



**MIAMI-DADE COUNTY  
FINAL OFFICIAL MINUTES  
Public Health Trust Nominating Council**

**Board of County Commissioners**  
Stephen P. Clark Government Center  
2<sup>nd</sup> Floor Commission Conference Room  
111 NW 1<sup>st</sup> Street  
Miami, Florida 33128

September 22, 2010  
As Advertised

Harvey Ruvlin, Clerk  
Board of County Commissioners

Diane Collins, Acting Division Chief  
Clerk of the Board Division

Zorana Gainer, Commission Reporter  
(305) 375-3570



**CLERK'S SUMMARY  
PUBLIC HEALTH TRUST NOMINATING COUNCIL  
MEETING OF SEPTEMBER 22, 2010**

The Public Health Trust Nominating Council (PHTNC) convened at 11:30 a.m., in the Second Floor Conference Room of the Stephen P. Clark Center, 111 N.W. 1<sup>st</sup> Street, Miami, Florida. There being present Chairman Dennis C. Moss; Public Health Trust Chairman Commissioner Sally Heyman; Commissioner Katy Sorenson; John H. Copeland III, Chairman of the Public Health Trust and Chairperson of the Miami-Dade Legislative Delegation Juan Zapata.

In addition to members of the PHTNC, the following staff members were present: Assistant to the County Manager Christina Lares; Assistant County Attorneys Eugene Shy and Laura Llorente; Mary L. Tighe, Jackson Health System; Daniel Alfonso, Assistant Director, General Services Administration; and Deputy Clerk Zorana Gainer.

**Welcome**

Chairman Moss called the meeting to order at 11:49 a.m. He welcomed everyone in attendance to today's (9/29) meeting, noting the purpose of this meeting was to evaluate the interviewing and questionnaire process. He explained how the interview process was held last year and stated that he wanted committee members to review and consider restructuring the questions based on the recent issues facing the Public Health Trust (PHT). He noted he wanted to structure the questions to illicit answers that in an effort to give the committee a better view of how an individual who is chosen to serve on the PHT could help move the PHT forward into the future.

Chairman Moss recommended that each candidate be provided with a copy of the questionnaire before the interview..

**APPROVAL OF JULY 28<sup>TH</sup> AND AUGUST 19<sup>TH</sup> MEETING MINUTES**

It was moved by Mr. John Copeland to approve the July 28<sup>th</sup>, 2010 and August 19<sup>th</sup>, 2010 PHT meeting minutes. This motion was seconded by Chairman Moss and upon being put to a vote, passed unanimously by those members present.

**REVIEW SCHEDULE FOR INTERVIEWS**

The following persons were scheduled to interview for the PHT on Wednesday, September 29<sup>th</sup>, 2010:

9:00 a.m.	Mr. Angel Medina
9:30 a.m.	Mr. Mark Rogers
10:00 a.m.	Ms. Mary Coombs
10:30 a.m.	Mr. Rene Alvarez
11:30 a.m.	Mr. Hugo Castro
1:00 p.m.	Ms. Robin Reiter-Faragalli

1:30 p.m.	Alan Ezrin
2:00 p.m.	Mr. Manny Rodriguez
2:30 p.m.	Mr. Raul Valdes-Fauli
3:00 p.m.	Ms. Gladys Ayala
4:00 p.m.	Mr. Marvin Diaz-Lacayo

The following persons were scheduled to interview for the PHT on Wednesday, September 30<sup>th</sup>, 2010:

9:00 a.m.	Mr. Charlez Fultz
9:30 a.m.	Mr. Stephen Nuell
10:00 a.m.	Mr. Johnathan Rose
10:30 a.m.	Mr. Kamlesh Oza
11:00 a.m.	Mr. Saif Ishoof
1:00 p.m.	Mr. Roberto Saco (via telephone)
1:30 p.m.	Mr. Kenneth Sellers
2:00 p.m.	Mr. Morris Hollander
2:30 p.m.	Mr. Noelia Moreno
3:00 p.m.	Mr. Clifford Kolber (via telephone)
3:30 p.m.	Mr. Frederick Thornburg

#### **REVIEW INTERVIEW QUESTIONNAIRE**

Chairman Moss noted that he wanted to determine why the candidates wanted to be on the PHT as well as identify the skills they would bring to the PHT.

Commissioner Heyman expressed concern regarding the lack of attendance of some current PHT members. She noted that she wanted to know if any of the candidates had any schedule conflicts or restrictions. Commissioner Heyman also noted that she wanted to question the candidates' knowledge of the present problems that PHT and Jackson Hospital were faced with.

Chairman Moss concurred with Commissioner Heyman comments on questioning the candidates and noted that they should have a basic knowledge of these issues.

Commissioner Sorenson noted that she wanted to question each candidate regarding their knowledge of crisis management and their recommendations in addressing the current challenges of PHT and Jackson Memorial Hospital.

