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NOTICE FOR
REGULAR BOARD
MEETING

NORTH BROWARD
HOSPITAL DISTRICT

BOARD OF COMMISSIONERS

WEDNESDAY | AUGUST 28, 2019 | 4:00 P.M.
Broward Health Corporate Spectrum Location
1700 Northwest 49 Street, Suite 150, Ft. Lauderdale, Florida, 33309
The purpose of this meeting is to review and consider any matters within the board’s jurisdiction.

Immediately Followed By
SPECIAL BOARD MEETING - STRATEGIC PLANNING SESSION
Closed to the Public Under Section 395.3035 F.S.

THE PURPOSE OF THIS BOARD MEETING is to hold a Strategic Planning Session which is CLOSED to the public and exempt from section 286.011, F.S. and s. 24(b), Art. I of the State Constitution as provided for under section 395.3035, F.S. Pursuant to section 395.3035(6), a “strategic plan” is defined as a record related to initiating or acquiring a new health service; materially expanding an existing health service; acquiring additional facilities by purchase or lease; materially expanding existing facilities; changing all or a material part of the uses of an existing or newly acquired facility; acquiring another health care facility or health care provider; merging or consolidating with another health care facility when the surviving entity is an entity that is subject to s.24., Art. I of the State Constitution; entering into a shared service arrangement with another health care provider; or any combination of the foregoing activities.
2011
Bylaws of the Board of
North Broward Hospital
District
Article I.

Governing Board

Sec. I-1. Name.

The Governing Board shall be known as the Board of Commissioners of the North Broward Hospital District (doing business as “Broward Health”), hereafter referred to as the Board.


The Board of Commissioners (the “Board”) shall be composed of seven (7) members who are appointed by the Governor of the State of Florida as set forth in 2006-347, Laws of Florida (the “Enabling Act”), and amendments thereto.


The general and specific powers of the Board shall be those powers authorized under the provisions of the Enabling Act. No portion of these Bylaws may be construed as superseding or exceeding such authorized powers. As set forth in Section 4(1) of the Enabling Act, the powers of the Board shall include, but not be limited to, the following powers:

1) To sue and be sued under the name of the North Broward Hospital District;
2) To contract and be contracted with;
3) To adopt and use a common seal and to alter the same at pleasure;
4) To acquire, purchase, hold, lease as lessee or lessor, and convey such real and personal property as said board may deem proper or expedient to carry out the purposes of the Enabling Act;
5) To appoint and employ a President/CEO, and such other agents and employees as the Board may deem advisable;
6) To borrow money, incur indebtedness, and issue notes, revenue certificates, bonds and other evidences of indebtedness to said District;
7) To establish and support subsidiary or affiliate organizations to assist the District in fulfilling its declared public purpose of providing for the health care needs of the people of the district and, to the extent permitted by the Florida Constitution, to support not-for-profit organizations that operate primarily within the district, as well as elsewhere, and that have as their purposes the health care needs of the people of the district by means of nominal interest loans of funds, nominal rent leases of real or personal property, gifts, and grants of funds, or guaranties of indebtedness of such subsidiaries, affiliates, and not-for-profit organizations;
8) To the extent permitted by the Florida Constitution, to participate as a shareholder in a corporation, or as a joint venturer in a joint venture, which provides health care or engages in activities related thereto, to provide debt or equity financing for the activities of such corporations or joint ventures, and to utilize, for any lawful purpose, the assets and resources of the District to the extent not needed for health care and related activities;
9) To invest the District’s “surplus funds” as permitted by law;
10) To delegate its authority to invest surplus funds to a state or national banking organization acting
pursuant to a written trust agreement as a trustee of the District funds, provided that such delegation is made in writing by the Board.

11) To strive for excellence in the delivery and administration of a comprehensive healthcare system to benefit the citizens and residents of the area served by the District.

Sec. I-4. Role and Purpose.

The Board shall be responsible for the oversight of Broward Health and all of its facilities, common divisions and wholly owned entities toward the efficient and effective provision of quality health care, education and research. The powers of the Board of Commissioners shall be employed so as to ensure that the welfare and health of the patients and the best interests of the hospitals and facilities of the District are at all times served. The Board shall not operate in the perceived role of management while simultaneously exercising its charter oversight duties pursuant to the Enabling Act, as amended. The Board’s oversight function shall be exercised as a whole body and not through the actions of any one commissioner. For the purposes of information and inquiry, individual members of the Broward Health Board may directly ask questions or request information from Broward Health employees, agents and officers who are supervised directly or indirectly by the President/CEO.

For purposes of this section, “oversight” shall mean the establishment of policy and the providing of direction, in a supervisory capacity, as necessary, to perform the duties and responsibilities of the Board as set forth in the Enabling Act, as amended.

Sec. I-5. Education of Board Members.

All new Board members shall participate in an orientation program and be given information which shall include, but not be limited to the Sunshine Law, public records, ethics, Corporate Compliance and the Board's responsibility for quality care and the hospitals' quality assurance program. All members of the Board shall participate in annual compliance training as well as the Board’s program of continuing education, as required by the Code of Conduct and Ethics, adopted pursuant to the Enabling Act, as amended by Ch. 2007-299, Laws of Florida, or as otherwise amended from time to time.

Sec. I-6. Financial Interest Prohibited.

No Board member, administrator, employee or representative of Broward Health nor any person, organization or agency shall, directly or indirectly, be paid or receive any commission, bonus, kickback, rebate or gratuity or engage in any split fee arrangement in any form whatsoever for the referral of any patient to any North Broward Hospital District facility.

Sec. I-7. Conflict of Interest.

Members of the Board shall be subject to the provisions of Florida law pertaining to the avoidance of conflicts of interest in holding public office, including, but not limited to, Part III of Chapter 112, Florida Statutes, Code of Ethics for Public Officers and Employees, as may be amended from time to time, as well as the Conflict of Interest Policy and Code of Conduct and Ethics adopted by the Board pursuant to Chapter 2007-299, Laws of Florida, as may be amended from time to time.

It shall further be a conflict of interest for any vendor of Broward Health to serve as an expert consultant
on any permanent standing or special committee of the Board.

Article II.

Meetings

Sec. II-1. Regular Meetings.

