



**MEMORANDUM**

**TO:** Honorable Chairman Dennis C. Moss and  
Members, Board of County Commissioners

**FROM:** Eneida O. Roldan, M.D., M.P.H., M.B.A.  
*President and CEO*

**DATE:** November 5, 2009

**SUBJECT:** Jackson Health System

A handwritten signature in black ink, appearing to read "Eneida O. Roldan", is written over the "FROM:" line of the memorandum.

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The past several months have been extremely challenging for Jackson Health System as we have assessed how we can continue to deliver much-needed health services to our community while also facing difficult budgetary restraints. I know the county is facing similar conflicts as we suffer through these hard economic times. As a county entity, I understand that it is critical that we all work closely together to meet the needs of those we serve and so I have tried to continually update you on the financial state of the health system.

While my leadership team, the Public Health Trust and I have overcome the task of finalizing a balanced budget that the commission approved in September, we are now faced with the difficult task of making the proposed changes a reality. I am proud to report that we have already made significant progress in improved efficiencies throughout the system for a savings of \$61.7 million. We cut 15 consulting contracts amounting to \$3.5 million and are realizing a savings of \$5 million through reductions in overtime and agency costs.

Unfortunately, these efforts have not been enough to make up for the increasing charity care costs and decrease in funding the health system has received compared to previous years. Therefore, we are moving forward with plans to change how we deliver certain services to the community.

This week, we will be initiating two Request for Proposals (RFPs): one to outsource Correctional Health Services, and a second seeking proposals from qualified licensed providers of skilled nursing home care interested in acquiring our certificates of need and operational licenses for our two long-term care centers. The RFP for the long-term care

centers would allow another provider to lease the buildings from Jackson, take over operations of these centers and provide continued care for our patients.

We have also initiated a Request for Information (RFI) to see if it would benefit Jackson's Rehabilitation Hospital to outsource its outpatient rehabilitation services. We are just beginning to look at this as a possible option and hope this process of obtaining information from companies that provide this service will help us to determine if it would benefit the health system.

All employee and unions have been notified of these RFPs and the RFI in accordance with our contractual agreements.

If you have any questions or concerns, please feel free to contact me.

cc: Honorable Mayor Carlos Alvarez  
George Burgess, County Manager