



MEMORANDUM

Agenda Item No. 11(A)(24)

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

**DATE:** March 6, 2012

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

**SUBJECT:** Resolution authorizing and approving the Public Health Trust to take such actions as are necessary to extend trauma medicine services to Jackson South Community Hospital and/or Jackson North Medical Center as determined by the Trust to be in the best interest of the Trust and community, including, but not limited to, all actions necessary for filing of the application for service approval with the Department of Health

Resolution No. R-248-12

The accompanying resolution was prepared and placed on the agenda at the request of Co-Prime Sponsors Chairman Joe A. Martinez and Commissioner Jose "Pepe" Diaz.

A handwritten signature in black ink, appearing to read 'RAC', written over a horizontal line.

R. A. Cuevas, Jr.  
County Attorney

RAC/cp



# MEMORANDUM

(Revised)

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

**DATE:** March 6, 2012

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

**SUBJECT:** Agenda Item No. 11(A)(24)

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)(24)  
3-6-12

RESOLUTION NO. R-248-12

RESOLUTION AUTHORIZING AND APPROVING THE PUBLIC HEALTH TRUST TO TAKE SUCH ACTIONS AS ARE NECESSARY TO EXTEND TRAUMA MEDICINE SERVICES TO JACKSON SOUTH COMMUNITY HOSPITAL AND/OR JACKSON NORTH MEDICAL CENTER AS DETERMINED BY THE TRUST TO BE IN THE BEST INTEREST OF THE TRUST AND COMMUNITY, INCLUDING, BUT NOT LIMITED TO, ALL ACTIONS NECESSARY FOR FILING OF THE APPLICATION FOR SERVICE APPROVAL WITH THE DEPARTMENT OF HEALTH

**WHEREAS**, the Public Health Trust operates Jackson Memorial Hospital, Jackson South Community Hospital, and Jackson North Medical Center; and

**WHEREAS**, the Trust also operates the Ryder Trauma Center at Jackson Memorial Hospital, which provides Level I Trauma Center Pediatric services and Adult Critical Care services, and has developed great expertise in the provision of trauma care services; and

**WHEREAS**, the Trust's trauma work at Ryder, with the University of Miami, has generated national recognition for its unparalleled care, while saving thousands of lives; and

**WHEREAS**, the Trust desires to apply its expertise in providing traumas services to establish and operate trauma care programs in South Dade and North Dade in order to better serve the populations of those immediate areas; and

**WHEREAS**, the Trust finds that the actions described herein are in the best interest of the Trust and the communities it serves and the Financial Recovery Board of the Public Health Trust has recommended the actions described herein and recommends that the Board of County Commissioners approves the same; and

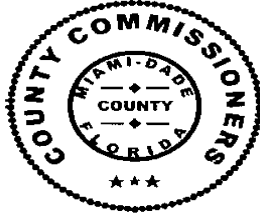
**WHEREAS**, the Commission desires to accomplish the purposes outlined in this Resolution as further described in the memorandum attached hereto and made a part hereof,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that this Board hereby authorizes and approves the Public Health Trust, to take all actions necessary to establish trauma care programs at Jackson South Community Hospital and/or Jackson North Medical Center, as determined by the Trust to be in the best interest of the Trust and the communities it serves, including, but not limited to, all actions necessary for filing of the application for service approval with the Department of Health.

The Co-Prime Sponsors of the foregoing resolution are Chairman Joe A. Martinez and Commissioner Jose "Pepe" Diaz. It was offered by Commissioner **Jose "Pepe" Diaz** , who moved its adoption. The motion was seconded by Commissioner **Joe A. Martinez** and upon being put to a vote, the vote was as follows:

	Joe A. Martinez, Chairman	<b>aye</b>
	Audrey M. Edmonson, Vice Chairwoman	<b>absent</b>
Bruno A. Barreiro	<b>aye</b>	Lynda Bell <b>aye</b>
Esteban L. Bovo, Jr.	<b>aye</b>	Jose "Pepe" Diaz <b>aye</b>
Sally A. Heyman	<b>aye</b>	Barbara J. Jordan <b>aye</b>
Jean Monestime	<b>aye</b>	Dennis C. Moss <b>aye</b>
Rebeca Sosa	<b>aye</b>	Sen. Javier D. Souto <b>aye</b>
Xavier L. Suarez	<b>aye</b>	

The Chairperson thereupon declared the resolution duly passed and adopted this 6<sup>th</sup> day of March, 2012. 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: **Christopher Agrippa**  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.