There shall be regular meetings of the Board which shall be held at a designated time each month. Additional regular meetings shall be held at times agreed upon by the Board. At such regular meetings, the Board shall consider all such matters as may be properly brought before it. Unless otherwise provided by Ch. 395, F.S. or other provision of law, all regular meetings shall be subject to Section 286.011, F.S., as may be amended from time to time. Notice of each meeting shall be made at least five (5) days prior to the meeting. All such meetings shall be open to the public. The Board shall file annually a schedule of its regular meetings with the Clerk of the Broward County Commission.

Sec. II-2. Special Meetings.

Special meetings of the Board may be called by the Chair or by any three (3) members of the Board. Written notice shall be given to each member, stating the purpose of the meeting and its time and place, at least five (5) days prior to the meeting. Written notice shall also be published pursuant to general law stating the purpose, time and place of the meeting. However, if a bona fide emergency situation exists, a meeting may be held with reasonable notice to deal with the emergency so long as any action taken at that meeting is subsequently ratified at the next regularly scheduled meeting of the Board. No business other than that stated in the notice or required to deal with the emergency may be transacted at such special meeting. Unless otherwise provided by Ch. 395, F.S. or other provision of law, all special meetings shall be subject to Section 286.011, F.S., as may be amended from time to time. All special meetings shall be open to the public.

Sec. II-3. Annual Meeting.

The annual organizational meeting of the Board shall be held at the time of the regular Board meeting in October of each year. The officers of the Board shall be elected at this meeting each year.

Sec. II-4. Conduct of Meeting.

Four members of the Board shall constitute a quorum for the transaction of business at any meeting. All meetings shall be conducted in accordance with "Robert's Rules of Order", unless in conflict with provisions of these Bylaws. Adequate minutes shall be kept of the proceedings at all meetings. Any action affecting the policy or general operation procedures of the District or any of its facilities must be taken at a regular or special meeting of the Board. Voting shall be by voice unless a member shall demand a roll call, in which case the Secretary of the Board, under the direction of the Chair, shall call the roll and the vote of each member entered in the minutes. Each Board member who is present shall vote either aye or nay on each motion which is considered by the Board unless the member states that he or she is disqualified by conflict of interest or voting conflict pursuant to Section 112.3143, F.S., as may be amended from time to time. An agenda shall be prepared for each meeting and shall in all cases provide a period during which the public may be heard.

Sec. II-5. Procedure in the Event of Conflict of Interest.
In accordance with the Enabling Act, as amended by Ch. 2007-299, Laws of Florida, the Board shall adopt a conflict of interest policy. All conflicts of interest shall be disclosed and administered in accordance with this policy.

Sec. II-6. Attendance.

Board members are expected to attend all meetings of the Board and committees on which they hold membership, unless attendance is not possible. The minutes of the Board and its committees shall show which members are present at meetings and those absent.

Article III.

Organization

Sec. III-1. Officers.

The officers of the Board shall be a Chair, Vice-Chair, Secretary-Treasurer and such other Officers as may be determined by the Board. All officers shall be members of the Board. Officers shall be elected by a majority of the members present at an election held every year at the annual October meeting. Officer vacancies may be filled by the Board at any regular meeting or special meeting called for that purpose.

Sec. III-2. Duties of Officers.

The Chair shall preside at all meetings of the Board; shall be a member, ex officio, of all committees; and shall exercise all duties imposed on that position by the Enabling Act and these Bylaws. The Vice-Chair shall act as Chair in the absence of the Chair and, when so acting, shall have all the power and authority of the Chair. The Secretary-Treasurer shall be the custodian of the official seal, all records and reports of Board proceedings; and shall be responsible for issuing notices of all meetings, and keeping minutes for all such meetings. Members of the District and hospital administrative staff may be delegated to assist in such duties under the supervision of the Secretary-Treasurer. The Secretary-Treasurer shall further be responsible for all duties specifically imposed on that office by the Enabling Act. Detailed implementation of such functions in connection with the receipt, disbursement and safeguarding of hospital funds may be designated to qualified employees of the District and hospital staff under the general supervision of the Secretary-Treasurer. All disbursement of funds shall be in strict accordance with the specific requirements of the Enabling Act and purchasing guidelines and policies as may be adopted by the Board and amended from time to time. All expenditures made and expenses incurred by members of the Board shall be approved by the Secretary-Treasurer before payment therefor is made.

Article IV.

Committees

Sec. IV-1. Standing Committees.

All standing committees shall be composed of certain members of the Board and such other persons as may be designated in these Bylaws. The Chair of all standing committees shall be appointed by the Chair of the
Board with the approval of the Board at the first regular meeting following the organizational meeting in October of each year. The appointment shall continue until new appointments are made, Board membership expires, or other Board action terminates the appointment. Committee assignments may be revised when necessary or desirable, and such changes approved at any regular Board meeting. Members of the District, hospital or medical staffs, or other experts may be named as consultants to these committees when desirable.

Sec. IV-2. Duties of Standing Committees.

Standing committees shall investigate and report on matters within their jurisdiction, either at the request of the Board, the Chair or on their own initiative except for those matters which are referred to another committee by the Chair of the Board. They have no power to act except as authorized by the Board or by these Bylaws.

Sec. IV-3. Quorum.

At committee meetings, a quorum shall be a majority of the membership of the committee.

Sec. IV-4. Attendance and Participation by Board Members.

Any member of the Board of Commissioners shall be entitled to attend the meetings of any standing or special committees and to participate fully in the discussions and deliberations of such committees.

Sec. IV-5. Public Access.

All meetings of standing and special committees shall be open to the public, unless the subject matter of those meetings falls within the exemptions to Chapter 119 and Section 286.011, Florida Statutes.

Sec. IV-6. Minutes and Reports.

Standing committees shall keep adequate records of their meetings and other activities and shall provide to the Board regular minutes or such other reports as the Board may require. When appropriate, or as directed by the Board, committee minutes or other reports shall contain specific recommendations for consideration and action by the Board, on matters referred to that committee.

Sec. IV-7. Permanent Standing Committees.

