



*Miracles made daily.*

**PUBLIC HEALTH TRUST BOARD OF TRUSTEES COMMITTEE OF THE WHOLE**

**WEDNESDAY, MARCH 26, 2025  
11:00 AM**

**IRA C. CLARK DIAGNOSTIC TREATMENT CENTER (DTC)  
SECOND FLOOR, CONFERENCE ROOM 259  
1080 N.W. 19TH STREET  
MIAMI, FL 33136**

**Public Health Trust Board Rules**

Any person making impertinent or slanderous remarks or who becomes boisterous while addressing the committee, shall be barred from further audience before the committee, unless permission to continue or again address the committee be granted by the Chairperson. No clapping, applauding, heckling or verbal outbursts in support or opposition to a speaker or his or her remarks shall be permitted. No signs or placards shall be allowed in the Board Room. Persons exiting the Board Room shall do so quietly.

The use of cell phones in the Board Room is not permitted. Ringers must be set to silent mode to avoid disruption of proceedings. Individuals, including those seated around the board table, must exit the Board Room to answer incoming cell phone calls.

**1 CALL TO ORDER - Amadeo Lopez-Castro III, Chairman**

**2 INVOCATION - Reverend Jacqueline D. Kelley**

**3 REASONABLE OPPORTUNITY TO BE HEARD**

Members of the public wishing to speak on a proposition before the Board of Trustees or its committees will be called in the order in which they registered with the Secretary of the Board of Trustees. A speaker shall be limited to no more than two (2) minutes on a proposition before the Board of Trustees or its committees

**4 REMARK(S) ANNOUNCEMENT(S), PRESENTATION(S)**

**5 APPROVAL OF THE COMMITTEE MEETINGS MINUTES - FEBRUARY 26, 2025 - Amadeo Lopez-Castro III, Chairman**

**5.a**

**Joint Conference and Efficiencies Subcommittee**

**5.b**

**Purchasing and Facilities Subcommittee**

**5.c**

**Fiscal Committee**

**5.d**

**Strategy and Growth Committee**

**6 JACKSON HEALTH SYSTEM CHIEF PHYSICIAN EXECUTIVE REPORT - Chris A. Ghaemmaghami, M.D.**

**7 JACKSON SOUTH MEDICAL CENTER QUALITY REPORT -**

**Presented by Edward Borrego, Senior Vice President and Chief Executive Officer, Jackson South Medical Center**

**8 PURCHASING REPORT - Presented by Rosa Costanzo, Senior Vice President, Strategic Sourcing, Supply Chain Management and Chief Procurement Officer**

**8.a**

**Procurement Reports**

**9 PUBLIC HEALTH TRUST JACKSON HEALTH SYSTEM CONSOLIDATED FINANCIAL STATEMENTS ENDED FEBRUARY 2025 - Presented by Adriana Herrera, Vice President of Finance**

**10 RESOLUTIONS RECOMMENDED TO BE ACCEPTED**

**10.a**

**RESOLUTION APPROVING THE MEDICAL STAFF AND HEALTH PROFESSIONAL AFFILIATE STAFF MEMBERSHIP AND CLINICAL PRIVILEGES; APPROVING INITIAL APPOINTMENTS, REAPPOINTMENTS AND CLINICAL PRIVILEGES AND ACTIVITIES; APPROVING MODIFICATIONS TO MEDICAL STAFF MEMBERSHIP CATEGORY AND CLINICAL PRIVILEGES; ACCEPTING RESIGNATIONS AND LEAVES OF ABSENCE – MARCH 2025 - Sponsored by Chris A. Ghaemmaghami, MD, Executive Vice President, Chief Physician Executive and Chief Clinical Officer, Jackson Health System**

**10.b**

**RESOLUTION AUTHORIZING AND APPROVING AWARD OF BIDS AND PROPOSALS, WAIVER OF BIDS, AND OTHER PURCHASING ACTIONS FOR MARCH 2025, IN ACCORDANCE WITH THE PUBLIC HEALTH TRUST'S PROCUREMENT POLICY, RESOLUTION NO. PHT 11/2023-064 - Sponsored by Rosa Costanzo, Senior Vice President, Strategic Sourcing, Supply Chain Management and Chief Procurement Officer, Jackson Health System**

**10.c**

**RESOLUTION AUTHORIZING THE CHIEF EXECUTIVE OFFICER, OR HIS DESIGNEE, TO WAIVE FORMAL COMPETITIVE BIDDING AND TO NEGOTIATE AND EXECUTE A LICENSE AND SUPPORT AGREEMENT WITH EPIC SYSTEMS CORPORATION AND A HOSTING SERVICES AGREEMENT WITH EPIC HOSTING, LLC, FOR AN ESTIMATED CUMULATIVE COST OF \$ 269,174,952 OVER TEN YEARS, AND FURTHER AUTHORIZING THE CHIEF EXECUTIVE OFFICER, OR HIS DESIGNEE, TO TAKE ALL NECESSARY ACTION TO EFFECTUATE SAME AND TO EXERCISE ANY AND ALL RIGHTS CONFERRED THEREIN - Sponsored by Rosa Costanzo, Senior Vice President, Strategic Sourcing Division, Supply Chain Management, Chief Procurement Officer, and Michael Garcia, Senior Vice President and Chief Information Officer, Jackson Health System**

**11 CALL TO ADJOURN - Amadeo Lopez-Castro III, Chairman**

## JOINT CONFERENCE AND EFFICIENCIES COMMITTEE MEETING MINUTES

Wednesday, February 26, 2025  
Followed the Remark(s), Announcement(s), Presentation(s)

Ira C. Clark Diagnostic Treatment Center  
Conference Room 259

### **Joint Conference and Efficiencies Committee**

Laurie Weiss Nuell, Chairwoman  
Walter T. Richardson, Vice Chairman  
Amadeo Lopez-Castro, III  
Antonio L. Argiz  
Carmen M. Sabater  
Senator Alexis Calatayud  
Mojdeh L. Khaghan

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**Members Present:** Laurie Weiss Nuell, Walter T. Richardson, Carmen M. Sabater, Senator Alexis Calatayud and Mojdeh L. Khaghan

**Member(s) Excused:** Amadeo Lopez-Castro III and Antonio L. Argiz

**In addition to the Committee members, the following staff members and Assistant Miami-Dade County Attorneys were present:** Carlos A. Migoya, David Zambrana, Chris A. Ghaemmaghami MD, Vicky Sabharwal, Dante Durand MD, Lashonda Jones; and Christopher Kokoruda and Laura Llorente, Assistant Miami-Dade County Attorneys

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### **1. CALL TO ORDER**

Laurie Weiss Nuell, Chairwoman, Joint Conference and Efficiencies at 11:07 a.m.

### **2. APPROVAL OF THE COMMITTEE MEETING MINUTES FOR JANUARY 29, 2025**

*Mojdeh L. Khaghan moved approval;  
seconded by Walter T. Richardson, and  
carried without dissent.*

### **3. JACKSON HEALTH SYSTEM CHIEF PHYSICIAN EXECUTIVE REPORT**

Dr. Chris A. Ghaemmaghami, Executive Vice President and Chief Clinical Officer, emphasized the importance of creativity and teamwork in healthcare to ensure that the right care is delivered to the right patient at the right time, with consistency, accuracy, and without error, waste, or defects. He shared a case from Jackson Behavioral Hospital involving a young female patient experiencing psychosis, delusions, and disorganized thoughts, making it difficult for her to provide accurate personal information.

**3. JACKSON HEALTH SYSTEM CHIEF PHYSICIAN EXECUTIVE REPORT (*Continued*)**

The two team members helping the patient were a patient registration access employee and a second-year psychiatry resident. Both worked collaboratively to identify the patient, who was unable to provide consistent personal information. Despite the patient offering six different names, the team noticed that she always provided the same date of birth. By cross-referencing databases, including the Cerner system and external resources like mugshots.com, they eventually identified the patient, retrieved her medical records, and provided the necessary care. The team's challenge was to treat the patient safely and effectively. This example showcased the professionalism, creativity, and effective interdisciplinary teamwork that are critical to delivering safe, effective, and respectful care.

Dr. Ghaemmaghami noted that mental health disorders are a significant burden both locally and nationally, with statistics indicating that one in eight individuals may experience serious mental health issues, such as depression, psychosis, anxiety, or bipolar disorder. Additionally, the epidemic among young people is alarming, with current estimates suggesting that approximately 35% of individuals aged 18 to 25 suffer from significant mental illness.

Given this growing burden, Dr. Ghaemmaghami highlighted the importance of providing the best care both technically and socio-culturally. He praised the behavioral health team's interdisciplinary approach, which has shown promising outcomes, including the introduction of Dialectical Behavior Therapy (DBT), a program that is both unique and impactful.

**4. CREDENTIALS COMMITTEE ACTIVITY REPORT**

With there being no significant issues to report, Dr. Chris Ghaemmaghami, Executive Vice President, Chief Physician Executive and Chief Clinical Officer at Jackson Health System, recommended that the committee accept the Credentials Committee Activity Report for the month of February 2025 as presented along with a favorable recommendation to the Board of Trustees for approval. The physicians' files were thoroughly reviewed by the Executive Medical Committee of the Medical Staff. Details of the report was included in the agenda.

**5. ANNUAL QUALITY REPORTS**

**5a. JACKSON BEHAVIORAL HEALTH HOSPITAL ANNUAL QUALITY REPORT**

Vicky Sabharwal, Vice President and Chief Executive Officer, Jackson Behavioral Health Hospital presented the annual quality report, highlighting several positive trends and initiatives for Fiscal Year 2024:

**Admissions and Length of Stay:**

- Both admissions and length of stay showed positive trends, with the average daily census dropping to 109 patients due to a reduction in length of stay.

**Emergency Department (ED) Crisis Visits:**

- Telehealth services were contracted to Jackson Medical Facilities, reducing ED volume, but increasing direct admissions. This improved ED metrics related to length of stay and occupancy requests.

**Outpatient Behavioral Health:**

- Volume increased for both adult and pediatric outpatient services. There was a focus on in-person initial appointments, contributing to a decrease in telehealth appointments compared to the prior fiscal year. Medication management appointments saw a slight decrease, while therapy, clinical assessment, and psychological evaluation appointments increased.

**5a. JACKSON BEHAVIORAL HEALTH HOSPITAL ANNUAL QUALITY REPORT (*Continued*)**

**Patient Safety Initiatives:**

- Focus on reducing workplace violence incidents, with below-average national rates for physical restraints and seclusion. The goal remains to utilize the least restrictive interventions, aided by techniques such as de-escalation, enhanced activity schedules, and medication management.
- Metabolic screening for patients on antipsychotics showed steady improvement, maintaining above-average performance. The checklist system for labs and improved collaboration between departments contributed to this success.
- Tobacco use treatment at discharge showed consistent improvement, with increased documentation and utilization of nicotine replacement therapy.

**Transition of Care and Discharge Metrics:**

- The team improved the transition record process, ensuring all discharge elements were captured accurately and timely. Though progress was made, there are still challenges in obtaining all necessary discharge elements for certain patients.
- 30-day readmissions remained below the national average, with successful care coordination, comprehensive discharge planning, and the use of long-acting injectables.

**Fall Prevention and Safety:**

- Falls, particularly those resulting in injury, remained below the national average, with zero falls reported in the last quarter of FY 2024. Continued success is attributed to the Fall Prevention Protocol, which includes screening and implementing fall precautions.

**Workplace Violence and Patient Safety:**

- Workplace violence incidents, including verbal threats and physical assaults, were reduced compared to system averages, with workplace assault incidents averaging 10 per quarter (patient-to-employee) and 7 per quarter (patient-to-patient).

**Patient Experience:**

- Patient satisfaction was high, with a 96% or higher rating overall. Areas for improvement included meal portion sizes.

**Fiscal Year 2024 Accomplishments:**

- Exceeded net income targets, achieved quality and safety goals, and earned designation as a Behavioral Health Teaching Hospital.
- Launched the Behavioral Health service line, implemented ObservSmart, and completed the ligature-resistant unit renovation project.

**Fiscal Year 2025 Priorities:**

- Implement safety management and response teams, continue the Pathway to Excellence journey, maintain the Behavioral Health Teaching Hospital designation, and expand services such as psychosocial rehabilitation and an intensive inpatient DBT program. Additionally, patient experience surveys will be implemented at Jackson South Medical Center, with a focus on exceeding productivity, volume, patient experience, and quality goals.

Ms. Sabharwal and her team were recognized for their good work and accomplishments at the Jackson Behavioral Hospital for meeting the patients' needs and providing outstanding care.

**JOINT CONFERENCE AND EFFICIENCIES COMMITTEE MEETING MINUTES – February 26, 2025**

**6. RESOLUTIONS RECOMMENDED TO BE ACCEPTED**

**6.a RESOLUTION APPROVING THE MEDICAL STAFF AND HEALTH PROFESSIONAL AFFILIATE STAFF MEMBERSHIP AND CLINICAL PRIVILEGES; APPROVING INITIAL APPOINTMENTS, REAPPOINTMENTS AND CLINICAL PRIVILEGES AND ACTIVITIES; APPROVING MODIFICATIONS TO MEDICAL STAFF MEMBERSHIP CATEGORY AND CLINICAL PRIVILEGES; ACCEPTING RESIGNATIONS AND LEAVES OF ABSENCE – FEBRUARY 2025 -** Sponsored by *Chris A. Ghaemmaghami, MD, Executive Vice President, Chief Physician Executive and Chief Clinical Officer, Jackson Health System*

**MOTION TO ACCEPT THE RESOLUTION WITH A FAVORABLE RECOMMENDATION TO THE BOARD OF TRUSTEES**

*Senator Alexis Calatayud moved to accept the resolutions; seconded by Mojdeh L. Khaghan, and carried without dissent.*

**9. CALL TO ADJOURN**

Laurie Weiss Nuell, Chairwoman, Joint Conference and Efficiencies Committee at 11:37 a.m.

**Meeting Minutes Prepared by** Lourdes Cuevas  
Executive Assistant  
Public Health Trust Board of Trustees

## PURCHASING AND FACILITIES SUBCOMMITTEE MEETING MINUTES

**Wednesday, February 26, 2025**  
**Followed the Joint Conference and Efficiencies Committee Meeting**

**Ira C. Clark Diagnostic Treatment Center**  
**Second Floor Conference Room 259**

### **Purchasing and Facilities Subcommittee**

Walter T. Richardson, Chairman  
Carmen M. Sabater, Vice Chairwoman  
Antonio L. Argiz  
Amadeo Lopez-Castro, III  
Laurie Weiss Nuell  
Senator Alexis Calatayud  
Mojdeh L. Khaghan

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**Member(s) Present:** Walter T. Richardson, Carmen M. Sabater, Mojdeh L. Khaghan, Laurie Weiss Nuell and Senator Alexis Calatayud

**Member(s) Excused:** Antonio L. Argiz and Amadeo Lopez-Castro III

**In addition to the Subcommittee members, the following staff members and Assistant Miami-Dade County Attorneys were present:** Carlos A. Migoya, David Zambrana, Rosa Costanzo; Amber Lawhorn; and Christopher Kokoruda and Laura Llorente, Assistant Miami-Dade County Attorneys

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### **1. CALL TO ORDER**

Walter T. Richardson, Chairman, Purchasing and Facilities Sub-Committee at 11:38 a.m.

### **2. APPROVAL OF THE SUBCOMMITTEE MEETING MINUTES FOR JANUARY 29, 2025**

*Mojdeh L. Khaghan moved approval;  
seconded by Carmen M. Sabater, and carried  
without dissent.*

### **3. PURCHASING**

#### **3a. Purchasing Report Summary**

Rosa Costanzo, Senior Vice President, Strategic Sourcing, Supply Chain Management and Chief Procurement Officer, Jackson Health System, presented a summary of the February 2025 Purchasing Report. The Purchasing Report vetted and assembled by the Procurement Management Department with the participation of the directors and staff, all subject to review by the chief procurement officer, consultation with the executive staff and the president, and reviewed for legal sufficiency by the County Attorney's Office. Members of the subcommittee individually briefed regarding each of the proposed purchase agreements. Details of the items listed in the report were included in the agenda.

## **PURCHASING AND FACILITIES SUBCOMMITTEE MEETING MINUTES – February 26, 2025**

### **3a. Purchasing Report (Continued)**

Proposed vendor requests for February 2025:

<b><u>Proposed Vendors</u></b>	<b><u>Proposed Vendor Requests</u></b>
STERIS Instrument Management Services, Inc.:	\$644,875
The Chartis Group:	\$405,000
McKinsey & Company, Inc. Washington D.C.:	\$1,500,000
Medtronic USA, Inc.:	\$1,361,001
Medtronic USA, Inc.:	\$2,559,851
LifeNet Health, Inc.:	\$1,536,410
AYBH Managed Care Consulting, LLC:	\$355,000
	For Five Months
	For One Year
	For Three Years
	For Three Years
	For One Year
	For Three Years
	For One Year

Procurement completed an orderly administrative process with each item to bring the best value (cost, quality and outcome) with each project.

### **3b. Competitive Contracts Awarded or Renewed Under the Chief Procurement Officer Authority as of January 2025**

### **3c. Non-Competitive Contracts Awarded or Renewed Allowed Under the Chief Procurement Officer Authority as of January 2025**

### **3d. Key Performance Indicators (KPI) for Procurement**

Details of the regular standing reports (agenda items 3a to 3d) were included in the agenda.

## **4. ANNUAL SMALL BUSINESS ENTERPRISE REPORT**

Amber Lawhorn, Director of Responsible Sourcing, presented Jackson Health System's (JHS) achievements in engaging local small businesses during fiscal year 2024. The SBE Program, which certifies businesses through the Miami-Dade County Small Business Enterprise Program, is race and gender neutral and based on revenue criteria. The program includes three categories: Goods Services, Construction, and Architectural/Engineering. JHS ensures local small business participation through comprehensive reviews, internal awareness, vendor outreach, and community engagement.

In fiscal year 2024, JHS made \$25.6 million in payments to SBE prime vendors, contributing to a total of \$67 million in payments to small businesses as both prime and subcontractors. These efforts support local job creation, increase tax revenues, and spur community development. Additionally, JHS issued \$125.1 million in payments to historically underutilized suppliers, reflecting the system's commitment to diversity and community engagement.

To celebrate Small Business Week (May 4-10), JHS will host a celebration to highlight local partners, discuss successes, and further promote the positive impact on the local economy.

Ms. Lawhorn was recognized by Mr. Migoya and the committee for her exceptional work with the SBE Program.