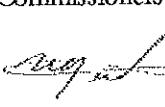
A handwritten signature in black ink, appearing to read "Eugene Shy, Jr.", written over a horizontal line.

Eugene Shy, Jr.  
Valda Clark Christian

A handwritten mark in black ink, resembling the number 5, located at the bottom center of the page.



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

FROM: Marcos José Lapciuc, Chairman   
Public Health Trust, Financial Recovery Board

DATE: February 27, 2012

RE: Trauma Service

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#### Recommendation

On February 27, 2012, the Public Health Trust Financial Recovery Board passed and adopted Resolution No. PHT 02/12-013, which, among other things, urges the Board of County Commissioners to authorize the Trust to apply for Level II trauma center licenses at Jackson South Community Hospital (JSCFH) and/or Jackson North Medical Center (JNMC) and, contingent upon regulatory approvals, open and operate trauma centers at those two facilities. A copy of Resolution No. PHT 02/12-013 is attached hereto and made a part hereof.

#### Background

Following the business decisions of area private hospitals to close every one of their trauma centers in the 1980s, Ryder Trauma Center ("Ryder") was built to provide world-class care for all of Miami-Dade County and ensure that such life-saving services were never again at the mercy of profit margins. For close to twenty years, Ryder was the only trauma center in Miami-Dade and developed a global reputation for excellence.

Nearly a decade ago, a state-sponsored feasibility study concluded that Miami-Dade and Monroe counties should have a total of six trauma centers. These results have been discussed and debated since they were published in 2004, and an associated rule was struck down by the Florida Department of Administrative Hearings (DOAH) in September 2011. However, the Florida Department of Health granted provisional approval in November 2011 for four Florida hospitals to open Level II trauma centers, including one in Miami-Dade County. Established trauma centers in other cities challenged the three other provisional licenses, and the legal appeals are continuing.

Based on the failed trauma system of the 1980s that left taxpayers with the entire burden of countywide service, Jackson has historically opposed the opening of new private trauma centers in Miami-Dade. Unlike Ryder, which has numerous niche specialists in areas such as trauma neurosurgery and trauma orthopedics, these Level II centers can largely rely on specialists with little trauma experience. Moreover, Ryder's specialists are always on site and ready to operate, whereas Level II centers rely on doctors who are on call from 30 minutes away.

Paramedics are legally required to bring trauma patients to the nearest trauma center. Because private hospitals are more likely to be located near funded patients, the expansion of a private trauma network could suffocate resources to Ryder. Based on our analysis of 2010 data, we believe private competition could siphon away 50 to 60 percent of Ryder's historical volume. Because so much of the expense associated with Ryder is fixed and would not decrease with lower patient volume, it is easy to envision a situation in which Ryder becomes unable to attract and retain top doctors and nurses, loses grants and research projects, and gradually sheds its reputation as a global center of trauma practice. In short, creating more trauma centers could yield less trauma service for our community.

We believe the solution is to grow the Ryder trauma network to JSCH and JNMC. As such, we preserved our ability to apply for expansion by submitting letters of intent to the Florida Department of Health expressing our interest in submitting Level II trauma applications at both JSCH and JNMC.

As adjuncts to the main facility on the UM/Jackson Memorial Medical Center campus, they would be uniquely positioned to provide superior care. They would have access to the world-class medical staff and unmatched technology of Ryder, making them far stronger facilities than other Level II centers. University of Miami physicians would form the nucleus of both staffs, and top community physicians would be recruited to join. The same telemedicine that allows Ryder's doctors to participate in surgeries in Haiti, Iraq and Afghanistan would further supplement the ties between the JMH facility and the new centers.

Staff has completed market research indicating that opening these new centers could help preserve 70 to 75 percent of the trauma market share. There is particular opportunity around JSCH, where population growth in the southern end of the County is projected to grow at 6.5 percent over the next five years, compared to 4.2 percent countywide.

Jackson's long-held position that Ryder should be the sole trauma center in Miami-Dade County is no longer achievable. We must choose between two options: aggressively pursuing the best alternative by expanding the Ryder trauma network, or passively watching as Ryder is starved. Jackson's system-wide financial position does not allow us to indefinitely support massive losses in any program, no matter how crucial. Shutting Ryder after such incredible growth and success would be the worst possible outcome, but would have to be considered if its losses threatened Jackson's continued existence. We are continuing to work on financials quantifying the cost of expanding the Ryder trauma network and will update periodically as we come before you.