All permanent standing committees shall at all times be under the direction and control of the Board and shall report its acts to the Board for final approval. It is the intent of these Bylaws that all permanent standing committees shall at all times endeavor to carry out the general purposes of the Board and shall exercise their authority in such a manner as to assist the Board in the proper performance of its duty in accordance with the Enabling Act, as amended from time to time.

A. Executive Committee.

1) Composition. The Executive Committee shall consist of the Chair of the Board, the Vice-Chair, the Secretary-Treasurer, the President/CEO, General Counsel, or his or her designee,
B. Finance Committee.

1) Composition. The Finance Committee shall consist of all members of the Board with the President/CEO, General Counsel, or his or her designee, and Internal Auditor serving as ex officio members.

2) Duties. The Finance Committee shall acquaint itself of the finances of the District in order to provide oversight and ensure transparency and accountability with regards to the use of the District’s public funds; shall recommend ways and means of securing funds for the District; shall recommend a bank or banks for deposit of all funds; shall assist in the preparation of an annual budget; and shall attend to all financial interests of the District as prescribed by the Enabling Act, as amended, as well as perform other duties as may be requested by the Board from time to time.

3) Meetings. The Finance Committee shall meet monthly, or as necessary to perform its duties and responsibilities as set forth herein.

C. Building Committee.

1) Composition. The Building Committee shall consist of three (3) members of the Board who shall be appointed by the Chair with the President/CEO, General Counsel, or his or her designee, and Internal Auditor serving as ex officio members.

2) Duties. The Building Committee shall consider all matters concerning the buildings, facilities and land of the District and to attend to all matters relating to new construction, renovation and acquisition of property in and for the District, as well as to perform other duties as may be requested by the Board from time to time.

3) Meetings. The Building Committee shall meet monthly, or as necessary to perform its duties and responsibilities as set forth herein.

D. Joint Conference Committee.

1) Composition. The Joint Conference Committee shall be a Medical Staff and Administration joint committee. The voting members shall be comprised of: the Chief of Staff, the Vice Chief of Staff, and the Secretary/Treasurer of each Broward Health hospital; three members of the Board of Commissioners; the Chief Executive Officer of each Broward Health
hospital; and the President/CEO. The Chief Medical Officer shall be a non-voting ex-officio member of the Committee. The Chairpersonship shall alternate annually between a Board of Commissioners member and a Medical Staff member elected by the Medical Staff Members of the Committee. In the event a designated Medical Staff member is unavailable, the designated member may appoint a designee who shall be a current member of the applicable Medical Executive Council (“MEC”), as defined by the Medical Staff Bylaws, as a voting member.

2) **Duties.** The Joint Conference Committee shall conduct itself as a forum for discussion, collaboration and conflict resolution relating to matters of Broward Health and Hospital policy and practice, especially those matters pertaining to the delivery of efficient, effective and quality patient care and shall be a medico-administrative liaison among the Medical Staffs, the Governing Body and the Administration.

3) **Meetings.** The Joint Conference Committee shall meet at least twice a year or at any additional time at the request of either the Chair of the Committee, the Chair of the Board of Commissioners, the President/CEO, any three members of the Committee, or when the decision of the Board of Commissioners is contrary to a recommendation of any MEC or the Unified Medical Staff Committee.

4) The recommendations of the Joint Conference Committee shall at all times be subject to final approval by the Board of Commissioners, which approval shall not be unreasonably withheld. It is the intent of these Bylaws that the Joint Conference Committee shall at all times endeavor to carry out the general purposes of the Board and shall exercise its authority in such a manner as to assist the Board in its proper performance of its duties, as is consistent with the Bylaws of Broward Health and the Broward Health Medical Staff Bylaws.

**E. Audit Committee**

1) **Composition.** The Audit Committee shall consist of three (3) members of the Board who shall be appointed by the Chair, two (2) expert consultants appointed by the Board, and with the President/CEO, General Counsel, or his or her designee, and Internal Auditor serving as ex officio members. Expert consultants serving on the Audit Committee shall be subject to Section I-7 of the bylaws. The Board Treasurer shall not serve on the Audit Committee.

2) **Duties.** The Audit Committee’s duties shall be as set forth in the Audit Committee Charter, adopted on August 27, 2006, as may be amended from time to time.

3) **Meetings.** The Audit Committee shall meet quarterly, or as necessary to perform its duties and responsibilities as set forth herein.

**F. Pension and Investment Committee**

1) **Composition.** The Pension and Investment Committee shall consist of three (3) members of the Board who shall be appointed by the Chair with the President/CEO, General Counsel, or his or her designee, and Internal Auditor serving as ex officio members.
2) **Duties.** The duties of the Pension and Investment Committee shall include, but not be limited to, reviewing the pension and investment opportunities on behalf of the Board, as well as to perform other duties as may be requested by the Board from time to time.

3) **Meetings.** The Pension and Investment Committee shall meet quarterly, or as necessary to perform its duties and responsibilities as set forth herein.

**G. Human Resources Committee**

1) **Composition.** The Human Resources Committee shall consist of three (3) members of the Board who shall be appointed by the Chair with the President/CEO, General Counsel, or his or her designee, and Internal Auditor serving as ex officio members.

2) **Duties.** The duties of the Human Resources Committee shall include, but not be limited to, conducting annual reviews and/or performance evaluations of those members of the District’s administration who report directly to the Board, establishing performance standards, and reviewing employee benefits and incentive plans, among other duties as may be requested by the Board from time to time. The Human Resources Committee shall also designate a member to participate in the interview or hiring process for the Regional CEO of each hospital, the Senior Vice-President/Chief Financial Officer, the Senior Vice-President/Chief Operating Officer, and the Senior Vice-President/Chief Medical Officer in accordance with Section V-1(c) of the Bylaws.

3) **Meetings.** The Human Resources Committee shall meet quarterly, or as necessary to perform its duties and responsibilities as set forth herein.

**H. Legal Affairs and Governmental Relations Committee**

1) **Composition.** The Legal Affairs and Governmental Relations Committee shall consist of all members of the Board with the President/CEO, General Counsel, or his or her designee, and Internal Auditor, serving as ex officio members.