## 5. FACILITIES REPORT – QUARTERLY CONSTRUCTION PROJECTS UPDATE

*Presented by Isa M. Nunez, Vice President of Facilities Design and Construction*

### Key Projects:

- Ambulatory Care Center (ACC)
  - First and fifth floors renovation.
  - First floor will include adult clinics (infusion and hemo-oncology).
  - Fifth floor will house Dermatology, Dental Clinic, and special immunology.
  - Expected construction to begin before the end of the year.
- Pediatric Clinics at Jackson South & Jackson West Medical Centers
  - Pediatric Specialty and additional clinics to be brought into medical offices.
  - Construction expected to start by year-end and open next year.
- Highland Professional Building & Garage 40-Year Certification Repairs
  - Repairs on Yellow Garage to begin late summer.
- Jackson South Medical Center Parking Garage Design-Build
  - Ongoing design-build project.
  - Emergency Department cosmetic renovation in early stages.
  - Impact-resistant window replacement approval granted.
  - Ongoing 50-year recertification, including lighting work.
- Jackson North Medical Center Pharmacy Renovation & MRI Replacement
  - Projects running parallel with permitting underway, expected to start next month.

### Construction This Year:

- Emergency Department – Progressing well.
- ACC West Basement Renovation (Jackson Learning Center) – Last department from Jackson Medical Towers, progressing well.
- East Tower Pediatric Hybrid OR – Pending AHCA inspection in April.
- Ryder Trauma Center 4th Floor Burn Unit – Design completed; permitting to begin next month.
- Ryder Trauma Center 30-Year & East Tower 40-Year Structural Repairs – Projects running concurrently.
- Garages Red and Green – Red Garage completion expected in 2 months; Green Garage to continue construction throughout the year.
- Jackson South CT Scan Replacement & Operating Room Cath Lab – Pending AHCA inspections in March.

### Completed Projects:

- Diagnostic Treatment Center (DTC) Vertical Expansion Phase 3 Shell – Completed last year.
- Employee Health Services & Jackson HR Connect – Completed last year.
- Behavioral Health Anti-Ligature Renovations – Completed after 2 years and 9 phases.

### Work in Progress:

- Pediatric Hybrid Operating Room – Equipment delivery in March; AHCA inspection in April.
- Ambulatory Care Center West Basement (Jackson Learning Center) – Expected completion by June.
- Jackson South Medical Center CT Replacement – Flooring completed; smaller equipment arriving next week.
- Jackson South Medical Center Cath Lab Replacement – Slight delay of one day, flooring work ongoing.

## **PURCHASING AND FACILITIES SUBCOMMITTEE MEETING MINUTES – February 26, 2025**

### **Work in Progress: (Continued)**

- Jackson Memorial Hospital Emergency Department Expansion
  - Progress in glass and glazing work, drying to be completed next month.
  - Ongoing work: Ambulance entrance, exterior curtain wall, contaminated soil removal, lobby work, and chilled water switchovers.
  - Path to opening:
    1. March 2025: Building Dry-In
    2. July 2025: Permanent electricity
    3. Nov-Dec 2025: Systems testing
    4. January 2026: Construction complete
    5. Jan-Feb 2026: Furniture, equipment move-in, and staff training.
- Jackson Memorial Hospital Emergency Department Third Floor Shell
  - 54,000 additional square feet.
  - Future consolidation of Interventional Radiology, Cath Angio, and Neuro.
  - A second helipad will be added for redundancy.
  - Shell completion expected by first patient day in the new Emergency Department.

After a detailed presentation, the committee members congratulated Ms. Nunez for the thorough update on the ongoing and upcoming construction projects.

## **6. RESOLUTIONS RECOMMENDED TO BE ACCEPTED**

Christopher Kokoruda, Assistant Miami-Dade County Attorney read into the record the resolution recommended:

### **6.a**

**RESOLUTION AUTHORIZING AND APPROVING A WARD OF BIDS AND PROPOSALS, WAIVER OF BIDS, AND OTHER PURCHASING ACTIONS FOR FEBRUARY 2025, IN ACCORDANCE WITH THE PUBLIC HEALTH TRUST'S PROCUREMENT POLICY, RESOLUTION NO. PHT 08/2020-041** - *Sponsored by Rosa Costanzo, Senior Vice President Strategic Sourcing, Supply Chain Management and Chief Procurement Officer, Jackson Health System*

### **MOTION TO ACCEPT THE RESOLUTION WITH A FAVORABLE RECOMMENDATION TO THE FISCAL COMMITTEE**

*Carmen M. Sabater, moved to accept the resolution; seconded by Mojdeh L. Khaghan, and carried without dissent.*

## **7. CALL TO ADJOURN**

Walter T. Richardson, Chairman, Purchasing and Facilities Subcommittee at 12:11 p.m.

### **Meeting Minutes Prepared by:**

Lourdes Cuevas  
Executive Assistant  
Public Health Trust Board of Trustees

## FISCAL COMMITTEE MEETING MINUTES

Wednesday, February 26, 2025  
Followed the Purchasing and Facilities Subcommittee

**Ira C. Clark Diagnostic Treatment Center  
Conference Room 259**

**Fiscal Committee**

Carmen M. Sabater, Chairwoman  
Antonio L. Argiz, Vice-Chairman  
Amadeo Lopez-Castro, III  
Laurie Weiss Nuell  
Walter T. Richardson  
Senator Alexis Calatayud  
Mojdeh L. Khaghan

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**Member(s) Present:** Carmen M. Sabater, Walter T. Richardson, Laurie Weiss Nuell, Mojdeh L. Khaghan and Senator Alexis Calatayud

**Member(s) Absent:** Amadeo Lopez-Castro III and Antonio L. Argiz

**In addition to the Committee members, the following staff members and Assistant Miami-Dade County Attorneys were present:** Carlos A. Migoya, David Zambrana and Adriana Herrera; Christopher Kokoruda and Laura Llorente, Assistant Miami-Dade County Attorneys

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**1. CALL TO ORDER**

Carmen Sabater, Chairwoman, Fiscal Committee at 12:11 p.m.

**2. APPROVAL OF THE COMMITTEE MEETING MINUTES FOR JANUARY 29, 2025**

*Mojdeh L. Khaghan, moved approval;  
seconded by Senator Alexis Calatayud, and  
carried without dissent.*

**3. PUBLIC HEALTH TRUST JACKSON HEALTH SYSTEM CONSOLIDATED FINANCIAL STATEMENTS  
ENDED JANUARY 2025**

Ms. Adriana Herrera, Vice President of Finance, provided an overview of Jackson Heath System's consolidated financial performance for the month ending in January 2025.

**Financial Performance:** January marked the third consecutive month of positive income. Inpatient admissions are increasing, exceeding the budget by 7.6%. The Case Mix Index (CMI), which measures patient acuity, is at its highest this fiscal year, though Emergency Department volume is slightly below budget. The shortfall is mainly due to lower-acuity patient admissions, which result in lower reimbursement rates.

**3. PUBLIC HEALTH TRUST JACKSON HEALTH SYSTEM CONSOLIDATED FINANCIAL STATEMENTS  
ENDED JANUARY 2025 (Continued)**

**Operating Expenses:** Total operating expenses are 1% below budget, with the savings primarily coming from salaries and wages. Efficiencies in managing length of stay, productivity, and overtime have contributed to these results. Length of stay in January was 4.4% below budget, and the increase in patient acuity was 3%. FTEs per adjusted occupied bed is 2% below budget, and overtime as a percentage of productive hours has dropped to 3.9%.

**January Performance:** Jackson Health System closed January with a net income of \$3.7 million, exceeding the budget by \$900,000. Year-to-date net income is \$8.8 million, which is \$2.5 million above the budget. Last year, during this time, the system was under budget, reporting a loss of \$13 million.

**Cash on Hand and Line of Credit:** Days of cash on hand is at 29, which is below the budget due to timing issues, including the lack of a supplemental payment. As a precaution, Jackson Health System drew \$75 million from its line of credit to ensure sufficient working capital. The line of credit was taken out last year for \$100 million following a healthcare breach. The system plans to use the supplemental payments to repay the line of credit.

**4. PURCHASING AND FACILITIES SUBCOMMITTEE REPORT**

The Purchasing and Facilities Subcommittee met on February 26, 2025. The subcommittee reviewed, accepted and forwarded to the Fiscal Committee with a favorable recommendation to accept as presented the February 2025 Purchasing Report.

**5. GRANTS OPERATION REPORTS**

**5.a GATE PROGRAM MONITORING RESULTS AND UPDATES**

**5.b PEDIATRIC CENTER FISCAL YEAR 2023 – 2024**

Ms. Adriana Herrera presented the Grants Operations Reports to comply with the Miami-Dade County Office of Management and Budget Requirements.

**6. RESOLUTION RECOMMENDED TO BE ACCEPTED**

**6.a**

**RESOLUTION AUTHORIZING AND APPROVING AWARD OF BIDS AND PROPOSALS,  
WAIVER OF BIDS, AND OTHER PURCHASING ACTIONS FOR FEBRUARY 2025, IN  
ACCORDANCE WITH THE PUBLIC HEALTH TRUST'S PROCUREMENT POLICY,  
RESOLUTION NO. PHT 11/2023-064 - Sponsored by Rosa Costanzo, Senior Vice President, Strategic  
Sourcing, Supply Chain Management and Chief Procurement Officer, Jackson Health System**

**MOTION TO ACCEPT AGENDA ITEM (6.a) RESOLUTION WITH FAVORABLE  
RECOMMENDATION TO THE PUBLIC HEALTH TRUST BOARD OF TRUSTEES**

*Mojdeh L. Khaghan, moved to accept the  
resolutions; seconded by Senator Alexis Calatayud,  
and carried without dissent.*

**FISCAL COMMITTEE MEETING MINUTES – February 26, 2025**

**7. CALL TO ADJOURN**

Carmen M. Sabater, Chairwoman at 12:15 p.m.

**Meeting Minutes Prepared by:** Lourdes Cuevas  
Executive Assistant  
Public Health Trust Board of Trustees

## STRATEGY AND GROWTH COMMITTEE MEETING MINUTES

**Wednesday, February 26, 2025**  
**Followed the Fiscal Committee Meeting**

**Ira C. Clark Diagnostic Treatment Center**  
**Conference Room 259**

### **Strategy and Growth Committee**

Amadeo Lopez-Castro III, Chairman  
Laurie Weiss Nuell, Vice-Chairwoman  
Antonio L. Argiz  
Walter T. Richardson  
Carmen M. Sabater  
Senator Alexis Calatayud  
Mojdeh L. Khaghan

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**Member(s) Present:** Laurie Weiss Nuell, Carmen M. Sabater, Senator Alexis Calatayud, Walter T. Richardson and Mojdeh, L. Khaghan

**Member(s) Excused:** Amadeo Lopez-Castro III and Antonio L. Argiz,

**In addition to the Committee members, the following staff members and Assistant Miami-Dade County Attorneys were present:**  
Carlos A. Migoya, David Zambrana, Michelle Kligman, Michael A. Garcia, George Rosello; Christopher Kokoruda and Laura Llorente, Assistant Miami-Dade County Attorneys

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### **1. CALL TO ORDER**

Laurie Weiss Nuell, at 12:16 p.m.

### **2. APPROVAL OF THE COMMITTEE MEETING MINUTES FOR JANUARY 29, 2025**

*Walter T. Richardson, moved approval;  
seconded by Mojdeh L. Khaghan, and  
carried without dissent.*

### **3. AGREEMENT BETWEEN THE PUBLIC HEALTH TRUST AND CARLOS A. MIGOYA, CHIEF EXECUTIVE OFFICER, JACKSON HEALTH SYSTEM**

Mr. Carlos A. Migoya, Chief Executive Officer of Jackson Health System (JHS), exited the room to allow Michelle M. Kligman, Executive Vice President and Chief Human Resources Officer, to present the agreement between the Public Health Trust and Mr. Migoya. Ms. Kligman informed the committee that Mr. Migoya's current contract will end on June 17, 2025. The new contract will be effective from February 2025 to June 2027. This is a 28-month agreement, with the Chair of the Public Health Trust having the option to renew the contract for two additional two-year terms.

The market has continued to evolve since the approval of Mr. Migoya's last contract in 2023. The recommendations presented are consistent with the compensation market study for the role of Chief Executive Officer (CEO), completed by Gallagher. The market analysis compared JHS to other not-for-profit healthcare organizations of similar size and complexity. While Mr. Migoya's salary has increased over the years in recognition of his performance, it remains below the industry standard for CEOs of comparable organizations. Specifically, Mr. Migoya's current total compensation is positioned 24% or more below the median target of blended

**3. AGREEMENT BETWEEN THE PUBLIC HEALTH TRUST AND CARLOS A. MIGOYA, CHIEF EXECUTIVE OFFICER, JACKSON HEALTH SYSTEM (*Continued*)**

peer groups in the Academic National Florida and Public Peer Group markets, and an increase is recommended to both his base pay and allowance.

Even with the recommended increases to Mr. Migoya's total compensation, he would still remain below the 50th percentile of the National Academic and Florida Peer Groups. Furthermore, Mr. Migoya's new total compensation package would rank 6th out of 21 healthcare systems in the Public Peer Group with revenues greater than \$1 billion. No other changes to his contract are recommended at this time.

Members of the committee thanked Mr. Migoya for his long-term service, noting that his continued leadership demonstrates his commitment to the system and to the people of Miami-Dade County.

**4. INFORMATION TECHNOLOGY REPORT**

Mr. Michael A. Garcia, Senior Vice President and Chief Information Officer, introduced Mr. George Rosello, Associate Vice President of Digital Transformation, to present an update on Artificial Intelligence (AI).

Mr. Rosello began by discussing AI advancements, noting that the field has evolved into two primary categories. The first, "Classical AI," includes machine learning, which has been in use for many years and is well understood today. Examples of classical AI include patient safety and quality predictive measures embedded in Cerner, as well as computer-aided technology in Radiology systems, which have also evolved into predictive, machine-learning-based tools. These systems share a common process of acquiring, analyzing data, identifying patterns, and producing classifications or predictions.

The second category, "Generative AI," has gained significant attention in recent years. Unlike classical AI, generative AI can create content that was once only possible through human input. Mr. Rosello emphasized JHS's intention to leverage this technology as part of its ongoing AI journey. Key technologies approved for purchase, including a new platform called "Data Universe," will allow JHS to expand its data capabilities far beyond the current data warehouse. This platform will support both self-service business intelligence (BI) and advanced AI use cases, such as generative AI.

Mr. Rosello described how the data science team is working on customized solutions for JHS, with a focus on improving population health by identifying and addressing vulnerable populations. They are also working on improving Emergency Department capacity and reducing patient length of stay.

A key initiative involves the development of a "digital worker," a system that can perform tasks traditionally done by humans, such as interacting with applications and emails. One example is the use case for scheduling: when a patient cancels an appointment, the digital worker can immediately remove the appointment from the schedule, freeing up the slot for another patient. It can also move the patient into the scheduling queue for rescheduling, eliminating the manual steps typically required and improving data quality. The digital worker ensures that canceled appointments are not mistakenly recorded as no-shows, providing more accurate data on patient behavior.

Looking forward, Mr. Rosello noted that the digital workforce will expand into other areas, including procurement, human resources, and employee turnover prediction. The team will also continue working on Emergency Department capacity and population health initiatives. Self-service BI tools will be enhanced, and data science will play a key role in improving processes across JHS.

The implementation of these AI systems is expected to take three years, with regular updates provided throughout the process.

**5. RESOLUTION RECOMMENDED TO BE ACCEPTED**

**5.a**

**RESOLUTION ACCEPTING AND APPROVING THE AGREEMENT BETWEEN THE PUBLIC HEALTH TRUST AND CARLOS A. MIGOYA, M.B.A.; AUTHORIZING THE CHAIRPERSON OF THE BOARD OF TRUSTEES TO EXECUTE SAME AND TAKE ALL NECESSARY FURTHER ACTION TO ACCOMPLISH THE PURPOSE OF THIS RESOLUTION – Sponsored by Amadeo Lopez-Castro III, Chairman, Board of Trustees, Public Health Trust**

**MOTION TO ACCEPT THE RESOLUTION WITH A FAVORABLE RECOMMENDATION TO THE PUBLIC HEALTH TRUST BOARD OF TRUSTEES**

*Laurie Weiss Nuell, Vice-Chairwoman*

*Mojdeh L. Khaghan, moved approval;  
seconded by Senator Alexis Calatayud,  
and carried without dissent.*

**6. CALL TO ADJOURN**

Laurie Weiss Nuell, Vice-Chairwoman, Strategy and Growth Committee at 12:36 p.m.

**Meeting Minutes Prepared by:** Lourdes Cuevas  
Executive Assistant  
Public Health Trust Board of Trustees

**Monthly Report of Competitive Contracts Awarded or Renewed under the Chief Procurement Officer Authority in Accordance to Procurement Regulations**

**February 2025**

**For Information Only (Greater than \$100K)**

Vendor Name	Description	Cost Center & Director/VP	PO Number	PO Date	Contract Value	Contract Term	Procurement Method/Activity	UAP
AAA Automated Door Repair, Inc.	As needed door repair services for Jackson North Medical Center	58480 Jared Galloway	301410967 SERV	2/24/2025	\$ 100,000.00	3 Years	Piggyback City of Miami Beach ITB 2023-517-JP	Yes
Allied Contractors, Inc.	Construction services of hurricane retrofits for hardening with replacement of exterior windows and doors located at the Jackson Long Term Care Center facility	CAP08 Isa Nunez	101866046 CAPS	2/3/2025	\$ 2,136,000.00	180 days	Invitation to Bid SBE-C 100%	N/A
CDW Government, Inc.	January chargeback order for IT Minor Equipment	92812 Scott Judd	102115118	2/24/2025	\$ 108,913.97	10 Years 10 months	GPO Vizient Contract #IT0031	Yes
CDW Government, Inc.	December chargeback and stock order for IT Minor Equipment	92812 Scott Judd	101812570 101812578 101818913	2/7/2025	\$ 136,371.15	10 Years 10 months	GPO Vizient Contract #IT0031	Yes
Consolidated Electrical Distributors, Inc. d/b/a Mercedes Electric Supply	Owner's Direct Purchase of stripped neutrals and bond wires for ED Expansion project - change order #3	98007 Isa Nunez	100938399 ODP	2/12/2025	\$ 127,142.50	One Time	Request for Proposal RFP 15-13736-TC/ODP	N/A
Consolidated Electrical Distributors, Inc. d/b/a Mercedes Electric Supply	Owner's Direct Purchase of electrical materials for ED Expansion project	98007 Isa Nunez	102005677 ODP	2/7/2025	\$ 505,000.00	One Time	Request for Proposal RFP 15-13736-TC/ODP	N/A
Gerflor USA, Inc.	Owner's Direct Purchase of flooring materials for the ED Expansion project	98007 Isa Nunez	102213953 ODP	2/27/2025	\$ 649,866.42	One Time	Request for Proposal RFP 15-13736-TC/ODP	N/A
Lantheus Medical Imaging, Inc.	Definity Vials Injectable Contrast Media Solutions	83712 Ashley Lipscomb	200093979 SERV	2/21/2025	\$ 150,000.00	1 Year	GPO Vizient Contract #XR055	Yes
Olympus America, Inc.	Two (2) ERCP scopes for the Jackson Memorial GI Station	74406 Alejandro Cid	101923648	2/7/2025	\$ 105,890.18	5 Years	GPO Vizient Contract #CE7341	Yes
Olympus America, Inc.	GI therapeutic cart and supporting parts for the Jackson Memorial GI Station	74406 Alejandro Cid	101923649-0-CAP	2/14/2025	\$ 139,081.16	5 Years	GPO Vizient Contract #CE7341	Yes
Owens and Minor, Inc.	Modification to the Med/Surg Distribution Agreement incorporating adding PANDAC services at JMH, JNMC and JWMC	66207 Alejandro Cid 83701 Esteban Humeniuk 52021 Alberto Aboud	102016816 200457640 400390534	2/14/2025	\$ 378,880.00	5 Years	GPO Vizient Contract #D110MS	Yes
Quest Diagnostics Clinical Laboratories, Inc.	Modification to the Referral Lab Testing Services Agreement for additional funds incorporating 3rd party billing services for the Laboratory Department at JMH	72805 Sallie-Anne Wright 83736 Marie Josee Danois 50760 Marianul Pinon 52031 Natacha Vega	100416564 SERV 200093196 SERV 300032503 SERV 400021746 SERV	2/26/2025	\$ 4,282,044.48	85 months	Modification Vizient GPO Agreement LB0593	Yes
Roche Diagnostics	EBV, CMV and PCR Reagents for the Laboratory Department at JMH	72105 Sallie-Anne Wright	102005111 102004707	2/6/2025	\$ 118,939.02	One Time	GPO Vizient Contract #LB0142	Yes
W.W. Grainger, Inc.	Keepstock MRO Inventory Management Services - change order 3 to increase funds and renew agreement	80103 Jaime Alfayate	100420186 SERV	2/12/2025	\$ 115,000.00	4 Years	GPO Vizient Contract #FM0020	Yes

3. "US Communities" means a contract competitively awarded by the U.S. Communities governmental purchasing alliance as a "cooperative contract".

