

**BOARD OF COMMISSIONERS'  
REGULAR MEETING  
Broward Health Corporate  
Spectrum  
1700 NW 49th Street, Suite 150  
Fort Lauderdale, Florida  
September 25, 2017 -- 4:00 p.m.**

**MINUTES**

The September Regular meeting of the Board of Commissioners of the North Broward Hospital District was held at 4:00 p.m. on September 25, 2017 at Broward Health Corporate, Spectrum Site; 1700 NW 49 Street, Suite 150, Fort Lauderdale, Florida.

Notice of this meeting is attached to the official Minutes as EXHIBIT I. The official Agenda for this meeting, as presented for the consideration of the Board, is attached to the official Minutes as EXHIBIT II. Original registration sheets listing attendees, as well as those who wished to address the Board, are attached to the official Minutes on file in the Board of Commissioners' office.

Chair Rodriguez called the meeting to order at 4:15 p.m.

**ROLL CALL**

Commissioners present:

Commissioner Rocky Rodriguez – Chair  
Commissioner Christopher Ure – Vice Chair  
Commissioner Linda Robison – Secretary/Treasurer  
Commissioner Steven Wellins - Board Member  
Commissioner Andrew Klein – Board Member

The Pledge of Allegiance was led by Commissioner Andrew Klein.

**COMMENTS FROM THE AUDIENCE:** There were no comments from the audience.

Chairman Rodriguez stated he would like to commence with approval of the minutes prior to addressing his two items. He will then follow the agenda.

**CHIEF INTERNAL AUDITOR PROCESS AND PROTOCOLS – Chairman Rocky Rodriguez**

Chairman Rodriguez said that he would like to follow up on matters that have been “frozen in time” during the summer months due to summer schedules. One of those matters is the Chief Internal Auditor Process and protocols. Chairman Rodriguez would like to recommend to the Board that they have a

Chief Internal Auditor in place in order to fulfill their responsibilities especially with working with the Auditors, Monitors and Compliance.

Chairman Rodriguez reviewed recently that there had been an HR Committee meeting back in May and the recommendation was made that there were four people who they had listed to interview but the interviews did not occur. In the meantime, he feels that someone needs to be at the helm. He asked if anyone had any suggestions of anyone within that department to assign as an Interim, in order to get the job done. The Chair asked Mr. Nyamora if he would contact those four people to see if they are still interested. In the meantime, he believe it is incumbent upon them to name one of the employees who are actively handling the work; someone who is knowledgeable and capable. He said he would like to hear some references.

Commissioner Ure agreed. He stated that unfortunately, with the leadership changes that the organization has experienced of the last many months, there are a few things that have fallen through, one of which is this matter. To Chairman Rodriguez's point, at least naming somebody, presuming from within, is something they need to do. It is Commissioner Ure's understanding that there is a person in the department, who he understands has taken it upon himself to step up and function in this role. At this time, Chairman Rodriguez welcomed Peter Nyamora, EVP/Chief Human Resources Officer, to his new job and asked if he had any recommendations. Mr. Nyamora thanked the Board and stated that Nigel Crooks has been the individual who has been an outstanding leader in the department since October of 2016. By all indications and from Mr. Nyamora's experience, he has seen only good work coming from him to this date. It was Mr. Nyamora's recommendation that the Board appoint Mr. Crooks as Interim as they go through the process. In addition, he stated he will contact the four individuals who Chairman Rodriguez mentioned.

Commissioner Robison asked if the Interim would be eligible for consideration for the position of permanent Internal Auditor. Mr. Nyamora advised that the position is open for applications so as a result of the position still being in the recruitment process, Mr. Crooks can apply for the position and be considered the same as the rest of the individuals. Commissioner Robison had just wanted to make sure because if there is someone from the inside who has stepped up to the plate, although it doesn't assure that person of the job, she would like to make sure that any individual can apply if they are already here and will be given the same consideration as far as qualifications, etc. as anyone who has applied from the outside. My Nyamora just wanted to add that there may have also been additional people who have applied to this point since the four individuals were selected. In his review process, he will review all of those and present to the Commissioners.