2) **Duties.** The duties of the Legal Affairs and Governmental Relations Committee shall include, but not be limited to, reviewing the legal affairs of the District; reviewing the District’s state and federal legislative efforts; reviewing contracts for physician services, major employment contracts, and other major contractual commitments to be presented to the Board all in accordance with the Board policies and General Administrative Policies and Procedures, as approved and as may be amended from time to time; and performing other duties as may be requested by the Board from time to time.

3) **Meetings.** The Legal Affairs and Governmental Relations Committee shall meet quarterly, or as necessary to perform its duties and responsibilities as set forth herein.

**I. Governance Committee**

1) **Composition.** The Governance Committee shall consist of three (3) members of the Board who shall be appointed by the Chair with the President/CEO, General Counsel, or his or her
designee, and Internal Auditor, serving as ex officio members.

2) **Duties.** The duties of the Governance Committee shall include, but not be limited to, reviewing and making recommendations to the Board with regard to the District’s governance structure, and participating in the development of training and orientation materials for new members of the Board. The Governance Committee shall conduct periodic reviews of the District’s Bylaws and governance-related policies to ensure that they are consistent with the District’s Enabling Act, as amended from time to time, and that the Board is performing its duties as set forth in the Enabling Act in an efficient manner. The Governance Committee shall also perform any other duties as may be requested by the Board from time to time.

3) **Meeting.** The Governance Committee shall meet as needed at the request of the Chair of the Board or the Chair of the Committee.

**J. Quality Assessment and Oversight Committee (“QAOC”)**

1) **Composition.** The QAOC shall consist of the following voting members: three (3) members of the Board who shall be appointed by the Chair; the District’s Director of Corporate Quality & Process Improvement; the Regional CEOs of each District’s four (4) primary facilities; a Physician Advisor (corporate quality and process improvement); a CNO representative; the Chief’s of Staff of each of the District’s four (4) primary facilities; Regional Managers (QI); the District’s Vice-President of Community Health Services; the District’s Medical Director (Community Health Services); the Director of Quality/Clinical Operations the Regional CEO of Broward Health Weston; the District’s Key Group representatives; the District’s Director of Risk Services; the Senior Vice-President / Chief Medical Office, the District’s Vice-President of Physician Services and the President/CEO. The Board shall also consist of the General Counsel and the Internal Auditor as non-voting ex-officio members.

2) **Duties.** The duties of the QAOC shall include, but not be limited to evaluating the needs and expectations of the individuals served by the District to determine how the District might improve its overall efforts, identify new programs and processes to better assist those individuals served by the District, identify high volume, high risk, problem prone or high cost processes and recommend methods of improvement, make recommendations regarding patient safety, and to evaluate the impact of patient outcomes. The QAOC should engage and receive input and data from outside regulatory and accrediting agencies, as appropriate, to assist in the performance of its duties. The QAOC shall also perform any other duties as may be requested by the Board from time to time or as provided by law.

3) **Meetings.** The QAOC shall meet quarterly or as necessary to perform its duties and responsibilities as set forth herein.

**Sec. IV-8. Special Committees.**

Special committees may be created and their members appointed by the Chair of the Board, with concurrence of the members, for such special tasks as circumstances warrant. The Chair of the Board may
appoint nonmembers to serve on special committees when necessary or desirable to further the purposes, goals and objectives recognized by these Bylaws. The appointment of such nonmembers to serve on special committees shall be subject to ratification by the Board. Such special committees shall limit their activities to the accomplishment of the task for which created and appointed, and shall have no power to act except such as is specifically conferred by action of the Board. Upon completion of the task for which appointed, each special committee shall stand discharged.

Article V.

Administration

Sec. V-1. President/Chief Executive Officer (“CEO”).

The Board of Commissioners shall select and employ a President/CEO, who shall be its direct representative in the management of all hospitals and other facilities owned or operated by the District. The authorities and duties of the President/CEO shall be:

A. To carry out all policies established by the Board.

B. To coordinate the functions of the District as a multihospital system where possible, thereby avoiding duplication and promoting efficiencies and economies through joint efforts of its hospitals while maintaining high-quality patient services.

C. To appoint, with the approval of the Board, a Regional CEO for each hospital and a Senior Vice-President/Chief Financial Officer, a Senior Vice-President/Chief Operating Officer, and a Senior Vice-President/Chief Medical Officer.

D. To select and employ any other employees and personnel necessary to carry out the functions of the District and its hospitals.

E. To submit to the Board periodic reports showing the professional services and financial activities of the hospitals of the District and to prepare and submit any special reports that may be required by the Board.

F. To promulgate rules and regulations for the proper operation of the District, subject to the approval of the Board of Commissioners.

G. To name an acting President/CEO, as needed, who shall perform duties and responsibilities of the President/CEO in his or her absence.

Sec. V-2. Hospital Regional Chief Executive Officers

Each hospital of the District shall have a Regional CEO. The authorities and duties of the Regional CEO shall be:
A. To have exclusive jurisdiction over the management of the hospitals, subject only to the direction and control of the President/CEO and to the policies from time to time enacted by the Board of Commissioners, and to such orders as may be issued by the Board or by any of its committees, to which the Board has delegated the power to act.

B. To represent the President/CEO and the Board on all matters pertaining to the administration of the hospitals.

C. To provide the necessary aid to the Senior Vice-President/CFO in preparing the budgets showing the expected receipts and expenditures as required for the proper operation of the hospitals.

D. To select, employ, control and discharge all employees authorized by the budget under his or her jurisdiction.

E. To promulgate rules and regulations for the proper conduct of the hospitals, subject to the approval of the President/CEO and the Board.

F. To submit regularly to the President/CEO periodic reports showing the professional services of the hospitals and to prepare and submit any special reports that may be required by the President/CEO.

G. To cooperate with the medical staff and to secure like cooperation on the part of those concerned with rendering professional services to further the purposes for which the District was created.

H. To serve as liaison officers and as channels of communications for all official communications between the Board and the medical staff.

I. To strive to promote the best medical care possible and to meet and maintain all appropriate standards for accreditation.