4. "OTR" means "Option to Renew".

5. "Contract Value" corresponds to the fixed "Contract Term" that has been awarded or rewarded (not to future OTR's).

6. "RFP" means competitive Request for Proposals (or Qualifications) procurement process performed by the JHS Procurement Management Department.

7. "ITB" means competitive Invitation to Bid (or Quote) procurement process performed by the JHS Procurement Management Department.

8. "UAP" means User Access Program

9. "ODP" means Owner Direct Purchase, a tax exempt purchase made by JHS on behalf of our Construction Managers for building materials that will be incorporated into our capital projects.

AS - "AS" means a Jackson Health System approved standard

E Exclusion as per UAP program: i.e., Federal Grant, etc.

Yes Incorporated into the purchase as either discount on invoice or discount upfront

N/A No, did not apply to procurement. Either an emergency purchase or contract was executed or extended before UAP was implemented

**Monthly Report of Non-Competitive Contracts Awarded Allowed Under CPO Authority**  
**February 2025**  
**For Information Only**

Vendor	Description	Cost Center & Director/VP	PO Number	PO Date	Contract Value	Contract Term	Procurement Method/Activity	UAP
Abbott Laboratories	CentriMag Blood Pump for Jackson Memorial Hospital's OR Dept.	66207 Alejandro Cid	101872579	2/25/2025	\$ 12,600.00	One Time	Bid Waiver	Yes
Ares Construction Corp.	Emergency build back after mold remediation of Medicaid Office at Jackson North Medical Center	58480 Jared Galloway	301287757 EMER	2/12/2025	\$ 37,940.00	One Time	Emergency SBE-C 100%	Yes
ASE Telecom & Data, Inc.	IT closet relocation and cabling for Jackson South Deering Medical Plaza Suite 290 A & B	88103 Jennifer Cortes	102005502 SERV	2/6/2025	\$ 19,170.30	8 Years	Bid Waiver Standardization SBE 10%	Yes
Berlin Heart, Inc.	Emergency procurement of arterial cannulas for the PICU	62505 Pedro Alfaro	102118202 CAPS	2/18/2025	\$ 29,175.00	One Time	Emergency	Yes
Blizzard Air Conditioning, LLC	Emergency replacement of a blower wheel at Jefferson Reaves Health Center	1475 Michelle Plantada	101947344 EMER	2/5/2025	\$ 15,774.00	One Time	Emergency SBE-C 100%	Yes
Boston Scientific Corp.	VNS implant	74206 Josen Thomas	102200469	2/26/2025	\$ 18,000.00	One Time	Bid Waiver	Yes
Echonus NA, Inc.	Kosmos Plus system for the Pediatric Urology Dept.	62406 Pedro Alfaro	102053060 CAP	2/12/2025	\$ 13,000.00	Capital Purchase	Bid Waiver	Yes
Eddy Martinez Plumbing Services, Inc.	Emergency reheat line replacement at Jackson North Medical Center	58480 Jared Galloway	301287758 EMER	2/12/2025	\$ 20,902.00	One Time	Emergency SBE-C 100%	Yes
ESI Consulting Engineers, Inc.	Mechanical engineering assessment of the HVAC system of AHU-13 located at Jackson South Medical Center	83830 Raul Moreno	200455604 SERV	2/12/2025	\$ 20,641.06	One Time	Bid Waiver SBE-A/E 100%	N/A
GermFree Laboratories, LLC	Six-foot (6') Laminar Flow Glovebox	73005 Karen Pasternac	101937516 CAP	2/6/2025	\$ 41,426.25	Capital Purchase	Bid Waiver Standardization	Yes
Innovative Product Achievements, LLC d/b/a IPA, LLC	IPA Scrubex MV dispenser/receiver for JHS Hospitalist Nursing	67804 Isa Nunez	102188280 CAP	2/25/2025	\$ 73,554.00	Capital Purchase	Bid Waiver Standardization	Yes
Medtronic USA, Inc.	SynchroMed III intrathecal drug delivery system and related consumables	66207 Jorge Areces	As Ordered	2/26/2025	\$ 249,000.00	2 Years	Bid Waiver Sole Source	Yes
MicroGenDx	Bacterial identification sequencing technology	72805 Jeffrey Plassins	101719897	2/27/2025	\$ 50,000.00	2 Years	Bid Waiver	Yes
Natus Medical, Inc.	RetCam Envision Ophthalmic Imaging System for the Main Operating Room	66207 Jorge Areces	102124962 CAP	2/19/2025	\$ 132,484.90	Capital Purchase	Bid Waiver	Yes
Optimum Healthcare IT, LLC	Data and Analytics Governance advisor	93200 Andrew Figueroa	101987687	2/18/2025	\$ 77,500.00	4 Years	Bid Waiver	Yes
Premier Air Conditioning	New blower wheel for AHU 183 at Jackson Memorial Medical Center	80103 Jaime Alfayate	102113418 CAPS	2/25/2025	\$ 63,279.24	One Time	Bid Waiver SBE-C 100%	Yes
Procept Biorobotics Corp.	Probe for Jackson North Medical Center's Surgical Dept.	57021 Sherly Thomas	301417467	2/28/2025	\$ 17,500.00	One Time	Bid Waiver	Yes
Procept Biorobotics Corp.	AquaCare post warranty services for the Aquabeam Robotic System at Jackson West Medical Center	52021 Alberto Aboud	40039318 SERV	2/20/2025	\$ 160,000.00	4 Years	Bid Waiver	Yes
RJ Lee Group	Wipe sampling and lab analysis	80203 Eric Mendez	102187821 SERV	2/25/2025	\$ 39,725.00	6 months	Bid Waiver	Yes

**Monthly Report of Non-Competitive Contracts Awarded Allowed Under CPO Authority**  
**February 2025**  
**For Information Only**

Sonomed, Inc.	Ophthalmic Ultrasound VUPAD B/UBM/A system with accessories for the Main Operating Room	66207 Jorge Areces	102058172 CAP	2/12/2025	\$ 39,245.00	Capital Purchase	Bid Waiver	Yes
Staffbase Canada Systems, Inc.	Employee email onboarding	95714 Matthew Pinzur	101743861 SERV	2/3/2025	\$ 27,285.52	1 Year	Bid Waiver	Yes
Witt/Kieffer, Inc.	Executive recruitment services	96214 Solara Mahjoub	100602303	2/4/2025	\$ 148,900.00	2 Years	Bid Waiver	Yes

**Legacy System**

Legacy system means a system including, but not limited to computer software, computer hardware, and biomedical equipment that are fully integrated into the daily operations of one or more departments or are considered strategic in nature or are unique to the provider, manufacturer, distributor, and / or provider. The Purchase of support, maintenance, upgrades, and necessary expansions of legacy systems shall not be subject to the requirements of the Procurement Regulation relating to competitive process.

Vendor	Description	Cost Center & Director/VP	Contract Number	Contract Date	Contract Value	Contract Term	Procurement Method/Activity	UAP
Carahsoft Technology Corp.	Zoom licenses renewal	92512 Scott Judd	101931867	2/4/2025	\$ 299,434.79	1 Year	Legacy NASPO Agreement No, 43230000-NASPO-16-ACS	Yes
Carahsoft Technology Corp.	Zoom licenses renewal for the Bariatric Zoom Telehealth Integration	87111 Jennifer Cortes	102213951	2/27/2025	\$ 4,295.70	1 Year	Legacy NASPO Agreement No, 43230000-NASPO-16-ACS	Yes
CDW Government, Inc.	F5 Premium Service technical support	92819 Scott Judd	101996036	2/14/2025	\$ 7,200.00	1 Year	Legacy	Yes
CSPI Technology Solutions	Barracuda Message Archiver 950 renewal	92819 Scott Judd	102052680 102188660	2/26/2025	\$ 141,300.00	3 Years	Legacy	Yes
Hotwire Communications, Ltd.	3G DIA service renewal	92818 Scott Judd	102013771	2/14/2025	\$ 31,980.00	2 Years	Legacy	Yes
Huntington Technology Finance	Omnicell automated medication dispensing cabinets for the Jackson North Medical Center Emergency Pharmacy Dept.	57170 Luis Alfonso	301023187 CAP	2/5/2025	\$ 42,977.00	One Time	Legacy	Yes
IdeaCom Healthcare Communications of Florida, Inc.	Novus Connect Master Nurse Call console replacement for Jackson North Medical Center	58480 Jared Galloway	301361655 SERV	2/21/2025	\$ 11,550.05	3 Years	Legacy PSA Agreement 7.28.22-7.28.25 / Vizient CE2605	Yes
IdeaCom Healthcare Communications of Florida, Inc.	NOVUS Connect Master Nurse Call console for West Wing 12	98006 Ademola Akinkumni	101985007	2/5/2025	\$ 11,304.53	3 Years	Legacy PSA Agreement 7.28.22-7.28.25 / Vizient CE2605	Yes
IdeaCom Healthcare Communications of Florida, Inc.	Installation of a second NOVUS Connect Master Nurse Call console in West Wing 12	98006 Ademola Akinkumni	102003939	2/7/2025	\$ 13,053.00	3 Years	Legacy PSA Agreement 7.28.22-7.28.25 / Vizient CE2605	Yes
Philips North America, LLC	NIMS service agreement	80302 58480 52063 Charles Berberette	100590221 SERV 301363720 SERV 400397961 SERV	2/21/2025	\$ 592,818.94	4 Years 6 months	Legacy	Yes

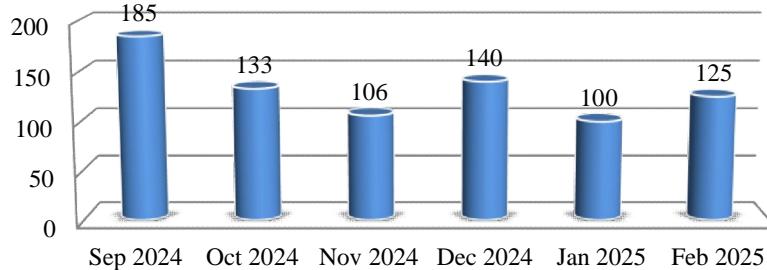
**Monthly Report of Non-Competitive Contracts Awarded Allowed Under CPO Authority**  
**February 2025**  
**For Information Only**

ScriptPro USA, Inc.	Outpatient Pharmacy software, hardware and robotics	73006 Steven Nemeroff	100421363 SERV	2/26/2025	\$ 32,450.37	5 Years	Legacy	Yes
SHI International Corp.	Renewal of Microsoft Enterprise licenses	92819 Scott Judd	102117413 102117415	2/20/2025	\$ 6,219,240.84	3 Years	Legacy Sourcewell Technology Products & Solutions Contract #121923-SHI	Yes

# Procurement KPI Report Card

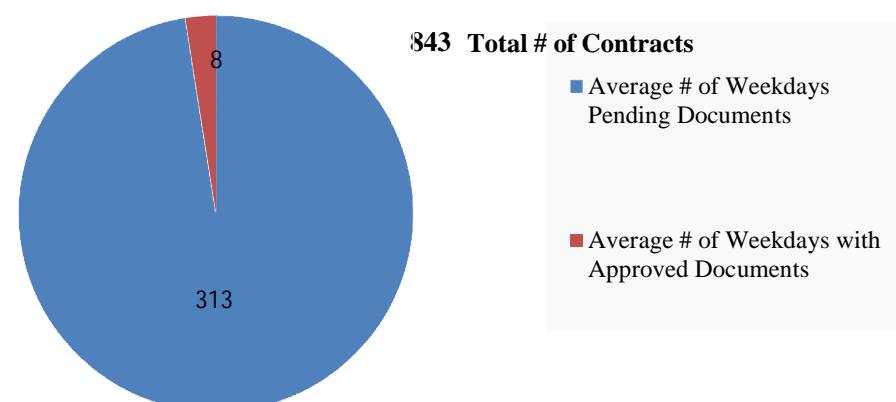
March 2024 - February 2025

## Completed Contracts

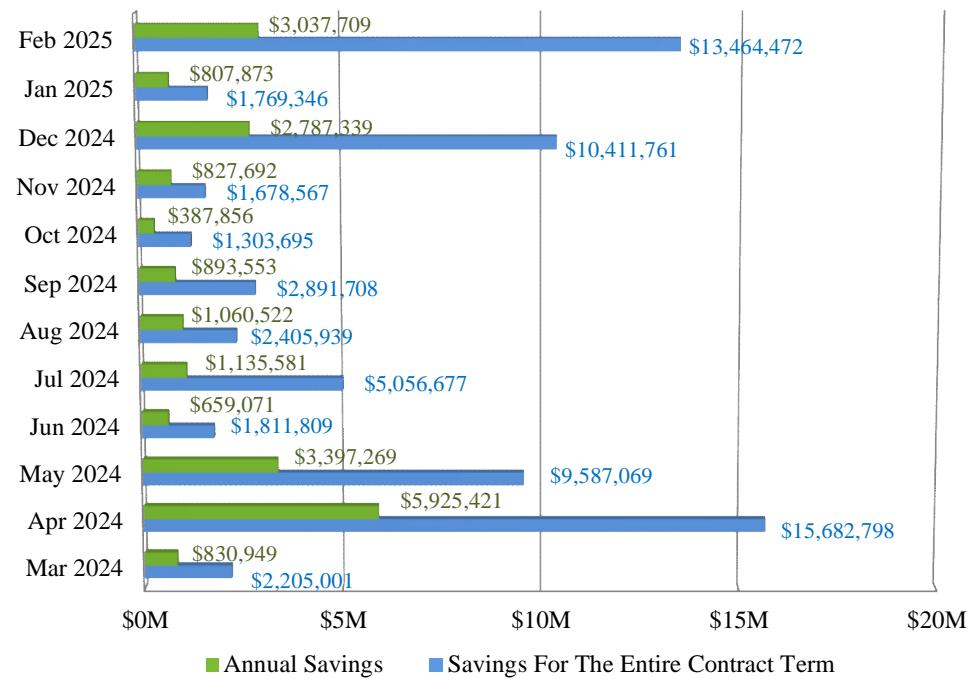


Average Number of Completed Contracts (6 months): 132

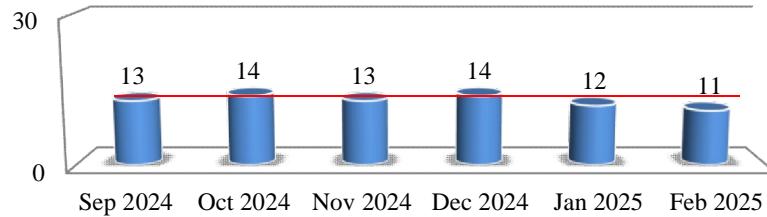
## In Process Contracts



## Savings



## Average cycle time for completed projects



12 months average cycle time for completed projects 14 days

Total Savings for the first year of the contract: \$ 21,750,836  
(March 2024 - February 2025)

Total Savings for Full Contract Term Estimated at: \$ 68,268,842

**Agenda Item: 10.a  
Committee of the Whole  
March 26, 2025**

**RESOLUTION NO. PHT 03/25**

**RESOLUTION APPROVING THE MEDICAL STAFF AND HEALTH PROFESSIONAL AFFILIATE STAFF MEMBERSHIP AND CLINICAL PRIVILEGES; APPROVING INITIAL APPOINTMENTS, REAPPOINTMENTS AND CLINICAL PRIVILEGES AND ACTIVITIES; APPROVING MODIFICATIONS TO MEDICAL STAFF MEMBERSHIP CATEGORY AND CLINICAL PRIVILEGES; ACCEPTING RESIGNATIONS AND LEAVES OF ABSENCE – MARCH 2025**

*(Chris A. Ghaemmaghami, MD, Executive Vice President, Chief Physician Executive and Chief Clinical Officer, Jackson Health System)*

WHEREAS, the Public Health Trust Board of Trustees is charged with considering and acting upon applications for medical staff membership and clinical privileges pursuant to Section 25A-4(f) of the Miami-Dade County Code as well as state and federal law and regulations; and

WHEREAS, the Public Health Trust Board of Trustees is charged with considering and acting upon applications for health professional affiliate staff membership and clinical privileges, protocols and/or scope of service pursuant to state and federal laws and regulations; and

WHEREAS, all applications for initial appointment and reappointment to the medical staff and health professional affiliate staff, modifications of medical staff membership, requests for and modifications to clinical privileges/admitting priorities/protocols/scopes of service, resignations and leaves of absence have been thoroughly reviewed by the Public Health Trust's Corporate Credentialing Office, the appropriate Chief of Service, Associate Chief of Service or designee, the Credentials Committee, the Medical Executive Committee and, where appropriate the Office of Risk Management; and

**Agenda Item: 10.a  
Committee of the Whole  
March 26, 2025**

**-Page 2-**

WHEREAS, the Credentials Committee provided its recommendation to the Medical Executive Committee; and

WHEREAS, the Medical Executive Committee provided its recommendations to the Public Health Trust Board of Trustees.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA, hereby approves the initial appointments and reappointments to the medical staff and health professional affiliate staff and grants clinical privileges, admitting priorities, protocols and scopes of service as detailed in the attachment; approves the modifications to the medical staff membership category and modifications to clinical privileges, admitting priorities, protocols and scopes of service as detailed in the attachment; and finally, the Public Health Trust Board of Trustees accepts the resignations and leaves of absence from the medical staff and health professional affiliate staff as detailed in the attachment.