Commissioner Wellins thought he might have been mistaken that Mr. Crooks had applied when the application process was open. He wanted to confirm that Mr. Crooks could still remain as a candidate. Commissioner Robison just wanted to make sure that someone filling an interim position does not lose their right to continue to be a permanent applicant.

**It was moved by Commissioner Ure to go through the formality of naming Nigel Crooks as the Interim Chief Internal Auditor. The motion was seconded by Commissioner Robison.**

**Motion carried unanimously.**

Chairman Rodriguez invited Mr. Crooks to come forward. Mr. Crooks thanked the Commissioners and Senior Management. Mr. Crooks advised that he had been running the Internal Audit Department since October of 2016. He has been doing all that he can to ensure that the Board objectives and management objectives are reached and he will continue to do so. He appreciates the appointment.

Commissioner Wellins told Mr. Crooks that he thinks he will do a great job and knows he has been doing a great job since October. Commissioner Wellins looks forward to Mr. Crooks continuing to work with them.

### **MEDICAID SETTLEMENT – Lynn Barrett**

Ms. Barrett advised that she had good news. She would like to request that the Board approve a settlement that would resolve the monetary demand from the Florida Attorney General's Office which came in last year. It is a monetary demand that is not new, but related to the Riley case which is the case that was settled with the U.S. Government in August of 2015. When that case was settled, it resolved the Federal portion; however, several months thereafter, Broward Health received a letter from the Attorney General requesting the State share. A productive and cordial set of negotiations took place and if the Board agrees, they would like to settle the matter on the State side for \$1.5 million which is quite a bit less than the original demand. They have worked very cooperatively, as they have with all the regulatory agencies, and Ms. Barrett believes this is a very good thing and also to put the past behind us as it relates to the limited set of physician contracts that were in the Riley case. She would like to recommend that the Board approve the Interim Chief Executive Officer to sign the Settlement Agreement after General Counsel has reviewed it is a standard state settlement agreement.

Chairman Rodriguez recalled that he was involved at the time with the signing of the agreement with the Federal government and he was very clear that there would be some residuals owed to the State of Florida. He concurs with the amount of \$1.5 million.

Commissioner Robison asked the Chairman if, for the record since there are new Board Members, Ms. Barrett could explain how much was asked for. Her major concern with the CIA is that there are a lot of continuing obligations that cost the institution a lot of money. In the Settlement Agreement that has been worked on, could Ms. Barrett explain whether this is final with the State on that particular allegation so they really know what they are settling once and for all?

Ms. Barrett advised that this would be it. There are no continuing obligations as in the CIA with five years of reporting and IRO. It was a monetary demand for repayment of the Medicaid portion. There are releases but it is a relatively brief document as she understands it. Commissioner Robison asked what amount they originally claimed a check needed to be written for. Ms. Barrett stated it was a little over \$5.3 million. Commissioner Robison thinks it is important for the record that they get this completely done and she supports it as well.

Commissioner Wellins stated that he also thinks the parties were both served and move on. He thinks it is a reasonable amount of money. The only dispute was how much and he thinks we should move on,

close that chapter and get back to what the focus of this organization is and he commends Ms. Barrett for getting this done.

Commissioner Ure inquired if the parameters of the settlement are the same as the settlement with the Federal government in terms of either time or specific issues or this is from this point in time. Ms. Barrett advised it is nothing new, it is the same physician contracts with the same physicians who were the subject of the federal case. Once signed and Mr. Goldsmith releases the money, then we are done. There is no continuing reporting or other obligations.

Commissioner Ure clarified that what he means is, just like with the Federal government, the settlement was confined to specific issues so he assumes this settlement models those specific boundaries. In other words, if there happened to be another Medicaid issue with the State of Florida, it has nothing to do with the fact that we are settling here. It is not a universal blanket settlement from this date prior. It is confined to those things. Ms. Barrett confirmed that it is to those physician arrangements which were the subject of the Federal investigation.

