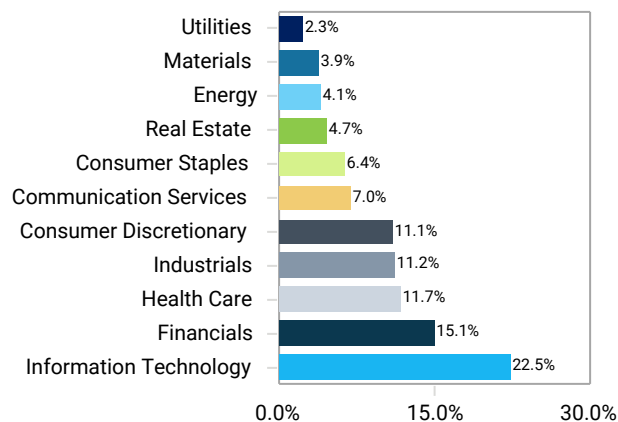
### Top Ten Securities

JPMorgan Equity Index R6	49.2 %
JPMorgan BetaBuilders Intl Eq ETF	22.8 %
JPMorgan BetaBuilders US Mid Cap	5.6 %
JPMorgan Emerging Mkts Rsrch Enh	4.2 %
JPMorgan BetaBuilders Emerging	4.2 %
JPMorgan Core Plus Bond R6	3.9 %
JPMorgan BetaBuilders US Sml Cp	2.8 %
JPMorgan Core Bond R6	2.1 %
JPMorgan BetaBuilders MSCI US REIT	1.8 %
Jpmorgan Us Govt Mmkt Fund Im	1.6 %
<b>Total</b>	<b>98.2 %</b>

### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2050 R6	Portfolio Assets :	\$1,705 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JNYAX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$1,745 Million
Portfolio Turnover :	21%		

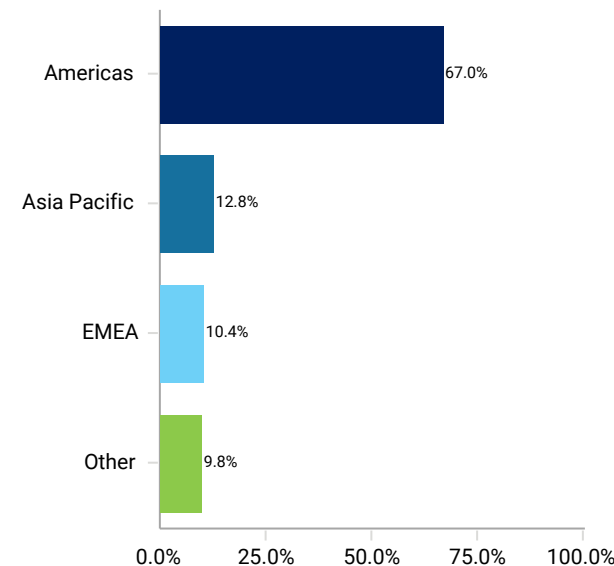
### Equity Sector Allocation



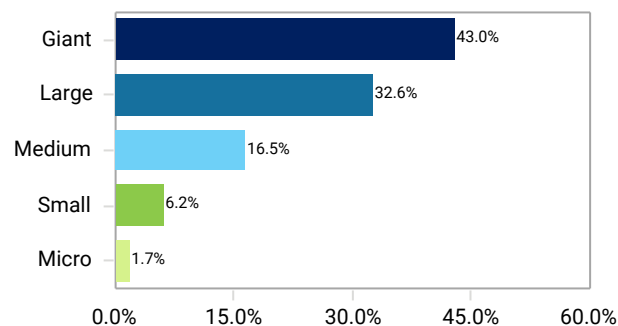
### Top 5 Countries

United States	67.0 %
Japan	6.0 %
United Kingdom	3.4 %
France	2.6 %
Switzerland	2.5 %
<b>Total</b>	<b>81.5 %</b>

### Regional Allocation



### Market Capitalization

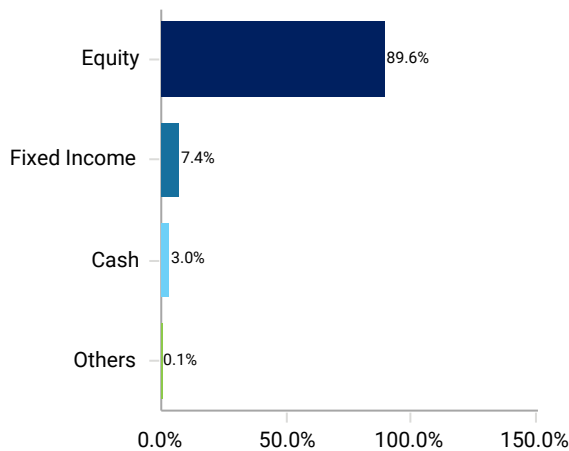


# JPMORGAN SMARTRETIREMENT® BLEND 2055 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

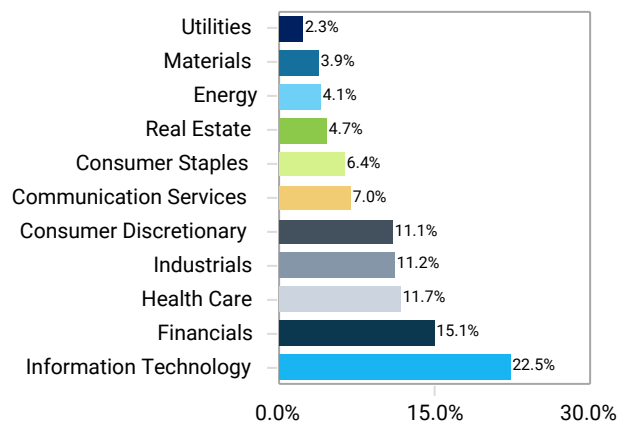
### Asset Allocation



### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2055 R6	Portfolio Assets :	\$1,037 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JTYBX	PM Tenure :	11 Years 8 Months
Inception Date :	Jul-12	Fund Assets :	\$1,060 Million
Portfolio Turnover :	19%		

### Equity Sector Allocation



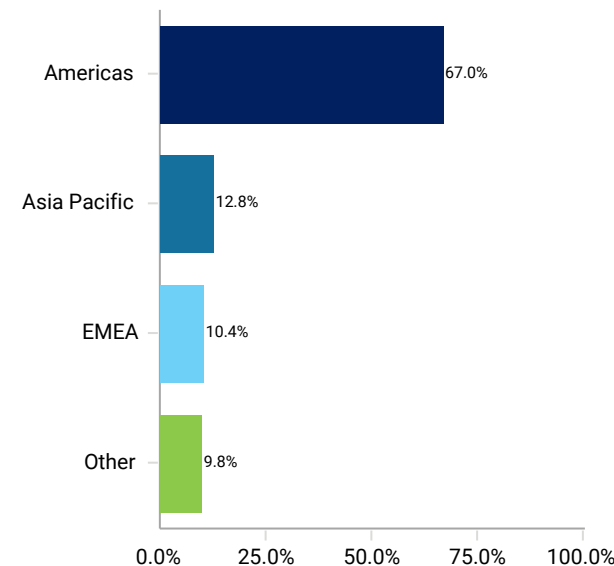
### Top 5 Countries

United States	67.0 %
Japan	6.0 %
United Kingdom	3.4 %
France	2.6 %
Switzerland	2.5 %
<b>Total</b>	<b>81.5 %</b>

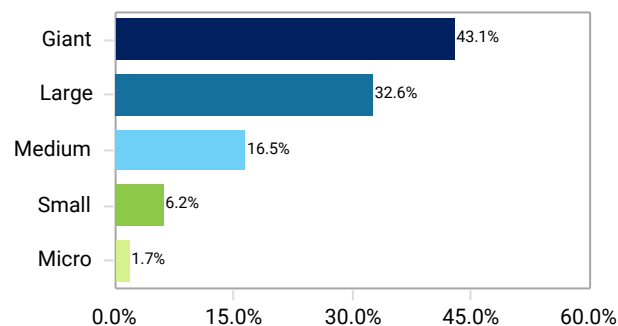
### Top Ten Securities

JPMorgan Equity Index R6	49.1 %
JPMorgan BetaBuilders Intl Eq ETF	22.9 %
JPMorgan BetaBuilders US Mid Cap	5.5 %
JPMorgan Emerging Mkts Rsrch Enh	4.2 %
JPMorgan BetaBuilders Emerging	4.2 %
JPMorgan Core Plus Bond R6	3.9 %
JPMorgan BetaBuilders US Sml Cp	2.8 %
JPMorgan Core Bond R6	2.1 %
JPMorgan BetaBuilders MSCI US REIT	1.8 %
Jpmorgan Us Govt Mmkt Fund Im	1.8 %
<b>Total</b>	<b>98.2 %</b>

### Regional Allocation



### Market Capitalization

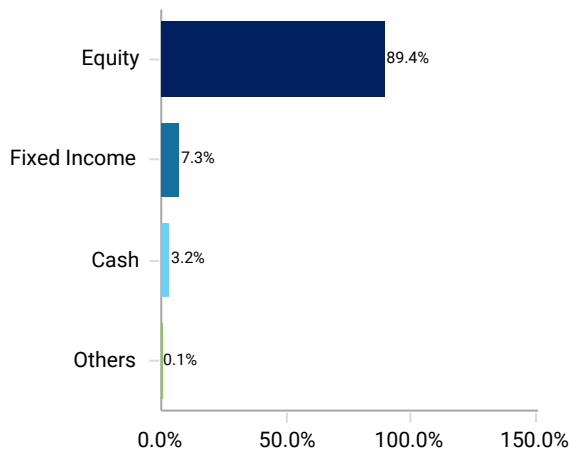


# JPMORGAN SMARTRETIREMENT® BLEND 2060 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

### Asset Allocation



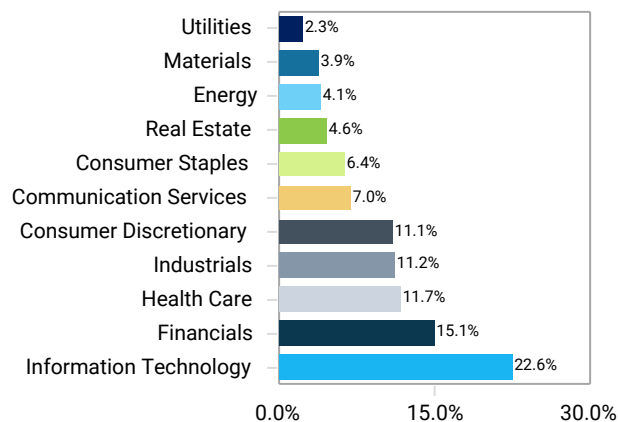
### Top Ten Securities

JPMorgan Equity Index R6	49.1 %
JPMorgan BetaBuilders Intl Eq ETF	22.6 %
JPMorgan BetaBuilders US Mid Cap	5.6 %
JPMorgan Emerging Mkts Rsrch Enh	4.3 %
JPMorgan BetaBuilders Emerging	4.2 %
JPMorgan Core Plus Bond R6	3.8 %
JPMorgan BetaBuilders US Sml Cp	2.7 %
JPMorgan Core Bond R6	2.0 %
Jpmorgan Us Govt Mmkt Fund Im	2.0 %
JPMorgan BetaBuilders MSCI US REIT	1.8 %
<b>Total</b>	<b>98.2 %</b>

### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2060 R6	Portfolio Assets :	\$531 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JAAYX	PM Tenure :	7 Years 7 Months
Inception Date :	Aug-16	Fund Assets :	\$550 Million
Portfolio Turnover :	18%		

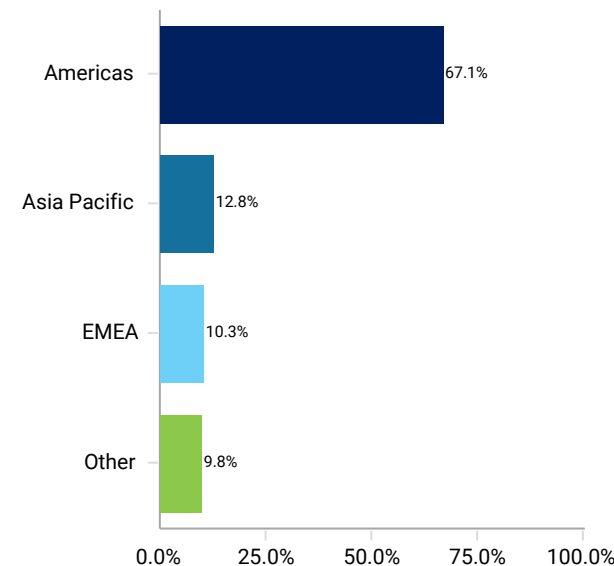
### Equity Sector Allocation



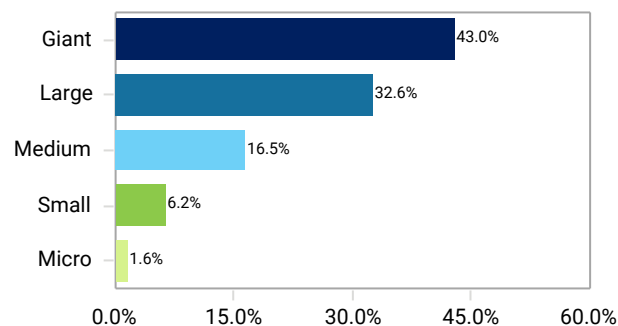
### Top 5 Countries

United States	67.1 %
Japan	6.0 %
United Kingdom	3.4 %
France	2.6 %
Switzerland	2.4 %
<b>Total</b>	<b>81.5 %</b>