**Jackson Health System**  
**Board of Trustees Committee**  
**March 26, 2025**

	<b>Medical Staff</b>	<b>Allied Health Professionals</b>
<b>Initial Applicant(s)</b>	<b>20</b>	<b>8</b>
(15) – Community Physician(s)		
(5) – Academic Physician(s)		
(5) – Trained at Jackson ( <i>Internship, Residency and/or Fellowship</i> )		
<b>Reappointments</b>	0	0
<b>Reappointment(s) Reinstatements</b>	0	0
<b>Termination(s)</b>	0	0
<b>Notification of Site(s) of Practice:</b>		
a. Correction of Clinical Privileges	0	0
b. Request for Additional Privileges	<b>1</b>	<b>1</b>
c. Change of Membership Category	0	0
d. Additional/Change Sponsor	0	<b>5</b>
e. Additional Service/Facility	<b>1</b>	<b>3</b>
f. Request for Change of Service	0	0
g. Delete Sponsor/Privileges	0	0
h. Denial of Clinical Privileges – Modified	0	0
i. Ceasing Clinical Privileges/Facility	0	0
j. Request for reduction of clinical privileges	0	0
k. Deceased	0	0
l. Request for Leave of Absence	0	0
<b>Resignation(s)</b>	<b>17</b>	<b>10</b>
<b>Voluntary Withdrawal and Voluntary Relinquishment of Membership and Privileges:</b>		
a. Incomplete Reappointment(s) File	0	0
b. Reappointment Application Not Returned	0	0
c. Lack of Utilization	0	0
d. Does not use facility and geographically inconvenient	0	0

\*\*\*\*\*CONFIDENTIALITY STATEMENT\*\*\*\*\*

**REMINDER** : In order to preserve the statutory protection against discovery, all committee members must maintain the confidentiality of the subject matter of this meeting.

JACKSON HEALTH SYSTEM  
Initial Appointments - Medical Staff

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p>Sameer AL Diffalha, MD</p> <p><b>MD:</b> University of Damascus Faculty of Medicine 09/05/2006 <b>EFCMG:</b> 08/06/2010</p> <p><b>Residency:</b> University Damascus Anatomic Pathology 09/01/2006 - 05/01/2011</p> <p>Loyola University Affiliated Hospital Pathology - Anatomic &amp; Clinical 08/10/2011 - 06/30/2015</p> <p><b>Fellowship:</b> Moffitt Cancer Center &amp; Research Institute Oncologic Surgical Pathology 07/01/2015 - 06/30/2016</p> <p>Moffitt Cancer Center &amp; Research Institute Gastrointestinal Oncologic Surgical 07/01/2016 - 06/30/2017</p>	<p>Pathology</p> <p>Active (UMMG)</p> <p><b>Privileges Requested:</b> Pathology</p>	<p>AB of Pathology Anatomic/ Pathology Clinical MOC</p>	<p>3-positive</p>	<p><b>GAPS:</b>  <b>06/2011 - 08/2011</b> Awaiting residency to begin</p> <p><b>07/2017 - 08/2017</b> Awaiting credentials</p>	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Mylinda L. Bielman, DO</b>  <b>DO:</b> Western University of Health Sciences College of Osteopathic Medicine 06/04/1999  <b>Residency:</b> Western University of Health Sciences Obstetrics Gynecology 07/01/1999 - 06/30/2003	Obstetrics Gynecology Laborist  Active (Community Provider)  <b>Privileges Requested:</b> Obstetrics & Gynecology	AOB of Obstetrics & Gynecology OCC	3-positive	1-positive	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p><b>Tamara G. De Souza, MD</b></p> <p><b>MD:</b> University of the West Indies 12/20/2015 <u>ECFMG:</u> 04/26/2018</p> <p><b>Residency:</b> Jackson Memorial Hospital Internal Medicine/ Endocrinology Diabetes &amp; Metabolism 06/24/2019 - 06/30/2022</p> <p><b>Fellowship:</b> Duke University Endocrinology Diabetes &amp; Metabolism 07/01/2022 - 06/30/2024</p>	<p>Medicine Endocrinology Diabetes &amp; Metabolism</p> <p>Active (UMMG)</p> <p><b>Privileges Requested:</b> Endocrinology Diabetes &amp; Metabolism</p>	<p>AB of Internal Medicine MOC</p> <p><i>Not Board Certified Endocrinology Diabetes &amp; Metabolism PTW 2031</i></p>		<p>3-positive</p>	<p><b>GAPS:</b></p> <p><b>05/2015 - 05/2017</b> Postgraduate Clinical Teaching Fellowship at St. George's University.</p> <p><b>05/2017 - 05/2018</b> Postgraduate Certificate in Medical Education at St. George's University.</p>

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Uzma S. Faheem, MD</b>  <b>MD:</b> Dow University of Karachi - Pakistan Faculty of Medicine 07/06/1992 <u>ECFMG:</u> 08/28/2000  <b>Residency:</b> Meharry Medical College Psychiatry 07/01/2002 - 06/30/2006	Psychiatry  Active (Community Provider)  <u>Privileges Requested:</u> Psychiatry	AB of Psychiatry & Neurology Psychiatry <i>MOC</i>		3-all positive 8-positive	<b>GAPS:</b>  <b>07/1992 - 06/2002</b> Relocated to the US, raising a family, and studied for the USMLE exams

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p><b>Rayan A. Ghany, MD</b></p> <p><b>MD:</b> The University of The West Indies 07/01/1999 <u>ECFMG:</u> 08/23/2001</p> <p><b>Internship:</b> Port of Spain General Hospital - Trinidad Internal Medicine 06/01/1999 - 12/31/2000</p> <p><b>Residency:</b> Eric Williams Medical Sciences Complex - Trinidad Internal Medicine 01/01/2001 - 06/30/2002</p> <p>Jackson Memorial Hospital Internal Medicine 06/24/2002 - 06/30/2005</p> <p><b>Fellowship:</b> Jackson Memorial Hospital Cardiovascular Diseases 07/01/2005 - 06/30/2008</p>	<p>Ambulatory Services Cardiovascular Disease</p> <p>Active (PHT)</p> <p><b>Privileges Requested:</b> Cardiovascular Disease</p>	<p>AB of Internal Medicine <i>MOC</i> Cardiovascular Disease <i>MOC</i></p>	<p>3-positive</p>	<p>2-positive</p>	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p>Francisco J. Grippi Figueredo, MD</p> <p><b>MD:</b> Universidad de Carabobo - Venezuela 12/20/2010 <b>ECFMG:</b> 01/28/2015</p> <p><b>Internship:</b> New York-Presbyterian Hospital General Surgery 06/15/2015 - 06/15/2016</p> <p><b>Residency:</b> Bryn Mawr Hospital Diagnostic Radiology 07/01/2016 - 06/30/2017</p> <p>University of North Carolina Hospitals Diagnostic Radiology 07/01/2017 - 06/30/2020</p> <p><b>Fellowship:</b> Mayo Clinic Interventional Radiology 07/01/2020 - 06/30/2022</p>	<p>Interventional Radiology Vascular Interventional Radiology</p> <p>Active (UMMG)</p> <p><b>Privileges Requested:</b> Interventional Radiology</p>	<p>AB of Radiology Interventional Radiology and Diagnostic Radiology <i>MOC</i></p>	<p>1-positive</p>	<p><b>GAPS:</b> <b>12/2010 - 11/2011</b> General Practitioner at Hospital General Higuerote, Venezuela</p> <p><b>11/2011 - 12/2012</b> ER Physician at Hospital Anna Francisca Perez de Leon, Venezuela</p> <p><b>01/2013 - 11/2014</b> ER Physician at Federico Ozanam Clinical Center, Venezuela</p> <p><b>12/2014 - 01/2015</b> Observership at Cleveland Clinic</p>	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Dorothy G. Koreman, MD</b>  <b>MD:</b> SUNY Downstate Medical Center College of Medicine 06/30/1965  <b>Internship:</b> Kings County Hospital Center Pediatrics 07/01/1965 - 06/30/1966  <b>Residency:</b> Wayne State University Dermatology 07/01/1966 - 06/30/1969	Dermatology  Active (Community Provider)  <b>Privileges Requested:</b> Dermatology	AB of Dermatology <i>Lifetime</i>	3-positive	None	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Carlos Llanes Alvarez, MD</b>  <b>MD:</b> El Rector de la Universidad de Ciencias Medicas de Villa Clara - Cuba 07/17/2015 <u>ECFMG:</u> 10/21/2019  <b>Residency:</b> Flushing Hospital Center Medical Center Internal Medicine 07/01/2020 - 06/30/2023	Medicine Hospitalist (IM)  Active (Community Provider)  <b>Privileges Requested:</b> Adult Hospitalist	AB of Internal Medicine MOC	3-positive	2-positive	<b>GAPs:</b>  <b>08/2015 - 03/2016</b> Physician at Arnaldo Milian Castro Hospital  <b>03/2016 - 08/2016</b> Unemployed and Studied for the USMLE  <b>08/2016 - 04/2018</b> Clinical Documentation Specialist at Access Healthcare Physician  <b>04/2018 - 06/2020</b> Coding Auditor at Anthem  <b>07/2023 - 08/2023</b> Awaited Credentials

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p>Alejandro J. Lopez Magallon, MD</p> <p><b>MD:</b> Universidad del Ejercito y Fuerza Aera 07/12/1986 <u>ECFMG:</u> 03/04/1994</p> <p><b>Internship:</b> Hospital Central Militar - Mexico Postgraduate 09/01/1986 - 08/31/1989</p> <p><b>Residency:</b> Hospital Central Militar - Mexico Pediatrics 09/01/1989 - 08/31/1992</p> <p><b>Fellowship:</b> Massachusetts General Hospital Pediatric Cardiology 10/20/1994 - 04/30/1996</p> <p>Boston Children's Hospital Pediatric Cardiology 05/01/1996 - 06/30/1997</p>	<p>Pediatrics<sup>2</sup> Pediatric Cardiology<sup>2</sup></p> <p>Active (Community Provider)</p> <p><b>Privileges Requested:</b> Pediatric Cardiology</p>	<p><i>Not Board Certified</i> <b>CC</b></p>	<p>3-positive</p>	<p><b>GAPS:</b></p> <p><b>09/1987 - 08/1988</b> Primary care practice, Mexico</p> <p><b>09/1992 - 08/1993</b> General Pediatrician at Hospital Central Militar, Mexico</p> <p><b>09/1993 - 06/1994</b> Primary Care Practice, Mexico</p> <p><b>07/1994 - 10/1994</b> Observer at Massachusetts General Hospital</p>	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p><b>Ariane J. Loutoo, MD</b></p> <p><b>MD:</b> The University of The West Indies 07/01/2013 <u>ECFMG:</u> 04/27/2017</p> <p><b>Residency:</b> Bridgeport Hospital Internal Medicine 07/01/2018 - 06/30/2021</p> <p><b>Fellowship:</b> Bridgeport Hospital Pulmonary Disease &amp; Critical Care Medicine 07/10/2021 - 06/30/2024</p>	<p>Medicine Pulmonary &amp; Critical Care</p> <p>Active (Community Provider)</p> <p><b>Privileges Requested:</b> Critical Care Adult &amp; Pulmonary Medicine</p>	<p>AB of Internal Medicine <i>MOC</i> Pulmonary Disease <i>MOC</i> <i>Critical Care Medicine</i> <i>MOC</i></p>		<p>3-positive</p> <p>None</p>	<p><b>GAP:</b> <b>07/2024 - Present</b> Vacation &amp; Relocating</p>

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
	<p><b>Martin E. Maldonado-Puebla, MD</b></p> <p><b>MD:</b> Ponce Health Sciences University 05/31/2019</p> <p><b>Residency:</b> George Washington University Internal Medicine 06/23/2019 - 06/22/2022</p> <p><b>Fellowship:</b> University of South Florida Allergy and Immunology 07/01/2022 - 06/30/2024</p>	<p>Medicine Hospitalist (IM)<sup>②</sup></p> <p>Active (PHT)</p> <p><b>Privileges Requested:</b> Adult Hospitalist</p>	<p>AB of Allergy &amp; Immunology <i>MOC</i></p> <p>AB of Internal Medicine <i>MOC</i></p>	<p>3-positive</p>	<p>1-positive</p>

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p><b>Sylvia M. Paesani, MD</b></p> <p><b>MD:</b> Saint Christopher Iba Mar Diop - England College of Medicine 03/31/2006 <u>ECFMG:</u> 04/15/2015</p> <p><b>Residency:</b> Larkin Community Hospital Family Medicine 07/01/2021 - 06/30/2024</p>	<p>Ambulatory Services Family Medicine</p> <p>Active (PHT)</p> <p><b>Privileges Requested:</b> Family Medicine</p>	<p>AB of Family Medicine MOC</p>	3-positive	None	<p><b>03/2006 - 11/2008</b> Aided father at home until he was able to returned to work</p> <p><b>11/2008 - 09/2012</b> Instructor at Marshall University</p> <p><b>09/2012 - 09/2014</b> Relocated for husband due to husband's residency and struggled to find employment in the area.</p> <p><b>09/2014 - 04/2016</b> Clinical Research Coordinator at Ohio Pediatric Research Association.</p> <p><b>08/2017 - 07/2018</b> Pregnancy and relocated to Miami.</p> <p><b>07/2018 - 06/2019</b> House Physician at Larkin Community Hospital.</p> <p><b>06/2019 - 07/2021</b> 2nd pregnancy and stayed home for childcare during COVID.</p> <p><b>07/2024 - Present</b> Sought employment</p>

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Marc J. Philippon, MD</b>  <b>MD:</b> McMaster University 05/11/1990  <b>Internship</b> Jackson Memorial Hospital General Surgery 06/01/1990 - 06/30/1996  <b>Residency:</b> Jackson Memorial Hospital Orthopaedic Surgery 07/01/1991 - 06/30/1995	Orthopaedics  Active (PHT)  <b>Privileges Requested:</b> Orthopaedic Surgery	AB of Orthopaedic Surgery  MOC	3-positive	1-positive	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Megan E. Piacquadio, DO</b>  <b>DO:</b> Western University of Health Sciences College of Osteopathic Medicine 05/24/2019  <b>Residency:</b> Albert Einstein Healthcare Network Obstetrics & Gynecology 07/01/2019 - 06/30/2023  <b>Fellowship:</b> Jackson Memorial Hospital Maternal Fetal Medicine 08/01/2023 - 07/31/2026	Obstetrics Gynecology <sup>®</sup>  Active (UMMG) Fellow  <b>Privileges Requested:</b> Obstetrics & Gynecology	AB of Obstetrics & Gynecology <i>MOC</i>	3-positive	None	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Shirin Razdan, MD</b>  <b>MD:</b> University of Miami Miller School of Medicine 05/12/2018  <b>Internship:</b> Icahn School of Medicine at Mount Sinai General Surgery 07/01/2018 - 06/30/2019  <b>Residency:</b> Icahn School of Medicine at Mount Sinai Urology 07/01/2019 - 06/30/2023  <b>Fellowship:</b> Icahn School of Medicine at Mount Sinai Urologic Oncology 07/01/2023 - 06/30/2024	Urology <sup>®</sup>  Active (Community Provider)  <b>Privileges Requested:</b> Urology <sup>®</sup>	<b>Not Board Certified</b> <b>PTW 2031</b>	3-positive	1-positive	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Lisa R. Rubenstein, MD</b>  <b>MD:</b> University of Maryland School of Medicine 05/23/1997  <b>Residency:</b> Tulane University General Surgery 07/01/1997 - 06/30/1998 & 07/01/1999 - 12/30/2002  Tulane University Ophthalmology 07/01/1998 - 06/30/1999  Louisiana State University General Surgery 02/01/2003 - 05/31/2005  <b>Fellowship:</b> Brigham and Women's Hospital Radiology (Angiography and Interventional Radiology) 07/01/2005 - 06/30/2006	Interventional Radiology Vascular Interventional Radiology  Active (Community Provider)  <b>Privileges Requested:</b> Interventional Radiology & Diagnostic Radiology	AB of Radiology Interventional Radiology and Diagnostic Radiology <i>MOC</i>	3-positive	1-positive	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Kyle J. Sutherland, MD</b>  <b>MD:</b> University of Miami Miller of School Medicine 05/09/2020  <b>Residency:</b> Jackson Memorial Hospital Internal Medicine 06/24/2020 - 06/30/2024	Medicine Hospitalist (IM) <sup>¶</sup> & Internal Medicine <sup>¶</sup>  Active (UMMG)  <b>Privileges Requested:</b> Adult Hospitalist & Internal Medicine	AB of Internal Medicine MOC	3-positive	1-positive	

JACKSON HEALTH SYSTEM  
Initial Appointments - Medical Staff

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <p><b>Elias Tzelepis, MD</b></p> <p><b>MD:</b> Aristole University of Thessaloniki - Greece 12/17/2007 <u>ECFMG: 02/04/2010</u></p> <p><b>Residency:</b> Drexel University College of Medicine Internal Medicine 06/23/2011 - 06/30/2014</p> <p><b>Fellowship:</b> The University of Illinois at Chicago Endocrinology, Diabetes, and Metabolism 07/01/2016 - 06/30/2018</p>	<p>Ambulatory Services Endocrinology Diabetes &amp; Metabolism  Active (PHT)</p> <p><b>Privileges Requested:</b> Endocrinology, Diabetes, and Metabolism</p>	<p>AB of Internal Medicine <i>MOC</i> Endocrinology, Diabetes and Metabolism <i>MOC</i></p>	3-positive	None	<p><b>GAPS:</b></p> <p><b>08/2007 - 01/2009</b> Clinical Externship at Laikon Hospital, Greece</p> <p><b>02/2009 - 06/2009</b> Clinical Externship at Northwestern Memorial Hospital, Illinois</p> <p><b>07/2009 - 08/2010</b> Subinternship at National University of Athens Medical School, Greece.</p> <p><b>08/2010 - 06/2011</b> Research Assistant at St. Christopher's Hospital for Children, Pennsylvania</p> <p><b>09/2014 - 03/2016</b> Hospitalist at Riverside Medical Center</p> <p><b>02/2015 - Present</b> Hospitalist at Freeport Memorial Hospital</p>

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Alexandra N. Wang, MD</b>  <b>MD:</b> Northwestern University 05/21/2018  <b>Residency:</b> New York Presbyterian Hospital Emergency Medicine 06/11/2018 - 06/10/2022  <b>Fellowship:</b> New York Presbyterian Hospital Simulation Education in Emergency Medicine 07/01/2022 - 06/30/2023	Emergency Medicine  Active (PHT)  <b>Privileges Requested:</b> Emergency Medicine	<i>Not Board Certified</i> <i>PTW 2027</i>	3-positive	None	<b>GAPS:</b>  <b>07/2023 - Present</b> Took care of father while working a non-clinical job remotely.

