



**MIAMI-DADE COUNTY  
FINAL OFFICIAL  
JOINT BOARD OF COUNTY  
COMMISSIONERS AND PUBLIC HEALTH  
TRUST MEETING**

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

June 21, 2006  
As Advertised

Harvey Ruvin, Clerk  
Board of County Commissioners

Kay Sullivan, Director  
Clerk of the Board Division

Alicia Stephenson, Commission Reporter (305) 375-1475



**MIAMI-DADE COUNTY BOARD OF COUNTY COMMISSIONERS  
AND PUBLIC HEALTH TRUST JOINT MEETING  
OF  
June 21, 2006**

The Miami-Dade County Board of County Commissioners and the Public Health Trust convened in a workshop session at 10:00 a.m., on June 21, 2006, at the Stephen P. Clark Center, 111 N.W. 1<sup>st</sup> Street. Present upon roll call were Chairman Joe. A. Martinez; Vice Chairman Dennis C. Moss; and County Commission members Commissioners Bruno A. Barreiro, Barbara J. Jordan, Katy Sorenson, and Javier D. Souto; (Commissioners Jose "Pepe" Diaz, Audrey M. Edmonson, Carlos A. Gimenez, Sally A. Heyman, Dorrin D. Rolle, Natacha Seijas and Rebeca Sosa were absent); Chairman Larry R. Handfield; Vice Chairperson Ernesto de la Fe; and Public Health Trust members Walter James Harvey, Laurie Nell, Diego L. Mella, Georgena Ford, Raul Masvidal, Kathie Sigler, Martin G. Zilber, Jorge L. Arrizurieta, John H. Copeland, III, ex-officio members Robert Schwartz and Janet Perkins; First Assistant County Attorney Robert Cuevas and Assistant County Attorney Eugene Shy; and Deputy Clerks Diane Collins and Alicia Stephenson.

**I. Call to order**

Chairman Martinez called the meeting to order at 10:17 a.m. He welcomed everyone present.

**II. Opening Remarks**

Chairman Martinez noted issues from the last legislative session would be addressed during this meeting and the Dade Legislative Delegation members would continue efforts to address important issues facing this community. He also noted legislation regarding \$4 million for the medically needy was not vetoed and the Non-Title XXI for health insurance funding for immigrant children could not be reopened although the funding level was not increased.

Chairman Larry Handfield introduced PHT members Vice Chairperson Ernesto A. de la Fe, Ms. Laurie Nuell, Secretary, Mr. Walter James Harvey, Esq., Mr. John H. Copeland III, and Ms. Kathie Sigler, Ed. D.; and new members Mr. Raul Masvidal, Mr. Diego L. Mella, Mr. Martin G. Zilber, Esq., and Ms. Georgena D. Ford, R.N.

**III. Moment of Silent Meditation**

The Board convened in a moment of silent meditation, followed by the Pledge of Allegiance.

**IV. Pledge of Allegiance**

(See Report Under Agenda Item III.)

**I. Call to order**

## **VI. Administrative Presentations/Comments**

Mr. Handfield, Mr. de la Fe, and Ms. Nuell presented a PowerPoint presentation on the PHT. Mr. Handfield presented the governance issues, Mr. de la Fe presented State and the Federal legislative and financial updates, and Ms. Nuell presented the strategic initiatives.

Mr. Marvin O'Quinn, President and CEO, Jackson Health System, also made a presentation. He noted he was thankful to the County Manager and his staff for their support of the PHT. Mr. O'Quinn spoke about accomplishments of the PHT over the past three years, plans for the next eighteen months, quality of services, future opportunities for Jackson, threats to Jackson, charity care provided at Jackson, and Jackson's impact on Miami-Dade County.

Mr. O'Quinn further noted Jackson needed to generate revenues at a much greater rate than in the past; to invest in and improve deteriorating infrastructure; and to offset overhead costs by expanding throughout the County much faster. He noted these things were needed in order to sustain Jackson, without changing its mission and that the Trust was developing a five year plan to achieve these goals, but they would need the County Commission's support to accomplish this. He suggested this plan be submitted to the County Manager and that the Manager work with the Trust to identify funding resources before this plan was submitted for the County Commission's review.

County Manager George Burgess noted a three to five year plan was being developed to address partnership financial obligations. The Manager provided data regarding the County's contribution to the PHT, the maintenance of effort, and obligations which had been shifted to the PHT. He noted the PHT's finances needed to be adjusted; a 2 to 3 year preliminary strategy had been developed; and Mr. O'Quinn would submit a 3 to 5 year strategy, which would be shared with members of the County Commission.

Commissioner Sorenson noted Mr. O'Quinn's statement that Jackson's mission was not sustainable was alarming and noted Jackson's mission must be sustainable. She made comments regarding the necessity of indigent and preventive care and the effect tax roll growth would have on renters and the poor. She noted laborers in the institution had many solutions for the institution.

Vice Chairman Moss noted he was concerned regarding the sustainability of Jackson. He asked Mr. O'Quinn to explore public hospitals that had faced crises similar to Jackson and to submit a report detailing the changes those hospitals made to remain sustainable in September 2006, following the budget hearings. Vice Chairman Moss also asked Mr. O'Quinn to expedite the opening of facilities at Jackson South and the expansion of that facility. He asked the County Manager to transfer CHI costs from PHT to the County, noting he was concerned that many employers would be unable to provide healthcare

coverage to their employees because of the increasing cost of health insurance, and that the uninsured would go to Jackson.

Chairman Martinez asked Assistant County Attorney Eugene Shy to meet with Vice Chairman Moss's staff to review the previously enacted resolution incorporating CHI into the PHT healthcare system and that a new resolution be developed to address the transfer of CHI's costs to the County for submission to the Community Outreach, Safety and Healthcare Administration Committee.

Mr. Diego Mella, PHT representative to the CHI Board, noted he met with CHI representative(s), who supported the transfer of CHI costs from PHT to the County.

County Manager Burgess noted this matter could be addressed through the County's Budget Ordinance(s).

Commissioner Jordan asked Mr. O'Quinn to submit a report with a detailed analysis regarding the PHT's adoption of the County's procurement procedures, the PHT's encouragement of local businesses, the impact on local businesses over the past year or two, and any future impact. She noted she wanted to ensure local businesses were participating on a regular basis. Commissioner Jordan also asked Mr. O'Quinn to submit a report regarding plans for Jackson Memorial Hospital's Rehabilitation Center. She noted bringing the Hospital and Rehabilitation Center up to acceptable standards was critical.

Chairman Martinez asked Mr. O'Quinn to submit the report in September, 2006 following budget hearings.

Mr. O'Quinn responded to Commissioner Jordan's questions regarding any impact the University of Miami's plans to construct a hospital would have on Jackson's revenues.

In response to Commissioner Jordan's question regarding the low income pool/upper payment limit program, Mr. O'Quinn explained the funding contributions made by Jackson to the State and the Federal Government and the process for receiving and disbursing Federal and State tax dollars as part of the program.

Commissioner Jordan noted, for the record, that hospitals which received large tax breaks for indigent care because of Jackson were providing indigent care to less than 2% of the population and in many instances appealed to the County Commission to share in Jackson's resources.

Mr. O'Quinn responded to Chairman Martinez's questions regarding whether Jackson received a fair allocation based on its contribution to the Low Income Pool and who nominated members of the Low Income Pool Council.

Chairman Martinez introduced Attorney General Charlie Crist and relinquished the chair to Vice Chairman Moss.

Mr. O'Quinn responded to Commissioner Souto's questions and comments regarding whether the Federal Government provided the same assistance to this area of the country as to other major U.S. immigrant entry points and regarding paying patients. Mr. O'Quinn also responded to Commissioner Barreiro's question regarding whether JMH Health Plan was a certified Medicare health plan.

Commissioner Barreiro made comments regarding Medicare reimbursement rates in South Florida, Medicare as a funding source to offset charity care, the County's support of Jackson Health System, and the need to address charity care. He noted citizens should be required to have health insurance, and commented on the cost of preventive care compared to the cost of healthcare for individuals who were ill. Commissioner Barreiro also noted the University of Miami's plans to construct a hospital had to be looked at.