**It was moved by Commissioner Ure that they approve and swiftly move to make the settlement payment of \$1.5 million. Seconded by Commissioner Robison**

**Motion carried unanimously.**

### **APPROVAL OF MINUTES**

1. Request approval of the July Minutes of the Regular Meeting of the Board of Commissioners held on August 15, 2017.

**It was moved by Commissioner Wellins, seconded by Commissioner Ure that the Board of Commissioner approve the July minutes of the Regular Board of Commissioners' Meeting held on August 15, 2017.**

**Motion carried unanimously.**

2. Request approval of the August Minutes of the Regular Meeting of the Board of Commissioners held on August 15, 2017.

**It was moved by Commissioner Ure, seconded by Commissioner Wellins that the Board of Commissioner approve the August minutes of the Regular Board of Commissioners' Meeting held on August 15, 2017.**

**Motion carried unanimously.**

### 3. MEDICAL STAFF UPDATE – Dr. Dan Westphal

- a) **Broward Health North**
- b) **Broward Health Imperial Point**
- c) **Broward Health Coral Springs**
- d) **Broward Health Medical Center**
  - Medical Staff Changes and Additions
  - Allied Health Changes and Additions
  - Community Health Services Changes and Additions
  - Medical Staff Reappointments
  - Allied Health Reappointments
  - Community Health Services & Weston Urgent Care Center Reappointment

Dr. Westphal mentioned he would be providing the update for each of the regions and would ask for a motion on each of the presentations, beginning with Broward Health North.

**BHN** – Due to Hurricane Irma and the need to reschedule C&Q and MEC meetings, there were no initial appointments presented for the month of September for Broward Health North.

Dr. Westphal provided a detailed summary and reported that the Medical Council had reviewed and recommended for approval by the Board of Commissioners all exhibited Medical Staff Changes and Additions; Medical Staff Reappointments and Resignations and Allied Health Staff Changes, Reappointments and Resignations.

**It was moved by Commissioner Robison, seconded by Commissioner Wellins that the Board of Commissioners approve the recommendations of Broward Health North: Item 3a.**

**Motion carried unanimously.**

**BHIP** - Due to Hurricane Irma and the need to reschedule C&Q and MEC meetings, there were no initial appointments presented for the month of September for Broward Health North.

Dr. Westphal provided a detailed summary and reported that the Medical Council had reviewed and recommended for approval by the Board of Commissioners all exhibited Medical Staff Changes and Additions; Medical Staff Reappointments and Allied Health Changes, Additions and Reappointments.

**It was moved by Commissioner Wellins, seconded by Commissioner Robison that the Board of Commissioners approve the recommendations of Broward Health Imperial Point: Item 3b.**

**Motion carried unanimously.**

**BHCS** - Dr. Westphal provided a detailed summary and reported that the Medical Council had reviewed and recommended for approval by the Board of Commissioners all exhibited Medical Staff Changes and Additions; Medical Staff Reappointments and Allied Health Changes, Additions and Reappointments.

**It was moved by Commissioner Wellins, seconded by Commissioner Klein that the Board of Commissioners approve the recommendations of Broward Health Coral Springs: Item 3c.**

**Motion carried unanimously.**

**BHMC** - Dr. Westphal provided a detailed summary and reported that the Medical Council had reviewed and recommended for approval by the Board of Commissioners all exhibited Medical Staff Changes and Additions; Allied Health Changes and Additions; Community Health Services Changes and Additions; Medical Staff Reappointments; Allied Health Reappointments and Community Health Services and Weston Urgent Care Center Reappoints.