### Regional Allocation



### Market Capitalization



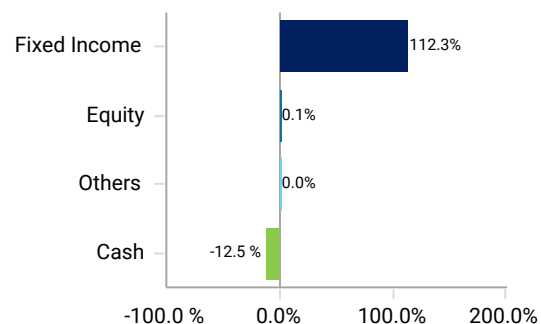
# METROPOLITAN WEST TOTAL RETURN BD I

Fund Information			Fund Characteristics As of 03-2024		
Fund Name :	Metropolitan West Total Return Bd I	Portfolio Assets :	\$31,033 Million	Avg. Coupon	3.98 %
Fund Family :	Metropolitan West Funds	Portfolio Manager :	Team Managed	Avg. Effective Maturity	7.97 Years
Ticker :	MWTIX	PM Tenure :	27 Years	Avg. Effective Duration	6.9 Years
Inception Date :	Mar-00	Fund Assets :	\$51,852 Million	Avg. Credit Quality	BBB
				Yield To Maturity	4.94 Years
				SEC Yield	4.31 %

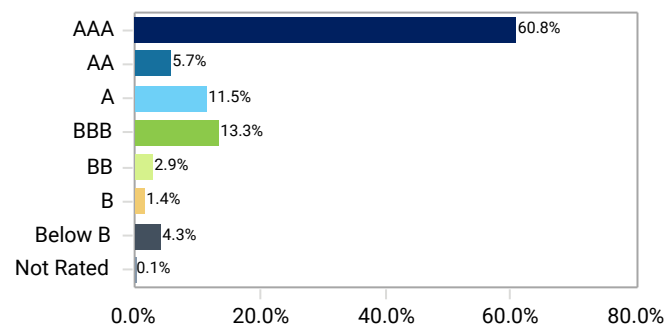
## Fund Investment Policy

The investment seeks to maximize long-term total return.

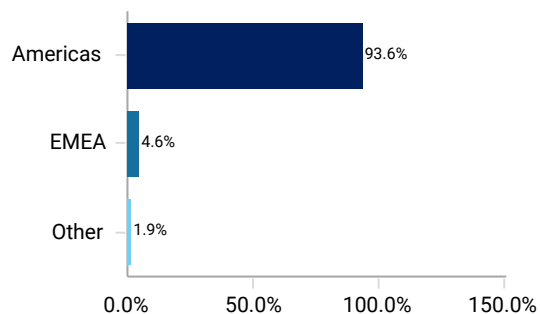
Asset Allocation As of 02-2024



Quality Allocation As of 12-2023



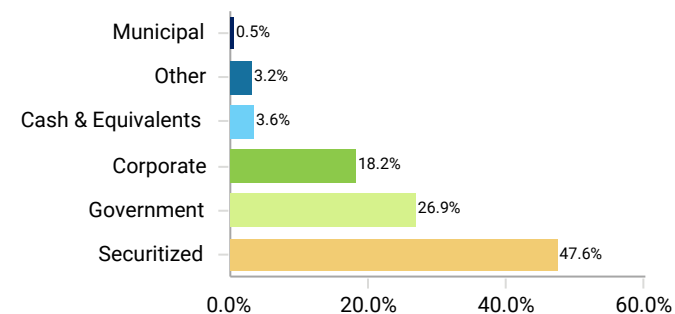
Regional Allocation As of 02-2024



Top Ten Securities As of 02-2024

United States Treasury Notes 4%	7.2 %
United States Treasury Notes 4.25%	5.9 %
United States Treasury Bonds 4.75%	5.6 %
United States Treasury Notes 4%	3.7 %
Federal National Mortgage Asso	3.5 %
United States Treasury Notes 4.125%	3.3 %
United States Treasury Bonds 4.125%	2.9 %
Federal National Mortgage Asso	2.1 %
Federal National Mortgage Asso	1.7 %
Federal National Mortgage Asso	1.7 %
<b>Total</b>	<b>37.5 %</b>

Fixed Income Sector Allocation As of 02-2024

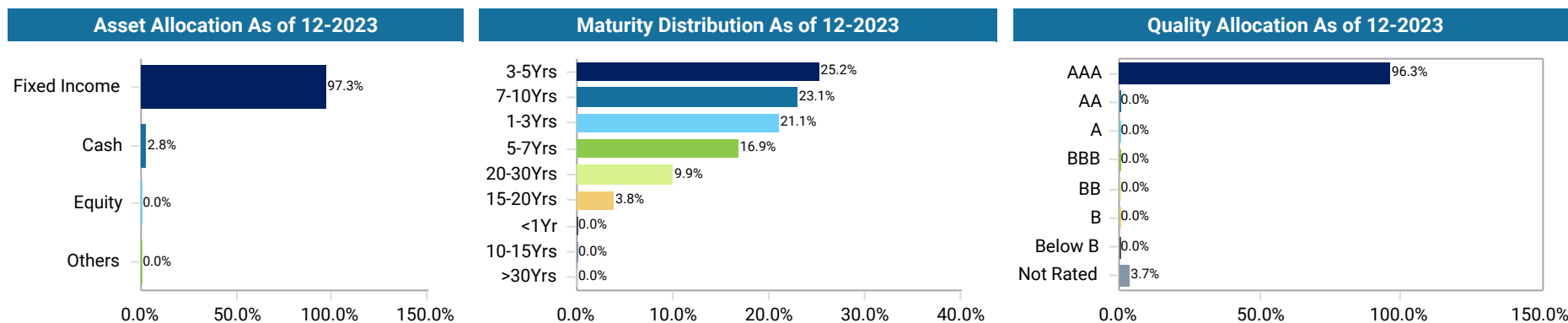


# VANGUARD INFLATION-PROTECTED SECS I

Fund Information			Fund Characteristics As of 03-2024		
Fund Name :	Vanguard Inflation-Protected Secs I	Portfolio Assets :	\$11,369 Million	Avg. Coupon	0.94 %
Fund Family :	Vanguard	Portfolio Manager :	Madziyire,J	Avg. Effective Maturity	7.1 Years
Ticker :	VIPIX	PM Tenure :	2 Years 4 Months	Avg. Effective Duration	6.52 Years
Inception Date :	Dec-03	Fund Assets :	\$27,811 Million	Avg. Credit Quality	A
				Yield To Maturity	3.98 Years
				SEC Yield	1.91 %

## Fund Investment Policy

The investment seeks to provide inflation protection and income consistent with investment in inflation-indexed securities.



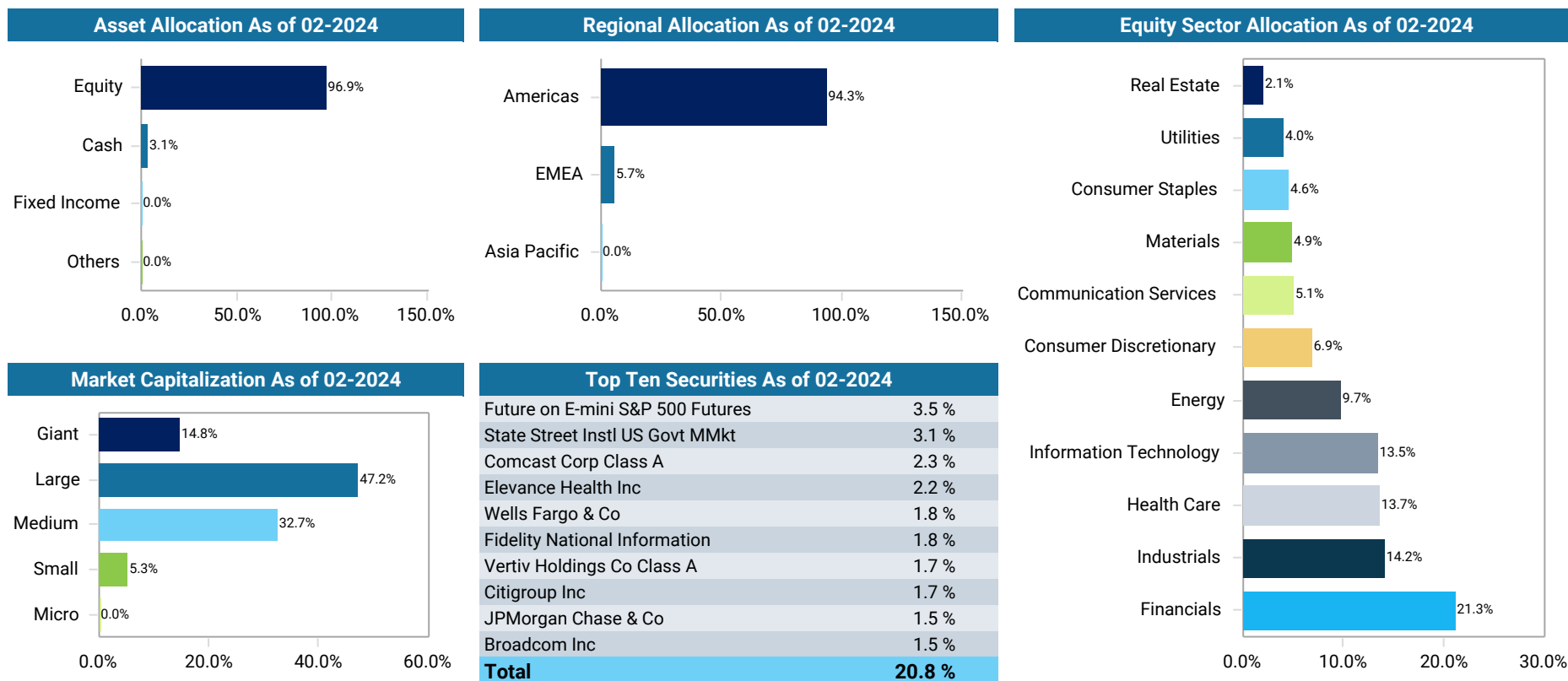


# AMERICAN BEACON LARGE CAP VALUE R6

Fund Information			Fund Characteristics As of 03-2024		
Fund Name :	American Beacon Large Cap Value R6	Portfolio Assets :	\$1,533 Million	Total Securities	167
Fund Family :	American Beacon	Portfolio Manager :	Team Managed	Avg. Market Cap	\$69,628 Million
Ticker :	AALRX	PM Tenure :	34 Years 3 Months	P/E	14.3
Inception Date :	Feb-17	Fund Assets :	\$3,593 Million	P/B	2.0
Portfolio Turnover :	25%			Div. Yield	2.5%

## Fund Investment Policy

The investment seeks long-term capital appreciation and current income.



# FIDELITY 500 INDEX

## Fund Information

Fund Name :	Fidelity 500 Index	Portfolio Assets :	\$534,035 Million
Fund Family :	Fidelity Investments	Portfolio Manager :	Team Managed
Ticker :	FXAIX	PM Tenure :	15 Years 2 Months
Inception Date :	May-11	Fund Assets :	\$534,035 Million
Portfolio Turnover :	3%		

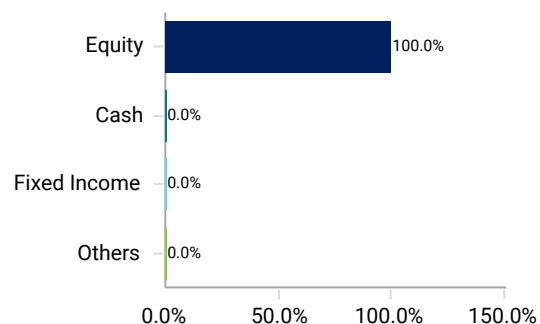
## Fund Characteristics As of 03-2024

Total Securities	508
Avg. Market Cap	\$270,109 Million
P/E	21.2
P/B	4.0
Div. Yield	1.5%

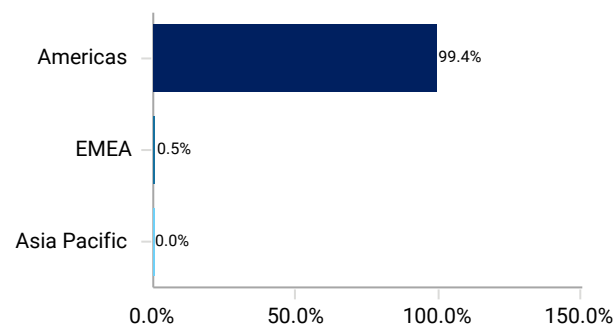
## Fund Investment Policy

The investment seeks to provide investment results that correspond to the total return performance of common stocks publicly traded in the United States.