PHT member Jorge L. Arrizurieta noted that Mr. O'Quinn had made comments regarding the relationship between the University of Miami and Jackson; Vice Chairman Moss had requested a report detailing changes that other hospitals made in order to sustain their missions; and Commissioners Jordan and Barreiro had expressed concerns regarding the University of Miami's plans to construct a hospital. Mr. Arrizurieta also noted he had challenged Florida International University (FIU) president Modesto Maidique regarding FIU's future medical school vis a vis indigent care and there had been a lot of progress on the issue. Mr. Arrizurieta noted he wondered if it was sensible to gather information across the country related to a public institution partnering with both a private university and a public university. He commented on assistance in the financial arena.

In response, Vice Chairman Moss noted he would be interested in seeing feedback. He made comments regarding keeping the PHT at Jackson from further harm, developing a plan to benefit the entire community and avoiding further cannibalization of the paying patient load.

Mr. Handfield noted Mr. Arrizurieta was one of the newest members of the PHT. Following comments by Mr. Handfield that issues regarding Florida International University and the University of Miami had to be studied and that he did not want the issues to be discussed publicly at the current time, Vice Chairman Moss noted he was withdrawing his statement regarding feedback.

Ms. Nuell commented on the high percentage of uninsured individuals in Miami-Dade County, noted she encouraged the County Commission to address this issue, and further noted the PHT and the County Commission could work together or separately on the issue.

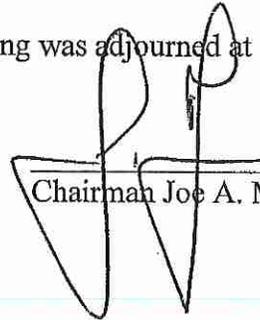
Mr. O'Quinn noted issues discussed at today's meeting were not being solved on a national level and noted it was incumbent on those who felt the brunt of it to organize and make efforts toward sustainability.

Mr. Handfield noted he and the PHT members were thankful the County Commission provided an opportunity for them to participate in this meeting and thankful they had an opportunity to serve. He noted progress had been made over the past three years and he was thankful to Commissioners Souto and Rolle for their dedication to the PHT.

Mr. Handfield made comments regarding critical issues, Jackson's costs and availability to individuals with nowhere to go, and the services performed by PHT members and Jackson's employees. He noted he recognized Mr. O'Quinn for his leadership.

Vice Chairman Moss made comments on overcoming problems through teamwork.

There being no other discussion, the meeting was adjourned at 11:58 a.m.

  
Chairman Joe A. Martinez 9/7/06



# JOINT BCC-PHT MEETING

6/21/2006

Prepared by: Alicia Stephenson

## EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	6/21/2006		Agenda
2	6/21/2006		Memorandum of Absence from Commissioner Sosa
3	6/21/2006		PowerPoint Presentation-PHT BCC Meeting 2006-Larry Handfield, Ernesto De La Fe, Angel Medina, Laurie Nuell
4	6/21/2006		Roll Call Sheet
5	6/21/2006		Public Health Trust Board of Trustees members
6	6/21/2006		Ivenette Cobb's Business Card
7	6/21/2006		Voting Commissioners
8	6/21/2006		Ex-Officios
9	6/21/2006		Log Sheets
10			
11			
12			
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19			



**Miami-Dade Board of County Commissioners  
and the Public Health Trust**

**JOINT MEETING AGENDA**

**Opening Remarks**

The Honorable Joe A. Martinez  
Chairman, Board of County Commissioners

The Honorable Rebeca Sosa  
Chairperson  
Community Outreach, Safety and Healthcare Administration Committee  
Board of County Commissioners

Mr. Larry Handfield, Esq.  
Chairperson  
Public Health Trust

**Administrative Presentations/Comments**

Mr. Marvin O'Quinn  
President/CEO, Public Health Trust

Mr. George Burgess  
County Manager  
Miami-Dade County

**Open Discussion**

**Adjournment**



Exhibit

**MEMORANDUM  
BOARD OF COUNTY COMMISSIONERS  
COMMISSIONER REBECA SOSA  
DISTRICT 6**

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**TO:** The Honorable Chairman Joe A. Martinez  
and Members of the Board of County  
Commission

**DATE:** June 21, 2006

**FROM:** The Honorable Rebeca Sosa *(RM for Sosa)*  
Commissioner, District 6

**SUBJECT:** BCC/PHT Joint Meeting Absence

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Please be advised that I will be unable to attend the BCC/PHT Joint Meeting scheduled for Wednesday, June 21, 2006 due to my work commitment. I apologize for any inconvenience this may cause.

Thank you for your attention in this matter.

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**Cc:** George Burgess, County Manager  
Murray Greenberg, County Attorney  
Kay Sullivan, Clerk of the Board  
Diane Davis, Agenda Coordinator

# Public Health Trust/Board of County Commissioners Joint Meeting 2006

Larry Handfield, Chairman

Ernesto de la Fe, Vice Chairman

Angel Medina, Treasurer

Laurie Nuell, Secretary

# Governance Issues

Composition

6x New Members in 2006

2x Voting County Commissioners

1x New Slate of Officers

# Governance Issues

Committee Structure

Standing Committees -- meets monthly

Sub Committees – meets as needed

Committees mandated by Ordinance – meets annually

Advisory Committees:

Fiscal Affairs \* Strategic Planning \* Quality  
Development \* Facilities Development \* Information  
\* Executive (meets as needed)

# Governance Issues

Development

Board Orientation

Board Retreats

Board Education (i.e. Governance

Institute Conferences, National

Association of Public Hospital

Conferences, etc.)

# Governance Issues

Procurement Policy

Aligns with County policies

Encourages more local business

participation

streamlines operations

off-County Patient Policy

# Legislative Update -- State

aid Reform

al Revenue Request -- \$20 million

Income Pool Program

# Legislative Update -- Federal

Income Pool/Upper Payment Limit

aid Cuts

grant Health Care Reform

# Financial Status – Project Recreate

**JHS**

**Gold Class medical excellence, one single standard of care**

Objective 1  
**Capacity**  
Increase  
throughput  
at JMH  
meet volume  
increase  
on schedule

Objective 2  
**Maximized Net Revenue**

- Maximize net revenue via enhanced charge capture processes
- Rationalize service offerings
- Align pricing with market rates

Objective 3  
**Sustained Efficiency**

- Continuous improvement
- Focus on rapid data-driven fact-based decision-making processes
- Continued elimination of unnecessary expenditures
- Enterprise-wide knowledge transfer to sustain cost containment