Chairman Moss noted that he felt the question as to whether a candidate resided in Miami-Dade County should be removed since it was no longer relevant.

Representative Juan Zapata suggested asking the candidates what services had they identified to be necessary for indigents of Miami-Dade County to receive adequate healthcare. He further suggested asking whether the candidates were aware of the relationship/agreement? between the PHT and the Miami-Dade County Commission.

Following further discussion, the members of the PHTNC discussed whether or not to interview University of Miami's (UM) appointee, Ms. Betty Amos.

Chairman Moss noted he felt that the appointee by UM should have a partial interview in an effort to discuss the relationship between PHT and the UM.

Commissioner Heyman expressed concern regarding attendance of the three incumbents to the PHT meetings.

Chairman Moss recommended that members of the PHTNC inquire about attendance during the interview of the incumbents.

Ms. Christina Lares noted that background checks were in process of completion and she suggested that the PHTNC members meet at 8:30 a.m. on September 29, 2010 before the interviews in order to discuss any findings.

In response to Mr. Copeland's suggestion to send copies of the questionnaire and information on PHT to each candidate, Ms. Lares noted it would be costly to deliver this information package to each candidate.

In response to Commissioner Sorenson's suggestion to email the information to each candidate, Ms. Lares noted she would e-mail the information along with a notification that a hard copy of the information would be available for pick-up if needed.

## **SELECTION QUESTIONS AND INTERVIEW PROCESS**

Chairman Moss explained the interviewing process noting that during past interviews PHTNC members asked two to three questions. He asked how this should be handled during this year's interview process.

Commissioner Sorenson suggested Chairman Moss initiate a roundtable format of questioning.

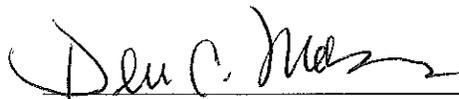
Following further discussion PHTNC members decided the following questions would appear on the interview questionnaire:

1. Why would you like to serve on the Public Health Trust Board and what special skills will you bring to the Trust?
2. Can you dedicate at least 40 hours a month to serving on the Trust; do you have any schedule restrictions?
3. What do you know about the current challenges of the Trust and how would you go about addressing them?

4. What do you know about the vision of the Trust and the organization's plans for the future?
5. What services need to be provided in order for the indigent of Miami-Dade to receive adequate healthcare?
6. How would you meet those responsibilities and obligations given the current financial constraints of the Trust?
7. How should the PHT be involved in addressing the JMHS operating deficit?
8. Is there anything in your personal or professional background that could be a potential conflict of interest, including those arising from relationships in the healthcare industry or the Jackson Memorial Foundation?
9. Is there anything in your personal or professional background that would be a concern to the County?
10. What is your understanding of the following relationships:
  - The Trust and the County,
  - The Trust and the Jackson Health System Administration, and
  - The Trust and the two major medical academic institutions, UM and FIU.
11. What are your thoughts concerning the Grand Jury Report?
12. What is your understanding of how Healthcare Reform will impact the Jackson Health System?
13. Is there anything else you would like to tell us that you feel is relevant to your candidacy?

#### **ADJOURNMENT**

There being no further business to come before the Council, Chairman Moss adjourned the meeting at 1:12 p.m.



Commissioner Dennis C. Moss, Chairman  
Public Health Trust Nominating Committee

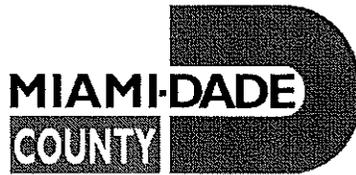


**Public Health Trust Nominating Council**  
September 22, 2010

Prepared by: Zorana Gainer

**EXHIBITS LIST**

<b>NO.</b>	<b>DATE</b>	<b>ITEM #</b>	<b>DESCRIPTION</b>
1	9/22/10		Agenda
2	9/22/10		PHTNC Minutes July 28, 2010
3	9/22/10		PHTNC Minutes August 19, 2010
4	9/22/10		Jackson Health System Executive Summary
5	9/22/10		2010 PHTNC Timeline
6	9/22/10		Interviewees for PHT Board of Trustees September 29, 2010
7	9/22/10		Interviewees for PHT Board of Trustees September 30, 2010
8	9/22/10		Questionnaire for Candidates for Nomination to Serve on the Public Health Trust Board of Trustees
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# **PUBLIC HEALTH TRUST NOMINATING COUNCIL**