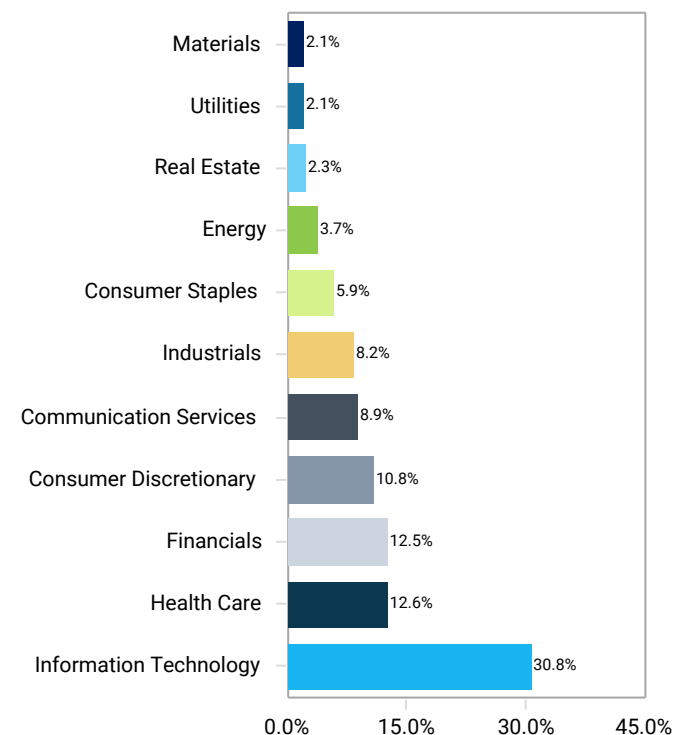
### Asset Allocation As of 02-2024



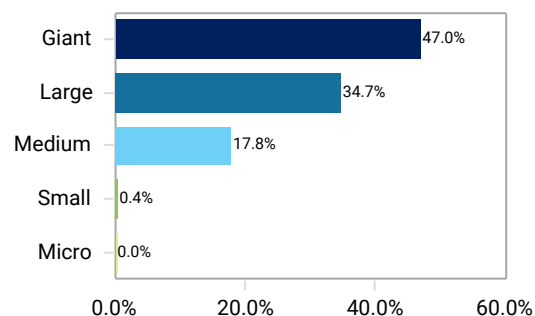
### Regional Allocation As of 02-2024



### Equity Sector Allocation As of 02-2024



### Market Capitalization As of 02-2024



### Top Ten Securities As of 02-2024

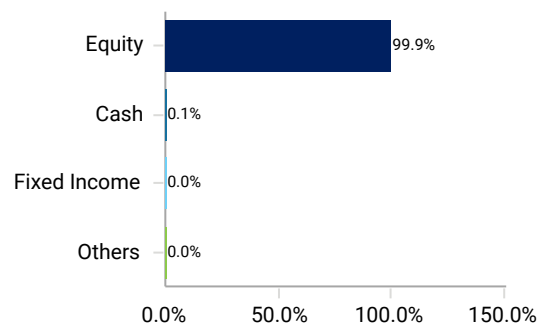
Microsoft Corp	7.2 %
Apple Inc	6.2 %
NVIDIA Corp	4.5 %
Amazon.com Inc	3.7 %
Meta Platforms Inc Class A	2.5 %
Alphabet Inc Class A	1.9 %
Berkshire Hathaway Inc Class B	1.7 %
Alphabet Inc Class C	1.6 %
Eli Lilly and Co	1.4 %
Broadcom Inc	1.3 %
<b>Total</b>	<b>32.1 %</b>

# NEUBERGER BERMAN SUSTAINABLE EQUITY R6

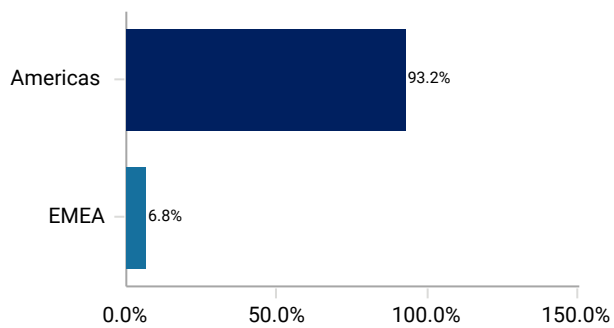
Fund Information			Fund Characteristics As of 03-2024		
Fund Name :	Neuberger Berman Sustainable Equity R6	Portfolio Assets :	\$124 Million	Total Securities	47
Fund Family :	Neuberger Berman	Portfolio Manager :	Hanson,D	Avg. Market Cap	\$239,052 Million
Ticker :	NRSRX	PM Tenure :	1 Year 11 Months	P/E	22.6
Inception Date :	Mar-13	Fund Assets :	\$1,520 Million	P/B	4.2
Portfolio Turnover :	20%			Div. Yield	1.0%

**Fund Investment Policy**  
 The investment seeks long-term growth of capital by investing primarily in securities of companies that meet the fund's environmental, social and governance (ESG) criteria.

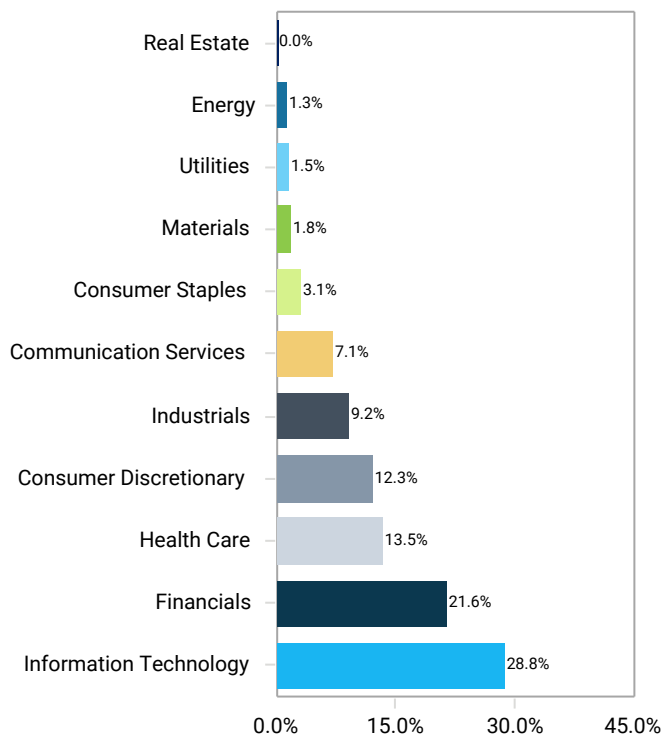
### Asset Allocation As of 02-2024



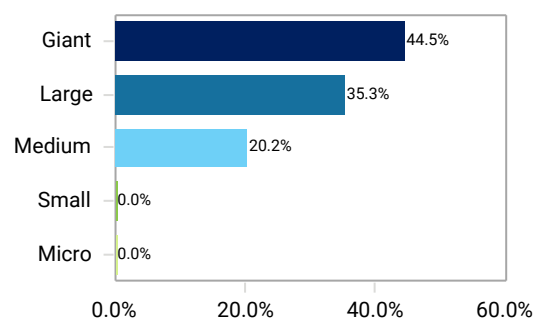
### Regional Allocation As of 02-2024



### Equity Sector Allocation As of 02-2024



### Market Capitalization As of 02-2024



### Top Ten Securities As of 02-2024

Microsoft Corp	9.0 %
Amazon.com Inc	8.2 %
Alphabet Inc Class A	6.8 %
Berkshire Hathaway Inc Class B	4.8 %
Mastercard Inc Class A	4.8 %
The Cigna Group	4.0 %
Applied Materials Inc	3.6 %
Interactive Brokers Group Inc Class	3.4 %
GoDaddy Inc Class A	3.1 %
Cencora Inc	3.0 %
<b>Total</b>	<b>50.8 %</b>

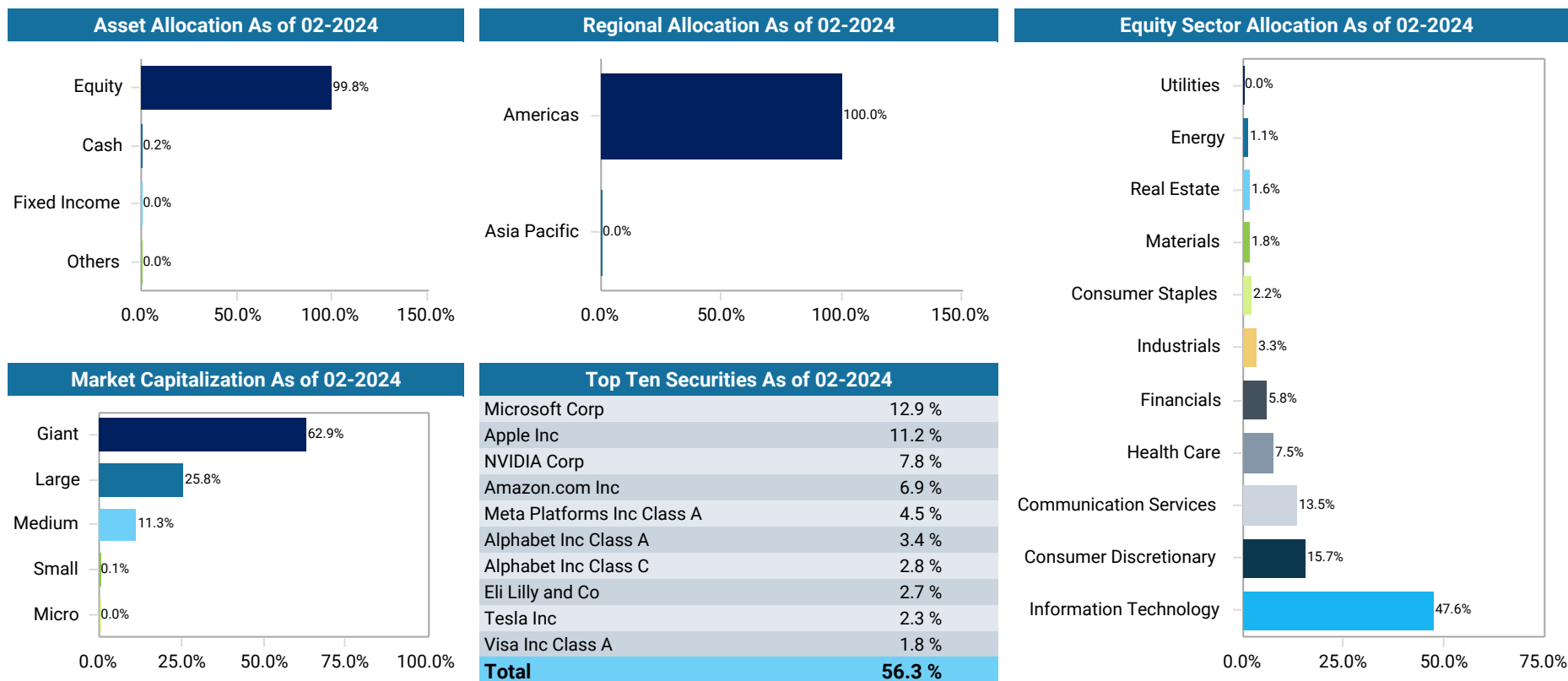


# VANGUARD GROWTH INDEX INSTITUTIONAL

Fund Information			Fund Characteristics As of 03-2024		
Fund Name :	Vanguard Growth Index Institutional	Portfolio Assets :	\$32,046 Million	Total Securities	211
Fund Family :	Vanguard	Portfolio Manager :	Nejman,W/O'Reilly,G	Avg. Market Cap	\$525,269 Million
Ticker :	VIGIX	PM Tenure :	29 Years 3 Months	P/E	31.3
Inception Date :	May-98	Fund Assets :	\$226,525 Million	P/B	8.4
Portfolio Turnover :	5%			Div. Yield	0.6%

## Fund Investment Policy

The investment seeks to track the performance of the CRSP US Large Cap Growth Index that measures the investment return of large-capitalization growth stocks.



# VANGUARD MID CAP INDEX INSTITUTIONAL

## Fund Information

Fund Name :	Vanguard Mid Cap Index Institutional	Portfolio Assets :	\$23,338 Million
Fund Family :	Vanguard	Portfolio Manager :	Choi,A/Denis,A/Khan,A
Ticker :	VMCIX	PM Tenure :	2 Years 8 Months
Inception Date :	May-98	Fund Assets :	\$166,709 Million
Portfolio Turnover :	13%		

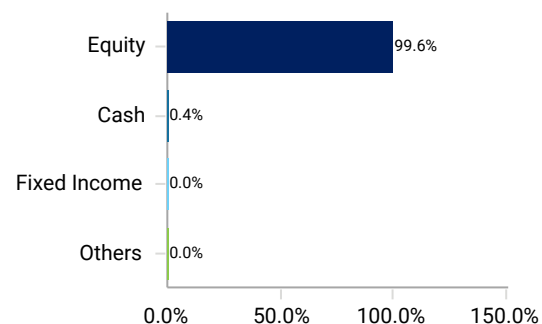
## Fund Characteristics As of 03-2024

Total Securities	338
Avg. Market Cap	\$29,095 Million
P/E	18.9
P/B	2.7
Div. Yield	1.7%

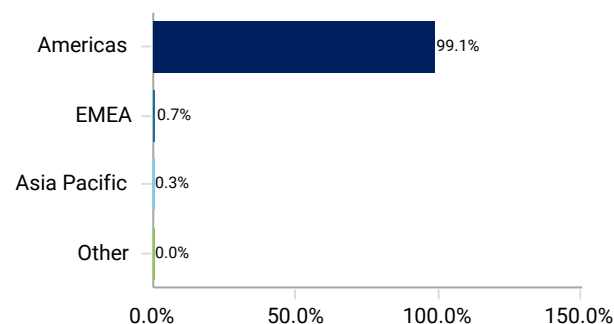
## Fund Investment Policy

The investment seeks to track the performance of the CRSP US Mid Cap Index that measures the investment return of mid-capitalization stocks.