J. To perform any other duty that may be necessary in the best interests of the hospitals.

Sec. V-3. Senior Vice-President/Chief Financial Officer (“CFO”)

This District shall have a Senior Vice-President/CFO hired by the President/CEO in accordance with Sec. V-1(C). The duties of the Senior Vice-President/CFO shall be to maintain adequate records of all assets, liabilities and transactions of the hospitals; to see that adequate audits are currently and regularly made; and, in conjunction with the administrators and department heads, to initiate and enforce measures and procedures to ensure that the business of the hospitals shall be conducted with the maximum efficiency and economy. The duties of the Senior Vice-President/CFO shall include, but not be limited to, the following:

A. General duties:

1. The installation and supervision of all accounting records.

2. The continuous audit of all accounts and records.
3. The taking and costing of all physical inventories.
4. The management of all assets of the District and all insurance covering such assets.
5. The maintenance of adequate records of authorized appropriations and the determination that all sums expended pursuant thereto are accounted for.
6. The execution and recording of financial transactions in the minutes of the Board.
7. The approval for payment (and/or countersignature) of all checks, promissory notes and other negotiable instruments, which have been signed by the Secretary-Treasurer, or by such other Officers as shall have been authorized by the Board.

B. Compliance with legal reporting and record keeping requirements, including the preparation and filing of tax returns, and the supervision of all matters relating to taxes.

C. Assistance to the administration in controlling operations and formulating policies.
   1. The preparation and interpretation of the financial statements and reports.
   2. The compilation of costs of operation of the hospitals and their departments.
   3. The preparation and interpretation of all statistical records and reports.
   4. The preparation, in conjunction with the administrators and department heads, of an annual budget covering all activities of the hospitals for submission to the Board prior to the beginning of the fiscal year.
   5. The initiation, preparation and issuance of standard practices relating to all accounting matters and the coordination of systems, including but not limited to clerical and office systems, record keeping, reporting and all related procedures throughout the hospitals.

D. Render reports and all necessary assistance to the Secretary-Treasurer, Audit Committee and the Finance Committee as may be necessary to carry out the general purposes of the Board and assist the Board in the proper performance of its duties.

Sec. V-4. Senior Vice-President/Chief Medical Officer (“CMO”)

The District shall have a Chief Medical Officer hired by the President/CEO pursuant to Section V-1(C). The duties of the Chief Medical Officer shall be to serve as a business and clinical strategist with administrative responsibility for the overall direction and coordination of medical affairs. The Chief Medical Officer is specifically charged with duties which may be classified as:

A) Driving improvement in hospital and system-wide service/quality measures.

B) Directing patient safety initiatives.
C) Implementing the complete electronic medical record.

D) Assisting in improving the performance of employed physician practices.

E) Developing physician leaders.

F) Provides clinical and administrative leadership for the planning, organizing, directing and evaluating of patient care services, including regional peer review activities.

G) Medical Council: Serves as medical staff liaison.

H) Provides oversight, monitors performance and provides strategic direction for Medical staff.

I) Physician Strategy: Actively participates in physician strategy planning, recruiting, and building relationships with physicians to expand programs and improve market share.

J) Quality: Supports and collaborates with Quality Management program to measure, assess and improve the quality of care delivered to patients in order to enhance the standard of service excellence which results in satisfaction for all.

Sec. V-5. Senior Vice-President/Chief Operating Officer (“COO”)

This District shall have a Senior Vice-President/COO hired by the President/CEO pursuant to Section V-1(C). The duties of the Senior Vice-President/COO shall be to maintain the physical assets of the District; maintain all necessary personnel to operate the assets of the District in connection with the administrators and department heads; and to initiate and enforce measures and procedures to ensure that the assets of the District are maintained with the maximum efficiency and economy possible. The Senior Vice-President/COO specifically charged with duties which may be classified as:

A. Control and protection of the physical assets of the District.

B. Performance of all duties necessary for the efficient and proper operation of the hospitals not otherwise assigned to the Senior Vice-President/CFO.

Sec. V-6. Internal Auditor.

The Board of Commissioners shall select and employ an Internal Auditor, who shall be its direct representative in the audit and review of the various District operations and facilities. In performing such duties and responsibilities the Internal Auditor shall have full and unrestricted access to all of the District's personnel, property and records. The Internal Auditor shall serve as an ex officio member of all committees created by the Board.

Sec. V-7. General Counsel.

This District shall have a General Counsel selected and employed by the Board of Commissioners. The
General Counsel shall serve at the pleasure of the Board. The General Counsel is specifically charged with duties which may be classified as:

A. To act as ex officio member of all committees created by the Board.

B. Direct and control the administration of the legal affairs of the District including the employment of all necessary personnel to ensure that the legal affairs of the District are conducted with the maximum efficiency and economy.

C. To assist the administration in the areas of finance, operations and the formulating of policies to meet all applicable legal rules and regulations.

D. To submit to the Board periodic reports showing the legal affairs of the hospitals of the District and to prepare and submit any special reports that may be required by the Board.

E. The execution of any additional assignments by the Board.

Sec. V-8. Corporate Compliance Officer

The President/CEO shall select and employ a Corporate Compliance Officer, who shall provide direction and oversight of Broward Health’s Corporate Compliance Program. The Corporate Compliance Officer shall have direct access to the Board, and shall make periodic reports to the Board, as may be deemed necessary in his or her own discretion, or as may be requested by the Board or the President/CEO. The Corporate Compliance Officer shall provide compliance training to the Board pursuant to Sec. I-5 of the Bylaws. In performing such duties and responsibilities the Corporate Compliance Officer shall coordinate with the General Counsel’s Office and shall have full and unrestricted access to all of the District's personnel, property and records.


Each head of a division or wholly owned entity of the District shall be designated as a Vice-President/Administrator and shall be appointed by the President/CEO with approval of the Board. The authorities and duties of the Administrator shall be:

A. To have exclusive jurisdiction over the management of the division or wholly owned entity, subject only to the direction and control of the President/CEO and to the policies from time to time enacted by the Board of Commissioners, and to such other orders as may be issued by the Board or by any of its committees, to which the Board has delegated the power to act.

B. To represent the President/CEO and the Board on all matters pertaining to the administration of the division or wholly owned entity.

C. To provide the necessary aid to the Senior Vice-President/CFO in preparing the budget showing the expected receipts and expenditures as required for the proper operation of the hospital.