## **AGENDA**

**September 22, 2010**

**11:30 a.m.**

**Stephen P. Clark Center  
2nd Floor Conference Room**

<b>Welcome</b>	<b>Chairman Dennis C. Moss</b> Chair, PHT Nominating Council
<b>Approval of July 28<sup>th</sup> and August 19<sup>th</sup> Meeting Minutes</b>	<b>Chairman Dennis C. Moss</b> Chair, PHT Nominating Council
<b>Review Schedule for Interviews</b>	<b>Chairman Dennis C. Moss</b> Chair, PHT Nominating Council
<b>Review Interview Questionnaire</b>	<b>Chairman Dennis C. Moss</b> Chair, PHT Nominating Council
<b>Selection of Questions and Interview Process</b>	<b>Chairman Dennis C. Moss</b> Chair, PHT Nominating Council
<b>Adjournment</b>	<b>Chairman Dennis C. Moss</b> Chair, PHT Nominating Council

### **Attachments:**

- PHT finalists Interview Schedule
- Interview Questionnaire
- JHS/PHT Interim Response on Consolidation of Committees
- REVISED – 2010 PHT Nominating Council Timeline
- July 28<sup>th</sup> and August 19<sup>th</sup> PHT Nominating Council Meeting Minutes

CLERK'S SUMMARY AND OFFICIAL MINUTES  
PUBLIC HEALTH TRUST NOMINATING COUNCIL  
JULY 28, 2010

The Public Health Trust Nominating Council convened in the 2<sup>nd</sup> Floor Commission Conference Room in the Stephen P. Clark Government Center, 111 N.W. 1<sup>st</sup> Street, on July 28, 2010, at 1:00 p.m., there being present Council Chairman Dennis C. Moss, and Members: Commissioner Sally Heyman, and Public Health Trust Chairman John H. Copeland, III; (Commissioner Katy Sorenson and Miami-Dade Legislative Delegation Chairman Juan Zapata were absent).

The following staff members were present: Assistant County Attorneys Eugene Shy and Laura Llorente; Mercedes Rodriguez, County Executive Office Policy Analyst; Christina Lares, Assistant to the County Manager; Mary Lou Tighe, Corporate Director of Government Relations of Jackson Health System; Alejandro Dominguez, Office of Intergovernmental Affairs; Carline Pardo, Office of the Chair; and Deputy Clerk Mary Smith-York. Mr. Jodel Valle, University of Miami and Mr. Dan Ricker, Watchdog Report.net also attended today's meeting.

**Welcome & Introduction**

Chairman Moss called the meeting to order at 1:06 p.m. and welcomed attendees. He introduced himself and following introductions by everyone present, Chairman Moss advised the purpose of today's meeting.

**Explanation of Nominating Process and Review of Existing Vacancies:**

Assistant County Attorney Eugene Shy provided a brief overview of the Nominating Council's involvement in the nominating process. He noted this included establishing the timeline, approving the application and advertisement, receiving applications and narrowing them down to a short list of the candidates, interviewing the candidates from the short list, selecting a slate of nominees and hopefully presenting that slate to the Board of County Commissioners (BCC) by September 2010. With respect to the vacancies, Mr. Shy noted, Chapter 25-A provided that the Nominating Council would advertise the number of existing vacancies and that the slate submitted to the BCC would contain that number of names, plus two additional names. He advised that there were five (5) vacancies this year and, therefore, the slate submitted to the BCC would contain a total of seven (7) names. He explained that the Trustees' names were listed in today's package because their terms were expiring or vacated until the filing period. Mr. Shy further noted none of the Trustees listed were term-limited and pointed out that Diego Mella had resigned from the PHT Board of Trustees last August, which created a true vacancy. He advised that the term for the individual selected to replace Mr. Mella would expire on October 15, 2011. Mr. Shy informed Council members that the University of Miami (UM) would submit, during this process, the name of their appointee, to fill the vacancy that resulted from UM Trustee Appointee Stanley Arkin's resignation.

In response to Mr. John Copeland's inquiry of whether all current Trustees were eligible for additional terms, Mr. Shy explained the events that enabled Ms. Rosy Cancela to remain eligible for an additional term. He noted in September 2003, Chapter 25-A was amended, shortening the tenure of trustees from three (3) to two (2) consecutive terms of three (3) years, and explained

that because Ms. Cancela was in office prior to the 2003 amendment, the two (two) year term limitation requirement was waived.

#### **Approval of Timeline, Application and Advertisement**

Chairman Moss directed Council members' attention to the page entitled "2010 Public Health Trust Nominating Council Timeline," and noted the first date pertained to today's meeting. He advised that the Council would approve the advertisement, timeline, and application today, and noted he would ask that all incumbents be interviewed this year.

In response to Commissioner Heyman's inquiry of whether the date for applications to be sent to Council members of August 17<sup>th</sup> was locked-in, Ms. Christina Lares, Assistant to the County Manager, advised this provided staff a week to categorize all applications, but the date could be shortened if necessary.

