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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM Agenda Item No. 11(A)(9)

TO: Honorable Chairman Joe A. Martinez and Members, Board of County Commissioners

DATE: May 3, 2011

FROM: R. A. Cuevas, Jr. County Attorney

SUBJECT: Resolution directing the Public Health Trust to develop a report on the feasibility of operating Jackson Memorial Hospital, Jackson South Community Hospital and Jackson North Medical under separate hospital center licenses

Resolution No. R-364-11

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Barbara J. Jordan.

R. A. Cuevas, Jr.
County Attorney

RAC/up

MEMORANDUM

(Revised)

TO: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

DATE: May 3, 2011

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 11(A)(9)

Please note any items checked.

_____ **"3-Day Rule" for committees applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Ordinance creating a new board requires detailed County Manager's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous_____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 11(A)(9)
5-3-11

RESOLUTION NO. R-364-11

RESOLUTION DIRECTING THE PUBLIC HEALTH TRUST TO DEVELOP A REPORT ON THE FEASIBILITY OF OPERATING JACKSON MEMORIAL HOSPITAL, JACKSON SOUTH COMMUNITY HOSPITAL AND JACKSON NORTH MEDICAL CENTER UNDER SEPARATE HOSPITAL LICENSES AND WITH FREESTANDING PROVIDER STATUS FROM CENTERS FOR MEDICARE AND MEDICAID SERVICES

WHEREAS, pursuant to Chapter 25A of the Code of Miami-Dade County, Florida, the Public Health Trust of Miami-Dade County (the "Trust") governs, operates and maintains the Jackson Health System, including Jackson Memorial Hospital, Jackson South Community Hospital, Jackson North Medical Center, and other health care facilities and programs; and

WHEREAS, the Trust operates Jackson Memorial Hospital, Jackson South Community Hospital and Jackson North Medical Center under a single hospital license and with a single provider status designation from Centers for Medicare and Medicaid; and

WHEREAS, it is understood that the reason for operating the three hospitals under a single license and single provider status is to take advantage of a higher reimbursement rate from the Centers for Medicare and Medicaid Services, thereby bringing more funding to the Public Health Trust; and

WHEREAS, the conclusion that operating the three hospitals as one health system with a higher reimbursement rate has generated more funding for the Public Health than operating the hospitals under separate licenses with different operating models should be studied, reviewed, analyzed and verified; and

WHEREAS, the Jackson Memorial Hospital is an academic medical center and a teaching hospital with a robust graduate medical education program and clinical research; and

WHEREAS, the medical staff of Jackson Memorial Hospital is primarily medical faculty from the University of Miami who have academic medical practices; and

WHEREAS, Jackson South Community Hospital is a community hospital that has a medical staff comprised primarily of community physicians; and

WHEREAS, Jackson North Medical Center is a community hospital that is developing into an academic medical center with an affiliation with Florida International University's Herbert Wertheim College of Medicine; and

WHEREAS, a community physician practice is significantly different than an academic medical practice; and

WHEREAS, an academic medical center and a teaching hospital conduct patient care in a manner different than a community hospital; and

WHEREAS, many health systems such as Baptist Health System operate their hospitals under separate licenses; and

WHEREAS, pursuant to Section 25A-4(j) of the Miami-Dade County Code, the Trust shall comply with directives of the Board as set forth in resolutions,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board directs the Public Health Trust to:

Section 1. Develop a report on the feasibility of operating Jackson Memorial Hospital, Jackson South Community Hospital and Jackson North Medical Center under separate hospital

licenses and with freestanding provider status from Centers for Medicare and Medicaid Services, including the following:

A. The impact on the reimbursement from Centers for Medicare and Medicaid Services (CMS) to the Public Health Trust;

B. The efficiencies, if any, that each hospital could achieve if it has a separate hospital license and freestanding provider status, and whether those efficiencies would off-set any potential loss in revenue due to a change in reimbursement rate from the CMS;

C. The ways in which Jackson Memorial Hospital, Jackson South Community Hospital and Jackson North Community Hospital could achieve financial sustainability by having their own hospital license and freestanding provider status;

D. The impact on the medical staff of Jackson Memorial Hospital, Jackson South Community Hospital and Jackson North Medical Center if each hospital had its own hospital license and freestanding provider status;

E. The impact that continuing to operate Jackson Memorial Hospital, Jackson South Community Hospital and Jackson North Medical Center under a single license would have on the Public Health Trust, each of the three hospitals and the medical staff in terms of efficiencies and financial sustainability.

Section 2. The Trust shall seek input from its Jackson South Community Hospital Financial Sustainability Advisory Board and the Jackson North Medical Center Financial Sustainability Advisory Board regarding ways in which having its own hospital license and

freestanding provider status from CMS would enable it to achieve certain efficiencies and financial sustainability.

Section 3. The Trust shall seek input from its medical staff regarding the impact having separate hospital licenses and freestanding provider status would have on the medical staff, and in particular shall seek input from the Medical Executive Committee, the Jackson South Community Hospital Medical Executive Subcommittee and the Jackson North Medical Center Medical Executive Subcommittee, the University of Miami Miller School of Medicine and Florida International University Herbert Weirthem College of Medicine.

Section 4. The Trust may establish an ad hoc committee to accomplish the requirements of this resolution or direct the President/Chief Executive Officer to accomplish the requirements of this resolution.

Section 5. The Trust shall present this report to the Board of County Commissioners within 120 days from the effective date of this Resolution. In addition, the Trust shall provide the Public Safety and Health Care Administration Committee with monthly updates regarding its progress.

The Prime Sponsor of the foregoing resolution is Commissioner Barbara J. Jordan. It was offered by Commissioner **Sally A. Heyman**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

Joe A. Martinez, Chairman			**aye**
Audrey M. Edmonson, Vice Chairwoman			**aye**
Bruno A. Barreiro	**aye**	Lynda Bell	**aye**
Jose "Pepe" Diaz	**absent**	Sally A. Heyman	**aye**
Barbara J. Jordan	**aye**	Jean Monestime	**aye**
Dennis C. Moss	**aye**	Rebeca Sosa	**aye**
Sen. Javier D. Souto	**aye**		

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd day of May, 2011. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: DIANE COLLINS
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency. KMC

Karon M. Coleman