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration Date	References	Hospital Affiliations	Comments
 <b>Corinne Zachary, MD</b>  <b>MD:</b> University of Michigan Medical School 06/01/1995  <b>Internship:</b> MacNeal Hospital Transitional Year 06/19/1995 - 06/16/1996  <b>Residency:</b> Cook County Hospital 07/01/1996 - 06/30/1999	Emergency Medicine  Active (Community Provider)	AB of Emergency Medicine MOC	3-positive	2-positive	

JACKSON HEALTH SYSTEM  
Initial Appointments - Allied Health Professionals

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration	References	Hospital(s)	Sponsor(s)	Comments
 <p><b>Huda Aziz, PA</b></p> <p><b>Graduate Education:</b> Florida International University Master in Physician Studies 12/12/2020</p>	<p>Medicine Pulmonary &amp; Critical Care</p> <p>HP, Physician Assistant (Community Provider)</p> <p><b>Privileges Requested:</b> PA - Critical Care</p>	<p>National Commission on Certification of Physician Assistants <b>(NCCPA)</b> 12/2025</p>	3-positive	None	<p><b>Vincenzo Novara, MD</b> Pulmonary &amp; Critical Care</p> <p><b>Saad Ashraf, MD</b> Pulmonary &amp; Critical Care</p> <p><b>Anthony J. Panariello, MD</b> Pulmonary</p> <p><b>Marisela Rives-Sanchez, MD</b> Pulmonary</p> <p><b>Martin A. Valdivia-Arenas, MD</b> Pulmonary &amp; Critical Care</p>	
 <p><b>Jossue Corrales, APRN</b></p> <p><b>Graduate Education:</b> Florida International University Master of Science in Nursing 08/10/2012</p>	<p>Ambulatory Services Occupational Health</p> <p>HP, Advanced Practice Registered Nurse (PHT)</p> <p><b>Privileges Requested:</b> NP - Outpatient Care</p>	<p>American Academy of Nurse Practitioners <b>(Family Nurse Practitioner)</b> 02/2028</p>	3-positive	None	<p><b>Paul J. Adams, DO</b> Occupational Health</p>	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration	References	Hospital(s)	Sponsor(s)	Comments
 <p><b>Douglas Gaitan, CRNA</b>  <u>Graduate Education:</u>          Florida International University          Master of Science in Nursing          12/14/2013</p>	<p>Anesthesiology</p> <p>HP, Certified Registered Nurse Anesthetist (PHT)</p> <p><b>Privileges Requested:</b> CRNA</p>	<p>National Board of Certification &amp; Recertification for Nurse Anesthetist (NBCRNA) 07/2028</p>	3-positive	1-positive	<p>Keith A. Candiotti, MD  <i>Anesthesiology</i>          Rafael Rico, MD  <i>Anesthesiology</i></p>	
 <p><b>Jess Itzikowitz, PA</b>  <u>Graduate Education:</u>          Nova Southeastern University          Master of Medical Science          08/31/2017</p>	<p>Medicine          Hospitalist (IM)</p> <p>HP, Physician Assistant (Community Provider)</p> <p><b>Privileges Requested:</b> PA- Acute Care</p>	<p>National Commission on Certification of Physician Assistants (NCCPA) 12/2025</p>	3-positive	2-positive	<p>Jay Oberoi, MD  <i>Hospitalist (IM)</i></p>	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration	References	Hospital(s)	Sponsor(s)	Comments
 <p><b>Monica Leal Perez, APRN</b></p> <p><b>Graduate Education:</b> Universidad Ana. G. Mendez Master of Science in Nursing 12/14/2019</p>	<p>Ambulatory Services Internal Medicine</p> <p>HP, Advanced Nurse Practitioner (PHT)</p> <p><b>Privileges Requested:</b> NP - Outpatient</p>	<p>American Academy of Nurse Practitioners <i>(Family Nurse Practitioner)</i> 08/2025</p>	3-positive	None	<p><b>Orlando Garcia, DO</b> <i>Internal Medicine</i> <b>Sergio Hernandez Borges, MD</b> <i>Hospitalist (IM)</i></p>	
 <p><b>Sasha E. Levy, APRN</b></p> <p><b>Graduate Education:</b> Barry University Master of Science in Nursing 05/06/2017</p>	<p>Surgery Surgical Critical Care</p> <p>HP, Advanced Practice Registered Nurse (PHT)</p> <p><b>Privileges Requested:</b> NP - Critical Care</p>	<p>American Nurses Credentialing Center <i>(Adult-Gerontology Acute Care Nurse Practitioner)</i> 09/2027</p>	3-positive	None	<p><b>Gerd D. Pust, MD</b> <i>Surgical Critical Care</i></p>	

Name Training	Department/ Specialty/ Status/ Privileges	Board Certified/ Expiration	References	Hospital(s)	Sponsor(s)	Comments
 <p><b>Kenneth J. Miller, CRNA</b>  <u>Graduate Education:</u>          University Health Center of Pittsburgh          Nurse Anesthetist          08/21/1987</p>	<p>Anesthesiology</p> <p>HP, Certified Registered Nurse Anesthetist (PHT)</p> <p><b>Privileges Requested:</b>          CRNA</p>	<p>National Board of Certification &amp; Recertification for Nurse Anesthetist (NBCRNA)          07/2028</p>	3-positive	None	<p>Keith A. Candiotti, MD          Anesthesiology          Rafael Rico, MD          Anesthesiology</p>	
 <p><b>Karen L. Perez, APRN</b>  <u>Graduate Education:</u>          University of Miami          Master of Science in Nursing          08/04/2023</p>	<p>Surgery          Surgical Critical Care</p> <p>HP, Advanced Practice Registered Nurse (PHT)</p> <p><b>Privileges Requested:</b>          NP - Critical Care</p>	<p>American Nurses Credentialing Center          (Adult-Gerontology Acute Care Nurse Practitioner)          11/2028</p>	3-positive	None	<p>Gerd D. Pust, MD          Surgical Critical Care</p>	

Board of Trustees Committee  
March 26, 2025

JACKSON HEALTH SYSTEM  
Reappointments - Medical Staff



Provider ID #	Department/Specialty	Reappt. Date	Status	Board Certified/Expiration	Comments
34759	Ambulatory Services, Urgent Care Center	3/31/2025	Active	AB of Family Medicine MOC	

Change of Status - Medical Staff

Provider ID #	Department/Specialty	Current Status	Primary Site(s) of Practice				Proposed Status	Comments
			JMH	JNMC	JSMC	JWMC		
30097	Medicine Hospitalist (IM)	Active		JNMC			Change of Employer from PHT to Community Provider (SCP-Health)	

Request for additional privileges - Medical Staff

Provider ID #	Department/Specialty	Current Status	Primary Site(s) of Practice				Privileges	Comments
			JMH	JNMC	JSMC	JWMC		
54893	Medicine Interventional Cardiology	Active	JMH	JNMC	JSMC	JWMC	Placement of pulmonary artery CardioMEMS™ HF monitoring systems	

Request for additional privileges - Allied Health Professionals Status

Provider ID #	Department/Specialty Sponsor(s)	Current Status	Primary Site(s) of Practice				Privileges	Comments
			JMH	JNMC	JSMC	JWMC		
20956	Leon Anijar, MD Pain Medicine Christian D. Gonzalez, MD Pain Medicine Michael A. Silva, MD Pain Medicine	AHP			JSMC		Prescribe controlled substance, under protocol with a supervising physician	

Employment Status - Allied Health Professionals Status

Provider ID #	Current Employer Department/Sponsor(s)	Current Status	Primary Site(s) of Practice				New Employer Department/Sponsor(s)	Comments
			JMH	JNMC	JSMC	JWMC		
20433	Antonio C. Cano, MD Interventional Cardiology	AHP	JMH			JWMC	Francis N. Crespo, MD Interventional Cardiology	Adding additional employer (Francis N. Crespo, MD) and sponsoring Physicians

Employment Status - Allied Health Professionals Status

Provider ID #	Current Employer Department/Sponsor(s)	Current Status	Primary Site(s) of Practice				New Employer Department/Sponsor(s)	Comments
			JMH	JNMC	JSMC	JWMC		
27326	<p>Joseph S. Ghebrial, DO Emergency Medicine</p> <p>Carlos L. Rodriguez, MD Emergency Medicine</p> <p>Peter G. Tepler, MD Emergency Medicine</p> <p>Silvio Vinardell, MD Emergency Medicine</p>	AHP			JSMC		<p>Miguel A. Ribe, MD Emergency Medicine</p> <p>Rafael H. Valdespino, MD Emergency Medicine</p>	Adding sponsoring physician.
26401	<p>Afzal H. Khan, MD Medical Oncology</p>	AHP	JMH	JNMC	JSMC		<p>Orlando D. Rodriguez, MD Hospitalist (IM)</p> <p>Alfredo H. Sanchez-Fortis, MD Nephrology</p> <p>Robenson Jean-Marie, MD Nephrology</p>	Adding additional employers (STAT Hospitalist & North Miami Kidney Center) and sponsoring Physicians
27631	<p>Vincenzo Novara, MD Pulmonary &amp; Critical Care</p> <p>Saad Ashraf, MD Pulmonary &amp; Critical Care</p> <p>Anthony J. Panariello, MD Pulmonary</p> <p>Marisela Rives-Sanchez, MD Pulmonary</p> <p>Martin A. Valdivia-Arenas, MD Pulmonary &amp; Critical Care</p>	AHP	JNMC		JSMC	JWMC	<p>Jaime F. Avecillas, MD Pulmonary &amp; Critical Care</p> <p>Javier Gonzalez, MD Pulmonary &amp; Critical Care</p>	Adding additional employer (Javier Gonzalez MD) and sponsoring Physicians
24558	<p>Juan P. Arhancet, DO Emergency Medicine</p> <p>Sarah M. Flanagan, DO Emergency Medicine</p> <p>Argentina C. Gonzalez Zequeira, MD Emergency Medicine</p> <p>Peter G. Tepler, MD Emergency Medicine</p> <p>Rafael H. Valdespino, MD Emergency Medicine</p>	AHP			JSMC		<p>Miguel A. Ribe, MD Emergency Medicine</p>	Adding sponsoring physician.

Medical Staff

Provider ID#	Department	Primary Site(s) of Practice				Effective Date	Reason
		JMH	JNMC	JSMC	JWMC		
07830	Medicine, Nephrology			JSMC	JWMC	2/5/2025	No longer requires privileges
05538	Ambulatory Services, Dentistry	JMH				2/15/2025	No longer requires privileges
29626	Surgery, Colon & Rectal				JWMC	2/13/2025	No longer requires privileges
10496	Anesthesiology	JMH		JSMC		1/31/2025	Resigned from UM
33614	Medicine, Gastroenterology	JMH				1/30/2025	Resigned from UM
43657	Pediatrics, Pediatric Gastroenterology	JMH		JSMC		3/2/2025	Resigned from UM
34233	Psychiatry	JMH	JNMC	JSMC	JWMC	1/31/2025	No longer requires privileges
23825	Medicine, Infectious Disease	JMH				2/28/2025	Resigned from UM
33165	Orthopaedics	JMH		JSMC		3/31/2025	Resigned from UM
34291	Pediatrics, Pediatric Gastroenterology	JMH				3/10/2025	Resigned from UM
34738	Medicine, Hospitalist (IM)		JNMC			2/1/2025	No longer requires privileges
55002	Pediatrics	JMH	JNMC	JSMC		2/5/2025	No longer requires privileges
10163	Anesthesiology, Pediatrics Anesthesiology	JMH	JNMC	JSMC		1/31/2025	Resigned from UM
25795	Emergency Medicine			JSMC	JWMC	2/11/2025	No longer requires privileges
26438	Medicine, Gastroenterology	JMH				1/31/2025	Resigned from UM
34669	Medicine, Hospitalist (IM)		JNMC			2/19/2025	No longer requires privileges
09716	Medicine, Cardiovascular Disease	JMH	JNMC	JSMC		2/13/2025	Resigned from UM

**Allied Health Professionals**

Provider ID#	Department	Primary Site(s) of Practice				Effective Date	Reason
		JMH	JNMC	JSMC	JWMC		
29132	Anesthesiology	JMH				2/12/2024	No longer requires privileges
35884	Anesthesiology	JMH				2/14/2025	No longer requires privileges
27082	Ambulatory Services Neurology	JMH				2/26/2025	No longer requires privileges
34642	Anesthesiology	JMH				12/26/2024	No longer requires privileges
33384	Neurology	JMH				2/16/2025	Resigned from UM
29630	Surgery, Surgical Critical Care	JMH				1/31/2025	No longer requires privileges
26648	Medicine, Nephrology	JMH				2/11/2025	Resigned from UM
24335	Medicine, Pulmonary & Critical Care			JSMC	JWMC	2/13/2025	No longer requires privileges
27373	Psychiatry	JMH				2/1/2025	Resigned from UM
34916	Medicine, Hospitalist (IM)		JNMC			7/31/2024	No longer requires privileges



**TO:** Amadeo Lopez-Castro III, Chairman  
and Members, Committee of the Whole

**FROM:** Rosa Costanzo  
Senior Vice President, Strategic Sourcing, Supply Chain Management  
and Chief Procurement Officer

**DATE:** March 26, 2025

**RE:** Purchasing Report

#### **Recommendation**

The following recommendations are made in accordance with the Trust's Procurement Regulation.

These items fully support our business operations and help the organization in its efforts to provide an excellent world class patient experience.

#### **Scope**

This report includes competitively solicited contract awards over \$5,000,000, waivers of formal competition over \$250,000 and other categories for Board approval as prescribed by the Procurement Regulation.

#### **Fiscal Impact/Funding Source**

The items included are part of the Trust's budget.

#### **Track Record/Monitor**

The Procurement Management Department along with the user departments and leadership support will track and monitor the responsibilities and obligations set forth in the contracts.

#### **Background**

The entire report has been vetted and assembled by the Procurement Management Department with the direct participation of the Director and staff, all subject to review by the Chief Procurement Officer, consultation with the Executive Staff and the President, and reviewed for legal sufficiency by the County Attorney's Office. Request is made for approval of the Purchasing Report, consisting of the following:

<u>Vendor</u>	<u>Amount</u>	<u>Chargeable</u>
1. Organ Air Transportation Services Trinity Medical Solutions Great Flight, Inc.:	\$26,000,000	For Five Years
2. Abbott Laboratories, Inc.:	\$521,830	For Three Years
3. Arthrex, Inc.:	\$8,665,738	For Three Years
4. PROCEPT BioRobotics, Inc.:	\$506,590	For One Year
5. Gallagher Benefit Services, Inc.:	\$222,000	For One Year
6. OneBlood, Inc.:	\$18,248,798	For One Year
7. Vivex Biologics:	\$2,112,941	For One Year
8. The Chartis Group, LLC:	\$325,000	Cost Not-To-Exceed

Procurement completed an orderly administrative process with each item to bring the best value (cost, quality and outcome) with each project.

**RESOLUTION NO. PHT 03/2025 -**

**RESOLUTION AUTHORIZING AND APPROVING  
AWARD OF BIDS AND PROPOSALS, WAIVER OF BIDS,  
AND OTHER PURCHASING ACTIONS FOR MARCH  
2025, IN ACCORDANCE WITH THE PUBLIC HEALTH  
TRUST'S PROCUREMENT POLICY, RESOLUTION NO.  
PHT 11/2023-064**

*(Rosa Costanzo, Senior Vice President, Strategic Sourcing,  
Supply Chain Management and Chief Procurement Officer)*

WHEREAS, bids and proposals were solicited, received and reviewed by staff; and

WHEREAS, the Committee of the Whole met March 26, 2025 and reviewed staff's recommendations as submitted under the PHT's Procurement Policy, Resolution No. PHT 11/2023-064; and

WHEREAS, upon his written recommendation, the Chief Executive Officer (CEO) recommends that the Public Health Trust Board of Trustees (Board of Trustees) waive competitive bidding for items under the heading of "Bid Waiver" and "Waiver of Full and Competitive Bidding" in the respective Purchasing Report, finding such action to be in the best interests of the Public Health Trust; and

WHEREAS, the CEO recommends various other purchasing actions, as indicated in the attached Purchasing Report.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA, that this Board hereby authorizes and approves the award of bids and proposals and all the purchasing actions as set forth in the attached Purchasing Report, under the Public Health Trust's Procurement Policy, Resolution No. PHT 11/2023-064; and finds it in the best interest of the Public Health Trust to waive competitive bidding for those items listed under the heading "Bid Waiver" and "Waiver of Full and competitive Bidding" in the respective report; and to take such action as is necessary and authorized to implement these awards and actions.

**PUBLIC HEALTH TRUST BOARD OF TRUSTEES  
PURCHASING REPORT**

**March 26, 2025**

**TO: PUBLIC HEALTH TRUST BOARD OF TRUSTEES**  
**FROM: PROCUREMENT MANAGEMENT DEPARTMENT**

The following recommendations are made in accordance with the Trust's "Procurement Policy" and its implementing "Procurement Regulation." This report includes competitively solicited contract awards over \$5,000,000, waivers of formal competition over \$250,000 and other categories for Board approval as prescribed by the Procurement Regulation. The entire report has been screened and assembled by the Procurement Management Department with the direct participation of the Directors and staff, all subject to review by the Chief Procurement Officer, consultation with the Executive Staff and the Chief Executive Officer, and reviewed for legal sufficiency by the County Attorney's Office.

**SECTION I. AWARDS UNDER INVITATIONS TO BID (ITB's)**

This section consists of awards under competitively solicited Invitations to Bid (ITB's) over \$5,000,000.

No items to report.

**SECTION II. AWARDS UNDER REQUESTS FOR PROPOSALS (RFP's)**

This section consists of awards under competitively solicited Requests for Proposals (RFP's) over \$5,000,000.

**1. (2378031-JM)** The Miami Transplant Institute Department requests the award of contracts to Trinity Medical Solutions, as a Primary Vendor, and Great Flight, Inc., as Secondary Vendor, resulting from a competitive Request for Proposals (RFP No.:24-23118-JM) for Organ Air Transportation Services, for an initial term of five (5) years with two options to renew of two years each (ongoing/replacement purchase).

<b>Trinity Medical Solutions (Primary Vendor):</b>	\$25,000,000 (For Five Years)
<b>Great Flight, Inc. (Secondary Vendor):</b>	\$1,000,000 (For Five Years)
<b>Total Approved Funding:</b>	<b>\$26,000,000</b>

**Background**

On January 29, 2024, RFP 24-23118-JM for Organ Air Transportation Services was competitively solicited and advertised on the Jackson Health System Supplier Portal. The deadline for submittal of proposals was February 29, 2024, and three (3) proposals were received: (1) Trinity Medical Solutions; (2) Great Flight, Inc.; and (3) Plane Travel, LLC.