Discussion ensued among Council members and staff regarding dates to review applications and interview finalists that would not overlap and/or conflict with the following meetings: PHT on August 23<sup>rd</sup> at 3:00 p.m.; County Commission Budget Conference on August 25<sup>th</sup>, 26<sup>th</sup> and 27<sup>th</sup>; and Primary Elections on August 24, 2010.

Hearing no objections, Chairman Moss advised that the Council would convene on the following dates:

August 23, 2010 – 10:00 am: Review summarized application matrix and select finalists for interview;

August 31, 2010 and September 1, 2010 – 9:00 a.m. until: Interview Finalists and select slate of nominees;

Assistant County Attorney Eugene Shy advised Council members that Assistant County Attorneys Laura Llorente and Valda Christian would attend the PHT and PHTNC meetings throughout the month of August, in his absence.

Chairman Moss directed members' attention to the proposed advertisement.

In respect to Commissioner Heyman's request that the disciplines of the remaining trustees, including their background profession and their status, be included on the summarized applications matrix, Ms. Lares agreed to keep the same format as last year's, which included that information.

Council members proceeded to review the proposed advertisement for openings for the Board of Trustees of the Public Health Trust, and hearing no objections, approved the advertisement as presented.

Chairman Moss asked that Council members review the proposed application carefully, as changes had been made to the previous application.

Commissioner Heyman noted this proposed application requested information regarding the applicant's "Experience and/or Qualifications" rather than "Employment," and expressed her desire to also know about their previous employment.

Ms. Lares agreed to add a separate section to the application entitled "Employment."

Following a brief discussion regarding resumé submittal as part of the application package, Chairman Moss asked that language requiring applicants to submit a resumé with their application.

It was moved by Commissioner Heyman that the Public Health Trust Nominating Council approve the timeline as amended with the added dates and times, the advertisement as presented, and the application as amended to add a section for "Employment" and to require submission of the applicant's resumé with the application. This motion was seconded by Chairman Moss, and upon being put to a vote, passed by a unanimous vote of those members present.

There being no further business to come before the PHT Nominating Council, the meeting adjourned at 1:36 p.m.

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Commissioner Dennis C. Moss, Chairman  
Public Health Trust Nominating Council

**CLERK'S SUMMARY  
PUBLIC HEALTH TRUST NOMINATING COUNCIL  
MEETING OF AUGUST 19, 2010**

The Public Health Trust Nominating Council convened at 1:30 p.m., in the Second Floor Conference Room of the Stephen P. Clark Center, 111 Northwest First Street, Miami, Florida. There being present Chairman Dennis C. Moss; Public Health Trust Chairman Commissioner Sally Heyman; Commissioner Katy Sorenson; and Chairperson of the Miami-Dade Legislative Delegation Juan Zapata (John H. Copeland III, Chairman of the Public Health Trust was absent)

Staff members present: Assistant to the County Manager Christina Lares; Tim Gomez, Policy Advisor, Office of the Mayor; Assistant County Attorneys Laura Llorente and Valda Clark Christian; Mary Lou Tighe, Jackson Health System; and Deputy Clerk Zorana Gainer.

**I. Welcome**

Chairman Moss called the meeting to order at 1:30 p.m. He welcomed those in attendance and asked everyone to introduce themselves.

Chairman Moss noted the purpose of this meeting was look at the possibility of extending the application submittal period for persons wishing to serve on the Public Health Trust (PHT) Board. He noted that if the submittal period was extended this Council would have to also consider rescheduling interviewing individuals as well. He also noted he was disappointed in the small number of applications submitted due to the economic struggles the PHT was facing.

Commissioner Sorenson spoke in favor of extending the application submittal period and suggested recruiting more applicants to be a part of the PHT.

Commissioner Heyman noted that a few people submitted applications after the current deadline. She asked whether those applicants could be accepted as timely entries, which would change the total to 18 applicants, rather than 15.

Commissioner Moss noted that he did not want to create any confusion regarding the application process and suggested that those individuals who submitted late applications resubmit them, if an extension period is approved.

Assistant County Attorney Laura Llorente advised the Council members that if a new deadline was established, she recommended that those persons who submitted an application past the original deadline to reapply. She also recommended the Council provide a report on any new activities or deadlines established in today's (8/19) meeting at the next scheduled County Commissioners.

Commissioner Heyman suggested that the application deadline be extended to August 30, 2010. She noted this would allow time for advertisement and for other Commissioners to contact people they may want to encourage to apply.