**People**

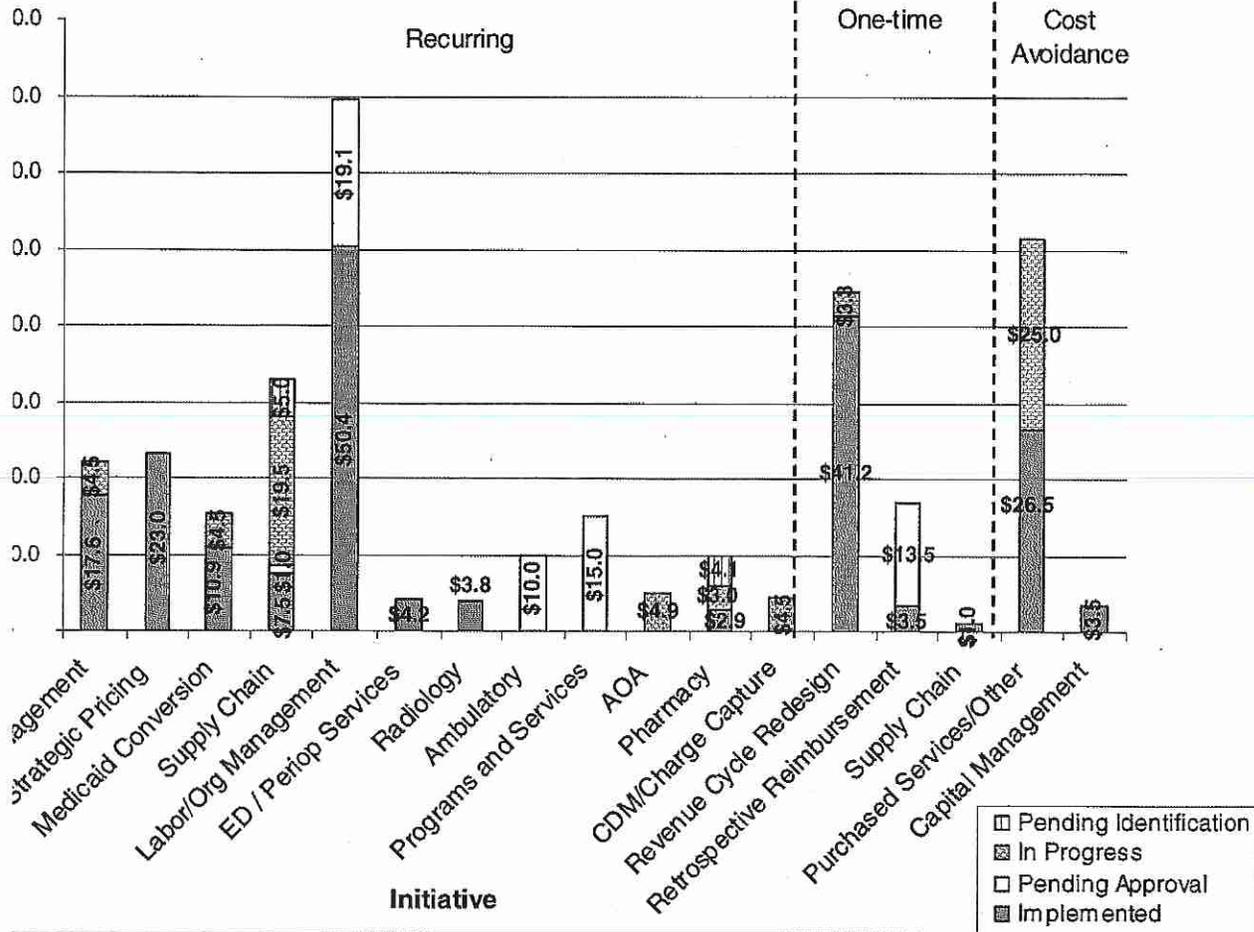
**Process**

**Technology**

# Financial Status – Our

# Progress

200M in annualized improvement initiatives

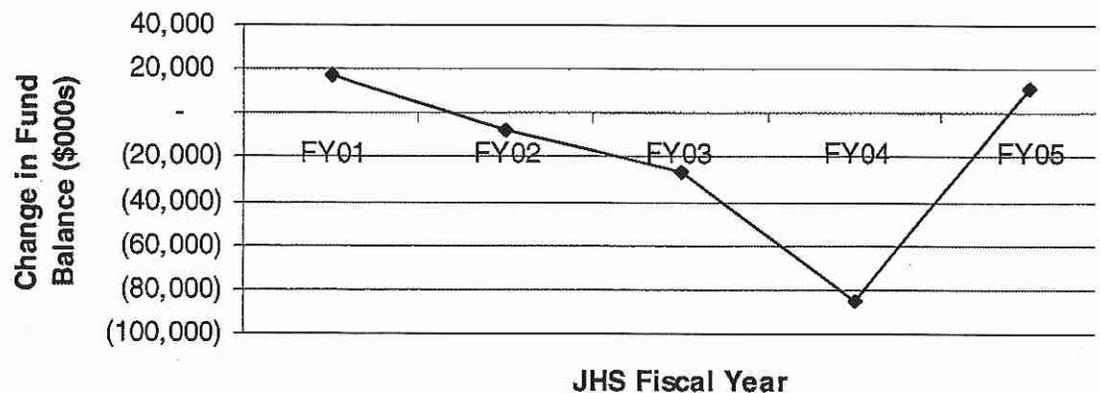


March 2006

# Financial Status -- Five-Year Financial Performance

- JHS has dramatically improved its financial performance
- In just one year, JHS transformed an \$85.1M deficit into a surplus of \$10.8M

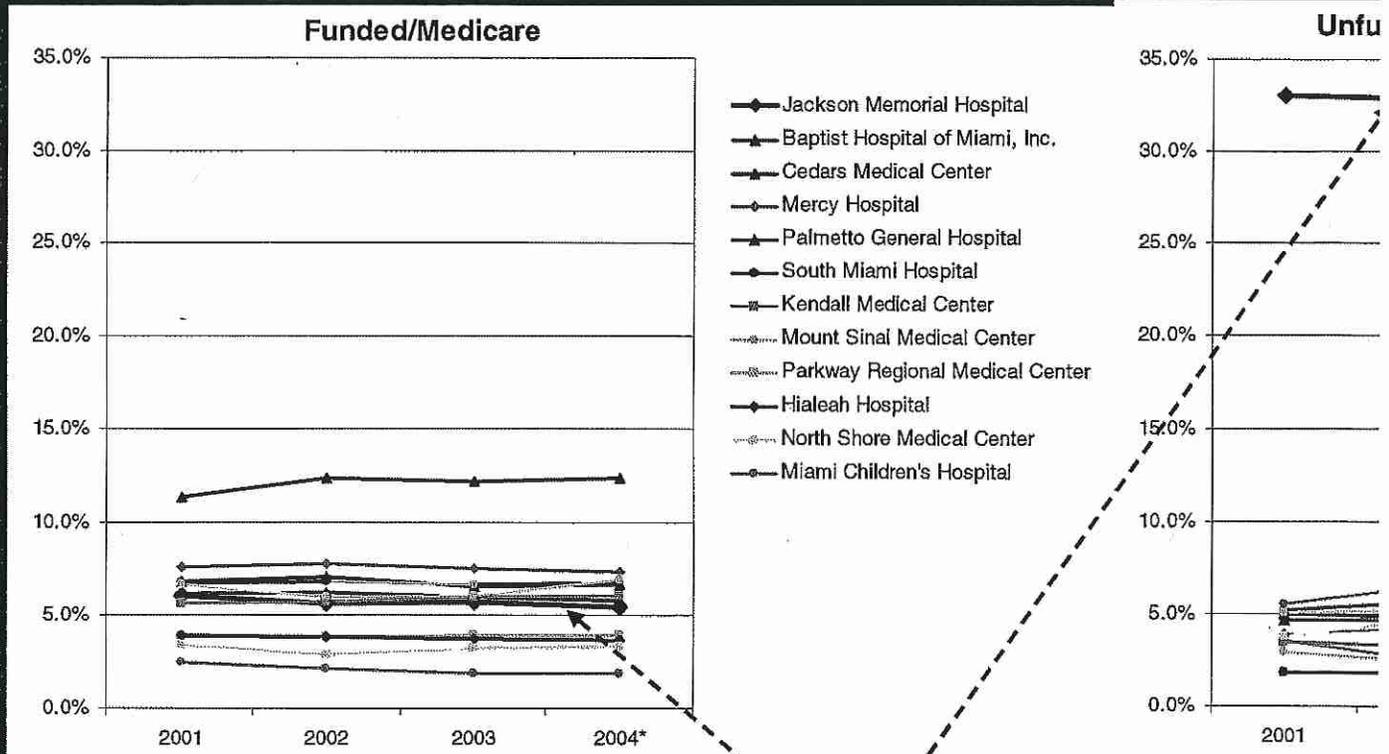
Change in Fund Balance FY01 to FY05



Change in Fund Balance

# Financial Status -- Market Mix Trends

Although JMH's total market share is large, it is unresponsibly responsible for providing the majority of unfunded indigent and Medicaid care in Miami-Dade County.