The Selection Committee comprised of three (3) voting-members and three (3) alternate members. The committee held four (4) meetings during the evaluation phase, including oral presentations by the three proposers, which were held on June 18, 2024 and July 2, 2024.

The Evaluation Criteria for this RFP comprised 40 points for Technical Qualifications, 30 points for Vendor Qualifications and Corporate Past Performance, 15 points for Price Consideration, 5 points for Partnership Strength, and a maximum of 10 points for certified SBE subcontracting goal (5%), for total weighted points of 100.

After the initial scoring, the Selection Committee recommended for the three proposers to participate in oral presentations. After considering the oral presentations, the Selection Committee scored for the second time. They recommended to move forward with the two highest ranked proposers in a primary and secondary award designation.

The second evaluation of proposals is as follows:

RFP Sections / Evaluation Criteria	Maximum Points	Trinity Medical Solutions	Great Flight, Inc.
Proposer Qualifications, including Experience and Corporate Past Performance (Section 2.4)	<b>30</b>	29.33	18.33
Technical Qualifications (Section 2.5)	<b>40</b>	39.33	16.67
Price Consideration -Scores are based on price formula.	<b>15</b>	15	14
Certified SBE subcontracting goal (up to 5%)	<b>10</b>	0	0
Partnership Strength	<b>5</b>	5.0	2.67
<b>TOTAL EVALUATION SCORES BY SCM</b>	<b>100</b>	<b>88.67</b>	<b>51.48</b>

Negotiations were held with the top two proposers. Through negotiations with Trinity, the Trust was able to achieve an annual savings of \$163,750. This is a result of negotiating the pricing from the initial pricing received. Ultimately resulting in a cost reduction of \$818,750 over the five-year term. The final contract award amount is based on best estimations of flights over the initial term and includes the following Key Performance Indicators (KPIs):

- Timeliness: Both contractors shall adhere at least 90% (as determined on an 18-month basis) to the specified response times for flight requests and departures. Pilots are expected to achieve “A Wheels Up” departure from Miami International Airport (or the designated airport) with the transport team onboard within 90 minutes (1.5 hours) from receipt of the Trust’s flight request.
- Utilization Aircraft vs Non-Dedicated/Brokered Aircraft: Both contractors shall provide to JHS monthly reporting of completed flights performed by each contractor’s dedicated fleet of aircrafts versus non-dedicated or brokered aircraft.

#### Recommendation

The Selection Committee, in collaboration with Procurement Management, have prepared the final contracts and recommend an award to Trinity Medical Services as a Primary Vendor and Great Flight, Inc., as Secondary Vendor. Each vendor’s contract also includes two Options to Renew (OTRs) of two years each.

This procurement has been thoroughly reviewed for SBE participation. A 5% SBE subcontracting goal was applicable to this solicitation. Trinity Medical Services received zero points toward the subcontracting goal. Great Flight, Inc. also received zero points toward the subcontracting goal. Both Trinity Medical Services and Great Flight, Inc. are aware of Jackson’s SBE program and the expectation of vendor partners to advance that commitment.

**The five-day protest filing period started on February 11, 2025 and ended on February 18, 2025 with no protests filed.**

**The contracts have been approved by Risk as to Insurance and Liability and by the County Attorney’s Office for Legal sufficiency.**

**The contracts can be terminated for convenience with a sixty (60) calendar days’ notice and include UAP and OIG fees. These fees are provided as deductions on the invoices.**

In accordance with our Contractor Due Diligence review, Trinity Medical Services and Great Flight, Inc. have provided a Sworn/Notarized Statement to the Trust’s Procurement Management Department that: (1) no lawsuits have been filed against the company within the five (5) years prior to submittal of a bid or proposal to the Trust; (2) the company has not defaulted in the five (5)

years prior to bid or proposal submittal to the Trust; and, (3) the company has not been debarred nor has the firm received a formal notice of non-compliance or non-performance in the five (5) years prior to proposal submittal to the Trust (**L. Preczewski, D. Zambrana**).

### **SECTION III. AWARDS UNDER THE COMPETITIVELY SOLICITED CONTRACTS OF OTHER PUBLIC PROCUREMENT ENTITIES**

This section consists of awards over \$5,000,000 under competitively solicited (“ITB,” “RFP” or equivalent) contracts of other public and nonprofit entities.

No items to report.

### **SECTION IV. AWARDS UNDER GROUP PURCHASING ORGANIZATION (“GPO”) CONTRACTS**

This section consists of awards over \$5,000,000 under Group Purchasing Organization (“GPO”) contracts. GPOs are organizations that aggregate the purchasing volume of their members consisting of hospitals and other health care providers to leverage discounts with manufacturers, distributors and other vendors to realize administrative savings and efficiencies. The Trust’s GPO is Vizient.

No items to report.

### **SECTION V. AWARDS UNDER A WAIVER OF FORMAL COMPETITION**

This section consists of awards over \$250,000 without the formal solicitation of competitive bids or proposals. All award recommendations in this section have the approval of the President, are based on a finding that the waiver of competitive bidding is in the best interests of the Public Health Trust, and require a two-thirds affirmative vote of the Trustees present for approval.

#### **A. Sole Source**

Staff requests a waiver of formal competition for the contract items listed in this category because only one supplier exists for the required product/service.

2. (2493545, 2430060, 2429164, 2422859, 2433982 -MS) The Laboratory Services Departments at Jackson North Medical Center (“JNMC”), Jackson South Medical Center (“JSMC”), Jackson West Medical Center (“JWMC”) and Holtz Children’s Hospital (“Holtz”) request a contract with Abbott Laboratories, Inc. (“Abbott”) for a period of three (3) years for the continued purchase of Abbott i-STAT 1 Blood Analyzer cartridges for bedside Point-Of-Care Testing (“POCT”) (ongoing purchase).

#### **Abbott Laboratories, Inc.:**

<b>This Request for Funding:</b>	<b>\$521,830</b>
	<b>(For Three Years)</b>

#### **Background**

The proposed contract will cover a Purchase Commitment of Abbott iSTAT 1 Blood Analyzer test cartridges for an initial term of three (3) years by the Department of Laboratory Services. The lightweight, easy-to-use i-STAT 1 Blood Analyzer is a handheld self-contained blood analysis system that can perform a panel of tests utilizing these single-use disposable cartridges. Together, they create the i-STAT System – a point-of-care testing platform that provides the health system with diagnostic information when and where needed. With a few drops of whole blood, a test cartridge is inserted into the handheld reader and test results are displayed in minutes. The i-STAT 1 handheld analyzer can perform blood gas, chemistry, electrolyte, coagulation and cardiac marker tests. This point-of-care blood testing is currently in use at all four JHS facilities. The Abbott Troponin I assay value is used to assist in the diagnosis of myocardial infarction (MI) and in the risk stratification (of patients with acute coronary syndromes with respect to risk mortality, etc. Risk stratification is a process that enables the physicians to identify the right level of care and services for distinct subgroups of patients. This immunoassay (test) is being utilized at Jackson North Emergency Room for fast diagnosis. At the Jackson South and Jackson West Cath Lab and for Holtz Children’s neonates, the i-STAT is used for fast diagnosis and treatment. Use of these types of testing delivers better patient care outcomes, in that, it improves efficiencies in the main laboratories by reducing “stat” testing time. The i-STAT Point of Care Testing (“POCT”) Hand Held analyzer provides the best, fastest and most accurate beside results where immediate results are required. The analyzers are fully bidirectional and are interfaced with JHS’ Cerner EHR platform.

The STEMI program for Chest Pain Accreditation at JNMC is a program to rapidly identify and treat patients experiencing an ST-segment elevation myocardial infarction (STEMI), which is a type of heart attack requiring immediate intervention. This program requires test results of the Troponin 1 immunoassay within 45 minutes from the patient entering the Emergency Room. The i-STAT testing delivers results in 10 minutes compared with the minimum time of 1.5 hours in which results are available through the main laboratory. If this specialized testing were not available, the accreditation standard may not be met, as testing would have to be returned

to the Main Lab at Jackson Memorial Hospital (JMH). This would create delays in test results, impacting physician decisions and creating longer emergency department wait time.

In providing a statement on the benefits, to the Trust, of this procurement, the Department of Laboratory Services, has explained that the i-STAT is the only hand-held system available for testing cardiac, chemistry and coagulation in one instrument. At this time, other systems do not have the capacity to run all of these tests in one instrument. Abbott remains the Gold Standard test for Myocardial Infarction diagnosis and so remains the only available vendor on the market. The purchase of these cartridges is necessary to facilitate the continued availability of this specialized testing across the system for the provision of cohesive point-of-care among the four facilities for timely, accurate and ease of testing.

In providing a statement in line with the Trust's Environmentally Sustainable initiatives, Abbott states: "we are committed to upholding the fundamental principles of environmental protection, human rights, and fair labor practices to drive long-term business success for Abbott and our suppliers and to improve lives around the world. Our Abbott Supplier Guidelines establish sustainability management and performance expectations for suppliers. They are aligned with internationally recognized and industry-accepted standards such as the Pharmaceutical Supply Chain Initiative (PSCI) Principles for Responsible Supply Chain Management. When selecting suppliers, we consider ESG factors alongside business capabilities and capacities, quality management systems, financial health, and alignment with Abbott's vision. We maintain a supplier assessment process to minimize reputational and business continuity risks. This is particularly relevant to critical suppliers, but we also assess noncritical suppliers flagged for potential sustainability risk".

#### Recommendation

Based on the foregoing, it has been determined that it is in the best interest of the Trust to secure an agreement with Abbott for its iSTAT cartridges to facilitate the Point of Care blood testing that is required throughout the healthcare system.

As a result of ECRI's recommendations, Procurement Management negotiated reductions on the prices of the cartridges for savings of \$55,235.61 over the three-year period.

In providing an evaluation of the vendor's performance during current contract year, the Department of Laboratory Services at Jackson Memorial Hospital reported the following:

- The contracted service meets the applicable standards addressed in the Joint Commission Standards.
- The overall service is above standard.
- The vendor meets all requirements of the contracted service.

This procurement has been reviewed for SBE participation. The analyzers products purchased under this agreement are provided from the original equipment manufacturer, Abbott. The products are shipped directly to Jackson and the vendor does not subcontract services related to this purchase. The opportunity to include an SBE partner is not available for this product purchase. Abbott is aware of Jackson's SBE program and the expectation of vendor partners to advance that commitment.

#### **The contract can be terminated for convenience with a ninety (90) calendar day notice and includes UAP and OIG provisions. The UAP and OIG fees are provided as deductions on the invoices.**

In accordance with our Contractor Due Diligence review, Abbott Laboratory Inc. has provided a Sworn/Notarized Statement to the Trust's Procurement Management Department that: (1) no lawsuits have been filed against the company within the five (5) years prior to submittal of proposal to the Trust; (2) the company has not defaulted in the five (5) years prior to proposal submittal to the Trust; and, (3) the company has not been debarred nor has the firm received a formal notice of non-compliance or non-performance in the five (5) years prior to proposal submittal to the Trust.

Bid Waiver Justifications have been provided and Conflict of Interest Declarations have been signed by Lyda Suarez, Assistant Manager, Clinical Lab, JMH; Marie Josee Danois, Director, Lab Services, JSMC; Adriana Herrera, VP Finance, Executive Office; Natacha Vega, Director, Pathology Services, JW-Laboratory Administration; Victor Gomez, CFO, Jackson South Medical Center; Michelle Quintana, Medical Technologist 2, General Services; Sallie-anne R. Wright, Director, Pathology Services, JMH Pathology Operations; Pedro Alfaro; CFO, Holtz Children's & Women's Hospital; Marianul Pinon, Director - Lab Services, Clinical Lab; Julie Dircks, CFO - Jackson North Medical Center and Stephanie Organ, Director, Contracting and Pricing, Abbott, with no reported disclosures (**C. Goldfarb, A. Aboud, L. Marin, L. Marrero-Camps**).

#### **B. Physician's Preference**

**Staff requests a waiver of formal competition for the contract items listed in this category because a physician and a clinician have requested the particular item, without which the physician and clinician cannot successfully and safely render patient care.**

3. (2440822, 2440454, 2426481, 2590217, 2432166-JR) The Jackson Health System, Surgery Departments, are requesting approval to enter into an agreement with Arthrex, Inc. for a period of three (3) years to continue to procure its trauma and extremities products, which includes internal and external devices used in arthroscopy procedures such as knee, shoulder, wrist, and ankle (ongoing purchase).

**Arthrex Inc.:**

<b>This Request for Funding:</b>	<b>\$8,665,738</b>
	<b>(For Three Years)</b>

**Background**

Arthrex is a global medical device company and leader in new product development and medical education in orthopedics. Arthrex has pioneered the field of arthroscopy and develops more than 1,000 innovative products and procedures each year. So far, the company has proven its commitment to delivering uncompromising quality to JHS and its patients. Arthrex offers trauma and extremities products that include internal and external devices used in arthroscopy procedures such as: knee, shoulder, wrist, and ankle. In addition, Arthrex has the ability to provide stabilization of severe fractures and deformity, knee implant products for specialized knee replacement procedures and hip implant products for the reconstruction of hip joints.

The Arthrex Humeral SuturePlate™ is an anatomically designed polyaxial locking plate and screw system intended for the treatment of proximal humeral fractures (breaks in the upper part of the arm bone). These low profile plates with polyaxial bushings (can rotate in various directions) provide freedom to direct the locking screws within the anatomical template, based on the fracture pattern and bone quality for better fixation. Multiple chamfered suture eyelets along the margin of the plate allow the surgeon to pass FiberWire® suture after the plate is fixed to bone. FiberWire® Suture Kits, which contain color-coded #2 or #5 FiberWire® sutures, with needles on each end, are available to facilitate suturing the soft tissue to the plate after it is in place.

The Arthrex Humeral Nail System consists of both short and long intramedullary nails. The 15 cm short nail is best suited for simple 2-part fractures of the proximal humerus involving the surgical neck of the humerus and for proximal third humeral fractures without comminution (grinding down). The long humeral nail is primarily intended for humeral shaft fractures, which are inherently not prone to Varus malposition, wherein the bones or joints are angled outward.

In providing a statement in line with the Trust's environmentally responsible initiatives, Arthrex has offered the following: "Arthrex is mindful of the effect our corporate activity has on the earth, and we are committed to doing business in an environmentally-friendly manner. As part of our social responsibility, we strive to maintain customer satisfaction with the highest quality products developed in an environmentally sustainable way and create a working environment that supports these goals. We promote environmental impact reduction in all product development stages, product sales and corporate facilities."

**Recommendation**

In light of the foregoing, the Jackson Health System, Surgery Departments have determined it would be in the Trust's best interest to award the contract to Arthrex, Inc. for a period of three (3) years to procure its trauma and extremities products.

Through negotiations, a total cost savings of \$426,618 has been provided to the Trust based on usage for the three-year term with a cost avoidance of \$3,075,207.30. **ECRI has reported that Arthrex has provided a competitive offer to the Trust.**

In accordance with JHS' Contractor Due Diligence review, Arthrex, Inc. has provided a Sworn/Notarized Statement to the Trust's Procurement Management Department that:

(I) Lawsuits have been filed against the company within the five (5) years prior to submittal of a bid or proposal to the Trust;

- Blue Pacific Resources Inc V Arthrex, Inc et al. PC2020553- Dismissed
- Marriott Hotel Services Inc V Arthrex Inc 2018-47109- Dismissed
- Stephen Burkhardt MD et al V. Arthrex Inc et al 2020-CA-000401- pending

(2) the company has not defaulted in the five (5) years prior to bid or proposal submittal to the Trust; and, (3) the company has not been debarred nor has the firm received a formal notice of non-compliance or non-performance in the five (5) years prior to proposal submittal to the Trust.

This procurement has been reviewed for SBE participation. The orthopedic products purchased under this agreement is provided by Southern Edge Orthopedics, Inc., authorized distributor for the original equipment manufacturer, Arthrex. The products are shipped directly to Jackson. The opportunity to include an SBE partner is not available for this product purchase. Arthrex is aware of Jackson's SBE program and the expectation of vendor partners to advance that commitment.

**The contract can be terminated for convenience with a thirty (30)-day notice and includes UAP and OIG fees. The UAP and OIG fees are provided as deductions on the invoices.**

**Vendor took no exceptions to the Trust's standard terms and conditions, which have been approved by the County Attorney's Office for legal sufficiency and by Risk Management as to indemnification and insurance.**

A Bid Waiver Justification has been provided and Conflict of Interest Declarations have been signed by Esteban Humeniuk, Associate Nurse Manager, Jackson South Medical Center; Ross Goldberg, MD, Chief of Perioperative Division, Jackson Memorial Hospital; Alejandro Cid, Director Business Operations, Jackson Memorial Hospital; Jorge Areces, Business Manager, Jackson Memorial Hospital; Sunitha Abraham, AVP Perioperative Services, Jackson Memorial Hospital; Michael Baraga, MD, Orthopedic Surgery, Jackson Memorial Hospital; Veronica Miranda, Office Manager, Jackson Memorial Hospital; Jose Inzunza, MD, Jackson South Medical Center; Susan Chediak, Director, Jackson West Medical Center; Michael Paula, DPM, Jackson West Medical Center; Alexander Var MD, Jackson West Medical Center; Dillon Arango, MD, Jackson West Medical Center; Cesar Saenz, MD, Jackson West Medical Center, and Veronica Miranda, Chief Admin Ops Officer, Southern Edge Orthopedics, Inc./Arthrex Inc., and by Paul Smith, Area Manager, Arthrex, Inc., with no reported disclosures. (A. Joseph, P. Blair, J. Dircks, V. Gomez)

### **C. Standardization**

**Items in this category have been established as the Trust standard.**

No items to report.

### **D. Non-Competitive Cooperative Purchasing**

**This subsection consists of awards under the contracts of other public entities that were not competitively solicited.**

No items to report.

### **E. Miscellaneous Bid Waiver**

**This subsection consists of awards not falling in the other categories of waiver of formal competition but where waiver is deemed to be in the best interests of the Trust.**

No items to report.

## **SECTION VI. OPTIONS-TO-RENEW AND CONTRACT MODIFICATIONS FOR CONTRACTS THAT WERE COMPETITIVELY SOLICITED**

**This section refers to existing contracts that were competitively bid ("ITB", "RFP", "GPO" or "Piggyback") at their origin and consists of either (a) the exercise of established options to renew or (b) the execution of contract modifications for which the Procurement Policy requires prior Board approval.**

No items to report.