It was moved by Commissioner Heyman to extend the Public Health Trust application deadline to August 30, 2010, applications should be submitted to the Clerk's Office by 4:00 p.m.; to publish the PHT application advertisement in The Miami Herald, El Nuevo Herald, Miami Times, Haite en Marche, Diario de las Americas, Miami Daily Business Review, Periodicitos, and the County's Website between August 22, 2010 and August 30, 2010. This motion was seconded by Commissioner Sorenson and upon being put to a vote, passed by a vote of 4-0. (John H. Copeland III, Chairman of the Public Health Trust was absent)

It was moved by Commissioner Heyman to advise the following three (3) applicants: Mr. Sal A. Barbera; Mr. Charles F. Fultz; and Mr. Phillip S. Slotsky that submitted their applications after the original deadline reapply in order to be considered. This motion was seconded by Chairman Moss and upon being put to a vote, passed by a vote of 4-0. (John H. Copeland III, Chairman of the Public Health Trust was absent)

Ms. Lares noted the Clerk's Office advised her that three (3) more applications were submitted since the original deadline and that she would notify those applicants to reapply as well.

Discussion ensued regarding scheduling the next PHTNC meeting to review the applications.

It was moved by Commissioner Heyman to convene a PHTNC on September 7, 2010 at 10:00 a.m. to review PHT applications. This motion was seconded by Chairman Moss and upon being put to a vote, passed by a vote of 4-0. (John H. Copeland III, Chairman of the Public Health Trust was absent)

Discussion ensued regarding scheduling a date to hold interviews of the PHT applicants.

It was moved by Commissioner Heyman to interview PHT applicants on September 29, 2010 and September 30, 2010 at 9:00 a.m. This motion was seconded by Commissioner Sorenson and upon being put to a vote passed by a vote of 4-0. (John H. Copeland III, Chairman of the Public Health Trust was absent)

Discussion ensued regarding placing the nominees for the PHT on the agenda of the Health, Public Safety & Intergovernmental Committee to be approved by the Board.

It was moved by Commissioner Heyman to forego presenting the final PHT nominees to the Health, Public Safety & Intergovernmental Committee on October 14, 2010 and to submit a request to waive the nominees on to the BCC meeting of October 19, 2010. This motion was seconded by Commissioner Moss and upon being put to a vote, passed by a vote of 4-0. (John H. Copeland III, Chairman of the Public Health Trust was absent)

**Adjournment**

There being no further business the PHTNC meeting was adjourned at 2:20 p.m.

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Commissioner Dennis C. Moss, Chairman  
Public Health Trust Nominating Committee

## EXECUTIVE SUMMARY

Jackson Health System is an integrated healthcare delivery system comprised of six hospitals - Jackson Memorial Hospital, Holtz Children's Hospital, Jackson South Community Hospital, Jackson North Medical Center, Jackson Rehabilitation Hospital and Jackson Mental Health Hospital. Jackson Health System is governed by the Miami-Dade County Public Health Trust and is licensed for more than 2,200 beds. The system is recognized internationally for its outstanding residency and fellowship programs. Jackson Memorial Hospital – a non-profit, tertiary care teaching hospital – is the flagship hospital of JHS and is the third-largest public hospital and third-largest teaching hospital in the United States. It is a referral center, a magnet for research and home to the Ryder Trauma Center - the only Level One Adult and Pediatric trauma and burn center in Miami-Dade County - and the UM/Jackson Memorial transplant program-a world leader in organ transplants, performing more than 400 solid organ transplants a year.

Reflective of our nation's economic downturn JHS is also experiencing severe economic hardship. Business and consumer confidence are declining while unemployment is on the rise. Growing numbers of people are losing their jobs and therefore their health insurance and ability to pay for their care. This economic downturn has left JHS with unprecedented fiscal challenges. FY 2011 will inherit an inevitable deficit and a projected reduction in volume and revenue growth from the previous year, compounded by natural spending pressures. Over the past fifteen months, current management has had to close projected total budget gaps of an approximate \$168 million shortfall projected on June 1, 4<sup>th</sup> quarter of FY 2009 and \$250 million in FY 2010.

This moment must be viewed in context. There is no doubt that the JHS has made great strides in trying to climb out of this economic downturn. The current administration continues to work feverishly to build a bridge to that better economy. At the same time, the Administration is managing the immediate impacts of an unprecedented fiscal crisis – implementing a financial recovery plan to meet its obligation of presenting a balanced budget while working to minimize harmful consequences to our valuable stakeholders.

In addition to budget measures implemented to date, the Administration is taking further steps to ensure that the FY 2010 budget is in balance; projecting a balanced budget for FY 2011; and proposing accompanying structural reforms. A list of the efforts executed in the cash sustainability committee follows:

## Cash Sustainability Initiatives

### Jackson Health System

(in millions)