**It was moved by Commissioner Ure, seconded by Commissioner Robison that the Board of Commissioners approve the recommendations of Broward Health Medical Center: Item 3d.**

**Motion carried unanimously.**

Following Dr. Westphal's presentation, Dr. Louis Yogel, Chief of Staff for BHMC, asked Chairman Rodriguez if he could approach. He stated that he is concerned that, as the Chief of Staff, they seem to be eliminated from the Agenda. He then congratulated Commissioner Klein on his appointment. Dr. Yogel quoted Section 7.6 of the Medical Staff Bylaws, under Section 7.6, "Duties of the Chief of Staff, to represent the Medical Staff to the Chief Executive Officer and the Board of Commissioners in matters of concern to the Medical Staff." Dr. Yogel said they are not on the agenda for this meeting. He advised that he had been told just that morning. He does not know why the Chiefs are there and they all had to cancel their office appointments for the afternoon. Chairman Rodriguez then advised that Dr. Yogel could finish what he was saying but there would be no further comments from anyone and he would have appreciated it if Dr. Yogel addressed the Board during public comments. Dr. Yogel said they have been eliminated from the Board report for their credentialing which, by Joint Commission standards, is a Medical Staff function. The creation of the call-schedule and the responsibility of that seems to be in the process of being taken away from the Medical Staff which could be a Joint Conference violation and also a violation of other Bylaws. Specifically, Section 8.6.6123. He said they are in the process of creating a "call" policy which eliminates private physicians unless there is a severe need. Dr. Yogel pointed out that approximately two years ago, the Board came up with a policy that the call schedule would be open. In his opinion, it is restriction of trade; not a violation of the CIA. He feels they have alienated all of the private physicians who he feels are the real customers. There are no primary care physicians who work at Broward Health right now. He feels the Medical Staff is an important part of this organization and also feels there has been an effort to devalue physicians. Dr. Yogel went on to give kudos to all of the physicians that stayed 24 hours in-house at Broward General and other hospitals to serve the potential victims of the hurricane. Dr. Yogel then thanked Chairman Rodriguez.

### **INTERIM PRESIDENT/CEO UPDATE – Beverly Capasso**

Ms. Capasso began by thanking Broward Health's outstanding Broward Health employees for their dedication, cooperation, patience and commitment during and after the hurricane. She stated that she and Alan Goldsmith were hunkered down in the bunker in the IS Building for three days in the Command Center. She said that the physicians, nurses, healthcare workers, environmental and food and nutrition

workers were an amazing team. Conference calls were scheduled twice a day with all the CEOs. If more issues developed, they had additional conference calls. There was a remarkable display of teamwork throughout the hospital system. Special kudos to the CEOs and Jasmin for stepping up.

Ms. Capasso introduced Gino Santorio, the new Chief Operating Officer, and Beth Cherry, the new VP of Physician Services. As the new team is built and strengthens Broward Health, Ms. Capasso is also working diligently to ensure that the employees' time and talents are used where they are most needed. She stated that beginning the next Board meeting, monthly reports will be given on Safety and Quality, Building, Contracts, Finance, Credentialing, Compliance and Ethics. There will also give quarterly Strategic updates as well as updates on Audit and Community Relations. It is not limited to just quarterly, but as things arise. On an annual basis, she would like to report on Governance and Personnel and HR.

Ms. Capasso also mentioned the accomplishments of her team. She advised the Board that great progress is being made on improving patient outcomes and reducing the reliance on our tax-payer funding. A budget has also been implemented for 2018, based upon a roll back for our property taxes; thus again, saving money for Broward County tax payers. She reiterated that she has hired key personnel and is also evaluating and determining all interim positions. She and the team have renegotiated contracts which is resulting in overall savings. She will bring them the dollar amount at a future time. With the hiring of Ms. Cherry, the employed physician model of medicine is being restructured. She will continue to update the Board on that. She advised the Board that she is also restructuring and centralizing several departments for greater efficiency and reviewing and revising policies. The work in progress is that she is changing a silo workplace and culture. She will also be working on leadership development and team bonding. She is also evaluating all of the properties Broward Health has and not just the business at hand. She wants to evaluate all the programs and services at Broward Health. Broward Health has great Centers of Excellence and more are needed. Ms. Capasso commended her team and said she looks forward to continuing on this path to improve patient quality outcomes and lessening dependence on tax payers.