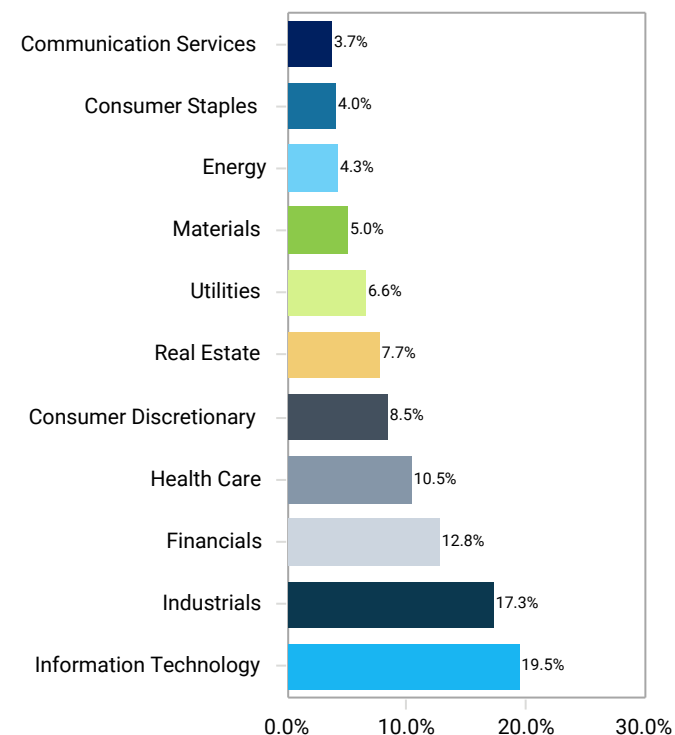
### Asset Allocation As of 02-2024



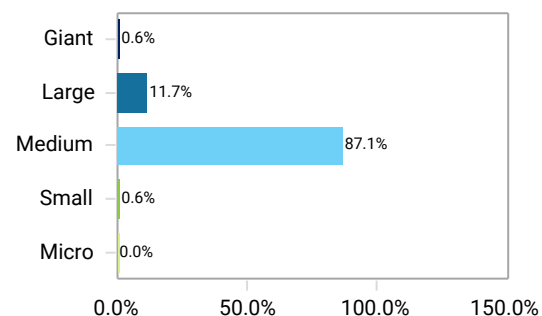
### Regional Allocation As of 02-2024



### Equity Sector Allocation As of 02-2024



### Market Capitalization As of 02-2024



### Top Ten Securities As of 02-2024

Arista Networks Inc	1.0 %
Amphenol Corp Class A	0.9 %
TransDigm Group Inc	0.9 %
PACCAR Inc	0.8 %
Motorola Solutions Inc	0.8 %
Cintas Corp	0.8 %
Constellation Energy Corp	0.8 %
Arthur J. Gallagher & Co	0.7 %
Welltower Inc	0.7 %
Palantir Technologies Inc Ordinary	0.7 %
<b>Total</b>	<b>8.0 %</b>

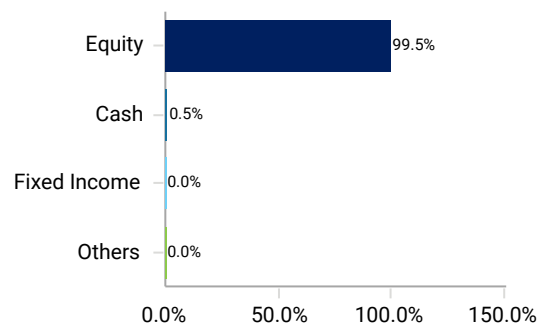
# DFA US TARGETED VALUE I

Fund Information			Fund Characteristics As of 03-2024		
Fund Name :	DFA US Targeted Value I	Portfolio Assets :	\$13,465 Million	Total Securities	1,367
Fund Family :	Dimensional Fund Advisors	Portfolio Manager :	Fogdall,J/Leblond,M/Schneider,J	Avg. Market Cap	\$3,220 Million
Ticker :	DFFVX	PM Tenure :	12 Years 1 Month	P/E	11.3
Inception Date :	Feb-00	Fund Assets :	\$13,465 Million	P/B	1.2
Portfolio Turnover :	20%			Div. Yield	2.1%

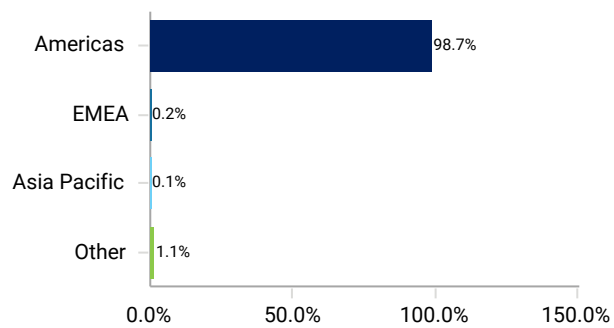
## Fund Investment Policy

The investment seeks long-term capital appreciation.

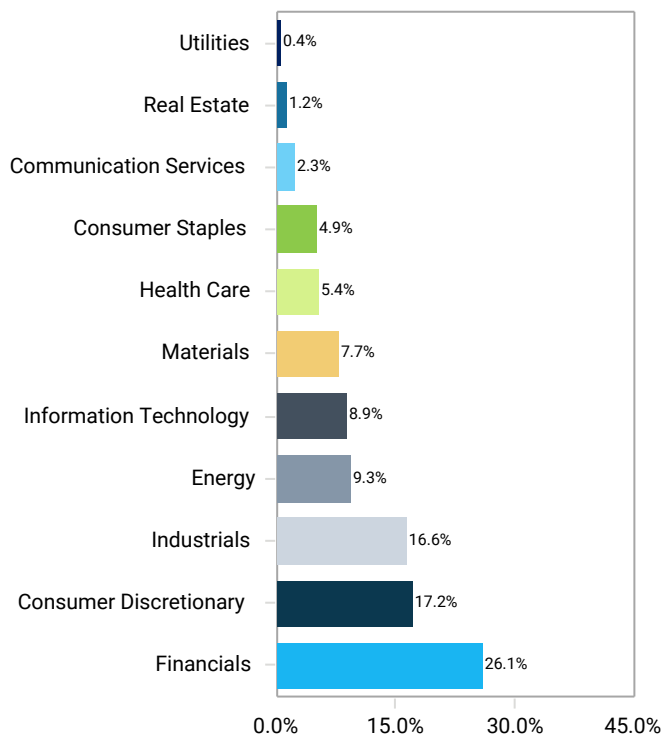
### Asset Allocation As of 02-2024



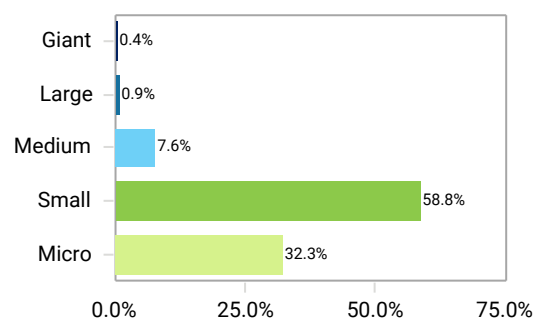
### Regional Allocation As of 02-2024



### Equity Sector Allocation As of 02-2024



### Market Capitalization As of 02-2024



### Top Ten Securities As of 02-2024

Toll Brothers Inc	1.0 %
Future on E-mini S&P 500 Futures	0.9 %
HF Sinclair Corp	0.6 %
Unum Group	0.6 %
United States Steel Corp	0.6 %
Amkor Technology Inc	0.5 %
Knight-Swift Transportation Ho	0.5 %
Penske Automotive Group Inc	0.5 %
Arrow Electronics Inc	0.5 %
Taylor Morrison Home Corp	0.5 %
<b>Total</b>	<b>6.3 %</b>



# T. ROWE PRICE NEW HORIZONS I

## Fund Information

Fund Name :	T. Rowe Price New Horizons I	Portfolio Assets :	\$12,306 Million
Fund Family :	T. Rowe Price	Portfolio Manager :	Spencer,J
Ticker :	PRJIX	PM Tenure :	5 Years
Inception Date :	Aug-15	Fund Assets :	\$25,199 Million
Portfolio Turnover :	55%		

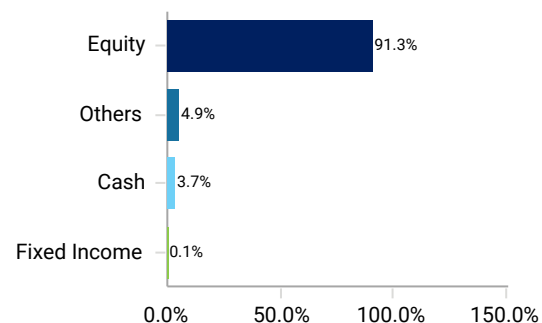
## Fund Characteristics As of 03-2024

Total Securities	141
Avg. Market Cap	\$12,463 Million
P/E	31.4
P/B	4.6
Div. Yield	0.3%

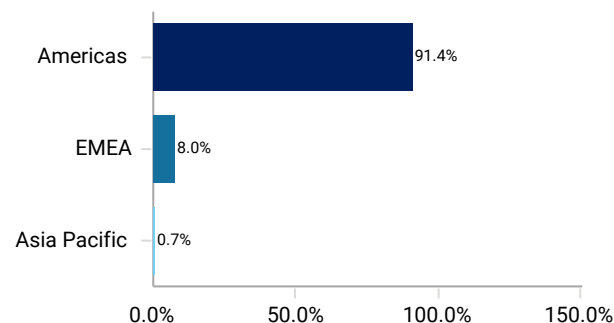
## Fund Investment Policy

The investment seeks long-term capital growth.

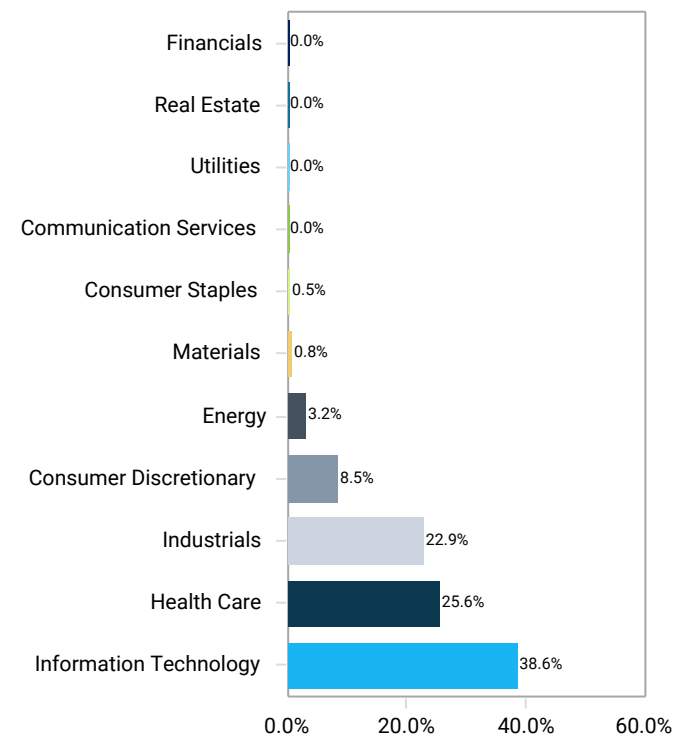
### Asset Allocation As of 12-2023



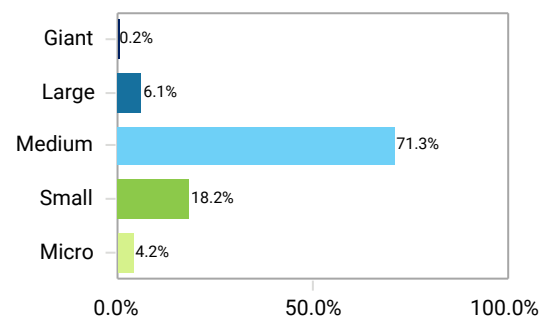
### Regional Allocation As of 12-2023



### Equity Sector Allocation As of 12-2023



### Market Capitalization As of 12-2023



### Top Ten Securities As of 12-2023

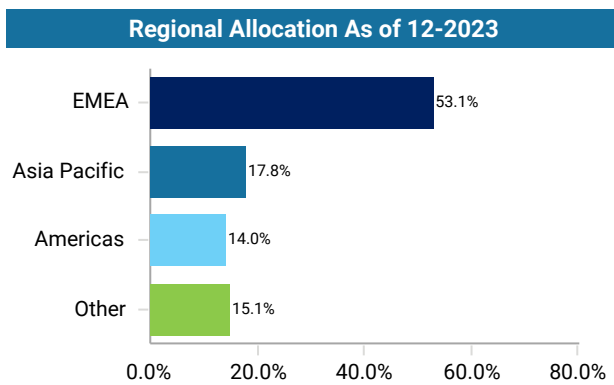
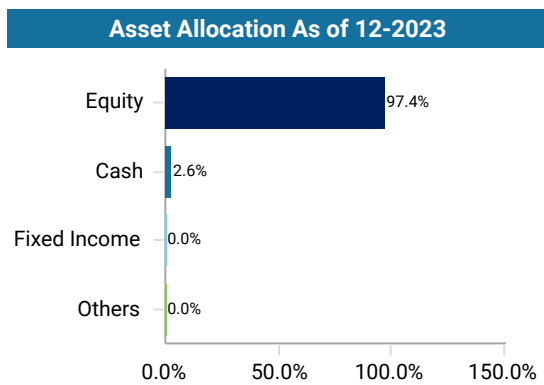
Aggregate Miscellaneous Equity	4.9 %
T. Rowe Price Gov. Reserve	4.1 %
Entegris Inc	3.0 %
Ceridian HCM Holding Inc	2.9 %
Teledyne Technologies Inc	2.8 %
Paylocity Holding Corp	2.7 %
IDEX Corp	2.5 %
HubSpot Inc	2.4 %
Five Below Inc	2.4 %
Ingersoll Rand Inc	2.4 %
<b>Total</b>	<b>30.1 %</b>

# DODGE & COX INTERNATIONAL STOCK I

Fund Information			Fund Characteristics As of 03-2024		
Fund Name :	Dodge & Cox International Stock I	Portfolio Assets :	\$40,593 Million	Total Securities	93
Fund Family :	Dodge & Cox	Portfolio Manager :	Team Managed	Avg. Market Cap	\$51,364 Million
Ticker :	DODFX	PM Tenure :	20 Years 2 Months	P/E	10.0
Inception Date :	May-01	Fund Assets :	\$48,804 Million	P/B	1.2
Portfolio Turnover :	14%			Div. Yield	3.5%

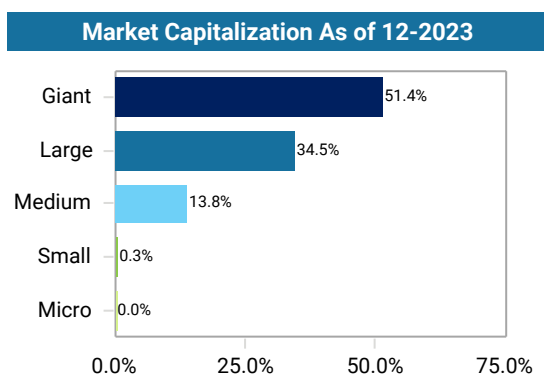
## Fund Investment Policy

The investment seeks long-term growth of principal and income.