	<u>2010</u>		<u>2011</u>
	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>
Cash Acceleration Program	\$ 39.0	\$ 36.5	\$ 22.7
Capital Deferrals	16.7	17	-
UM Payment Deferrals	29.4	29	-
Service Consolidations:			2.1
Biscayne Imaging	0.1	0.04	0.02
Neurosurgery	0.4	0.4	0.9
Routine Labs - North	0.2	0.6	0.4
Routine Labs - South	0.02	0	0.04
GI	0.1	0.1	0.3
Health Plan Restructuring	4.6	2.5	19.2
Identified Workforce Efficiencies (net of payouts)	13.7	10.7	36.6
Implemented Management and Supervisory Reductions	4.8	4.1	8.0
Contribution from Union Partners	17.8	13.8	52.8
Contribution from Non-union Partners	2.3	1.6	5.4
Cost Report Closures	32.0	33.2	0
Incremental DSH/LIP	9.0	9	0
UM Rent from Occupied space	12.0	12	6
Contract Terminations and Renegotiations	2.8	3.4	8.2
Supply Savings	1.8	1.3	3.6
	<u>\$ 186.7</u>	<u>\$ 175.3</u>	<u>\$ 166.3</u>

The effort continues to pursue a responsible and balanced framework to guide JHS through difficult fiscal times while laying the foundation for a better future under health care reform. The approach consists of expense reduction and cost avoidance, appropriate use of limited infrastructure resources and the purposeful prioritization plan for any new and recurring revenues.

Just as people throughout Miami-Dade County are doing in their own lives, JHS has also been forced to tighten its belt. Nearly half of the solutions to the FY 2010 and FY 2011 budget gaps consist of spending cuts and savings. Through the Financial Sustainability Cash Plan process the JHS management team has put forth thoughtful and innovative revenue generating, cost deferral and cost avoidance initiatives totaling \$187 million in FY 2010 of which \$175 million has been realized to date. Below are the revenue cycle initiatives:

## Revenue Cycle Initiatives

### Jackson Health System

(in millions)

	<u>2010</u>		<u>2011</u>
	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>
Centralized Registration	\$ 1.3	\$ 1.5	\$ 4.4
Financial Clearance Redesign	1.0	1	2
OP Financial Redesign	1.5	-	8
IP Financial Counseling Redesign	6.5	4.6	17
Retro Financial Clearance	1.5	1.4	0
Pending Medicaid Conversion Redesign (KeyPro)	3.8	1.4	0
HIM Coding Quality Enhancement	0.1	0.2	0.5
DNFB Reduction	0.60	0	2.3
Documentation Integrity	-	0	1.9
CDM Charge Analysis	-	0	3
Charge Capture OP	1.0	0	7
Improved Managed Care Contracting	2.7	2.4	2.7
Medicaid Cost Rate Enhancement	-	0.0	1
Medicaid Bad Debt Redesign	-	0.0	1.5
Medicare IME Enhancement	-	0.0	0.5
Disproshare Enhancement	-	0.0	1.0
A/R Over 90 Days Collection	8.0	2.5	5.0
Third Party Claims Submission	1.5	8.7	6.0
Collection Workflow Redesign	1.8	0.7	12.0
Payment Variance Redesign	-	0.0	3.0
Denial Management	2.0	0.0	7.5
Vendor Management	1.2	0.0	10.0
	<u>\$ 34.5</u>	<u>\$ 24.4</u>	<u>\$ - \$ 96.2</u>

Much work has been done to protect core services and maintain the social safety net to the maximum extent possible. Overtime and agency expenses are aggressively being monitored while implementing benchmarked staffing ratios. These efforts achieved \$6 million in 2010 and are expected to realize \$26.7 million in FY 2011.

Even with these efforts, there are many difficult budget decisions to be made. Given the magnitude of the fiscal challenges, shared pain and sacrifice are inevitable. Programs and projects that are important to individuals, families and businesses will be impacted and priorities of the Administration will be scaled back.

Throughout a difficult budget plan frontline staff and the management team are committed to new revenues driven by important and thoughtful initiatives geared toward further sustainability of the JHS mission. Those initiatives include: cultural transformation, revenue cycle improvements, strategic sourcing operational improvements, operational efficiencies and strategy & growth.

While the fiscal crisis makes it difficult to stay focused on future growth strategy and invest in programs and services that meet needs and expectations, it has offered a unique opportunity to address longstanding challenges that have proven difficult to confront in ordinary times. This is an opportunity to seize upon and plan for reform in the areas of: physician strategy, academic partnerships, community alignment, exploration of public/private sector partnering opportunities, increasing awareness of our unique challenges, leveraging opportunities with County Government and improving the budget process.

## An Unprecedented Challenge

JHS was forced to reduce its workforce by approximately 700 people totaling \$24.4 million in 2010 and \$55.3 million in FY 2011. The patient days at JMH declined 7.9% in FY 2010 from FY 2009 and are expected to decline 3.8% in FY 2011. Due to a very public financial crisis, consumer and business confidence have fallen to presumably the lowest levels in JHS history. Trends have not yet reached their lowest point and preparation for FY 2011 continues with trepidation concerning the definition and timing of a full recovery.