D. To select, employ, control and discharge all employees authorized by the budget under his or her jurisdiction.
E. To promulgate rules and regulations, according to the appropriate Conditions of Participation and State laws, for the proper conduct and policy of the division or wholly owned entities, subject to the approval of the President and the Board.

F. To submit regularly to the President/CEO periodic reports showing the professional services of the division and/or wholly owned entity and to prepare and submit any special reports that may be required by the President.

G. To cooperate with the medical staff and to secure like cooperation on the part of those concerned with rendering professional services to further the purposes for which the District was created.

H. To serve as liaison officers and as channels of communication for all official communications between the Board, Administration and the division or wholly owned entity.

I. To strive to promote the best medical care possible and to meet and maintain all appropriate standards for accreditation.

J. To perform any other duty that may be necessary in the best interests of the hospitals.

K. To abide by and be governed by the Charter of the District, the Bylaws of the District, the North Broward Hospital District General Administrative Policy Manual and such other further directives as may be occasioned by the Board or Administration.

L. To ensure that as a division or wholly owned entity of the North Broward Hospital District that the District's ownership, direction and control over said division or wholly owned entity is maintained and to keep the public fully aware of the relationship between the division and/or wholly owned entity and the District.

**Article VI.A.**

**Medical Staff**

**Sec. VI.A-1. Appointment.**

The Board shall appoint a medical staff composed of qualified practitioners* who are graduates of acceptable medical, osteopathic, dental or podiatry schools, and who possess a valid license from the Florida Board of Medical Examiners to practice medicine as prescribed and required by Florida Statutes, or in the alternative, who possess a valid license from the Florida State Board of Dental Examiners to practice dentistry as prescribed and required by Florida Statutes, or from the Florida Board of Osteopathic Medical Examiners to practice osteopathic medicine as prescribed and required [by] Florida Statutes, or from the Florida Board of Podiatry to practice podiatry as prescribed and required by Florida Statutes. No physician or dentist shall be entitled to membership on the medical staff or to exercise of particular clinical privileges in any of the District
facilities merely by virtue of the fact that he is duly licensed to practice in accordance with the aforecited Florida Statutes in this or any other state, or that he or she is a member of any professional organization, or that he or she in the past or presently has such privileges at another hospital. The Board shall make certain that the medical staffs of the respective hospitals in the District are organized into responsible administrative units under Bylaws, Rules and Regulations for the medical staff.

**Sec. VI.A-2. General Duties; Bylaws.**

A. The medical staffs shall have general supervision and responsibility for the professional work of the hospitals, shall adopt and periodically review Bylaws and Rules and Regulations in conformance with those specified by The Joint Commission and submit them to the Board of Commissioners for approval. The Bylaws adopted by the medical staffs shall establish a procedure for processing and evaluating the applications for medical staff membership, and for the granting of clinical privileges. The medical staff shall report to the Board through the Joint Conference Committee.

B. The medical staffs shall be responsible for making recommendations to the Board concerning initial staff appointments, reappointments, the assignment or curtailment of privileges and the evaluation of clinical competence of each member of the medical staff. The procedures for processing and evaluating applications for medical staff membership and for granting privileges shall be outlined in the Bylaws of the medical staff and are subject to approval by the Board.

C. The medical staff, however, shall ensure that as a condition of application to the medical staff and as a continuing condition of the medical staff privileges, members shall provide to the medical counsels of the various facilities, or its designee, evidence of financial responsibility by one of the methods set forth in Florida Statutes, in a form and manner acceptable to the medical counsel. The medical staff shall thereafter fully advise the Board of any member not in compliance with the financial responsibility statutes set forth in Florida Statutes.

**Sec. VI.A-3. Administrative Advisory Capacity.**

In administrative manners, the medical staff, as an organized body, shall act in an advisory capacity, through the Joint Conference Committee and the facility Administrator.

**Sec. VI.A-4. Medico-board Liaison.**

The Board shall review and consider all recommendations by the medical staff. Should the Board disagree with the medical staff recommendation, the matter shall be referred to the Joint Conference Committee for review prior to a final vote by the Board. The decision of the Board will be final.

**Sec. VI.A-5. Medico-administrative Positions.**

Practitioners serving in medico-administrative positions shall be members of the medical staff and are subject to the same requirements and entitled to the same due process provisions as other members of the medical staff. When terminations are considered necessary, it will be according to the terms of the practitioner's contract or, in the absence of a contract, through the Administrative Grievance procedure as outlined in the Personnel Handbook of the North Broward Hospital District.
Sec. VI.A-6. Medical Staff Bylaws.

The medical staff and sections thereof shall collaborate with the Board in the drafting of bylaws, rules and regulations of the medical staff, setting forth its organizations and government. Such bylaws, rules and regulations shall be approved by the Board before they become effective. Nothing contained in such medical staff bylaws, rules and regulations shall be contrary to the terms of the Enabling Act or the Bylaws of the Board.

Sec. VI.A-7. Admission of Patients.

Hospital patients may be admitted only upon order of a member of the medical staff with admitting privileges.

Article VI.B.

Denial or Suspension of Membership and Medical Privileges

Sec. VI.B-1. Procedures and Safeguards.

Denial or suspension of membership on the medical staff and of privileges to practice in any of the hospitals of the District shall be subject to the procedures and safeguards set forth in this Article.

Sec. VI.B-2. Authority of the Board.

The Board of Commissioners is authorized and empowered to require members of the medical staffs to abide by all rules and regulations and bylaws established by the Board of Commissioners, and to require the performance of those professional duties and responsibilities prescribed by the said rules, regulations and bylaws, and to enforce such requirements by the revocation and suspension of medical staff membership and medical privileges. Such rules, regulations and bylaws shall provide for revocation and suspension of medical staff membership and medical privileges for disruptive acts by members of the medical staff not related to clinical performance or direct patient care.

Sec. VI.B-3 Corrective Action; Hearings and Appeals.

A. Whenever the Board considers the refusal, revocation, or suspension for a period of more than 30 days of staff membership of any person, or any privileges attendant to such membership, the practitioner shall be entitled to a hearing before the Board or before such examining board as the Board establishes for the purpose of taking and hearing testimony and evidence and reporting to the Board thereon, upon the objections to such person’s membership and privileges.