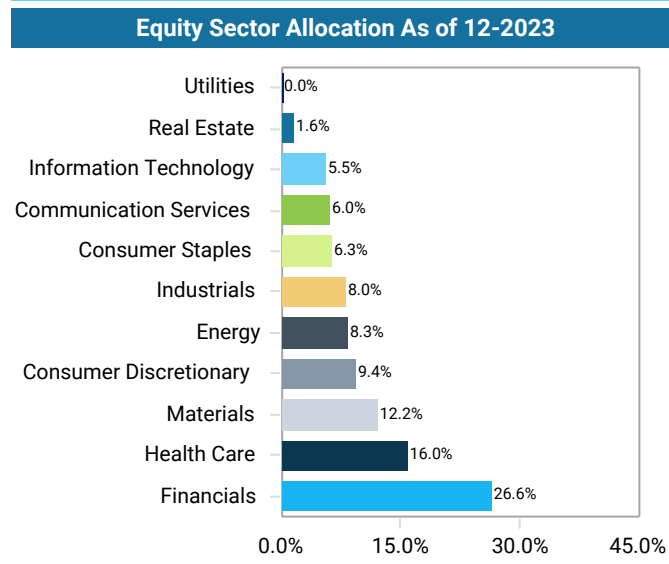
### Top 5 Countries As of 12-2023

United Kingdom	15.8 %
Switzerland	13.0 %
France	12.1 %
Japan	9.3 %
United States	8.8 %
<b>Total</b>	<b>59.0 %</b>



### Top Ten Securities As of 12-2023

BNP Paribas Act. Cat.A	3.3 %
Sanofi SA	3.3 %
UBS Group AG	3.3 %
Banco Santander SA	3.2 %
Novartis AG Registered Shares	3.2 %
TotalEnergies SE	2.8 %
Holcim Ltd	2.7 %
GSK PLC	2.7 %
Itau Unibanco Holding SA Parti	2.6 %
Prosus NV Ordinary Shares - Class	2.4 %
<b>Total</b>	<b>29.4 %</b>





# VANGUARD INTERNATIONAL GROWTH ADM

## Fund Information

Fund Name :	Vanguard International Growth Adm	Portfolio Assets :	\$37,569 Million
Fund Family :	Vanguard	Portfolio Manager :	Team Managed
Ticker :	VWILX	PM Tenure :	14 Years 3 Months
Inception Date :	Aug-01	Fund Assets :	\$44,528 Million
Portfolio Turnover :	14%		

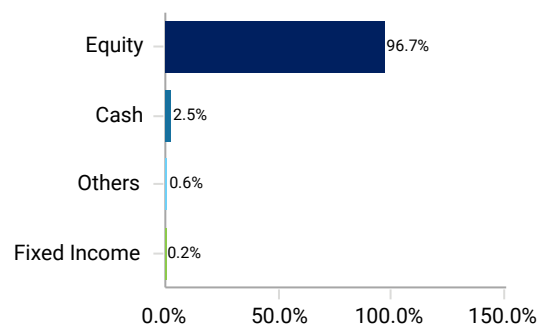
## Fund Characteristics As of 03-2024

Total Securities	148
Avg. Market Cap	\$58,576 Million
P/E	20.5
P/B	3.2
Div. Yield	1.3%

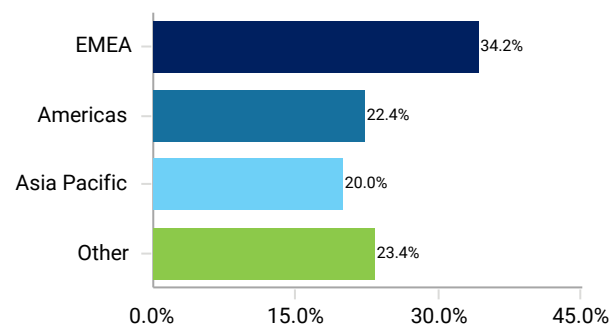
## Fund Investment Policy

The investment seeks to provide long-term capital appreciation.

### Asset Allocation As of 12-2023



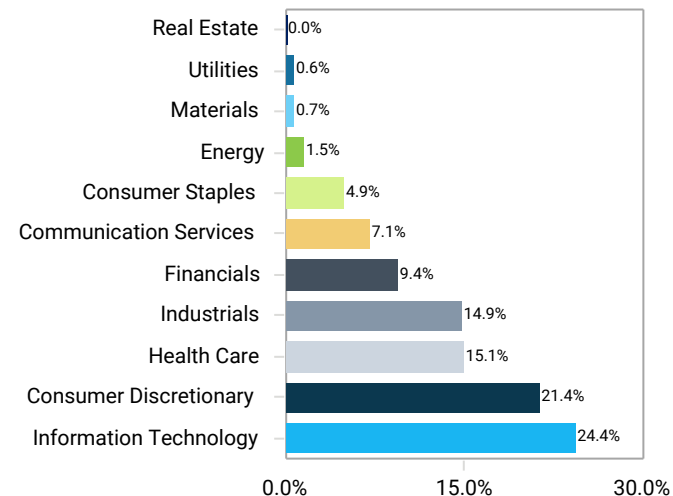
### Regional Allocation As of 12-2023



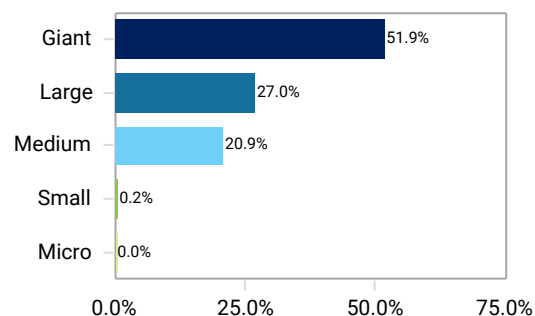
### Top 5 Countries As of 12-2023

United States	15.5 %
Netherlands	9.9 %
China	9.7 %
United Kingdom	7.3 %
Brazil	6.9 %
<b>Total</b>	<b>49.3 %</b>

### Equity Sector Allocation As of 12-2023



### Market Capitalization As of 12-2023



### Top Ten Securities As of 12-2023

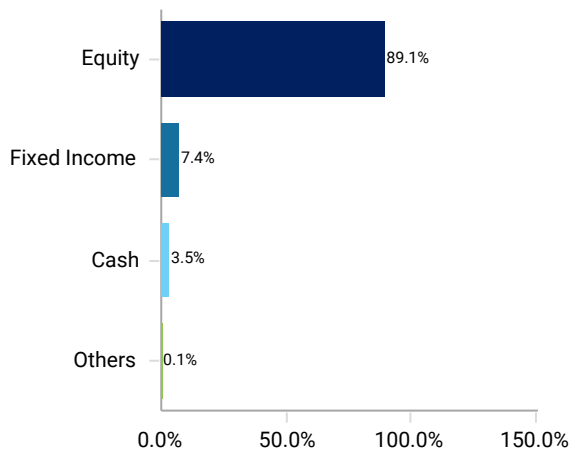
MercadoLibre Inc	5.1 %
ASML Holding NV	4.8 %
Spotify Technology SA	3.4 %
Taiwan Semiconductor Manufacturing	3.3 %
Adyen NV	3.0 %
Tencent Holdings Ltd	2.6 %
Atlas Copco AB Class A	2.4 %
Vestas Wind Systems A/S	2.2 %
PDD Holdings Inc ADR	2.2 %
argenx SE	2.2 %
<b>Total</b>	<b>31.1 %</b>

# JPMORGAN SMARTRETIREMENT® BLEND 2065 R6

## Fund Investment Policy

The investment seeks high total return with a shift to current income and some capital appreciation over time as the fund approaches and passes the target retirement date.

### Asset Allocation



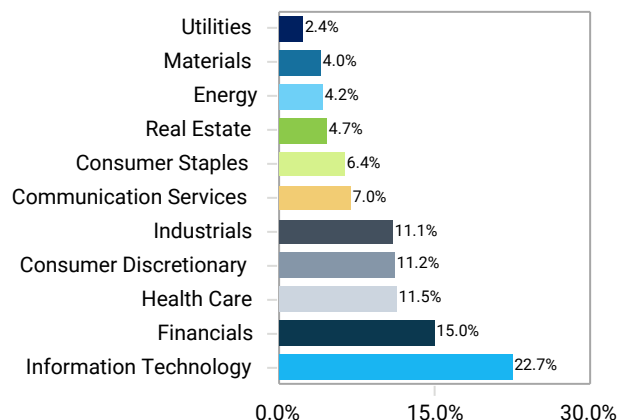
### Top Ten Securities

JPMorgan Equity Index R6	49.0 %
JPMorgan BetaBuilders Intl Eq ETF	22.7 %
SPDR® S&P MIDCAP 400 ETF Trust	4.8 %
JPMorgan Emerging Mkts Rsrch Enh	4.2 %
JPMorgan BetaBuilders Emerging	4.2 %
JPMorgan Core Plus Bond R6	3.7 %
iShares Russell 2000 ETF	3.1 %
Jpmorgan Us Govt Mmkt Fun	2.2 %
JPMorgan Core Bond R6	2.0 %
JPMorgan BetaBuilders MSCI US REIT	1.9 %
<b>Total</b>	<b>97.7 %</b>

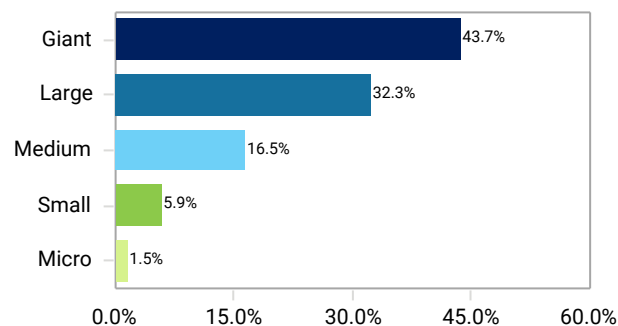
### Fund Information

Fund Name :	JPMorgan SmartRetirement® Blend 2065 R6	Portfolio Assets :	\$21 Million
Fund Family :	JPMorgan	Portfolio Manager :	Team Managed
Ticker :	JSBYX	PM Tenure :	1 Year 4 Months
Inception Date :	Nov-22	Fund Assets :	\$21 Million
Portfolio Turnover :	29%		

### Equity Sector Allocation



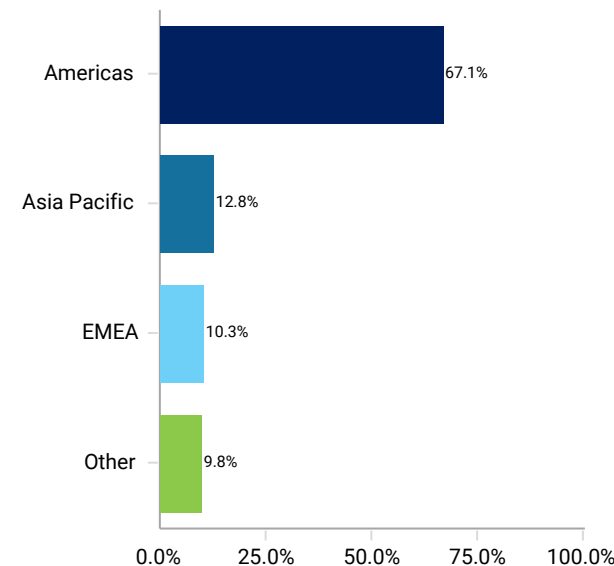
### Market Capitalization



### Top 5 Countries

United States	67.1 %
Japan	6.0 %
United Kingdom	3.4 %
France	2.6 %
Switzerland	2.4 %
<b>Total</b>	<b>81.5 %</b>