The economic downturn has left JHS with unprecedented fiscal challenges. Tax revenues are falling dramatically below original expectations. For the current fiscal year, 2010, they are now projected to be about \$22 million below FY 2009 and the amounts on which the budget was built declined \$50 million from FY 2009 and \$110 million from FY 2008.

FY 2011 will inherit a structural deficit from FY 2010. Before the fiscal crisis began the use of additional one-time resources to balance the FY 2009 budget was unavoidable. Moreover, according to the latest consensus revenue estimate, virtually no revenue growth is anticipated from FY 2009 to FY 2010. Yet

spending pressures remain, with substantial increases required to simply continue providing all existing services based on current program design. These factors together yielded a projected budget shortfall of \$346 million for FY 2011. The initiatives required to balance the 2011 budget are summarized in the table below:

<b>2011 Budget Initiatives Executive Summary</b>	
<b>Jackson Health System</b>	
<b>(in Millions)</b>	
<b><u>Action Planned</u></b>	<b><u>2011</u></b>
<b>Cash Acceleration</b>	<b>\$4.6</b>
<b>UM Rent Increase</b>	<b>6.0</b>
<b>Management and Supervisory Reductions</b>	<b>8.6</b>
<b>2010 Reduction In Force</b>	<b>47.1</b>
<b>Union Contribution</b>	<b>52.8</b>
<b>Non Union Contribution</b>	<b>5.4</b>
<b>Process Improvements</b>	<b>86.0</b>
<b>Health Plan Improvememys</b>	<b>16.0</b>
<b>Operating Performance Improvements</b>	<b>92.6</b>
<b>Growth Initiatives</b>	<b>7.9</b>
<b>Foundation Contibution</b>	<b>6.0</b>
	<b><u>\$333.0</u></b>

### **Emergency Recovery Plan**

The FY 2011 budget lies at the heart of the efforts to manage the impact of a worldwide, downward economic spiral. The Miami-Dade County community relies on JHS's safety net services for critical care and treatment for the most vulnerable of its citizens. These needs only grow during an economic downturn, as

JHS is called upon to meet its moral and economic obligations to assist citizens needing clinical care; the Jackson Health System mission.

As economic indicators and state tax revenues have plummeted, the Administration has wrestled with the immense challenges of addressing increasing needs with rapidly dwindling resources. JHS management has pursued a comprehensive Financial Sustainability Plan to meet this challenge – fulfilling the obligation to maintain balanced budgets while striving to protect the most important functions of government and minimize harmful impacts on citizens.

There is no “one size fits all” plan to meet all of these challenges. JHS’s Financial Recovery Plan relies on a balanced approach, using a number of different tools to prioritize and preserve key functions. Some examples of these tools include: cash recoveries, payable restructuring, federal/state accelerated payments, management and supervisory reductions, reduction in labor force, union and non-union benefit contributions, improvements in the areas of revenue enhancement, health plan operations, operating performance, community benefit organization reductions, growth initiatives and increased contribution from JMF.

This balanced framework has enabled JHS to protect important services and minimize harmful cuts. However, as has been repeatedly acknowledged, the magnitude of the current fiscal challenges makes tough choices and painful impacts unavoidable. Much work has been done to be fair and responsible in assigning the inevitable burden of shared sacrifice, with an eye towards preserving what is needed most during this crisis.

## 2010 Public Health Trust Nominating Council Timeline

<b>July 28, 2010 at 1:00 pm</b>	<b>Nominating Council convenes</b> Approve advertisement, timeline, application
<b>Aug 2 – Aug 9, 2010</b>	Advertisement runs in The Miami Herald, El Nuevo Herald, Miami Times, Haite en Marche, Diario de las Americas, Miami Daily Business Review, Periodicitos, and the County's website
<b>Aug 9, 2010</b>	<b>Application submission deadline to the Clerk's Office (by 4pm)</b>
<b>Aug 18, 2010</b>	Send Applications and E-mail summarize matrix to Council members
<b>Aug 19, 2010</b>	<b>Nominating Council convenes</b> Discuss extension of deadline for applications and update timeline
<b>Aug 22 – 30, 2010</b>	Advertisement runs in The Miami Herald, El Nuevo Herald, Miami Times, Haite en Marche, Diario de las Americas, Miami Daily Business Review, Periodicitos, and the County's website
<b>Aug 30, 2010</b>	<b>Application submission deadline to the Clerk's Office (by 4pm)</b>
<b>Sept 3, 2010</b>	Send Applications and E-mail summarize matrix to Council members
<b>Sept 7, 2010 10am-12pm</b>	<b>Nominating Council convenes</b> Review summarized application matrix Select finalists for interview Notify Finalists Request background screening for finalists from HR (Due to CEO by Sept 21)
<b>Sept 22, 2010 11:30am-1:30pm</b>	<b>Nominating Council convenes</b> Review interview questionnaire and select questions in preparation for interviews
<b>Sept 29, 2010 - 9am-5pm Sept 30, 2010 - 9am-5pm</b>	<b>Nominating Council Convenes</b> Interview Finalists Select slate of nominees for presentation to Board
<b>October 19, 2010</b>	<b>Final nominees presented to the Board for approval</b> ***Request Waiver to BCC