B. Pursuant to Section 18 of the North Broward Hospital District Charter, the Board establishes the Hearing Committee provided for in the Medical Staff Bylaws article relating to hearing and appeals, as it may be amended from time to time, as the examining board to perform the hearings required by this section VI.B-3.

C. The Board has established, through its approval of the Medical Staff Bylaws, such rules of procedure for hearings as are reasonably necessary to ensure an orderly, fair, and impartial proceeding in which all facts relevant to the objections to the person’s membership and privileges may be heard by the Hearing
Committee. At a minimum, the Board requires the Medical Staff to ensure that (i) the practitioner shall receive reasonable notice of the time and place of such hearing, (ii) provisions to ensure that the nature of the objections to the person’s membership and privileges shall be made upon the record of such hearing and the findings and conclusions made therefore, (iii) that testimony at such hearing shall be stenographically or mechanically recorded, and such record shall thereafter be transcribed; (iv) that the transcription, as well as together with all notices to the person concerned; all documents, exhibits, and demonstrative evidence submitted to the examining authority for consideration at the hearing; all findings and recommendations of the examining authority, if any; and all findings and decisions of the Board of Commissioners relevant to those proceedings, shall be preserved by the district as a permanent record of the proceedings.

D. The Hearing Committee shall, in accordance with the Medical Staff Bylaws and the North Broward Health District Charter, report to the Board the results of the hearing, and the Board shall provide an appeal mechanism for such result. The mechanism for the appeal shall be detailed in the Medical Staff Bylaws hearing and appeals provisions, subject to the Board’s approval.

E. Within thirty (30) days after the conclusion of the appellate review, the Board shall consider the final report of the appellate review committee’s decision in the matter and shall send written notice of the Board’s action thereupon to the practitioner, to the Chief of Staff, to the Medical Staff’s Medical Executive Committee, and to the Chief Executive Officer.

F. All documents, testimony, and evidence relevant to the proceeding or the issues thereof and the official record of such proceeding shall be confidential to the North Broward Hospital District and the physician concerned, or his or her attorneys and agents, as provided by law. After the final decision of the board of commissioners upon the refusal, revocation, or suspension of membership on the staff or the privileges attendant thereto, the official record of such proceeding as required by this act may be made public upon the mutual agreement of the board of commissioners and the physician concerned or may be made public by the filing thereof with a court of law for purposes of judicial review.

G. The Board, the Chief of Staff, the Chairperson of any department with respect to physicians in that department in conjunction with the Medical Staff’s Medical Executive Committee, or the hospital CEO, after conferring if at all possible, with the Chief of Staff or if he or she is unavailable, the Vice Chief of Staff, may suspend any membership on the staff, and any or all privileges attendant thereto, for a period of less than 31 days without hearing prior to such suspension whenever it appears that delay in such suspension would cause an immediate danger to the hospital or any patient thereof or whenever it appears that the suspended physician has failed to abide by a prescribed rule of administrative or staff procedure in willful or negligent violation of hospital discipline. It is further provided that any staff member suspended for a period of less than 31 days without hearing shall, upon written request to the Chair of the Board of Commissioners, be granted by said chair a speedy hearing in the same manner and according to the same procedure as prescribed for other determinations of staff membership and privileges.

F. If a practitioner who is entitled to a hearing before a Hearing Committee under these Bylaws and the Medical Staff Bylaws waives such hearing right, the Board and the respective hospital and Medical Staff
shall be deemed to have fulfilled their respective duties under these Bylaws and the Medical Staff Bylaws.

Article VII.

Auxiliary Organizations

The Board shall assist in the organization of an effective hospital auxiliary for each hospital, when in its judgment conditions for organizing such an auxiliary are favorable. The hospital auxiliary shall adopt and periodically review bylaws, rules and regulations to be submitted to the Board for its approval. The hospital auxiliary shall be directly responsible to the Regional CEO of each hospital. The activities of all other voluntary groups or individuals who wish to provide volunteer services to or in any of the hospitals shall have the explicit prior written approval of the Regional CEO of the hospitals concerned and the President/CEO. For purposes of this Article, Auxiliary Organizations shall include the Community Relations Council for each facility.
Article VIII

Amendments

Sec. VIII-1. Procedures

These Bylaws may be amended from time to time by the Board upon an affirmative vote of a two-thirds majority of the members of the Board in any regular or special meeting assembled; provided, however, that any proposed amendments shall be presented in writing and delivered to each member of the Board at or prior to the regular meeting of the Board the month preceding the regular or special meeting at which the amendment is adopted. Any member of the Board, or the President/CEO or his designee may suggest amendment of these Bylaws to the Board.
Bylaws as Approved by the Board of North Broward Hospital District at the July 31, 2019 Board Meeting
Amended and Restated Bylaws of the North Broward Hospital District

Article I
Incorporation and Supersession

The North Broward Hospital District (the “District”) was established in 1951 by authority granted by the Florida Legislature under Ch. 27438, Laws of Florida, which was recodified in Ch. 2006-347, Laws of Florida, and subsequently amended in Ch. 2007-299, Laws of Florida (collectively, the “Charter”). No provision in these Amended and Restated Bylaws (these “Bylaws”) shall be construed as conflicting with or exceeding the Charter, applicable provisions of the Florida Constitution, and applicable Florida laws, rules and regulations, as the same may be amended from time to time (collectively, “Florida Law”), nor shall any provision in these Bylaws be construed as conflicting with or exceeding applicable federal laws, rules and regulations. In the event of a conflict between these Bylaws and Florida Law, Florida Law shall govern and control as if fully set forth herein. These Bylaws, adopted effective as of July 31, 2019, supersede and replace (a) any Bylaws and amendments thereto previously adopted by the Board of Commissioners of the North Broward Hospital District (the “Board”) and (b) any resolutions adopted by the Board that conflict with these Bylaws.

Article II
Governing Board

1. Role and Purpose

The Board shall be responsible for the oversight of the Charter, the District, and all of the District’s controlled entities (each, a “Subsidiary”) for the purpose of preserving the public health for the public good in accordance with the Charter.

2. Board’s Responsibilities

The Board shall perform its duties in a manner that is consistent with these Bylaws, Florida Law, applicable federal laws, rules and regulations and accreditation standards, and any additional duties adopted from time to time by the Board pursuant to resolutions.