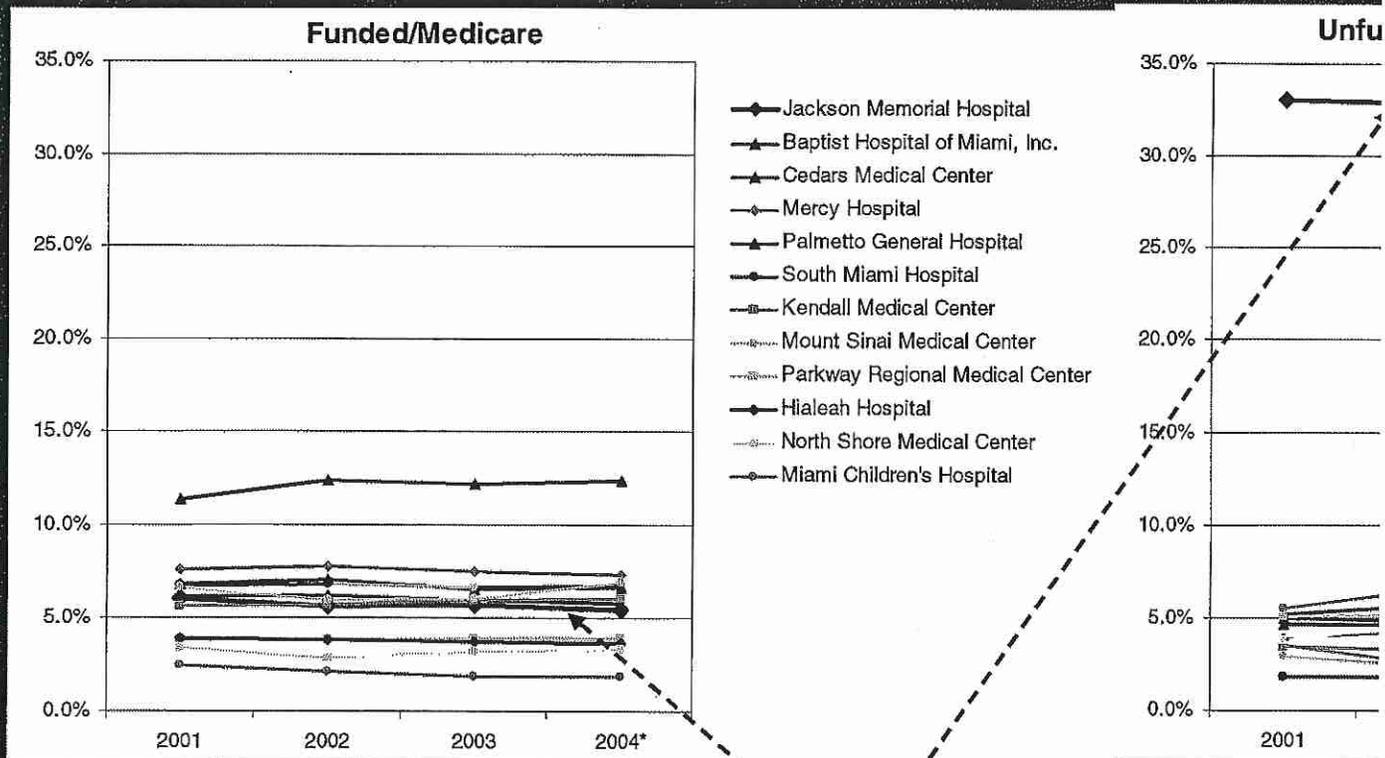
Source: Florida Hospital Association, Inpatient Market Share Report  
 •For 2004, data represents 12-month period from Oct.2003 - Sept.2004  
 •All Others category not shown; include hospitals with individual shares of less than those included on the graphs and together total approximately 30% funded/Medicare share, 20% unfunded/Medicaid share

# Future Financial Project

amounts in (000)	Actual FY 2005	Projected FY 2006
Total Revenues	\$ 1,443,557	\$ 1,483,636
Total Expenses	\$ 1,432,708	\$ 1,483,044
Net Revenues	\$ 10,849	\$ 592
JMH Improvement Plan		
Adjusted Net	\$ 10,849	\$ 592

# Financial Status -- Market Mix Trends

Although JMH's total market share is large, it is unresponsible for providing the majority of unfunded indigent and Medicaid care in Miami-Dade County.



Source: Florida Hospital Association, Inpatient Market Share Report

\*For 2004, data represents 12-month period from Oct. 2003 - Sept. 2004

•All Others category not shown; include hospitals with individual shares of less than those included on the graphs and together total approximately 30% funded/Medicare share, 20% unfunded/Medicaid share

# Financial Status –Challe

- Increasing care and cost of care to grow number of undocumented and unfund
- Increasing acuity of patients in the ED the percent of unfunded patients seeki emergent care in the ED
- Facility constraints
  - Size and Plant condition
  - Increased operating costs out of pro net revenue growth, particularly lab supply costs
  - Financial performance, while impro below other similarly rated facilities

# Future Critical Capital N

- Cooling tower replacement for Utility Cen (20 yrs old)
- Emergency Generator replacements/Upgr campus wide (18-22 yrs old)
- Fire Alarm replacement system wide (25-30 yrs old)
- Chiller replacement (13-16 yrs old)
- 4160 volt oil switch replacement campus wide
- Roof replacement campus wide
- Air handler replacement campus wide
- Kitchen equipment replacement for DTC kitchen

# Strategic Initiatives

Targeted Growth Opportunities

Service Line Development

Revenue and Payer Strategies

Hospital Network Development

Foundation Health Services

Exhibit

**Board of County Commissioners**  
**Roll Call Sheet for 6/21/2006 Joint BCC-PHT**

MEMBER	PRESENT	LATE	ABSENT
Commissioner Barreiro	✓		
Commissioner Diaz			✓
Commissioner Edmonson			✓
Commissioner Gimenez			✓
Commissioner Heyman			✓
Commissioner Jordan	✓		
Commissioner Rolle			✓
Commissioner Seijas			✓
Commissioner Sorenson	✓		
Commissioner Sosa			✓
Commissioner Souto	✓		
<b>Vice Chairman Moss</b>	✓		
<b>Chairman Martinez</b>	✓		

**NOTE: 7 members constitute a quorum**  
**Revised 12/22/2005**

✓ = present at today's 6/21/06 Joint BCC-PHT mtg.

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IVENETTE COBB

Assistant to PHT  
Board of Trustees



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**\* Indicates Fax**  
**\*\* Indicates E-mail**

**REVISED: May 22, 2006**

# EXHIBIT

LOG OF PROCEEDINGS ELECTRONICALLY RECORDED			
Description	JOINT BCC/PHT		
Date	6/21/2006	Location	SP02CB01
Time	Speaker	Note	
10:08:23 AM	ROLL CALLED @10:07 1 here		
10:17:53 AM	roll call	shy: NO ACTIO ITEMS	
10:18:02 AM	MART	WELCOME/ LUK FWD 2 SHORT, PRDCTV/WHAT OCCURED IN LAST LEG. SESSION \$8 MILL. HIT	
10:18:36 AM		WILL CONT FIGHT FOR ISSUES THAT CUT OUT/ 4MIL FOR MED NEEDY NOT VETOED/ NON TITLE FOR KIDS NOT ABLE TO BE OPEN	
10:19:08 AM	HANDFIELD (HAND)	PLEASURE BE HERE ALWAYS	
10:19:34 AM		1 THNGS WNT DO IS INTRO MEMBERS OF PHT/ V. CHR: ERNESTO DELAFE, NOT HERE ANGEL MEDINA(TREASURER), LAURIE NUEL(S'Y)	
10:20:21 AM		SHE STARTED SAME X AS ME/ HAS LDRDSHP SKLS	
10:20:32 AM		HERE; WALTER HARCEY, J. COPELAND, DR. SIGLERRECENTLY RETIRED AS PROVOST FROM MDC,	
10:21:10 AM		J. COPELAND-LAST OF VETERANS	
10:21:33 AM		NEW AND PRESENT: RAUL MASVIDAL DIEGO MILER, MARTIN ZILBERT, GEORGINA FORD?	
10:23:05 AM		ISSUES WE DEALT WITH: GOVERNANCE ISSUES	
10:23:19 AM		COPY OF?	
10:23:22 AM	MART	M.O.S., PLEDGE	
10:24:23 AM	HAND	MANY DONE IN COMMITTEE-WE HAVE 6 MET ON MO.LY BASIS-NOT TELEVISED/ WE ADDRESS ISSUES AFFECTING INS	
10:24:57 AM		COMTS: FISCAL AFFAIRS-ANGEL MEDINA LAURIE-PLANNING/ WALTER HARVEY=Q2UAL. IMPROVEMENT/ FAC DEV-ROSY CANCELA/ INFORMATIN SYSTEMS-SIGLER, EXEC MEETS AS NEEDED/ SUBCOMMITTEES MEET QUARTERLY OR SEMI ANUALLY	
10:26:34 AM		MO.LY MEETINGS NOW TELEVISED	
10:26:57 AM		MY FOCUS: GVRNCE ISSUES-PLAN 4 2DY&TOMORROW	
10:27:12 AM		WE JOINED NATIONAL GOV. BD/ ATTENDED CONFCS, INSTITUTE CONFCS NATIONAL ASSOC. OF PUBLIC HOSPITAL	
10:27:44 AM		REVISED POLICIES-NO BID PROCESS-REVISE VISION	
10:28:01 AM		RECRUITED FROM CTY TED LUCAS	
10:28:11 AM		HAVE NU PROCMT POLICY IN LINE W/ CTY'S-ENCOURAGE LOCAL BSNS PTCPTION	
10:28:31 AM		WE'RE STREAMLINING OPS	
10:28:43 AM		CTY WILL RUN MORE EFFICIENTLY, WE PART OF PROCESS OF LCL PTCPTN	