### Regional Allocation





# DUE DILIGENCE & SECURITY MONITOR



# DUE DILIGENCE MONITOR

## FUND LINE UP

The items below summarize any changes or announcements from your managers/funds. A “Yes” indicates there was an announcement and a summary is provided separately. If there was no announcement or due diligence event, the manager is not listed. NEPC’s Due Diligence Committee meets every two weeks to review events as they relate to investment managers and determines if any action should be taken by NEPC and/or by our clients. They rate events: No Action, Watch, Hold, Client Review or Terminate. Your Consultant’s Recommendation is refreshed quarterly in view of the recent quarter’s developments (performance, manager events, and any of the longer-term trending data)

Manager	Announcement Date	Manager Changes/ Announcements (Recent Quarter)	NEPC Due Diligence Committee Recommendations	NEPC Consultant Recommendations/ Comments for your Portfolio
<b>JPMorgan</b> <i>Target Date Funds</i>	01/2024	Yes	FYI/No Action	Removal of “Watch” status
<b>Fort Washington</b> <i>Core Fixed Income Intermediate Bond</i>	01/2024	Yes	FYI/No Action	Personnel Changes: Senior Leadership
<b>Vanguard</b> <i>Inflation Protected Securities Total Stock Market Index Global Minimum Vol Treasury Money Market</i>	03/2024	Yes	FYI/No Action	Personnel Changes: CEO Transition



# DUE DILIGENCE MONITOR

## FUND LINE UP

The items below summarize any changes or announcements from your managers/funds. A "Yes" indicates there was an announcement and a summary is provided separately. If there was no announcement or due diligence event, the manager is not listed. NEPC's Due Diligence Committee meets every two weeks to review events as they relate to investment managers and determines if any action should be taken by NEPC and/or by our clients. They rate events: No Action, Watch, Hold, Client Review or Terminate. Your Consultant's Recommendation is refreshed quarterly in view of the recent quarter's developments (performance, manager events, and any of the longer-term trending data)

Manager	NEPC Consultant Recommendations/ Comments for your Portfolio
<p><b>JPMorgan</b> <i>Target Date Funds</i></p>	<p>JP Morgan's SmartRetirement strategies currently have a due diligence status of "Watch." During the first quarter of 2022, JP Morgan implemented multiple asset allocation changes to each of the firm's target date fund strategies and also integrated the philosophy of SmartSpending products into the broader SmartRetirement brand. Additionally, there had been changes within the portfolio management team over the previous two years. NEPC Research monitored all of these events closely.</p> <p>Over the past two years, the portfolio management team at JP Morgan has effectively managed the changes that occurred in early 2022. The strategy's recent performance can be attributed to the asset allocation changes made, specifically the increases in equity. The equity allocation of the glidepath is similar to its peers and has taken advantage of recent market conditions. JP Morgan's portfolio management team dedicates a significant portion of their time to research within capital markets, and the firm's forward looking assumptions play a large role in annual asset allocation updates for each of their target date fund strategies.</p> <p>Given the leadership, stability, and performance of JP Morgan's target date fund strategies, NEPC Research is recommending a Due Diligence Status Upgrade to "No Action."</p>
<p><b>Fort Washington</b> <i>Core Fixed Income</i> <i>Intermediate Fixed Income</i></p>	<p>James Vance, Fort Washington Co-CIO, has shared his intention to retire during the 2024 calendar year. Mr. Vance's retirement will conclude 30 years of service with Western &amp; Southern Financial Group. A full announcement will be shared when a specific retirement date in 2024 has been determined. Until, Mr. Vance's retirement, he will continue his responsibilities overseeing Corporate Development and Strategic Venture Capital, reporting to John Barrett, CEO.</p> <p>In preparation for Mr. Vance's retirement, Mr. Christopher D. Shipley will join Western &amp; Southern Financial Group and succeed Mr. Vance as senior vice president and co-chief investment officer, effective January 8, reporting directly to John Barrett, CEO. In this role, Mr. Shipley will co-lead the company's investment activities with Mr. Brendan M. White, senior vice president and co-chief investment officer, who oversees fixed income investment functions. Mr. Shipley will oversee the development and oversight of all equity investments and the results for Western &amp; Southern and our outside equity assets managed by Fort Washington.</p> <p>Mr. Shipley was previously with Northern Trust Asset Management, where he served in senior leadership positions for the past 23 years. Most recently, he held the position of chief investment strategist for North America, where he chaired the Tactical Asset Allocation Committee.</p>



DD Monitor through March 31, 2024

# DUE DILIGENCE MONITOR

## FUND LINE UP

The items below summarize any changes or announcements from your managers/funds. A “Yes” indicates there was an announcement and a summary is provided separately. If there was no announcement or due diligence event, the manager is not listed. NEPC’s Due Diligence Committee meets every two weeks to review events as they relate to investment managers and determines if any action should be taken by NEPC and/or by our clients. They rate events: No Action, Watch, Hold, Client Review or Terminate. Your Consultant’s Recommendation is refreshed quarterly in view of the recent quarter’s developments (performance, manager events, and any of the longer-term trending data)

Manager	NEPC Consultant Recommendations/ Comments for your Portfolio
<p><b>Vanguard</b>  <i>Inflation Protected Securities</i>  <i>Total Stock Market Index</i>  <i>Global Minimum Vol</i>  <i>Treasury Money Market</i></p>	<p>Vanguard Chairman and Chief Executive Officer, Tim Buckley, announced that he will retire by year-end after more than three decades with the firm. Vanguard's Chief Investment Officer, Greg Davis, was appointed to the additional role of President of the firm, effective immediately.</p> <p>Greg Davis has served as Vanguard's Chief Investment Officer since 2017, leading the firm’s fixed income, equity index, and quantitative equity groups. He also oversees Vanguard’s investment strategy group, the firm’s internal team of economists and analysts, who develop Vanguard's investment research and are responsible for Vanguard’s investment methodology. In his expanded role, Greg will be responsible for all aspects of Vanguard’s investment management, retirement business, and services for financial advisor clients. He will also oversee the majority of Vanguard's fund and ETF distribution.</p> <p>Vanguard has initiated a comprehensive search process for a new Chief Executive Officer, evaluating both internal and external candidates. NEPC will continue to follow the search and monitor for any unanticipated developments.</p>



# INVESTMENT MANAGER DUE DILIGENCE

## NEPC Due Diligence Committee Recommendation Key

<b>No Action</b>	Informational items have surfaced; no action is recommended.
<b>Watch</b>	Issues have surfaced to be concerned over; manager can participate in future searches, but current and prospective clients must be made aware of the issues.
<b>Hold</b>	Serious issues have surfaced to be concerned over; manager cannot be in future searches unless a client specifically requests, but current and prospective clients must be made aware of the issues.
<b>Client Review</b>	Very serious issues have surfaced with a manager; manager cannot be in future searches unless a client specifically requests. Current clients must be advised to review the manager.
<b>Terminate</b>	We have lost all confidence in the product; manager would not be recommended for searches and clients would be discouraged from using. The manager cannot be in future searches unless a client specifically requests. Current clients must be advised to replace the manager.

## NEPC Due Diligence Rating Key

1	A high conviction investment product. Product has a clear and economically-grounded investment thesis, and is managed by an investment team that is sufficiently resourced and incented to execute on the thesis.
2	NEPC has a positive view of the strategy. Strategy has a compelling and sound investment thesis. The manager is sufficiently resourced and incented to execute on the thesis. Strengths outweigh the weaknesses, but the strategy does not meet all requirements for a 1 rating.
3	A satisfactory investment product. The strategy lacks a compelling investment thesis, however there are no significant concerns around the manager's viability.
4	The strategy may have an unclear or ambiguous investment thesis or the manager may lack the ability to execute on the stated thesis. The strategy likely has strengths and weaknesses and the weaknesses may outweigh the strengths.
5	A strategy that lacks an investment thesis or NEPC has no confidence in the manager's ability to execute on the thesis, and/or the investment firm may not be viable. Serious issues have been identified with an investment manager or product. This rating aligns with a Terminate Due Diligence status for client-owned products.
NR	Due diligence has not been sufficiently completed on the product or manager.

# SECURITY MONITOR

## DOWNGRADED TO BELOW INVESTMENT GRADE

Portfolio	Security	Downgrade Date	% of Portfolio	Latest Downgrade (S&P)	Latest Downgrade (Moody's)	Latest Downgrade (Fitch)
Galliard - Intermediate	SLM Student Loan Trust 2010-1	3/19/2024	0.04%	CCC	B1	B
Galliard - Opportunistic	SLM Student Loan Trust 2010-1	3/19/2024	0.03%	CCC	B1	B
PFM -Health & Dental	VFC	2/15/2024	0.53%	BBB-	Baa3	-
PFM - Workers Comp	VFC	2/15/2024	0.52%	BBB-	Baa3	-
PFM - Health & Dental	Truist	2/21/2024	0.55%	A-	A3	A-
PFM - Workers Comp	Truist	2/21/2024	0.58%	A-	A3	A-
PFM - Self Insurance	Truist	2/21/2024	0.44%	A-	A3	A-
PFM - Disability Fund	Truist	2/21/2024	0.44%	A-	A3	A-





# SECURITY MONITOR

## DOWNGRADED TO BELOW INVESTMENT GRADE

Portfolio	Security	Downgrade Date	% of Portfolio	Latest Downgrade (S&P)	Latest Downgrade (Moody's)	Latest Downgrade (Fitch)
PFM - Health & Dental	INTC	2/9/2024	0.45%	A-	A3	-
PFM - Workers Comp	INTC	2/10/2024	0.44%	A-	A3	-
PFM - Self Insurance	INTC	2/11/2024	0.70%	A-	A3	-
PFM - Disability Fund	INTC	2/12/2024	0.71%	A-	A3	-
Lord Abbett - Short Duration	Eversource Energy	1/11/2024	0.24%	BBB+	Baa2	BBB
Lord Abbett - Short Duration	Truist - Financial	2/21/2024	0.15%	A-	A3	A-
Lord Abbett - Short Duration	Truist - Bank	2/21/2024	0.39%	A-	A2	A-
Lord Abbett - Short Duration	American Electric Power Co	3/4/2024	0.22%	BBB	Baa2	BBB
Lord Abbett Intermediate	American Electric Power Co	3/4/2024	0.12%	BBB	Baa2	BBB



# GLOSSARY OF TERMS

**Alpha** - Measures the relationship between the fund performance and the performance of another fund or benchmark index and equals the excess return while the other fund or benchmark index is zero.

**Alpha Jensen** - The average return on a portfolio over and above that predicted by the capital asset pricing model (CAPM), given the portfolio's beta and the average market return. Also known as the abnormal return or the risk adjusted excess return.

**Annualized Excess Return over Benchmark** - Annualized fund return minus the annualized benchmark return for the calculated return.

**Annualized Return** - A statistical technique whereby returns covering periods greater than one year are converted to cover a 12 month time span.

**Beta** - Measures the volatility or systematic risk and is equal to the change in the fund's performance in relation to the change in the assigned index's performance.

**Information Ratio** - A measure of the risk adjusted return of a financial security, asset, or portfolio.

*Formula:*  
 $(\text{Annualized Return of Portfolio} - \text{Annualized Return of Benchmark}) / \text{Annualized Standard Deviation}(\text{Period Portfolio Return} - \text{Period Benchmark Return})$ . To annualize standard deviation, multiply the deviation by the square root of the number of periods per year where monthly returns per year equals 12 and quarterly returns is four periods per year.

**R-Squared** - Represents the percentage of a fund's movements that can be explained by movements in an index. R-Squared values range from 0 to 100. An R-Squared of 100 denotes that all movements of a fund are completely explained by movements in the index.

**Sharpe Ratio** - A measure of the excess return or risk premium per unit of risk in an investment asset or trading strategy.

**Sortino Ratio** - A method to differentiate between good and bad volatility in the Sharpe Ratio. The differentiation of up and down volatility allows the calculation to provide a risk adjusted measure of a security or fund's performance without upward price change penalties.

*Formula:*  
 $\text{Calculation Average } (X-Y) / \text{Downside Deviation } (X-Y) * 2$   
Where X=Return Series Y = Return Series Y which is the risk free return (91 day T-bills)

**Standard Deviation** - The standard deviation is a statistical term that describes the distribution of results. It is a commonly used measure of volatility of returns of a portfolio, asset class, or security. The higher the standard deviation the more volatile the returns are.

*Formula:*  
 $(\text{Annualized Return of Portfolio} - \text{Annualized Return of Risk Free}) / \text{Annualized Standard Deviation (Portfolio Returns)}$

**Tracking Error** - Tracking error, also known as residual risk, is a measure of the degree to which a portfolio tracks its benchmark. It is also a measure of consistency of excess returns. Tracking error is computed as the annualized standard deviation of the difference between a portfolio's return and that of its benchmark.

*Formula:*  
 $\text{Tracking Error} = \text{Standard Deviation } (X-Y) * \sqrt{(\# \text{ of periods per year})}$   
Where X = periods portfolio return and Y = the period's benchmark return  
For monthly returns, the periods per year = 12  
For quarterly returns, the periods per year = 4

**Treynor Ratio** - A risk-adjusted measure of return based on systematic risk. Similar to the Sharpe ratio with the difference being the Treynor ratio uses beta as the measurement of volatility.

*Formula:*  
 $(\text{Portfolio Average Return} - \text{Average Return of Risk-Free Rate}) / \text{Portfolio Beta}$

**Up/Down Capture Ratio** - A measure of what percentage of a market's returns is "captured" by a portfolio. For example, if the market declines 10% over some period, and the manager declines only 9%, then his or her capture ratio is 90%. In down markets, it is advantageous for a manager to have as low a capture ratio as possible. For up markets, the higher the capture ratio the better. Looking at capture ratios can provide insight into how a manager achieves excess returns. A value manager might typically have a lower capture ratio in both up and down markets, achieving excess returns by protecting on the downside, whereas a growth manager might fall more than the overall market in down markets, but achieve above-market returns in a rising market.