#### **GENERAL COUNSEL REPORT – Lynn Barrett**

Ms. Barrett stated that she had one item which was to reintroduce a new addition to the General Counsel's Office who is Jerry Del Amo. He had been here, left and has come back. He is Senior Counsel in the General Counsel's Office. Ms. Barrett said they are "pretty well stocked up for now."

#### **DISCUSSION AGENDA**

##### 4. Acceptance of the Interim Financial Statement for the month of August 2017.

Mr. Goldsmith advised that he had good news to report. Broward Health had a net loss from operations of \$8.3 million on a budget of \$11.6 million which is favorable by \$3.3 million. He wanted to highlight that there was a one-time cost report settlement which nets out to about \$3.3 million. Budget was basically hit so he was very happy with the results, especially in the summer months. He went on to highlight other things he is working on with the CFOs and the teams. They feel that overtime is a percent of productive labor and is very important so he is really pressing them to be at 2.5%. Each Interim Financial Statement that he presents on a go-forward basis, he would

like to go over the numbers and where each facility is. They have very aggressive plans that HR is working on with the teams to make sure the people are hired so Broward Health has the best quality of care possible. He is excited about the results.

Mr. Goldsmith stated that the hours per adjusted patient stay is the one thing that they ran a little unproductive at 20.6 on a budget of 20.2; were a little unfavorable at 1.4%. There are plans in the future to bring on a productivity system which will help managers on a daily basis to manage productivity and labor. Labor and cost of labor is the most important thing that needs to be stressed on a go-forward basis to drive results. There are a lot of tail winds coming our way with the Medicaid rates and other things and we really need to be the most efficient possible healthcare system to provide the most quality care.

Mr. Goldsmith went on to state that if the Board looked at things on a year-to-date basis, we are favorable at 3.4 to budget and 2.5 from prior years so we are a little ahead of years if you take into account the one-time cost report settlement. A few facilities had a rough couple of months and he has talked to the CEOs about how to drive results. He looks forward to their plans and how they will make up their budget deficit by the end of the year.

Cash on-hand, there were 184 days. Accounts Receivable days, he has worked with Janice Mitchell on this as we are at 51 days and it really needs to be at 45 days.

Looking at Debt-Capitalization, we are in line at 19.4%, Debt-Service Coverage is 3.6, and capitalization spending Ratio is 1.63%. Excess margin was 5.1%. From a key financial indicator perspective, Mr. Goldsmith feels that once the leadership team gets in line, he feels that Broward Health will be able to drive up the credit rating that was taken down based on our financial indicators.

This concluded Mr. Goldsmith's report.

**It was moved by Commissioner Wellins, seconded by Commissioner Ure that the Board of Commissioners approve the Interim Financial Statement for the month of August 2017.**

**Motion carried unanimously.**

5. Authorization for the Interim President/CEO to execute a contract between Broward County and the North Broward Hospital District for the Continuation of Primary Care Services for the period of October 1, 2017 through September 30, 2018 in the amount of \$8,495,420. This contract is level-funding and has an optional renewal of one additional one-year term, if executed. This contract is subject to General Counsel's review and approval as to legal form and conditioned on no material changes in the approved business terms.

Jasmin Shirley presented item number four and the background for those Commissioners who were going through this contract for the first time. She explained that Broward Health has been providing primary care services under this contractual agreement for the past 24 years with Broward County.