10:28:59 AM		POLICY RE OUT OF COUNTY PATIENTS-NOT INSURED IN BROWARD, PALM BEACH
10:29:31 AM		WANT PROVIDE SAME QUALITY OF CARE REGARDLESS OF ABILITY TO PAY
10:29:56 AM		I INTRODUCE V.CH. MAN-E.D.F.
10:30:08 AM	EDF	THANKS/ THIS INSTITUTION IMP/: 1. LEG. UPDATE ST & FED 2. FINANCIAL
10:30:35 AM		THANK STAFF HELP US PREP/ KEEP US UPDATED TALL & W.D.C.
10:30:51 AM		BD MMBRS TRAVEL THERE TO ADVOCATE FOR JACKSON
10:31:03 AM		1. MEDICAID REFORM, 2. \$ REQUEST 3. LO INCOME-WE FOCUSED ON
10:31:32 AM		MEDICAID__ HELP SAVE ST \$/ GEN. REV RQST: ... \$60 MILL / RUBIO, CANTERA, RIVERA, GARCIA, ALEX LOBOS-\$8.2 MILL FROM LEG GOTTEN, 20\$MILL B/C STATE MATCHED
10:32:26 AM		GOV. VETOED APPROPRIATION/ PLAN CONTINUE GET \$ 4 NEXT YR
10:32:41 AM		LO INCOME POOL USED 2 B UPPER LIMIT: LETS JACKSON PROVIDE \$ TO STATE? IN PAY MEDICAID TO HOSP.'S/ JACKSON LARGEST CONTR OF TAX\$/ JACKSON GOT 30 MILL ADD'L FR. PROGRAM
10:33:27 AM		WE'LL KEEP PROTECTING THIS PROGRAM/
10:33:45 AM	2. FINANCIAL	FEDERAL: LO INCOME POOL, MEDICAID CUTS, IMMIGRANT HEALTH CARE REFORM
10:34:05 AM		MARTIN SILVER WENT 2 W.D.C./ FED PROG. WNTS ELMNT LO INCOME POOL/ WNT CUT MEDICAID W/O CONGR OVERSIGHT-WE'RE AGAINST THIS
10:34:48 AM		LST YR: DON'T KNOW IMPACT OF IMMIG REFORM ON JACKSON/ HAVE CONCERNS CONGRESS SAY EM. ROOM PERSONAEL PLAY POLICE/ WILL SHIFT IMMIG POLICIES NEED PROVIDE BIRTH CERTIFICATE IN ORDER TO GET HEALTH CARE-THIS MIGHT BE HARD
10:35:59 AM		WILL KEEP U POSTED
10:36:09 AM	FNNCL STATUS	3-4 YRS AGO, BD & CTY CMSN SAW ND NEW FOLK/ MARVIN IMPACT IN LAST COUPLE OF YRS.
10:36:46 AM		PROGRAM RECREATE STARTED 3 YRS AGO./ FOCUS IS TO ASSIST IN INCREASE CAPACITY IN HOS/ MAX NET REV/ SUSTAINED EFFIENCY
10:37:30 AM		FINANCIAL RESTRUCTURE INCREASE EFFICIENCY OF HOSP. & ____
10:38:02 AM		PROGRESS: RECVD OVER \$200 MILL IN ANNUALIZED IMPROVEMENT INITIATIVES
10:38:29 AM		WILL DO PROJ RECREATE 2
10:38:37 AM		WE IMPROVED TRANSPARANCY-FIN. STMTS SHOW EXACTLY WHT GO IN HOSP./

10:39:05 AM		ENDED W/ SURPLUS-IMPROVE DUE TO INITIATIVES/ CTY & MANAGER PROVDD ADD'L SUPPORT, SOUTO, ROLLE, SOS & CITY MANAGER HELPED
10:39:42 AM		W/O MARGIN, NO MISSION/ (FINAN. STAT-MARKET PAYOR MIS TRENDS SLIDE)
10:40:10 AM		OVER 30% PATIENTS ARE CHARITY CARE/ PAYING PATIENTS-IN LINE W/ OTHER HOSP. IN CTY/ WILL KP RELY ON UR SUPPORT
10:40:59 AM		30% OF CLIENTS NOT PAY-DIFFICULT/ THAT'S WHAT WE FACE
10:41:19 AM		FUTURE FINANCIAL PROJECTIONS SLIDE
10:41:31 AM		2007
10:41:34 AM		IF WE IMPLMT CHGS N PROJ IMPLEMENT, STILL DEFECIT IN 2007/NED +L INITIATIVES
10:42:01 AM		IMPROVEMENT PLAN IS IN PLACE-WK'D CLOSELY W/ GEORGE BURGESS/ LK FWD MARY BRID COME & HLP
10:42:27 AM		FINANCIAL STATUS -CHALLENGES SLIDE
10:42:36 AM		ND REV.ENHNC PROJ'S
10:42:46 AM		THANKS TO JACKSON FOUNDATION AND GENEROUS _ OF FOUNDATION
10:43:05 AM		CHALLENGESSTL THR/ DESPITE > IN FINANC. PRFMC, HAVE INCR CARE & COST TO UNFUNDED, > ACUITY, FACILITY CONSTRAINTS
10:43:50 AM		CAPACITY CONSTRAINTS MOST SERIOUS CONSTRAINT-WILL? IS HLP'G US / ND 4 CPTL INVSTMTS-HOSPITAL NDS 80\$MIL/YR-GOT \$10 MIL THIS YR.
10:44:37 AM		WE'RE LAST IN OTHER RATED FACILITIES
10:44:49 AM		ND HLP OF CMSRS& OF CTY
10:45:12 AM		FUTURE CAP. NDS SLIDE: HAVE FUSER FACILITY
10:45:32 AM		ALL OF THIS COST \$ WE DON'T HAVE/
10:45:41 AM		HV IDEAS IN ADRS CP NDS-WE'RE LOOKING 4 SOLUTIONS-WILL DISCUSS IN NR FUTURE
10:46:05 AM		POSITIVE NEWS -END YR IN BLACK
10:46:17 AM		NOW TRY LK FINANCES , FACILITIES, PERSONNEL, MEDICAL TIED INTO A STR. PLAN
10:46:44 AM	NUELL(NU)	FOCUS OF CMTE-INCRS REV, > EFFCS IN HOSP.: SLIDE: 1. SERVICE LN DEV'T-EUROLOGY, CARD, NEO NATAL, OGY, TRANSPLANT, ___
10:47:49 AM		IMPROVEMENT OF FAC. IS ANOTHER FOCUS, > PATIIENT STSFCTN
10:48:08 AM		2. REV& PAYER STRAT-> VOL. & QUALITY-EXPAND PRODUCT THRU JMH HEALTHCARE
10:48:49 AM		WK W/ U.M. TO INCREAS COMCL PAYERS THRU UM