$\text{UpsideCapture} = \text{TotalReturn}(\text{FundReturns}) / \text{TotalReturns}(\text{BMReturn})$  when Period Benchmark Return is  $> = 0$

$\text{DownsideCapture} = \text{TotalReturn}(\text{FundReturns}) / \text{TotalReturns}(\text{BMReturn})$  when Benchmark  $< 0$

# INFORMATION DISCLAIMER

Past performance is no guarantee of future results.

The goal of this report is to provide a basis for monitoring financial markets. The opinions presented herein represent the good faith views of NEPC as of the date of this report and are subject to change at any time.

Information on market indices was provided by sources external to NEPC. While NEPC has exercised reasonable professional care in preparing this report, we cannot guarantee the accuracy of all source information contained within.

All investments carry some level of risk. Diversification and other asset allocation techniques do not ensure profit or protect against losses.

# RE-IMAGINE 1.0

Finance Committee Meeting - MAY 2024

1

## OVERALL SAVINGS

Savings by Team

2

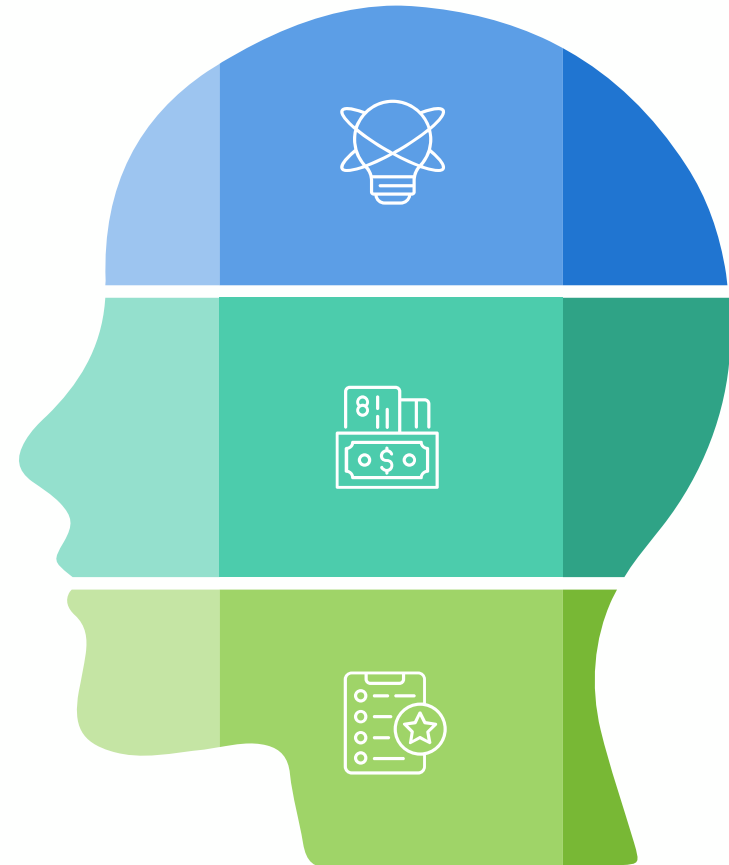
## TEAM HIGHLIGHTS

Top Initiatives by Team

3

## TEAM SUMMARY

Trended realized savings



# Summary by Team





Actuals-to-Date through April 2024

Teams	Actual Savings (Project-to-Date)	Projected 12Mo Savings vs Target	Total Savings (Actual & Projected)	Target	Projected 18 Month Savings	Projected 18Mo Savings vs Target (Gap)
Workforce	\$132.0M	(\$40.5M)	\$91.5M	\$75.0M	\$160.2M	\$85.2M
Patient Access	\$9.8M	\$1.2M	\$11.0M	\$20.0M	\$10.8M	(\$9.2M)
Patient Flow	\$17.3M	(\$0.8M)	\$16.5M	\$25.0M	\$24.4M	(\$0.6M)
Clinical Care	\$32.8M	\$10.7M	\$43.5M	\$30.0M	\$72.3M	\$42.3M
Supply Chain	\$4.9M	\$9.2M	\$14.1M	\$20.0M	\$17.3M	(\$2.7M)
Financial Improvements	\$77.9M	\$17.1M	\$95.0M	\$25.0M	\$101.0M	\$76.0M
Innovation/Growth	\$0.6M	\$1.3M	\$1.9M	\$5.0M	\$2.0M	(\$3.0M)
<b>Total</b>	<b>\$275.3M</b>	<b>(\$1.8M)</b>	<b>\$273.5M</b>	<b>\$200.0M</b>	<b>\$388.0M</b>	<b>\$188.0M</b>

# Highlights by Team

Top Two Initiatives by Team (Realized Savings) April 2024

 <b><u>Worforce Team - \$132.0M</u></b>		
Incentive Pay Reduction	\$81.0M	
POL Reduction	\$48.0M	
 <b><u>Patient Access Team - \$10.0M</u></b>		
Physician Template Design - Enhanced Access	\$4.0M	
PAC Migration to Other Areas	\$2.0M	
 <b><u>Patient Flow Team - \$17.0M</u></b>		
Single Payor Agreement Savings	\$11.0M	
LOS Reduction	\$5.0M	
 <b><u>Clinical Care Team - \$33.0M</u></b>		
340B Savings	\$7.0M	
COVID Testing - Reduced Utilization	\$5.0M	
 <b><u>Supply Chain Team - \$5.0M</u></b>		
Inhouse vs External Vendor Utilization		\$2.0M
Premier Surpass Aggregation Savings		\$2.0M
 <b><u>Financial Improvement Team - \$78.0M</u></b>		
Managed Care Settlements		\$46.0M
Managed Care Rate Increases		\$13.0M
 <b><u>Innovation/Growth Team - \$0.6M</u></b>		
Epic Honor Roll Savings		\$0.3M
Online Chat Platform/Capability		\$0.3M



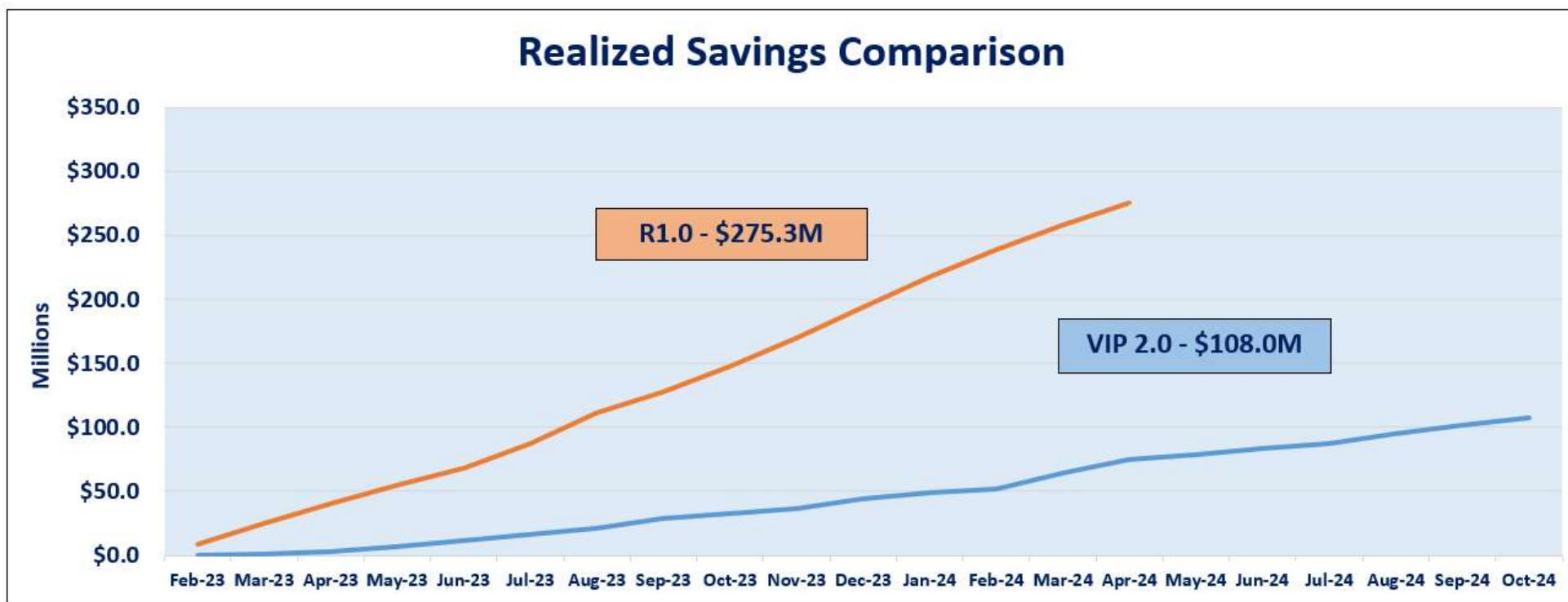
# Trending Savings

Realized Savings as of April 2024



# Realized Savings Comparison

Realized Savings as of April 2024





**Thank you**

# South Broward Hospital District

## BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • Steven Harvey, *Vice Chairman* • Douglas A. Harrison, *Secretary Treasurer*  
Jose Basulto • Brad Friedman • Dr. Luis E. Orta • Laura Raybin Miller

K. Scott Wester, *President and Chief Executive Officer* • Frank P. Rainer, *Senior Vice President and General Counsel*

**Group:** S.B.H.D. Contracts Committee **Date:** May 15, 2024  
**Chairman:** Mr. Steven Harvey **Time:** 5:00 p.m.  
**Vice Chairman:** Dr. Luis E. Orta  
**Location:** Executive Conference Room, 3111 Stirling Road, Hollywood, Florida, 33312

**In Attendance:** Mr. Steven Harvey, Dr. Luis E. Orta (via WebEx), Ms. Elizabeth Justen, Mr. Scott Wester, Mr. Vedner Guerrier, Ms. Leah Carpenter, Mr. David Smith, Aharon Sareli, M.D., Mr. Frank Rainer, Ms. Esther Surujon, and Ms. Kim Kulhanjian

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The Contracts Committee meeting convened at 5:00 p.m. on May 15, 2024.

### **1) CALL TO ORDER / PUBLIC MEETING NOTICE CERTIFICATION**

The meeting was called to order and legal certification of compliance with Florida's Public Meetings Law was given by Mr. Frank Rainer, General Counsel. The meeting materials were not posted based on assertion of confidentiality.

### **2) BOARD APPROVAL CONTRACTS**

The following agenda items were discussed:

#### **a) New Physician Employment Agreement between Sonya Tuerff, M.D. for Medical Director, Vascular Surgery, MHW / MHM Services, and South Broward Hospital District**

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and Sonya Tuerff, M.D., for Medical Director, Vascular Surgery, MHW / MHM Services.

Dr. Tuerff received a Doctor of Medicine degree from SUNY Upstate Medical Center (1993) and a MBA degree from Eastern University (2023). She completed a Surgical Residency at St. Vincent's Hospital and Medical Center (1998), a Research Fellowship in Vascular Surgery at Department of Vascular Surgery Hahnemann University Hospital (1999), and a Fellowship in Vascular Surgery at NYU Medical Center (2001). Dr. Tuerff worked as an Attending Surgeon at Peripheral Vascular, General, and Trauma (2000), Attending Vascular Surgeon at Christiana Care Hospital (2022) and as a Locum Tenens Vascular Surgeon since 2023. Most recently she served as an Attending Vascular Surgeon at Lebanon VAMC. She is board-certified in General and Vascular Surgery.

Dr. Tuerff will be responsible for providing Vascular Surgery Services consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of a Vascular Surgeon. She shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Tuerff may also be required to perform other medical administrative services. Under this employment agreement, she will be required to perform such services at any Hospital District location.

The details of Dr. Tuerff's compensation package were discussed. The Committee noted that Dr. Tuerff's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Medical Director, Vascular Surgery.

## MEMORIAL HEALTHCARE SYSTEM

MEMORIAL REGIONAL HOSPITAL • MEMORIAL REGIONAL HOSPITAL SOUTH • JOE DIMAGGIO CHILDREN'S HOSPITAL  
MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

The Employment Agreement shall be effective September 1, 2024, and shall remain in effect for three (3) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, after the first year of the Term, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

**The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between the South Broward Hospital District and Sonya Tuerff, M.D., for Medical Director, Vascular Surgery, MHW / MHM Services**

**b) New Physician Employment Agreement between Hyun Woo Kim, M.D., for Interventional Neurology Services, and South Broward Hospital District**

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and Hyun Woo Kim, M.D., for Interventional Neurology Services.

Dr. Kim received a Bachelor's degree from Emory University (2012) and a Doctor of Medicine degree from Augusta University, Medical College of Georgia (2017). He completed an Internal Medicine Residency (2018) and a Neurology Residency (2021) at Mayo Clinic, Florida, a Vascular Neurology Fellowship (2022). Dr. Kim is currently completing a Neuroendovascular Fellowship at Texas Stroke Institute and will complete his training in September 2024.

Dr. Kim will be responsible for providing Interventional Neurology Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of an Interventional Neurologist. He shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Kim may also be required to perform other medical administrative services. Under this employment agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Kim's compensation package were discussed. The Committee noted that that sufficient national compensation benchmark data does not exist for Interventional Neurology Services. Thus, a compensation benchmark percentile cannot be established at this time. A fair market value appraisal was performed by outside independent consultants to support compensation range.