**It was moved by Commissioner Wellins, seconded by Commissioner Robison that the Board of Commissioners authorize the Interim President/CEO to execute a contract between Broward County and the North Broward Hospital District for the Continuation of Primary Care Services for the period of October 1, 2017 through September 30, 2018 in the amount of \$8,495,420.**

**Motion carried unanimously.**

6. Authorization for the Interim President/CEO to renew the Employment Agreement with Dr. Hector Rodriguez-Cortes for a two year term commencing October 1, 2017 to continue to provide clinical and Medical Director pediatric hematology oncology services at the Salah Foundation Children's Hospital at Broward Health Medical Center.

Dr. Westphal provided a background on Dr. Rodriguez-Cortes including his education and advised that Dr. Rodriguez-Cortes joined Broward Health in 2005 and has been instrumental in the development of Broward Health Medical Center's Pediatric Hematology Oncology Program. The program has implemented live-saving cancer treatment protocols for Broward Health's Pediatric Hematology Oncology population. Dr. Rodriguez-Cortes is a board-certified pediatrician with a subspecialty in pediatric hematology oncology. A community needs assessment has shown an insufficient number of pediatric hematology oncologists to meet the current and future needs of Broward Health's service area. Broward Health is requesting that the Board of Commissioners approved the execution of the agreement with Dr. Hector Rodriguez-Cortes for a two year term. A fair market value assessment for the proposed payment to Dr. Rodriguez-Cortes was conducted by an independent third party with FMV at the 83<sup>rd</sup> percentile and not the 84<sup>th</sup> percentile and deemed to be within the FMV for similar services being provided across the country. Dr. Rodriguez-Cortes will be at the Salah Children's Foundation at BHMC. Administrative Services will include being Medical Director for the Pediatric Hematology Oncology Department and Salah Foundation Children's Hospital at BHMC with Children's Medical Services and for the Florida Newborn Screening Program. He will also be responsible for serving as the principal investigator for the Pediatric Cancer Children's Oncology Group. The commencement date is October 1, 2017. It is budgeted and the justification is to continue to provide clinical and Medical Director pediatric hematology oncology services at Salah Foundation Children's Hospital.

**It was moved by Commissioner Ure, seconded by Commissioner Wellins that the Board of Commissioners accept Dr. Westphal's presentation and authorize the Interim President/CEO to renew the Employment Agreement with Dr. Hector Rodriguez-Cortes for a two year term commencing October 1, 2017 to continue to provide clinical and Medical Director pediatric hematology oncology services at the Salah Foundation Children's Hospital at Broward Health Medical Center.**

Commissioner Robison said that she would just like to point out in response to Dr. Yogel's comment that the Board has always valued the Chiefs of Staff in any of the discussions. She stated every Chief of Staff has signed off on all of the recommendations that she has seen and especially one

where there is a renewal of an agreement which requires their approval, then they do need to make sure that the Chiefs of Staff have been involved. From her standpoint, it is really more of an allocation of resources and the fact that this is one of the many jobs of the Chiefs of Staff to approve and certify to it. She would like to believe that Dr. Westphal would never be recommending that the Board approve something that the Chief of Staff himself of that facility where that physician is primarily going to be involved, has not already signed off. Dr. Westphal stated that one of the things discussed at the Chiefs' meeting earlier was that if there are any changes related to the credentials committee report, if they saw a variation, he would call them before he made a presentation. So, they had that dialogue. Commissioner Robison appreciates Dr. Westphal's summary and hopes that if there is a communication error somewhere along the way that it could be corrected. She stated the Board is happy to hear from them at any time.