INTERVIEWEES FOR PHT BOARD OF TRUSTEES  
WEDNESDAY, SEPTEMBER 29, 2010

9:00 am Angel Medina

9:30 am Mark Rogers

10:00 am Mary Coombs

10:30 am Rene Alvarez

11:00 am Sal Barbera

11:30 am Hugo Castro

BREAK

1:00 pm Robin Reiter-Faragalli

1:30 pm Alan Ezrin

2:00 pm Manny Rodriguez

2:30 pm Raul Valdes-Fauli

3:00 pm Gladys Ayala

3:30 pm

4:00 pm Marvin Diaz-Lacayo

INTERVIEWEES FOR PHT BOARD OF TRUSTEES  
THURSDAY, SEPTEMBER 30, 2010

9:00 am Charles Fultz

9:30 am Stephen Nuell

10:00 am Johnathan Rose

10:30 am Kamlesh Oza

11:00 am Saif Ishaof

BREAK

1:00 pm Roberto Saco (telephone)

1:30 pm Kenneth Sellers

2:00 pm Morris Hollander

2:30 pm Noelia Moreno

3:00 pm Clifford Kolber (telephone)

3:30 pm Frederick Thornburg

**QUESTIONNAIRE FOR CANDIDATES FOR NOMINATION TO SERVE ON THE  
PUBLIC HEALTH TRUST BOARD OF TRUSTEES**

**COUNCIL MEMBER/NUMBER** \_\_\_\_\_

**CANDIDATE'S NAME** \_\_\_\_\_

1. Why would you like to serve on the Public Health Trust Board?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

1    2    3    4    5  
Poor    Fair    Good

**Score:** \_\_\_\_\_

2. Can you dedicate at least 30 hours a month to serving on the Trust?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

1    2    3    4    5  
Poor    Fair    Good

**Score:** \_\_\_\_\_

3. Are you currently a Miami-Dade Resident?

*(added at the request of the Nominating Council on Sept 7, 2010)*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_

1    2    3    4    5  
Poor    Fair    Good

**Score:** \_\_\_\_\_

4. What special skills would you bring to the Trust?

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Comments:

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1 Poor    2    3 Fair    4    5 Good

Score: \_\_\_\_\_

5. What special interest do you have in the Public Health Trust?

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Comments:

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1 Poor    2    3 Fair    4    5 Good

Score: \_\_\_\_\_

6. What is your understanding of the role the Public Health Trust has in the community and in health care?

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Comments:

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1 Poor    2    3 Fair    4    5 Good

Score: \_\_\_\_\_

7. What do you know about the activities of the Trust, the vision of the Trust and the organization's plans for the future?

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Comments:

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1 Poor    2    3 Fair    4    5 Good

Score: \_\_\_\_\_

8. Do you feel the indigent of Miami-Dade County receive adequate health care?

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Comments:

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1    2    3    4    5  
Poor    Fair    Good

Score: \_\_\_\_\_

9. How would you balance the responsibilities of the Trust as it relates to private care versus indigent care?

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Comments:

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1    2    3    4    5  
Poor    Fair    Good

Score: \_\_\_\_\_

10. Do you think the PHT should be involved at a greater level in addressing the increasing JMH operating deficit? Do you have any suggestions to reduce the JMH deficit as we continue to provide health care to those in need?

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Comments:

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1    2    3    4    5  
Poor    Fair    Good

Score: \_\_\_\_\_

11. Is there anything in your personal or professional background that could be a potential conflict of interest, including those arising from relationships in the healthcare industry?

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Comments:

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1    2    3    4    5  
Poor    Fair    Good

Score: \_\_\_\_\_

Questionnaire

Page 4 of 4

12. Do you have any business ties to the Jackson Memorial Foundation?

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Comments:

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1   2   3   4   5  
Poor   Fair   Good

Score: \_\_\_\_\_

13. Is there anything in your personal or professional background that would be a concern to the County?

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Comments:

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1   2   3   4   5  
Poor   Fair   Good

Score: \_\_\_\_\_

14. What are your current criticisms or concerns of the Public Health Trust?

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Comments:

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1   2   3   4   5  
Poor   Fair   Good

Score: \_\_\_\_\_

15. Is there anything else that you would like to tell us that you feel is relevant to your candidacy?

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Comments:

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1   2   3   4   5  
Poor   Fair   Good

Score: \_\_\_\_\_

**Total Score:** \_\_\_\_\_