## **SECTION VII. OPTIONS-TO-RENEW AND CONTRACT MODIFICATIONS FOR CONTRACTS THAT WERE AWARDED UNDER A WAIVER OF FORMAL COMPETITION**

**This section refers to existing contracts that were not competitively bid at their origin and consists of either (a) the exercise of established options-to renew or (b) the execution of contract modifications for which the Procurement Policy requires prior Board approval. All contracts in this section are renewals not previously authorized by the Board have the written approval of the President, are based on a finding that the waiver of full and competitive bidding is in the best interest of the Public Health Trust, and require a two-thirds affirmative vote of the Trustees present for approval.**

4. **(2433353, 2450866-JR)** The Perioperative Services Departments, Jackson North Medical Center (JNMC) and Jackson West Medical Center (JWMC), request approval to exercise the second option to renew (OTR) the agreement with PROCEPT BioRobotics, Inc. for the continued provision of consumables to be used with multi-specialty robotic surgery equipment for minimally invasive surgical procedures (ongoing purchase).

**PROCEPT BioRobotics, Inc.:**

Previously Approved Funding:	\$1,427,550
<b>This Request for Funding:</b>	<b>\$506,590</b> <b>(For One Year)</b>
Total Approved Funding:	\$1,934,140

**Background**

PROCEPT BioRobotics, Inc. (“PROCEPT”) is a sole source vendor that develops and provides robotic-assisted, waterjet treatments and related consumables for benign prostatic hyperplasia (BPH) and other urological conditions. On March 9, 2021, via PHT Resolution 02/2021-0080, Sole Source Contract SS-21-20617-JM, in the amount of \$532,000, was executed for a three-year period to cover the provision of this multi-specialty robotic surgery equipment and consumables for JNMC. The agreement also provided for two renewal options (OTRs) of one year each. On March 27, 2024, via PHT Resolution 03/2024-013, the amount of \$895,550 was approved for an additional year to extend the service to continue the provision of consumables to JNMC and add equipment and consumables for Jackson West Medical Center. The amount of \$506,590 will cover the cost of consumables for the multi-specialty robotic surgery equipment located at JNMC and JWMC for a period of one year.

In providing a statement on the benefit, to the Trust, in exercising this final OTR, the Perioperative Departments have offered that it will continue to help increase the Trust’s presence as a provider of choice for minimally invasive surgical robotic surgeries across urology, gynecology, and general service lines. Despite higher operating room costs in both consumables and capital, robotic-assisted surgery is demonstrating downstream post-operative savings through improved outcomes and is a thriving market that is projected to grow. The PROCEPT robotics assist surgeons in achieving higher levels of precision, visual dexterity and control during these complex, minimally invasive procedures. This technology helps physicians improve patient outcomes, minimize the risk of complication and reduce hospital stay and recovery time.

**Recommendation**

The Perioperative Services Departments, JNMC and JWMC, have determined it would be in the Trust's best interest to exercise the second and final OTR for the purchase of related consumables to be used with the robotic surgery equipment for minimally invasive surgical procedures. **ECRI has reported that PROCEPT BioRobotics has provided a competitive offer to the Trust.**

In accordance with JHS’ Contractor Due Diligence review, PROCEPT BioRobotics, Inc. has provided a Sworn/Notarized Statement to the Trust’s Procurement Management Department that: (1) no lawsuits have been filed against the company within the five (5) years prior to submittal of a bid or proposal to the Trust; (2) the company has not defaulted in the five (5) years prior to bid or proposal submittal to the Trust; and, (3) the company has not been debarred nor has the firm received a formal notice of non-compliance or non-performance in the five (5) years prior to proposal submittal to the Trust.

In providing an evaluation of the vendor’s performance during the current contract year, the Radiology Department has reported the following:

- Average turnaround time of goods/services delivery meets the standard,
- The deliverables meet the contract requirements
- Ability to successfully respond to emergency situations also meets the standard.

This procurement has been reviewed for SBE participation. The specialized aquablation products purchased under this agreement are provided from the original equipment manufacturer, PROCEPT BioRobotics. The products are shipped directly to Jackson and the vendor does not subcontract services related to this purchase. The opportunity to include an SBE partner is not available for this product purchase. PROCEPT BioRobotics is aware of Jackson’s SBE program and the expectation of vendor partners to advance that commitment.

In providing a statement in line with the Trust's Environmentally Sustainability initiatives, PROCEPT has offered: that the company conducts business in a manner where it seeks to reduce its impact on the environment. "Among other things, this includes such things as segregation and recycling of waste, reducing scrap and reducing energy use." PPROCEPT also stated that: "25% of crates used for return of products to PROCEPT are reused after inspection to verify integrity. Any packaging materials at our facilities that cannot be safely reused are recycled. Where possible, we reuse packaging materials. We manufacture our products using parts purchased from a global network of approved suppliers. Our suppliers are selected for their ability to meet our specifications and compliance to rigorous quality system requirements. We intend to establish targets and goals to drive continuous improvement of Key Performance Indicators related to our environmental impact. We will monitor progress to our targets and goals through periodic reviews. Also, we will encourage our suppliers and contract manufacturers to adopt similar policies."

**The contract can be terminated for convenience with a thirty (30) day written notice and includes UAP and OIG fees. These fees are provided as an upfront deduction.**

A Bid Waiver Justification has been provided and Conflict of Interest Declarations have been signed by Susan Chediak, Director of Surgery, Jackson West Medical Center; Dayron Rodriguez, MD Urologist, Jackson West Medical Center, Diana Peterson, Administrator, Jackson North Medical Center, and by John Bonema, Contract Analyst PROCEPT BioRobotics, Inc., with no reported disclosures (**V. Gomez, J. Dircks**).

**5. (2617478-LM)** The HR Employee Benefits Department is requesting authorization to extend contract BW 17-15255-JM for a period of one (1) year with Gallagher Benefit Services for Actuarial Services for the Self-Funded Medical Plans (ongoing purchase).

**Gallagher Benefit Services, Inc.:**

Previously Approved Funding:	\$1,627,500
<b>This Request for Funding:</b>	<b>\$222,000</b> <b>(For One Year)</b>
Total Approved Funding:	\$1,849,500

**Background**

Gallagher provides a number of specialized consulting services to Jackson Health System (JHS), such as: (1) Consulting Benefits for JHS employee benefit plans, including Actuarial and Financial Services, compliance, vendor management, benchmarking, healthcare reform, and wellness programs; (2) Strategic Review and Performance of Benefit Designs; (3) Legal Compliance, Legislative Updates and Research Services; (4) Other Related Duties; (5) Data Security; and (6) assistance with solicitations, and Self-Funded Plan Annual On-site Claims Audit.

In November 2017, a non-competitive contract was awarded to Gallagher for an initial term of one year from December 1, 2017 to November 30, 2018, with two (2) options to renew (OTRs) of one year each. In October 2018, prior to exercising the first OTR, HR Benefits requested a one-month extension of the contract from November 1, 2018 to November 30, 2018. This was approved under CPO delegated authority via modification no. 1. This modification did not add funds to the contract. In November 2018, modification no. 2 was approved under Resolution PHT 11/2018-058 in the amount of \$222,000 to exercise first OTR from December 1, 2018 to November 30, 2019. In November 2019, modification no. 3 was approved under CPO delegated authority to extend the contract for two months from December 1, 2019 to January 31, 2020 to allow sufficient time to negotiate OTR 2. This modification did not add funds to the contract. In January 2020, modification no. 4 was approved under Resolution PHT 01/2020-004 in the amount of \$277,000 to exercise the second OTR, from February 1, 2020 to January 31, 2021. In December 2020, modification no. 5 was approved under Resolution PHT 12/2020-064 in the amount of \$666,000 to extend the contract for a period of three (3) years from February 1, 2021 to January 31, 2024. In March 2024, modification no. 6 was approved under CPO delegated authority in the amount of \$240,500 to extend the contract for a period of one (1) year from February 1, 2024 to January 31, 2025. This request for funding under modification no. 7 extends the service for a period of one year from February 1, 2025 through January 31, 2026. The fees for this one-year extension will remain the same.

In explaining the benefits, to the Trust, of this procurement, the Employee Benefits Department has stated that due to its specialized nature, the services provided by Gallagher could not be provided in house by JHS staff. In the absence of contracting with Gallagher, JHS would have to purchase these services from different vendors that do not provide the comprehensive and all-inclusive offering

that Gallagher does, resulting in higher cost for the Trust. Gallagher offers a complete range of specialists and local support. Also, the company's consultants, attorneys, and actuaries are all based in South Florida, and are familiar with JHS' programs.

In providing a statement in line with the Trust's Environmentally Sustainable initiatives, Gallagher has offered the following: "Environmental Goals: Gallagher is dedicated to reducing our environmental footprint through more sustainable operational and travel practices. We aim to achieve our global operational net zero carbon dioxide equivalent (CO2 e) emissions (Scope 1 and Scope 2) goal by 2050 and have set an interim goal to reduce these emissions by 50% on a consolidated average per-employee basis by 2030 from our 2019 baseline. Gallagher promotes the reduction of our environmental footprint and combating climate change through our operational net zero and interim goals."

#### Recommendation

The HR – Employee Benefits Department has determined that it is in the Trust's best interest to extend contract BW 17-15255-JM for Actuarial Services for Self-Funded Medical Plans for one (1) year from February 1, 2025 to January 31, 2026, for the continued provision of Actuarial Services for the Self-Funded Medical Plans while a new contract is negotiated and finalized.

In accordance with JHS' Contractor Due Diligence review, Gallagher Benefit Services has provided a Sworn/Notarized Statement to the Trust's Procurement Management Department that: (1) no lawsuits have been filed against the company within the five (5) years prior to submittal of a bid or proposal to the Trust; (2) the company has not defaulted in the five (5) years prior to bid or proposal submittal to the Trust; and, (3) the company has not been debarred nor has the firm received a formal notice of non-compliance or non-performance in the five (5) years prior to proposal submittal to the Trust.

During this one-year term, the HR Employee Benefits Department will continue to use the following performance and quality measures to evaluate the contractor's ability to provide Actuarial Services for the Self-Funded Medical Plans.

1. Quarterly meetings to analyze current plan designs and recommend changes as necessary.
2. Quarterly meetings between bargaining units to discuss benefit contract issues.
3. Quarterly reviewing plan amendments and monitoring performance

In providing an evaluation of the vendor's performance during the current contract year, the HR Employee Benefits Department has reported the following:

- The average turnaround time of services is above standard.
- The competencies of contracted staff are above standard.
- The deliverables for contract requirements are above standard.

**The underlying contract was approved by Risk Management as to insurance and liability and by the County Attorney's Office for legal sufficiency.**

**The underlying contract can be terminated for convenience with a thirty (30)-calendar day notice and includes the UAP and OIG fees. The UAP and OIG fees are provided as deductions on the invoices.**

A Bid Waiver Justification has been provided and Conflict of Interest Declarations signed by Tala Teymour, AVP Total Rewards & Employee Wellness; Suzette Fernandez, Associate Director of Employee Benefits and Wellness; Michelle Kligman, EVP & CHRO; Mark Knight, Executive VP & CFO, Jackson Health System, and, by Kevin Murphy, Area President, Gallagher Benefit Services, with no reported disclosures (**M. Kligman, M. Knight**).

**6. (2432972, 2451037, 2648017, 2452987 -JM)** The Jackson Health System Pathology Services Departments, request approval to exercise the first option to renew (OTR) of the contract with OneBlood, Inc. to continue providing blood supply transfusion services and inventory management (ongoing purchase).

#### **OneBlood, Inc.:**

Previously Approved Funding:	\$55,957,791
	(For Three Years)
<b>This Request for Funding:</b>	<b>\$18,248,798</b>

**(For One Year)**

Total Approved Funding:	\$74,206,589
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**Background**

On March 7, 2022, Jackson Health System executed an agreement with OneBlood, Inc., in the amount of \$55,957,791 for an initial-three-year term under PHT 11/2021-056 for the continued provision of blood supply transfusion services and inventory management. This request in the amount of \$18,248,798 will exercise the first renewal option for a one-year period through March 8, 2026.

OneBlood, Inc. will continue to supply the Trust with blood and blood products such as platelets, red and white blood cells, cryoprecipitate and plasma for transfusion purposes. Jackson North Medical Center, Jackson South Medical Center, and Jackson West Medical Center utilize apheresis services, used to treat autoimmune diseases. Apheresis is a technique to separate whole blood into its components – plasma, red cells, white cells, and platelets – to isolate certain components for removal and return of the remaining components to the patient. Jackson Memorial Hospital conducts specialized apheresis procedures like leukapheresis (procedure to separate and collect white blood cells - used in the treatment of cancer that resurfaces).

OneBlood will continue to provide optimum efficiency and effectiveness in blood supply services for the health system. The Trust requires a single vendor for ease of access and tracking, and one that is committed to provide red cells, with dates that are not about to expire, for the general inventory at each hospital. This will decrease the likelihood of having products expire soon after receipt or wasted.

OneBlood consistently meets satisfactory turnaround time, STAT orders, and provides detailed data on measured fill rate components.

The following established metrics will continue for this agreement:

On a monthly basis, OneBlood will report to the health system, including to the designated member of the health system's team, and each hospital, on the following Key Performance Indicators (KPIs):

- (1) Turn-around-time (TAT)
- (2) Measured fill rate for Components
- (3) STAT orders – frequency and fulfillment
- (4) Returns for Product Quality matters

OneBlood will continue providing the following value-added services and partnership:

- Pathology residency program with OneBlood medical directors. This program is an addendum to the OneBlood Services Agreement and is designed for eligible JHS Residents/Fellows.
- Access to OneBlood's Healthcare Heroes Portal where supply chain, operations, and medical directors are able to leverage resources including articles and utilization reports and attend industry meetings and presentations.
- Access to OneBlood's billing portal and archive.

Additionally, OneBlood will continue to offer the Trust the opportunity to further partner on inventory management and provide Jackson Health System greater internal inventory transparency. OneBlood also provides the BloodHub inventory management module to Jackson Health System, at no additional cost. This represents total cost avoidance of \$20,000 to the Trust, along with implementation support.

The allocation of requested funding is as follows:

Jackson Main:	\$15,213,714
Jackson South:	\$1,495,119
Jackson North:	\$1,320,000
Jackson West:	\$648,629

**Recommendation**

In the best interest of the Trust, the Pathology Services Departments, have determined that it would be in the Trust's best interest to exercise the first option to renew the contract with OneBlood, Inc. for the provision of blood supply transfusion services and inventory management.

Negotiations with vendor resulted in an estimated cost avoidance of \$209,371 for the one-year renewal period, based on vendor imposing a 3% CPI increase rather than the established 5.4%. This is in addition to the provision of the BloodHub inventory management module at no extra cost – a cost avoidance of \$20,000 over the one-year renewal, for total cost avoidance to the Trust of 229,371. **ECRI has reported that the price provided to the Trust by this vendor is competitive.**

In stating the benefits to the Trust of this procurement, Pathology Departments have offered that OneBlood has been providing JHS with blood products and services reliably for several years. OneBlood has remained the only viable option capable of meeting the requirements of the health system. There are no other South Florida blood collection and processing services that can fulfill the needs of JHS. OneBlood not only provides the blood products but also delivers them, consistently meets satisfactory turnaround time on STAT orders, and consistently provides data on measured fill-rate components. This vendor also offers education resources such as the Pathology Residency Program and fellowship programs. This includes Blood Banking/Transfusion Medicine Practicum to be provided, at no extra cost, up to two weeks per trainee, in accordance with provisions contained in the Master Agreement, to residents and fellows who are participants in Jackson's Residency/Fellowship training Program. During these practicums, the residents and fellows receive experience in all facets of Blood Banking/Transfusion Medicine, as well as specialized training in current therapeutic modalities. These practicums, or work placement programs, are designed to provide participants with practical work experience. They emphasize the importance of learning by doing, allowing participants to transfer their knowledge to actual work.

This procurement has been thoroughly reviewed for potential SBE participation. The blood transfusion services provided under this agreement will be performed by OneBlood employees. The vendor does not subcontract any of its services. The opportunity to include an SBE partner is not available for this service activity. OneBlood is aware of Jackson's SBE program and the expectation of vendor partners to advance that commitment.

**The underlying contract was reviewed and approved by Risk Management as to insurance and liability and by the County Attorney's Office for legal sufficiency.**

**The underlying contract can be terminated for convenience with a thirty (30) day written notice and includes UAP and OIG fees. The UAP and OIG fees are provided as deductions on the invoices.**

In providing an evaluation of the vendor's performance during the current contract year, the Pathology Services Departments have reported the following:

- The blood supply is adequate and meets the applicable standards required.
- The turnaround time of STAT orders are achieved within the established/published turnaround goals, thus meeting the standards required.
- The quality of blood products meets the established specifications.

Based on the overall contract performance evaluation, the Pathology Services Departments recommend exercising the first renewal option of the contract with OneBlood, Inc.

In accordance with our Contractor Due Diligence Review, OneBlood, Inc. has provided Sworn/ Notarized Statements to the Trust's Procurement Management Department that: (1) no lawsuits have been filed against the company within the five (5) years prior to submittal of a bid or proposal to the Trust; (2) the company has not defaulted in the five (5) years prior to bid or proposal submittal to the Trust; (3) the company has not been debarred nor has the firm received formal notices of non-compliance or non-performance in the five (5) years prior to proposal submittals to the Trust.

A Bid Waiver Justification has been provided and Conflict of Interest Declarations signed by Sallie-Anne Wright, Director Pathology Services, Jackson Memorial Hospital; Liana Lowe, Business Analyst, Jackson Memorial Hospital; Natacha Vega, Director of Pathology Services, Jackson West Medical Center; Vivian Barreto, VP, Jackson West Medical Center; Alberto Aboud, CFO, Jackson West Medical Center; Lidia Suarez, Lab Assistant Manager, Jackson South Medical Center; Marie Josee Danois, Director Pathology Services, Jackson South Medical Center; Lourdes Marrero, VP & COO, Jackson South Medical Center; Edward Borrego, CEO, Jackson South/West Medical Center; and Martin Grable, Chief Financial & Administrative Office, OneBlood, Inc., with no reported disclosures (**M. Severe, E. Borrego, H. Clark, D. Zambrana**).

**7. (2450647, 2631969-JM)** The Perioperative Services Department, on behalf of Jackson Memorial Hospital (JMH) and Jackson South Medical Center (JSMC) Surgery Departments, requests approval to exercise the first renewal option (OTR) of the contract BW 21-20636-JM with Vivex Biologics, Inc. (Vivex) for a period of one year for the continued provision, to the Trust, of cellular allografts and bone grafts used in spinal fusion and orthopedic surgeries (ongoing purchase).