10:49:11 AM		3.HOSPITAL NETWORK DEVELOPMENT-JACKSON S. FOCUS/ DESIGNOF - __ DONE IN 2007/ JACKSON HAS POTENTIAL-MANY PRIVATE PATIENTS CHOOSE IT/ I INVITE U 2 J.S.-HELP INCREASE BOTTOM LINE
10:50:19 AM		4. FNDTN HLTH SVC.-GROWING INT'L HLTH SVC PROGRAM
10:50:34 AM		LK FWD SHR MORE W/ U AS ACHIEVE INITIATIVES
10:50:48 AM	MART	TO MANAGER-WNT SUMMARIZE ANYTHING/ OR CAN OPEN 4 Q&A FR. BCC
10:51:10 AM	MARVN O QUINN	MORNING/ U HRD LOTS THIS MORN/ THANKS TO MAN& STAFF 4 SUPPORT 2 TRUST / HAD PROBLEMS, WK REL'P BETW CMO & TRUST NOT EVER BETTER
10:52:16 AM		OVER PST 3 YRS: RESTR'D DEBT/ THRU GOB, GOT \$ 4 FUTR PROJ'S, OUR BONDS UPGRADED/ FUND CPTL PROJ THRU CTY MNGR PROJ./ NOT POSSIBLE W/O BCC WH. U GAVE US THRU BUDGET & RESO
10:53:11 AM		WE STRTD REL'P W/ LABOR PTNRS-DID MNGMT LABOR ALLNC-IMPROVE PERF. OF ORG BY ATTACKING CULTURALISSUES
10:53:37 AM		OVER NEXT 18 MO. INSTALL NU CLINICAL AND MED. INFO SYSTEMS/ THY WL HLP USIMPROVE PRODCVTY-ALL NAT'L EXPRTS AGREE WL UP OUR LEVEL
10:54:16 AM		ST WEBSITE ON QLTY-JCSN ADMISSION RATE LESS.../ JCKSN STILL ONLY HOSP IN ST W/ PTNT SFTY CTR DONE IN PRTNR W/ U.M.
10:54:52 AM		FUTURE: OPP'S & THREATS
10:55:01 AM		CONCERNED RE FATE OF PBLC SFTY @ HOSP'S: OUR MISSION NOT ENUF \$/ DESPITE OUR BEST, JCKSN & OTHERS LIKE US WILL STRUGGLE-WHY?: AM. HTH CR SYSTM IS BROKEN. IS POOR & MARGINALIZED WHO SUFFER 4 THIS/
10:56:04 AM		STATISTICS: MARKET SHR OF UNINSURED: 77% OF CHRTY DONE @ JCKSN / 20% IN ST PRVDD @ JACKSON
10:56:32 AM		JCSN IS ECONOMIC - \$2 BILL TO THIS COMMY/ EMPLOY 10 MIL FOLK IN 10 MILE RADIUS
10:57:00 AM		IMPACT ON COMM'S...
10:57:09 AM		JCSN HLP MIAMI BE GRT MAJOR CITY-GRT AC. MD. CTR. WE CREATE MEDICINE. ON FRNTR OF NU DEV'T, PROC'S/ HAVE PTNTS FR JAPAN, EUROPE, BRAZIL/ MIAMI WON'T ACHIEVE QUEST OF JCSN DOESN'T
10:58:05 AM		AC MED CTR IN DANGER PERSONEL COST BASE IS YOURS/ OUR MISSION CAUSES US GIVE OVR \$1 BILL /YR
10:58:36 AM		WE'LL ND WY FACE QUANDRY, RESOLVE ISSUES FOR LONG TERM

10:58:50 AM		HLTH CR POLICY IN COUNTRY, I DON'T THINK WILL SOLVE IT
10:59:02 AM		THIS QUANDRY LED 2 DISCUSS MANDATES, COST SHIFTS, THIS NOMENCLATURE PUSHES US APART/ I WANT CHG DISCUSSION AROUND ADN SAY HOW FOCUS ON ___/ HOW PRSV JCSN W/O CHG MISSION(I.E. DENIED CARE)
10:59:56 AM		NOTE' CONSTRAINTS OF LEGTMT COMPETING DEMANDS
11:00:11 AM		MORE REV. @ GRTR RATE, IMPRV INFRASTRCTUR/ MUCH BIGGER MUCH FASTER
11:00:29 AM		PLANNING CMTE LUKG @ OPTIONS-ND UR HELP
12:33:00 AM		PROPOSAL: HAVE 5 YR PLAN WK'G ON TO GET THIS DONE-NDS GO2 PHT BD, THEN GO2 CTY MGR, FIGURE FUNDING, THEN TO BCC 4 RVW
11:01:14 AM		THANKS 4 ALLOWING ME DISCUSS JCKSN HLTH SYSTEM (JHS)/ LK FWD ALL WK 2GETHER
11:01:41 AM	MART	THANKS/ MANAGER SAY STATEMENT
11:01:50 AM		THANKS 4 FACT WK 2GTHR/ WE ARE ONE FAMILY/ THAT-CMO & I DISCUSS W/ OTHERS-IN OUR DEP'TS INSTEAD OF BEING ONE FAMI., WE'RE TERRITORIAL
11:02:32 AM	BURG	WE'RE A TEAM-MOQW & I & OUR STFS WK'G 2GTHR/ THIS NOT 1 YR ISSUE, NOT M. O. E. ISSUE/ ISSUES TIED 2 HOW WE DO WH WE DO @ PUBLIC HOSP/ WE'RE DOING 3-5 YR PLN HELP ADDRESS PTNSHIP FINANCIAL OBLIGATIONS
11:03:52 AM		FUNDED OVER 3.5 MILL\$ OVR 3 YRS/ RED TO SUPPORT 4\$ MILL OF CAP-PAY AS U GO-FUNDED DEPREIATION
11:04:13 AM		11 MILL \$ DET SVC BUILT INTO BUDGET/ REC \$6.5 MILL 4 PROGRAMS @ TRUST
11:04:35 AM		M.O.E. 2 TRUST > BY 21-2 MILL \$ BASED ON REAL ESTATE ACTIVITY-PR. TAX. ROLL/ 7 MILL\$ GAP-THINK CLOSER TO 20
11:05:16 AM		OUR FIN SUPT 2 TRUST MTS OR EXCDS OBLIGATIONS SHIFTED 2 TRUST / PROBABLY EVEN / DOESN'T MATTER/ NDD LK TRUST FINANCES/ HAVPRELIM STRATEGY/ MARVIN WILL SUBMIT SOMETHING
11:06:02 AM		WILL REACT & SHARE/ WE'RE HERE 2 SERVE
11:06:13 AM	MART	ANY ?'S FROM BCC
11:06:20 AM	SORENSEN	WELC. 2 TRUST MEMBERS
11:06:36 AM		MOQW STMT THAT MISION IS NOT SUSTAINABLE: FRIGHTENING: I CAN'T WAIT TO SEE 3-5 YR PLAN/ MUST BE SUSTAINABLE FOR INDIGENT, THOSE WHO NEED PREVENTIVE CARE/ INSTN NOT ADDRESSIG PRV CARE