The Employment Agreement shall be effective October 1, 2024, and shall remain in effect for three (3) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, after the first year of the Term, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

**The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between the South Broward Hospital District and Hyun Woo Kim, M.D., for Interventional Neurology Services**

**c) Renewal Physician Employment Agreement between Jennifer Zikria, M.D., for Hematology and Oncology Services, and South Broward Hospital District**

The Committee reviewed the Renewal Physician Employment Agreement between the South Broward Hospital District and Jennifer Zikria, M.D., for Hematology and Oncology Services.

Dr. Zikria received a B.A. Degree in 1997 from Boston College, Boston, MA, a B.S. Degree in 2000 from Columbia University, New York, NY, and her M.D. Degree in 2005 from State University of New York School of Medicine, Brooklyn, NY. She completed a Residency in Internal Medicine (2006 – 2009) at Lenox Hill Hospital, New York, NY, and a Fellowship in Hematology and Oncology (2009 – 2012) at Columbia University Medical Center, New York-Presbyterian Hospital, New York, NY. Since 2012, Dr. Zikria has held clinical and academic appointments at Western Connecticut Medical Group, Danbury, CT; Danbury Hospital, Danbury, CT; New Milford Hospital, New Milford, CT; and University of Vermont College of Medicine, Burlington, VT. She is board-certified in Internal Medicine, Hematology, and Medical Oncology. She has been employed by MHS since 2016.

Dr. Zikria will be responsible for providing Hematology / Oncology Services consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of a Hematologist / Oncologist. She shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Zikria may also be required to perform other medical administrative services. Under this employment agreement, she will be required to perform such services at any Hospital District location.

The details of Dr. Zikria's compensation package were discussed. The Committee noted that that Dr. Zikria's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Hematology / Oncology.

The Employment Agreement shall be effective July 1, 2024, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

**The Contracts Committee recommends to the Board of Commissioners approval of the Renewal Physician Employment Agreement between the South Broward Hospital District and Jennifer Zikria, M.D., for Hematology and Oncology Services**

**d) Renewal Physician Employment Agreement between Jayant Nath, M.D., for Cardiology - Advanced Imaging Services, and South Broward Hospital District**

The Committee reviewed the Renewal Physician Employment Agreement between the South Broward Hospital District and Jayant Nath, M.D., for Cardiology - Advanced Imaging Services.

Dr. Nath completed his medical studies at G.S.V.M. Medical College, Kanpur (U.P.) India (1988), a Rotatory Internship at Hindu Rao Hospital, Delhi, India (1990), a Residency in Internal Medicine at G.S.V.M. Medical College, Kanpur (U.P.) India (1993), a Residency in Internal Medicine at the State University of New York Health Science Center at Brooklyn, NY (1996), an Echocardiography Fellowship at University of California San Francisco (UCSF), San Francisco, CA (2002) and a Cardiology Fellowship at the University of Kansas Medical Center, Kansas City, KS (2006). Since 2006 he served as a professor at the Department of Cardiovascular Medicine, University of Kansas Medical Center, Kansas City, KS. Dr. Nath is board certified in Cardiology, Echo, Nuclear and RPVI. He has been employed by MHS since 2021.

Dr. Nath will be responsible for providing Cardiac Advanced Imaging Services consistent with the clinical scope of his privileges. He will provide medical care and treatment to all patients who require the services of a Cardiologist. He shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Nath may also be required to perform other medical administrative services. Under this employment agreement, he will be required to perform such services at any Hospital District location.

The details of Dr. Nath's compensation package were discussed. The Committee noted that that Dr. Nath's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Cardiology - Advanced Imaging Services.

The Employment Agreement shall be effective July 1, 2024, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of two (2) years following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

**The Contracts Committee recommends to the Board of Commissioners approval of the Renewal Physician Employment Agreement between the South Broward Hospital District and Jayant Nath, M.D., for Cardiology - Advanced Imaging Services**

**e) Renewal Physician Employment Agreement between Gelenis Calzadilla Domingo, M.D., for Adult Hematology and Oncology Services, and South Broward Hospital District**

The Committee reviewed the Renewal Physician Employment Agreement between the South Broward Hospital District and Gelenis Calzadilla Domingo, M.D., for Adult Hematology and Oncology Services.

Dr. Domingo received a B.S. Degree in 2004 from Florida International University, Miami, FL, and her M.D. Degree in 2008 from University of South Florida College of Medicine, Tampa, FL. She completed an Internal Medicine Residency in 2011 at Jackson Memorial Hospital, Miami, FL, and is currently completed a Fellowship in Hematology / Oncology at the University of Illinois, Chicago, IL in 2016. Dr. Domingo is board-certified in Internal Medicine. She has been employed by MHS since 2016.

Dr. Domingo will be responsible for providing Hematology / Oncology Services consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of a Hematologist / Oncologist. She shall provide such services assuring that patient care is delivered in a manner

which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Domingo may also be required to perform other medical administrative services. Under this employment agreement, she will be required to perform such services at any Hospital District location.

The details of Dr. Domingo's compensation package were discussed. The Committee noted that that Dr. Domingo's salary was evaluated based upon the 2023 – 2024 Physician Salary Matrix for Hematology / Oncology.

The Employment Agreement shall be effective August 1, 2024, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area of Broward County plus five (5) miles.

Following further discussion:

**The Contracts Committee recommends to the Board of Commissioners approval of the Renewal Physician Employment Agreement between the South Broward Hospital District and Gelenis Calzadilla Domingo, M.D., for Adult Hematology and Oncology Services**

**f) Renewal Professional Services Agreement between Pediatrix Medical Group of Florida Inc., for Neonatology Services, and South Broward Hospital District**

The Committee reviewed the Renewal Professional Services Agreement between the South Broward Hospital District and Pediatrix Medical Group of Florida Inc., for Neonatology Services.

This renewal Medical Administrative and Professional Services Agreement is between the South Broward Hospital District and Pediatrix Medical Group of Florida, Inc., for Neonatology Medical Administrative and Professional Services at Joe DiMaggio Children's Hospital, Memorial Hospital West, and Memorial Hospital Miramar. An RFP Process was completed with the recommendation of contracting with Pediatrix Medical Group of Florida, Inc. Pediatrix is the largest provider of neonatology services in the Country, providing medical administrative and professional services at three currently top ranked US News and World Report Neonatal Intensive Care Units.

The neonatologists shall hold valid and unlimited licenses to practice medicine in the State of Florida and must have completed residencies in pediatrics and fellowships in neonatology and maintain membership in the Hospital District's medical staffs with appropriate neonatology privileges.

Pediatrix shall provide Neonatologists, PAs, and APRNs to meet the Hospital District's requirements for Neonatologist Services in the Hospitals twenty-four (24) hours each day, seven (7) days each week, including holidays.

Pediatrix shall also perform primary care pediatrician services of all patients in the Hospital District's newborn nurseries, who require such physician services and who do not have an alternate physician, including, without limitation, indigent patients. Pediatrix shall also perform newborn hearing screenings for the Hospital District.

Pediatrix shall perform separate billing and collection functions for all services provided. The Hospital District shall perform appropriate separate billing and collection functions for all services provided by the Hospital District through the Level II and Level II Neonatal Intensive Care Units.

This Agreement shall be effective as of May 1, 2024, and shall run for a three-year term. This Agreement may be terminated by either party without cause upon 90 days written notice.

Pediatrix shall not impose restrictions which would be applicable after termination of this Agreement, which would prevent Neonatologists, APRN's, or PA's from contracting with the Hospital District, directly or through agreements similar to this Agreement.

Following further discussion:

**The Contracts Committee recommends to the Board of Commissioners approval of the Renewal Professional Services Agreement between the South Broward Hospital District and Pediatrix Medical Group of Florida Inc., for Neonatology Services**

### **3) FYI CONTRACTS**

- a) New Physician Employment Agreement between **Miguel Villalobos, M.D.**, for Vascular Surgery Services, and South Broward Hospital District. The Employment Agreement shall become effective September 1, 2024, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Vascular Surgery, is within the President and CEO's Board-approved authority.
- b) New Physician Employment Agreement between **Aileen Kerns, D.O.**, for Otolaryngology Services, and South Broward Hospital District. The Employment Agreement shall become effective December 2, 2024, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Otolaryngology, is within the President and CEO's Board-approved authority.
- c) New Physician Employment Agreement between **Luisa Edwards Marzan, M.D.**, for Memorial Primary Care Mobile Van Services, and South Broward Hospital District. The Employment Agreement shall become effective June 1, 2024, and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Pediatric Medicine, is within the President and CEO's Board-approved authority.
- d) New Physician Employment Agreement between **Philip Saul, M.D.**, for Staff Relief, Pediatric Electrophysiology Services, and South Broward Hospital District. The Employment Agreement shall become effective June 1, 2024, and shall remain in effect for one (1) year. National compensation benchmark data does not exist for Pediatric Electrophysiology Services. Thus, a compensation benchmark percentile cannot be established at this time. A fair market value appraisal was performed by outside independent consultants to confirm compensation range.
- e) New Physician Employment Agreement between **Eric Samuel, M.D.**, for Memorial Primary Care - Family Medicine Services, and South Broward Hospital District. The Employment Agreement shall become effective July 1, 2024 and shall remain in effect for three (3) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Family Medicine, is within the President and CEO's Board-approved authority.

- f) Renewal Physician Employment Agreement between **Elba Iglesias, M.D.**, for Chief, Adolescent Medicine Services, and South Broward Hospital District. The Employment Agreement shall become effective August 1, 2024, and shall remain in effect for five (5) years. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Chief Pediatric Adolescent Medicine, is within the President and CEO’s Board-approved authority.
- g) Renewal Physician Employment Agreement between **Carlos Perez-Mitchell, M.D.** for Head and Neck Surgery Services, and South Broward Hospital District. The Employment Agreement shall become effective July 24, 2024, and shall remain in effect for one (1) year. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Head and Neck Surgery, is within the President and CEO’s Board-approved authority.
- h) Renewal Physician Employment Agreement between **Larry Latson, M.D.**, for Staff Relief, Pediatric and Congenital Interventional Cardiology Services, and South Broward Hospital District. The Employment Agreement became effective April 21, 2024, and shall remain in effect for one (1) year. National compensation benchmark data does not exist for Pediatric Interventional Cardiology Services. Thus, a compensation benchmark percentile cannot be established at this time. A fair market value appraisal was performed by outside independent consultants to confirm compensation range.
- i) Renewal Physician Employment Agreement between **Andrew Gupta, M.D.**, for Staff Relief, Pediatric Orthopaedic Surgery and Sports Medicine Services, and South Broward Hospital District. The Employment Agreement shall become effective June 19, 2024, and shall remain in effect for one (1) year. The proposed salary, as reflected in the 2023 – 2024 Physician Salary Matrix for Pediatric Orthopaedic Surgery, is within the President and CEO’s Board-approved authority.

#### **4) NEW BUSINESS**

The Committee reviewed the New Physician Employment Agreement between the South Broward Hospital District and **Jennifer Goldman D.O.**, for Vice President and Chief Medical Information Officer, and Chief, Memorial Primary Care Services.

Dr. Goldman received a Bachelor’s degree from McGill University, Montreal, Quebec, Canada (2000) and a Doctor of Osteopathic Medicine degree from Philadelphia College of Osteopathic Medicine Philadelphia, Pennsylvania (2004). She completed an internship and residency in Family Medicine at Broward General Medical Center / Nova Southeastern University (2007). Dr. Goldman received an Executive MBA in Healthcare Leadership and Policy from the University of Miami Business School (2019). Dr. Goldman has been employed by MHS since 2007. Dr. Goldman was promoted from an MPC staff family physician to Chief of Memorial Primary Care in 2014 and Vice President, Chief Medical Information Officer in 2023. She has been instrumental in establishing the MHS Sickle Cell Medical Home Program and the MHS Post-COVID Long Hauler Clinic. Additionally, she served as the Medical Director of Memorial Regional Hospital COVID-19 Vaccination Pod and Medical Director of CB Smith COVID-19 community testing site.

Dr. Goldman will be responsible for providing Family Medicine Services consistent with the clinical scope of her privileges. She will provide medical care and treatment to all patients who require the services of a Family Medicine Physician. She shall provide such services assuring that patient care is delivered in a manner which results in safe, high-quality care, as measured by clinical outcomes and patient satisfaction. Dr. Goldman may also be required to perform other medical administrative services. Under this employment agreement, she will be required to perform such services at any Hospital District location.



The details of Dr. Goldman's compensation package were discussed. The Committee noted that that national compensation benchmark data does not exist for Dr. Goldman's combined administrative and clinical roles. Thus, a compensation benchmark percentile cannot be established at this time. A fair market value appraisal was performed by outside independent consultants to support compensation range.

The Employment Agreement shall be effective May 19, 2024, and shall remain in effect for five (5) years. The Employment Agreement may be terminated for cause as stipulated in the agreement or by either party, without cause, by giving the other party at least 90 days prior written notice.

During the Term of the Agreement and for a period of one (1) year following the Term, physician shall not, without the prior written consent of the Hospital District, provide services within the geographic boundaries of the Restricted Area shall be within a five (5) mile radius from any Memorial Primary Care Medical Center where Physician was engaged in patient care.

Following further discussion:

**The Contracts Committee recommends to the Board of Commissioners approval of the New Physician Employment Agreement between Jennifer Goldman, D.O., for Vice President and Chief Medical Information Officer, and Chief, Memorial Primary Care Services**

#### **5) ADJOURNMENT**

There being no further business, the meeting was adjourned at 5:36 pm.

Respectfully Submitted,



Steven Harvey  
Chairman  
Contracts Committee