RESOLUTION NO. PHT 02/12-013

RESOLUTION AUTHORIZING AND APPROVING THE PRESIDENT AND CHIEF EXECUTIVE OFFICER OF THE PUBLIC HEALTH TRUST TO TAKE SUCH ACTIONS AS ARE NECESSARY TO EXTEND TRAUMA MEDICINE SERVICES TO JACKSON SOUTH COMMUNITY HOSPITAL AND/OR JACKSON NORTH MEDICAL CENTER AS DETERMINED BY THE TRUST MANAGEMENT TO BE IN THE BEST INTEREST OF THE TRUST AND COMMUNITY, INCLUDING BUT NOT LIMITED TO ACTIONS NECESSARY FOR FILING OF THE APPLICATION FOR SERVICE APPROVAL WITH THE DEPARTMENT OF HEALTH, AND URGING THE COUNTY COMMISSION TO APPROVE THE SAME

*(Carlos A. Migoya, President and Chief Executive Officer)*

WHEREAS, the Public Health Trust operates Jackson Memorial Hospital, Jackson South Community Hospital, and Jackson North Medical Center; and

WHEREAS, the Trust also operates the Ryder Trauma Center at Jackson Memorial Hospital, which provides Level I Trauma Center Pediatric services and Adult Critical Care services, and has developed great expertise in the provision of trauma care services; and

WHEREAS, the Trust's trauma work at Ryder, with the University of Miami, has generated national recognition for its unparalleled care, while saving thousands of lives; and

WHEREAS, the Trust would like to apply its expertise in providing trauma services to establish and operate trauma care programs in South Dade and North Dade in order to better serve the populations of those immediate areas; and

WHEREAS, the Trust finds that the actions described herein are in the best interest of the Trust and the communities it serves and the President and Chief Executive Officer recommends the actions described herein and recommends that the Board approve the same; and

WHEREAS, the Trust desires to accomplish the purposes outlined in this Resolution as further described in the memorandum attached hereto and made a part hereof;

NOW, THEREFORE, BE IT RESOLVED BY THE FINANCIAL RECOVERY BOARD OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA, that this Board hereby (1) authorizes and approves the



President and Chief Executive Officer of the Public Health Trust to take all actions necessary to establish trauma care programs at Jackson South Community Hospital and/or Jackson North Medical Center, as determined by the Trust management to be in the best interest of the Trust and the communities it serves, including, but not limited to, all actions necessary for filing of the application for service approval with the Department of Health; (ii) urges the Board of County Commissioners to authorize and approve the same; (iii) commits such hospital financial, human and physical resources to treat all trauma patients at the level of hospital's approval, regardless of color, creed, sex, nationality, place of residence or financial class; and (iv) commits to participate in the state regional trauma system and the local or regional trauma systems.



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Carlos A. Migoya  
President and Chief Executive Officer

Add-on Agenda Item 3  
Public Health Trust Financial Recovery Board  
Chairperson's Report  
February 27, 2012

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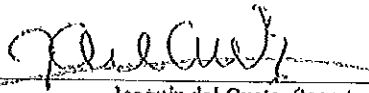
The foregoing resolution was offered by Mr. Joaquin del Cueto and the motion was seconded by Mr. Joe R. Arriola as follows:

Joe R. Arriola	Aye
Michael Bileca	Absent
Joaquin del Cueto	Aye
Mojdeh L. Khaghan	Aye
Marcos J. Lapointe	Aye
Stephen S. Nuell	Aye
Darryl K. Sharpton	Aye

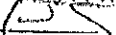
The Chairperson thereupon declared the resolution duly passed and adopted this 27<sup>th</sup> day of February 2012.

PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA

BY:



Joaquin del Cueto, Secretary

Approved by the County Attorney as to  
Form and legal sufficiency 



Carlos A. Migoya  
President & Chief Executive Officer

TO: Marcos José Lapciuc, Chairman  
and Members, Financial Recovery Board

FROM: Carlos A. Migoya  
President & Chief Executive Officer

DATE: February 27, 2012

RE: Trauma Service

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### Recommendation

Staff recommends that the Public Health Trust Financial Recovery Board urges the Board of County Commissioners to authorize the Trust to apply for Level II trauma center licenses at Jackson South Community Hospital (JSCFH) and Jackson North Medical Center (JNMC) and, contingent upon regulatory approvals, open and operate trauma centers at those two facilities.

### Background

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