**Motion carried unanimously.**

### **COMMENTS BY COMMISSIONERS**

Commissioner Wellins welcomed everyone. He stated he knows it's been a trying few weeks for everyone. He was personally not in town but in contact with Senior Management and all he heard was that the teams at the individual hospitals were doing a phenomenal job; the doctors, nurses, the staffs, the back office, the food service. He said they all are what makes this organization live and he says we are going to succeed as a group; not as individuals. The five Board Members have very little to do with the day-to-day operations. They have virtually no input on what happens in the hospitals on a day-to-day basis; that is up to them and their teams. From what they see, huge strides are being made. It may not be apparent to everyone, but it is there. He personally stands with the Senior Management team. They have done a phenomenal job. Two months ago, there were Senior Management positions that were not filled. Commissioner Wellins welcomed the new COO, Gino Santorio, and Alan Goldsmith, who has joined as CFO. Commissioner Wellins spent an hour with Mr. Goldsmith in his initial meeting going through the financials. It was a terrific presentation. Mr. Goldsmith has an understanding of the numbers and is someone who will keep us moving in the right direction financially. He believes Peter Nyamora is going to be great in HR as he has great experience. The Board is happy to have him on board. He has not yet met Beth Cherry but is happy to see her there. The team has been in place for a very short period of time and he thinks they will be here to support staff, the doctors, the management teams, the nurses and everybody who makes these hospitals run. He thinks everyone just needs to give them an opportunity to exceed expectations. Change is never easy but we are moving in a direction of making this place a world-class facility. He flies back and forth to be here to support every one of our efforts. He believes we will succeed as a group. He also thanked Ms. Capasso for giving up six or seven months of her life to do this and he believes she has done a phenomenal job.

Commissioner Ure mentioned that he was one of the fortunate millions who evacuated Florida but wanted to thank everyone in this organization who stayed here to help this community. As he has said a number of times, this system is a tremendous asset to this community. It supports this community and these times are really important for this community to support this system. When he came home, he was relieved that the path of the storm did not follow the original path but he could still not believe the amount of destruction both at his home and in the community. The analogy he wanted to draw is that

though the winds of change in this healthcare industry are blowing just as strongly this system is one that is going to avoid the eye of that storm. In his opinion, there has been a significant leadership vacuum in this system for too long and he believes that is why some of the pains of change are that much more acute. He also thanked Ms. Capasso and the entire Leadership staff but most importantly, every member of the Broward Health staff because without each of them, no one in this community benefits. Commissioner Ure assured everyone that neither the Board nor Senior Management is their adversary.

Commissioner Robison said there is very little she can add to what Commissioners Wellins and Ure have said other than the fact that all of them are here with us. While they cannot get involved by law in the day-to-day operations, that doesn't mean they cannot listen and care and find a way for management and every member of the organization to talk to get everything worked out.

Commissioner Klein echoed the sentiments expressed by his fellow Commissioners. He is in full agreement so he won't replicate everything that has already been said but, as "the new guy," he can say that he appreciates the challenge as well as the opportunity before them and appreciates the appointment by the Governor to help address the challenges before Broward Health. He looks forward to working with the Medical Staff and with his fellow Commissioners and Executive team to address these things. He believes there is an excellent team in place and he looks forward to working with them all and has confidence they will address the challenges and move forward to continue to improve the care that is being provided to their constituents and operate in the most efficient manner possible. He thanked everyone who contributed to all of the efforts during Hurricane Irma and the recovery. In closing, he said he is looking forward to hearing the input from everyone, all different sources, to continue to learn and educate himself as to what the issues are and how best to address them and improve communication as well.

Chairman Rodriguez stated that his colleagues had summed up a lot of what he wanted to say. One thing that touched his heart recently after the hurricane was a picture Dr. Yogel had sent of the team. He thanked everyone for whatever it was that they did. Chairman Rodriguez went on to thank Ms. Capasso for doing an outstanding job and taking six or seven months out of her life, like Commissioner Wellins said. He shared that his father always told him that "tough times never last long but tough people do."

**NEXT REGULAR BOARD MEETING** The next regularly scheduled Board of Commissioners' meeting will be held on October 25, 2017 at 4:00 p.m. at the Broward Health Corporate Office, Spectrum Site, Corporate Conference Center, Unit 150, 1700 NW 49 Street, Fort Lauderdale, Florida.

Meeting adjourned at 5:20pm.

Respectfully submitted,

Commissioner Linda Robison, Esq.  
Secretary/Treasurer

By: Pam Hatfield

Audio tape available upon request