11:07:23 AM		WNT HRE MORE ABOUT WHAT PLAN IS/ IS VERY CONCNG TO ME/ NICE TAX ROLS GRWING-RENTERS WILL SAY COSTS PASSED TO THEM-WILLHURT POOR, SAME WHO ARE PATIENTS @ JACKSON
11:08:03 AM		PLEASDHR LABOR & MGMT WK'G 2GETHER SOLVE PROB'S/ IS AS SHD BE/WKRS HAVE SOLUTONS B/C MAKE CRITICAL DECSNS EV. DY
11:08:33 AM		THANKS FOR B'G HERE EV1
11:08:40 AM	MART	ALSO NOT SUTAINABLE CONCERNING 2 ME/ MOS, JOR, SOU, BAR
11:08:49 AM	MOS	WELCOME CH MN HANDFIELD, REST BD, STAFF, PLEASE WR AT THIS PT 2DY/ IN PAST, NOT BN HRE 2GTHR GETTNG SOLUTIONS
11:09:35 AM		*****CONCERNED RE SUSTAINABILITY/ WNT TRUST OME TO BD 2 LK PUBLIC HOSPITALS THAT FACE SIM. CRISES, WHAT DONE TO CHG, & ABLE SUSTAIN MISSION
11:10:17 AM		MART: BY WHEN
11:10:24 AM		WHEN MEET AGAIN
11:10:27 AM	MOS	WHAT RSNBL
11:10:36 AM	MOQW	IN FALL AFTER BUDGET HRGS
11:10:54 AM	MOS	MOVE QUICK TO GET J.S. RUNNING(SUPTS MISSION)
11:11:10 AM		CHI: MAN: WE TALKED/ RE TRANSITIONING COSTS TO CTY, WANT SEE HAPPEN-TK BURDEN OFF TRUST/ BETTER 4 CHI-NOT CGHT IN FIN'L PRSR THAT PHT HAS, RELV BRDN OF RESP'Y OFF TRUST/ WANT LK @ THAT/THEY HAVE ONGOING COSTS, ALLOCATIONS @ X'S NOT ENUF B/C THEY HAVE COST INCREASES/ PLACE THEM BETTER SUSTAIN MISSION/ HAVE SLRY >, C. O. L. >, WE INBETTER POS'N ASSIST CHI?
11:12:43 AM		HAPPY WE'RE HR AS FMLY/ MAY NOT AGREE ON FIXES, BUT IF KP COMM'N OPEN WILL WK TRU
11:13:07 AM		RE UNINSURED-CONCERN 2 ME: B/C OF COST OF HLTH INS., HAVE SOME EMPLOYERS ABLE PROVIDE H.C. S. 2 EMPLOYEES-NOT IN PSN PRVD SVCS/ THESE END UP @ JCKSN-THS FLKS WR ABLE PROVIDE, B/C OF SHRD COSTS? NT ABLE, OR PARTIAL PAYMENT-B/C OF COSTS, NO MORE, SOME EMPLY S NOT PTCPT
11:14:23 AM		I THK WL C MR OF THS PTNTS/ LK FWD WK W/ TRUST, HAND., SUSTAIN MISSION
11:14:52 AM	MART	RE PRVNTV CR-CH. TRUST PTG \$ 4 SCHL NRS PROG./ IN MEMO TO CMO, WL C SMTHNG TO THAT
11:15:26 AM		TO ATTY: MGR SHFT CHI
11:15:37 AM		RESO?:
11:15:41 AM	SHY	YES-RESO

11:15:48 AM	MART-DCT*****	I REQUEST BRING UP OLD RESO-WK ON W/ V.CHR, BRING THRU COSHA CMTE
11:16:17 AM	I'M REP FR. TRUST	TO CHI-THEY GAVE ME COMPLET TOUR-I'M IMPRESSED
11:16:40 AM		CONCRNS: WNT C THAT PT OF OP'N GO2 CTY 4 FIN'L RSNS AND OTHR RSNS
11:17:05 AM	CMO	ADVISABLE : MOQW& i can MT W/ V.CHR-ALTNTV OTHER THAN RESO
11:17:28 AM	MART	FASTER W/ RESO
11:17:34 AM	CMO	BUDGET-FASTER?
11:17:45 AM	MART	FR ENUF
11:17:47 AM	JOR	COMPLIMENTS, ?S/
11:17:55 AM		COMPLIMNTS: ESTBLSH MGMT LABOR ALLIANCE/ MEDICAL INFORMATION TECHNOLOGY-PLSD W/
11:18:47 AM		WELCOME TRUST & ITS NU MEMBERS
11:18:56 AM	***** DIR?	?S: RE PROCMT PRCDRS OF CTY & ENCRG LCL BSNS-WNT C ANALYSIS ON HOW POLICY IMPACTED LCL BSNS OVER PAST 1-2 YRS & IN FUTURE
11:20:03 AM		PRESN B4 PTNT IN REHAB CMPLMTD JACSON, UNCOMPLMTRY OF REHAB/ WHT R PLNS 4 REHAB HOSP/ ND BRING UP 2 STNDRS IMP
11:20:46 AM		COMMENT: RE ACADEMIC
11:20:51 AM	MART	WILL HAVER READY BY FALL
11:21:01 AM		RE AC. MED CTR: CONCERN RE IF U.M BLD HOSP., HOW IMPACT UR DESIRE GENERATE REV. /IF ON CAMPUS, IN CONFLICT W/ JCSN
11:21:44 AM		CAN ANY1 ANSWER THAT? IS OF GRAVE CONCERN TO ME & TO PHT
11:21:59 AM	MOQW	PRELIM ANSWER: ( IN FALLWL ASK DEAN COME W/ ME)
11:22:18 AM		HOSP & SCHL HV REL'P & PRTNRSHIP: BOTH BENEFIT FR. RLTNSHP/ SHCL HAS EC. PROBS RE MALPRACTICES, GENERATE REV'S IS PROB/ THEY VW HOSP AS WAY STRNTHN THEIR ORG
11:23:17 AM		WE AGREED RE HOW CAMPUS PLANNED OUT/ NOT PLAN THAT INJURES THE OTHER/ I AM CONCERNED / OUR ABILITY ENSURE THAT PROG'S BENEFIT BOTH I NSTNS-IF NOT BOTH HARMED/ WE'RE CONCERNED ABOUT/ WATCH'G IT CLSLY
11:24:34 AM	JOR	HOPE ALSO EXPLORING OTHER AC. INSTNS 2 PRTNR W/ NOT WANT PHT.B E @MERCY OF OTHER INSTN
11:25:07 AM		RE UPPE PMT LIMIT/ ND PAY AMT TO DRW DOWN?
11:25:30 AM	MOQW	YES: PL: ONLY TAX \$ CAN B USED/ WE PL OUR \$'S , SND 2 ST, ST SNDS 2 FEDS, FES SEND US, 1.47-.80 /\$ RECVD / LOW INCOME PL COUNCIL DETERMINES HOW SPRD ACROSS STATE-80+ HOSPITALS IN ST

11:26:46 AM		B/C OF \$ JCSN PTS IN, 27\$ MILL COME 2 MDC THAT GO2 OTHER HOSPITALS IN MDC
11:27:08 AM		JCSN-B/C OF SIZE & TAX RSCS-1GLE LGST FUNDER O FTHAT PL
11:27:36 AM	JOR-4 REC*****8	THESE HOSP. GET BIG TAX BRK, SV < 2% OF POP 4 INDIGENT AND NOT SVG THEM.
11:28:20 AM		THERE ARE OTHER WYS PRIATE HOSP. BENEFIT FROM JCSN PTCPT IN HOSP.
11:28:42 AM	MOQW	DELAFESAID: PROG UNDR ATTCK-WIN-FRENZY IN ST FOR \$ WHN NO RIGHT TO IT/ W/O-RATHER SEE PROGRAM GO AWAY B/C STS ABUSED-FLORIDA NOT ABUSED THO/
11:29:28 AM		WE ENCRG LEG 2 SUPPORTQ
11:29:38 AM	JOR	TO L.N:I ENCRG CTY & JMH EMPLOYEES 2 DO SAME
11:29:56 AM	MART	MDC DONOR 2 ST & NOT GET RTN ON IT-WHAT WE SEND UP, WE DON'T GET OUR SHR
11:30:20 AM	MOQW	GET > THN OTHERS, PUT IN MOR
11:30:32 AM	MART	FAIR SHR OR NOT?
11:30:37 AM	MOQW	FAIR SHR B4 THIS YR/ LAST LEG SESSION: LAW THAT \$ SPREAD BROADER IN ST/
11:31:02 AM	MART	WHO NOMINATES THIS CNCL
11:31:09 AM	MOQW	AGENCY HLTH CR ADMINISTRATION 40 MMBRES ACROSS STATE
11:31:24 AM	MAR	I INTRO ATTY GENL CHARLIE KRIST
11:31:46 AM	RELINQUISH CHR TO V CHR	
11:31:53 AM	MOS	SOUTO-
11:32:06 AM	SOU	RE JCKSN, BY OUR CHRTR, MUST PRVD CR 4 FOLK OF MDC/ SO RE REFERENCES 2 UNSUSTAINABLE SIT'N-TRY BALNC NON PY & PY PTNT
11:33:01 AM		30% OF BILLS GO UNPAID-COMPLICATES SIT'N/
11:33:12 AM		WE MUST DL W/ THIS/ NO1 HAS ANSWR 2 THAT
11:33:23 AM		PY PTNT SHD BE.... VET HOSP??/ PY PTNT W/ INSUR ETC, KP HOSP GO'G/ HOW WL WE, MOQW & OTHRS, MOVE 2 ENSURE WEMAX 2 PY BILLS- THIS RE PY PTNTS-HAVE ___ / WHEN C HMO'S FISHING-ARE FISH THRE-FISHING INW. CHESTER, OTHER AREAS, / DON'T C JACKSON ACTIVE THERE/ MUST MOBILIZE PTNTS 2 GET THEM THR-THEY HAVE MEDICARE
11:35:13 AM		ND LK @ THS LITTLE THGS
11:35:19 AM		ALSO: 4 SOME X, I GOT SOME INFO, MAYB U CN EDUCATE ME, FCT WE'RE CITY OR AREA IIN THE USA AS ENTRY PT RE IMMIGRATION, ETC. NOT KNOW IF FED GOV TRT US SAME AS LA, NYC WHR IMMGTN ALSO IMP./ MAYBE WE DON'T GET THAT HELP/ YES, LIKE MOQW ANSW RE HLP, PY PTNT