**Vivex Biologics, Inc.:**

Previously Approved Funding:	\$6,111,642
<b>This Request for Funding:</b>	<b>\$2,112,941</b> <b>(For One Year)</b>
Total Approved Funding:	\$8,224,583

**Background**

In October 2021, via Resolution PHT 10/2021-051, the amount of \$3,992,937 was approved for a period of three (3) years to UMTB Biologics, a wholly- owned subsidiary of Vivex, to continue the provision of cellular allografts and bone grafts to the Trust. Subsequent to this approval, however, it was determined that these products/services would be provided by Vivex, as UMTB, Vivex' wholly-owned subsidiary, would no longer be providing these products/services. Therefore, the agreement, which included two successive options to renew (OTRs) of one year each, was executed with Vivex, in the PHT-approved amount of \$3,992,937 for the provision, to the Trust, of cellular allographs and bone grafts, which are processed human tissue materials. These patient-chargeable products are used by JMH and JSMC Surgery Departments to help promote bone healing and regeneration in spinal fusion and orthopedic surgeries, potentially reducing recovery time for patients. In May 2023, modification no. 1, necessitated by increased utilization, was executed in the amount of \$468,000, under CPO delegated authority, for the continued purchase of cellular allografts and bone grafts from Vivex and to cover outstanding balances for service provided under the initial three-year term. In December 2023, modification no. 2 was executed in the amount of \$1,650,705, under CPO delegated authority. These additional dollars were required to supplement remaining funds, because of an increase in utilization. In February 2025, modification no. 3 was executed, under CPO delegated authority, to extend the term of the agreement through March 31, 2025. No additional funding was needed. This request in the amount of \$2,147,162 will exercise the first renewal option for a one-year period through March 31, 2026 with Vivex Biologics, Inc. for the continued purchase of its cellular allografts and bone grafts.

In providing a statement on the benefit of exercising this OTR, the Perioperative Services Department has explained that the Vivex products being purchased are essential for the Trust's orthopedic and spine surgery programs. The Perioperative Services Department has also stated that the proximity of Vivex's local tissue bank facilitates the provision of services within 30-45 minutes from the original request, allowing the JHS surgical teams to maintain efficient case turnaround time and shorter intra-operative intervention to the patient requiring these types of implants. This is ideal for the Trust, as stocking these biologics products requires specialized storage conditions and careful inventory management due to the products' limited shelf life and specific temperature requirements. This service also allows the Trust to reduce on-hand inventory carrying costs. If these products were not available from this local source, JHS would have to acquire products from non-local sources and stock items at a high cost in order to meet patients' needs in a timely and efficient manner. Transition to alternative products would also require significant retraining of surgical teams, validation of new suppliers, and disruption to established surgical workflows that could impact patient care and, potentially, lead to increased operative times, higher complication rates, and extended hospital stays.

**Recommendation**

The Perioperative Services Department, in collaboration with the Procurement Management Department, conducted market research to determine the availability of competition. The resulting determination was that it is in the best interest of the Trust to exercise the first option to renew for a term of one year, through March 31, 2026, for the continued provision of these processed human tissue materials.

**Through negotiations, total cost savings of \$35,194 was achieved for this renewal period. ECRI reported that the pricing provided by this vendor falls within the average competitive price point of the ECRI Price Guide for these products.**

This procurement has been reviewed for SBE participation. The human tissue materials purchased under this Agreement are provided directly from Vivex. The products are shipped directly to Jackson, and the vendor does not subcontract services related to this purchase. SBE firms are not available to support this category. Vivex is aware of Jackson's SBE program and the expectation of vendor partners to advance that commitment.

**The underlying contract was reviewed and approved by Risk Management as to insurance and liability and by the County Attorney's Office for legal sufficiency.**

**The underlying contract can be terminated for convenience with a thirty (30) day written notice and includes UAP and OIG fees. The UAP and OIG fees are provided as deductions on the invoices.**

In providing an evaluation of the vendor's performance during the current contract year, the Perioperative Services Department has reported the following:

- The average turnaround time of services is considered above standard.
- The competencies of contracted staff are considered above standard.
- The deliverables are above standard.
- The ability to successfully respond to emergency situations is above standard.
- The responsiveness to safety issues and safety standards is above standard.

Based on the overall contract performance evaluation, the Perioperative Services Department Division recommends continuation of this contracted service with Vivex Biologics, Inc.

In accordance with our Contractor Due Diligence Review, Vivex Biologics, Inc. has provided Sworn/ Notarized Statements to the Trust's Procurement Management Department that: (1) no lawsuits have been filed against the company within the five (5) years prior to submittal of a bid or proposal to the Trust; (2) the company has not defaulted in the five (5) years prior to bid or proposal submittal to the Trust; (3) the company has not been debarred nor has the firm received formal notices of on-compliance or non-performance in the five (5) years prior to proposal submittals to the Trust.

A Bid Waiver Justification has been provided and Conflict of Interest Declarations signed by Alejandro Cid, Director of Business Operations, Jackson Memorial Hospital; Sunitha Abraham, Sr. Director of Perioperative Department, Jackson Memorial Hospital; Oscar Betancourt, VP Jackson Memorial Hospital; Patricia Blair, CFO, Jackson Memorial Hospital; Jorge Areces, Business Manager, Jackson Memorial Hospital; Sharon Sun, Associate Nurse Manager, Operating Room Labor & Delivery, Jackson Memorial Hospital; Maria Grau, Associate Nurse Manager Neuro, Jackson Memorial Hospital; Ian Cote MD, Neurosurgical Surgery, Jackson Health System; Milaydi Hernandez, Clinical Staff Nurse, Jackson South Medical Center; Esteban Humeniuk ACNO, Jackson South Medical Center; Victor Gomez, CFO Jackson South Medical Center; Edward Borrego, CEO Jackson South & West Medical Center, and, Michele Pablos, VP Vivex Biologics, Inc., with no reported disclosures (**H. Clark, E. Borrego**).

**8. (2653046-DF)** Jackson Health System's Holtz Children's Hospital ("Holtz") is requesting approval to enter into Modification No. 1 to the Consulting Services Agreement between the Public Health Trust ("Trust") and The Chartis Group, LLC ("Chartis") for the provision of Chartis' pediatric partnership planning Phase 1 bridge extension (ongoing purchase).

**The Chartis Group, LLC:**

Previously Approved Funding:	\$340,000
<b>This Request for Funding:</b>	<b>\$325,000</b> <b>(Cost not-to-exceed)</b>
Total Approved Funding:	\$665,000

**Background**

On January 13, 2025, the Trust and Chartis entered into the agreement for Chartis' assistance with pediatric ambulatory partnership planning between the Trust and the UM. Under the agreement, Chartis proposed a three-phase process. As detailed in the agreement, the first phase focuses on defining the high-level partnership structure, lease model economics, and key elements of the partnership. The agreement further outlines that at the end of Phase 1, there will be a go/no-go decision made on whether to move forward, or not, with the partnership and finalize a decision before proceeding with Phases 2 and 3. If a "go" decision were to be made by the Trust and UM, Phase 2 would focus on design of the future-state economic and operating model. In addition, in Phase 3, the future-state model would be translated into a roadmap for execution together with projected financial impact.

Currently, the Trust has identified changes in the future options. Therefore, it has requested Chartis' additional bridge-extension work to support a different focus. Originally, Chartis believed their main focus would be to prepare for near-term efforts under the current structure, given that a lease model would be a long-term change.

The Trust's engagement of Chartis' additional time and work is imperative as more due diligence is needed on the leading models before Chartis can define any near-term steps. Chartis' additional work will serve as a "bridge" to a more comprehensive Phase 2 design work if a "go" decision is reached by the Trust and UM. Throughout the bridge period, Chartis will support Trust leadership in continuing to align on the end-state future partnership model. Chartis' activities will focus on due diligence in three areas:

1. Feasibility of the preferred model(s)
  - Understanding the near-term IT and revenue cycle options
  - Understanding the staffing model considerations
  - Validating compliance and legal pathway for preferred model – working with the Trust's Compliance and Legal Teams, drawing on case studies and expertise from other organizations
2. High-level economics of the preferred model(s) to outline the levers and mechanics that drive both upside and downside relative to the current state
3. Support discussions with Trust and UM leadership (either through direct facilitation or through behind-the-scenes preparation) to reach a go / no-go decision on the future-state model.

This request, for approval of \$325,000, to cover the provision of the services during the bridge period comprises: Chartis' professional fees of \$260,000. In addition to these professional fees, Chartis' administrative fee is \$13,000 (based on 5% of the professional fees) and travel and expenses are not to exceed \$52,000 (based on up to 20% of the professional fees).

#### Recommendation

In light of the foregoing, Holtz has determined that it is in the Trust's best interest to proceed with Chartis' Phase 1 bridge extension services.

This procurement has been thoroughly reviewed for potential SBE participation. The consulting services provided under this agreement will be performed by The Chartis Group, LLC employees. The vendor does not subcontract any of its services. The opportunity to include an SBE partner is not available for this service activity. The Chartis Group, LLC is aware of Jackson's SBE program and the expectation of vendor partners to advance that commitment.

**The parties to the contract have mutual termination for convenience rights, within thirty (30) calendar days of notice. The contract also includes the OIG and UAP provisions. The OIG and UAP fees are provided as deductions on the invoices.**

A Bid Waiver Justification has been provided and Conflict of Interest Declarations have been signed by Joanne Ruggiero, Senior Vice President and Chief Executive Officer; Pedro Alfaro, Chief Finance Officer, Holtz, and Gregory Maddrey, President of Chartis, with no reported disclosures (**J. Ruggiero**).

#### **SECTION VIII. MISCELLANEOUS**

**This section consists of procurement actions that may require Board approval not included under any other section of the Purchasing Report.**

No items to report.



TO: Amadeo Lopez-Castro III, Chairman  
and Members, Committee of the Whole

FROM: Rosa Costanzo, Senior Vice President, Strategic Sourcing, Supply Chain Management, Chief Procurement Officer and Michael Garcia, Senior Vice President and Chief Information Officer

DATE: March 26, 2025

SUBJECT: Resolution Authorizing and Approving the Chief Executive Officer, or designee, to waive formal competitive bidding and to negotiate and execute a License and Support Agreement with Epic Systems Corporation and a Hosting Services Agreement with Epic Hosting, LLC. for an estimated cumulative cost of \$269,174,952 over a ten-year period

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### **Background**

Jackson Health System's Information Technology Division ("IT") is requesting to enter into a License and Support Agreement with Epic Systems Corporation and a Hosting Services Agreement with Epic Hosting, LLC (Epic Systems Corporation and Epic Hosting, LLC will be collectively referred to as "Epic"). Under the Agreements, the Trust will purchase and implement the Epic electronic health record ("EHR") and patient accounting solutions to replace the Trust's existing EHR and supported solutions supplied by Oracle Cerner.

Founded in 1979, Epic has grown to become the leading provider of EHR solutions and healthcare software, trusted by healthcare organizations worldwide, and serving approximately 70% of large academic medical centers in the US market. Epic has a proven track record in South Florida, which can be evidenced by the other South Florida health systems who currently use Epic's solution, which include but are not limited to, UHealth/The University of Miami Health System, Broward Health, Memorial Healthcare, and Mt. Sinai Medical Center. In addition:

- Epic is the #1 overall system suite for 14 years running in KLAS Rankings, which assesses healthcare technology vendors based on performance and user feedback
- The majority of U.S. News and World Reports' top-ranked hospitals and medical schools use Epic
- 86% of Health Systems with Best Finances in Becker's use Epic. Becker's Hospital CFO Report highlights the health systems with the strongest operational metrics and solid financial positions, according to reports from credit rating agencies Fitch Ratings, Moody's Investors Service and S&P Global in 2023
- Most HIMSS Stage 7 Hospitals and Clinics Use Epic. Hospitals & clinics that have reached HIMSS Stage 7 use the EMR capabilities proven to increase patient safety and profitability
- The top 15 recipients of NIH grants by funding in 2022 were Epic community members

Epic's comprehensive EHR system supports the delivery of high-quality care, streamlines administrative processes, and enables data-driven decision-making across the entire healthcare continuum. Epic seamlessly integrates systems, provides an easy-to-use interface for clinicians and patients, and maximizes operational efficiencies and cash collections. Epic's intuitive patient portal, MyChart, empowers patients by providing them with direct access to their medical records, appointments, test results, medications, price estimates, and clinician notes. Patients can schedule appointments, communicate with their providers, request prescription refills, and track their health progress - all from their mobile devices or computers. By engaging patients in their own care, MyChart improves patient satisfaction and fosters better health outcomes.

## **Recommendation**

The Trust's current Cerner Invision patient accounting solution is nearing end of life and the current Cerner EHR is being replaced in the near future with Oracle's Next-Gen EHR which will run on Oracle's Gen 2 Cloud infrastructure. Because continuing to utilize Cerner Invision is not presently an option for the Trust, the Trust contracted with The Chartis Group, LLC ("Chartis") for Chartis to provide an assessment of Epic and Oracle Health (Cerner Millennium) and to determine the best solution for Jackson Health System's future. Chartis and the Trust's Executive Leadership determined that Epic was the best choice given Epic's current dominance in the market and overall customer satisfaction.

Chartis' assessment included the Relative Cost of Ownership ("RCO") model, which includes capital and operating investments required to build out an estimate of costs of ownership of an application. Chartis' 10-year RCO overview of a Cerner to Epic capital and operating spending consisted of the following:

- The incremental 10-year costs of moving to Epic is approximately \$380M.
  - This includes capital costs, and additional contingency and inflation assumptions
  - 10-year cost of ownership for Epic is estimated to be \$802M
  - The model assumes 10-year cost avoidance of \$421M for Oracle Health/Cerner
  - Net 10-year additional costs are \$380M
- The additional cost of procuring Epic is approximately \$362M in capital expenses and \$19.3M in operating costs, as illustrated below.

<b>The Cerner to Epic Capital, Op-Ex Story</b>			
	<b>Total Capital Expenses</b>	<b>Total Operating Expenses</b>	<b>Total Spend</b>
Adjustments for current spend	\$ -	\$ 308,660,910	\$ 308,660,910
Inflation on adjustments: 3.5%	\$ -	\$ 52,862,942	\$ 52,862,942
Contingency (adjustments)	\$ -	\$ 60,148,868	\$ 60,148,868
<b>Current Spend</b>	<b>\$ -</b>	<b>\$ 421,672,721</b>	<b>\$ 421,672,721</b>
 <b>Epic:</b>			
Software	\$ 45,681,335	\$ 154,016,082	\$ 199,697,417
Implementation and long-term staffing	\$ 237,737,396	\$ 115,167,780	\$ 352,905,176
Data conversion and archiving	\$ 8,380,760	\$ 1,645,833	\$ 10,026,593
Infrastructure	\$ 5,275,208	\$ 50,056,970	\$ 55,332,178
Gross total (pre-contingency/inflation)	\$ 297,074,700	\$ 320,886,665	\$ 617,961,365
Inflation on total cost: 3.5%	\$ 12,307,145	\$ 64,003,737	\$ 76,310,882
Contingency (total cost)	\$ 51,817,847	\$ 56,044,891	\$ 107,862,738
<b>Total cost of ownership (with contingency/inflation)</b>	<b>\$ 361,199,692</b>	<b>\$ 440,935,293</b>	<b>\$ 802,134,984</b>
 <b>Additional cost of Epic</b>	<b>\$ 361,199,692</b>	<b>\$ 19,262,572</b>	<b>\$ 380,462,264</b>

Chartis' assessment found that based on the KLAS 2023 Complete Look Reports, the overall performance score for the combined software suites for the two EHR vendors, was Epic with an 89% score (representing an "A-"), and Oracle Cerner receiving a 68% score (representing a "D+"). This data was derived from feedback and satisfaction scores by the clients of both vendors. Additional scoring made available in the KLAS report included the following (Epic versus Oracle Cerner, respectively):

- Culture: "A-" versus "D"
- Loyalty: "A" versus "C"
- Operations: "B" versus "D+"
- Product: "B+" versus "C-"
- Relationship: "A-" versus "C-"
- Value: "B+" versus "D-"

As illustrated above, Epic significantly outperformed Oracle Cerner in every category.

Current Cerner end-users have reported concerns with the existing Cerner solution, which include widespread concerns about Oracle Health as an organization and the company's ability to meet Jackson's needs, and widespread dissatisfaction with Oracle Health features, functionality, and usage, and challenges with revenue cycle applications and processes.

In light of the foregoing, it is in the Trust's best interest to contract with Epic to ensure Jackson Health System's long-term success in a rapidly-evolving healthcare landscape. Utilizing a next-generation EHR solution such as Epic is not just a technological upgrade but it a transformative tool that empowers health systems to deliver better care, enhance efficiency, and prepare for the future. By investing in a software solution that has proven successes, our health system can improve outcomes, increase patient satisfaction, and strengthen billing functions. With that said, the Trust is requesting an amount of \$ 269,174,952 in funding for a ten-year period, which consists of:

- Epic 10-year Licenses and Implementation: \$78,906,321
- Epic 10-year License Support and Subscriptions: \$130,200,267
- Epic Hosting Services in Epic Cloud: \$60,068,364

**RESOLUTION NO. PHT 03/2025 -**

**RESOLUTION AUTHORIZING THE CHIEF EXECUTIVE OFFICER, OR HIS DESIGNEE, TO WAIVE FORMAL COMPETITIVE BIDDING AND TO NEGOTIATE AND EXECUTE A LICENSE AND SUPPORT AGREEMENT WITH EPIC SYSTEMS CORPORATION AND A HOSTING SERVICES AGREEMENT WITH EPIC HOSTING, LLC, FOR AN ESTIMATED CUMULATIVE COST OF \$ 269,174,952 OVER TEN YEARS, AND FURTHER AUTHORIZING THE CHIEF EXECUTIVE OFFICER, OR HIS DESIGNEE, TO TAKE ALL NECESSARY ACTION TO EFFECTUATE SAME AND TO EXERCISE ANY AND ALL RIGHTS CONFERRED THEREIN**

*(Rosa Costanzo, Senior Vice President, Strategic Sourcing Division, Supply Chain Management, Chief Procurement Officer and Michael Garcia, Senior Vice President and Chief Information Officer)*

**WHEREAS**, the Public Health Trust (“Trust or PHT”) wishes to enter into a License and Support Agreement with Epic Systems Corporation and a Hosting Services Agreement with Epic Hosting, LLC (Epic Systems Corporation and Epic Hosting, LLC shall be collectively referred to as “Epic”); and

**WHEREAS**, the Board finds that the actions set forth in this Resolution are in the best interest of the Trust; 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; and

**WHEREAS**, the Chief Executive Officer of the Trust recommends approval of this resolution,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE PUBLIC HEALTH TRUST OF MIAMI-DADE COUNTY, FLORIDA**, that this Board hereby approves and adopts the foregoing recitals:

**Section 1.** Authorizes Chief Executive Officer, or his designee, to waive competition, negotiate and execute a License and Support Agreement and Hosting Services Agreement with Epic for an estimated cumulative cost of \$269,174,952.00 over ten years; and

**Section 2.** Approves the general terms and conditions set forth in the License and Support Agreement and Hosting Services Agreement with Epic; and

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**Section 3.** Authorizes the Chief Executive Officer, or his designee, to subsequently, exercise any rights or provisions for extensions, renewals, terminations, waivers, or amendment that may be contained in both the Support Agreement and the Hosting Services Agreement that are consistent with the purposes of this Resolution; and

**Section 4.** Authorizes the Chief Executive Officer, or his designee, to execute any documents or take any other actions necessary and consistent herewith to carry out the purpose of this Resolution.