11:36:58 AM	MOQW	DON'T THNK FL BNFTD FR. FED PRGMS AS=SOME IMMIG \$'S TIED 2 NATIONAL ORIGIN-FROM MEXICO-MANY/ CA, AR, TX, NY, RECEIVE MORE DOLLARS- I EXPR ESSED THIS TO LEGISLATURE/ WE GOT \$8 MILL, CA GOT \$77
11:38:25 AM		MAYBE NOT PUSH ENUF, NOT AGGRESSIVE ENUF/ WE'RE UPGRADING OUR FED APPROACH/ WE'RE MAJORY PORT/ SAME TRUE RE FEMA-HURRICANES HERE LOTS, ND THR \$
11:39:11 AM		NOT ___ ENUF-PART OUR FAULT, PART NOT
11:39:20 AM		WE INTEND BE MUCH > AGGRESSIVE RE FED LEG. & \$'S
11:39:39 AM		PRVT PTNTS-HISTORICALLY & CLUTURALLY NOT SET U P TRUT PRIVATE PATIENTS/ BARRIERS DISCOURGE PRVT PTNTS COME
11:40:17 AM		WE'RE CHGG OUR APPROACH / BARRIERS MUST BE TRN DWN & REBUILT-EVTHING FR. HOW GET REGISTERED/ BY 25TH RING NO 1 ANSWER PHONE-PEOPLE WHO HAVE WRONG ATTITUDE NOT WK JACKSON ANYMORE
11:41:24 AM		WL RCH OUT 2 COMM[Y, COMM'Y HOSPITALS/ I.E. MEDICAIRE & MEDICAID-WHEN BECOME MEDICARE, LOST 2 US (6K/YR)/ ....WE'LL CHG THAT SO THEY STY W/ US
11:42:30 AM		LONG WY 2 GO
11:42:35 AM	BAR	MEDICAR HLTH CERTIIFIEDa? MOQW:___ /THAT IS GOLD POT
11:43:02 AM		IS SRC OF FUNDING TO OFFSET/ MUST SPT___
11:43:44 AM		ND SPT MDC MISSION-ND CHGS-ALL PH HOSP CONTINUE BE IN HOLE UNFORTUNATELY OUR SYSTEM IS BROKEN
11:44:33 AM		MANY PEOPLE DON'T GET HLTH INS. ND ADDRESS ISSUE-DON'T KNOW IF S
11:45:14 AM		WE CD WK W/ CTY, PHT, ST, / WNT LK @ WT GO ON UP THERE
11:45:38 AM		+L HOSPITAL BIG PROBLEM-ND ENSURE LOOK AT
11:45:56 AM	MOS	ANY OTHER COMMENTS?
11:46:12 AM	ARRIZURIETA	UNDERSTANDIN SENSITIVITY/ RPT 4 FL
11:46:52 AM		GOV OF BD UNIVERSITY SYTSTEM-IM MEMBER
11:47:14 AM		I CHLNGD MADIQUE./ I HAVE FIDUCIARY RESP'Y/ QUESTIONS RE WHERE FIU IS ON THIS ISSUE- IS CLR/ 2DY RE CONCERNS 2DY (FIDUCIARY ISSUE , ETC.) -MYBELK @ PRTRNSHP W/ UM?/ IS PRECEDENCE IN CTRY 4 PUBLIC & PRIVATE ENTITY
11:49:29 AM		MAYBE GATHER INFO ACROSS CTRY-PUBLIC UNIVERSITY (FIU) & PRIVATE-

11:49:55 AM	MOS-	INTERESTED IN SEEING FEEDBACK/ WNT MK SURE WHATEVER HAPPENS THAT PHT @ JCSN NOT FURTHER HARMED IN THAT PROCESS/ IF SO, ALL ND TALK 2 UM RE PLAN TO BENEFIT ENTIRE COMM'Y/ NOT ND HAVE PY PTNT LD CANNIBALIZED
11:50:59 AM		I LK FWD TO HOW WKD OUT/ WILL ADDRESS ISSUES IF NOT + OUTCOME FOR OUR HOSPITAL
11:51:24 AM	HAND	I RECOGNIZE JORGE ARRIZURIETA
11:52:00 AM		I DONT WNT US TO TALK RE GO IN DIFT DIRECTIONS-SMTHG THAT MUST BE STUDIED
11:52:23 AM	MOS=*****	PT WELL TAKEN-I W;DRAW WNT FDBACK BUT WANT RE WHAT DONE IN TERMS BEST PRACTICE TO SUSTAIN ISSUE
11:52:57 AM	NU	MOST SRS H.C. RELATED ISSUE DADE IS FACING/ MDC HAS HIEST UNINSURED IN CNTRY-ABOUT 10% HIER THAN NAT'L AV. -HRTG SYSTEM & HOSPITAL EV1 KNOW CAN GO 2 JCKSN/ I THK MOST CRITICAL ISSUE RE HLTH C R 4 D CTY/URGE COMMISSSION ADDRESS / CAN WK TOGETHER
11:54:36 AM	mosQ	CLOSE OUT NOW-MOQW/MANAGERFIA
11:55:07 AM	CMO	MUST WK 2GETHER
11:55:15 AM	MOQW	I ECHO-ARE COMPLEX-NOT SOLVED ON NAT'L LEVEL
11:55:38 AM	HAND	THANKS TO BCC 4 OPPY JOIN U IN THIS OCCASION AS WE CHALLENGE THE ISSUES/ THANKS ON B/H TRUST MEMBERS SERVE CITIZENS OF MDC-THANKS 2 REP-SOUTO, ROLLE-MEETINGS-ALWAYS THERE, THEY PARTICIPATE
11:56:47 AM		AS WE DEAL W/ CRITICAL ISSUES, COSTS OF TRUST-OVER \$500 MILL THAT WE PAY FOR-ECHOES CRISES THAT EXIST-WILL ALWAYS BE BEACON FOR THOSE WHO HAVE NO PLACE TO GO/ WE HAVELIGHT FUTURE AS WE WORK TOGETHER, THANKS TO TRUST MEMBERS FOR TIME & EFFORT 2 SERVE COMM'Y/
11:58:06 AM		RECOGNIZE OQUINN FOR FRESH LDRSHIP
11:58:19 AM	MOS	MIAMI HEAT WON B/C WERE TEAM/ W CAN OVERCOME WK'G AS A TEAM.
11:58:39 AM		ADJOURN