3. Delegation of Authority

The Board may delegate authority to the President and Chief Executive Officer (the “CEO”), Direct Board Reports (as defined below), the District’s departments and Board committees, and other individuals and entities; provided, however, that such delegation shall not be prohibited under Florida Law.

4. Education of Commissioners and Committee Members

All new Commissioners and Board committee members shall participate in an orientation program and be given information which shall include, but not be limited to, Florida’s open meeting laws, Florida’s public records laws, Florida’s ethics laws pertaining to public officers, Florida’s Patient Self-Referral Act of 1992, 42 U.S.C. § 1320a-7(b) (aka, the Anti-Kickback Statute), 42 U.S.C. § 1395nn (aka, the Stark Law), the code of conduct and the compliance and ethics program, as established by the District and amended from time to time, and the Board’s responsibility for ensuring quality of care. All Commissioners and any Board committee
members shall participate in annual compliance training and the Board’s program of continuing education, as required by the District’s code of conduct and ethics policies, adopted pursuant to the Charter and these Bylaws, as amended from time to time.

5. Prohibited Financial Arrangements

No Commissioner, Board committee member, administrator, officer, employee, or representative of the District or any of its Subsidiaries, shall, directly or indirectly, offer, pay, solicit, be paid or receive any commission, bonus, kickback, rebate, gratuity or any other thing of value or engage in any split-fee arrangement in any form whatsoever for the referral of any patient to any of the District’s facilities or for the purpose of generating any business for the District.

6. Conflicts of Interest

Commissioners have a fiduciary duty to the District and shall act in good faith, with due regard to the interests of the District, and shall comply with their fiduciary duties to the District under Florida Law. Commissioners shall be subject to the provisions of Florida Law pertaining to the avoidance of conflicts of interest when holding public office, including, but not limited to, Florida’s ethics laws pertaining to public officers, as amended from time to time, and the conflict of interest policy and code of conduct and ethics, both adopted by the Board and then in effect.

7. Code of Conduct and Ethics

The Board shall adopt a code of conduct and ethics in accordance with the requirements outlined in the Charter. Each Commissioner and Board committee member shall receive a copy of, and agree to comply with, the District’s adopted code of conduct and ethics and its rules and procedures.

8. Non-Discrimination

The Board shall respect and provide equal opportunity to all, regardless of race, color, national origin, gender identity or gender expression, pregnancy, sexual orientation, religion, age, disability, military status, genetic information, or any other characteristic protected under applicable federal law or Florida Law. All Commissioners shall be subject to and abide by the District’s code of conduct and all of the District’s anti-discrimination and harassment policies, and take appropriate measures to prevent unlawful harassment and/or discrimination.

9. Board Officers

The officers of the Board shall be Commissioners and all such officers shall be elected by the Board and serve at the pleasure of the Board. The Board’s officers shall be the Chair, Vice-Chair, Secretary-Treasurer, and such other offices as the Board may establish from time to time by resolution. All officers of the Board shall be elected by a majority of the Board at the Annual Meeting (as defined below). Officers shall serve for a one (1) year term or the remainder of the then-current term. Officer vacancies may be filled for the remainder of the then-current term by the Board at any regular meeting or special meeting of the Board. The powers and duties of officers of the Board shall include, but are not limited to, the following:

(a) Chair

The Chair of the Board (the “Chair”) shall preside over all meetings of the Board and may exercise all powers granted to that position and have the duties imposed on that position by the Charter, these Bylaws
and by motion or resolution passed by the Board.

(b) Vice-Chair

The Vice-Chair of the Board shall act as Chair in the absence of the Chair and, when so acting, shall have all the power and authority of the Chair.

(c) Secretary-Treasurer

The Secretary-Treasurer of the Board (the “Secretary-Treasurer”) or, where permitted under Florida Law, his or her designee, shall be the custodian of the District’s official seal and all records and reports of Board and Board committee proceedings. The Secretary-Treasurer or, where permitted under Florida Law, his or her designee, shall be responsible for overseeing the issuance of notices and agendas for all regular and special Board and Board committee meetings and for ensuring that minutes are taken at all such meetings as required by Florida Law and these Bylaws.

Article III

Board and Committee Meetings

Commissioners are encouraged to participate in all meetings of the Board and Board committees on which they are members unless their participation is otherwise not possible.

1. Quorum

(a) Board Meetings

A quorum of the Board shall be established in accordance with Florida Law, and a vote of at least the majority of the Commissioners present either in person or via teleconference or videoconference shall be necessary for the transaction of any business at any regular or special Board meeting.

(b) Board Committee Meetings

A quorum to hold and conduct a Board committee meeting shall consist of a majority of the total number of Board committee members; provided, however, that a quorum for a Board committee meeting shall be no fewer than two (2) committee members.

(c) Participation Through Communications Technology

Any Commissioner and member of a Board committee who is not a Commissioner may attend, participate and vote in any regular or special meeting provided for herein by use of telephone conference or video conference; provided, that, a quorum is established. All communications by the participating Commissioners and Board committee members via media technology must be fully audible to the public at the noticed meeting place where the quorum is physically present. Nothing herein shall be construed as permitting a Commissioner or a member of a Board committee who is not a Commissioner to vote by proxy.

2. Procedural Rules of Order

All Board and Board committee meetings shall be conducted in accordance with “Robert’s Rules of Order,” as modified by the Board from time to time, unless otherwise in conflict with Florida Law or specific
provisions of these Bylaws.

3. **Abstention from Voting**

   No Commissioner or Board committee member may abstain from voting unless such abstention is permitted or required under Florida Law. In the event there is, or appears to be, a conflict of interest requiring abstention, the Board or Board committee member with such a conflict shall comply with the disclosure requirements, if any, under Florida Law and the conflict of interest policy and code of conduct and ethics adopted by the Board and then in effect.

4. **Meeting Agendas**

   An agenda shall be prepared for each Board and Board committee meeting and, in all such cases, provide a period during which the public may be heard, unless otherwise exempt from such requirements under Florida Law.

   (a) **Website Posting of Agendas**

   Agendas for Board and Board committee meetings shall be posted and maintained on the District’s website in accordance with Florida Law.

   (b) **Process for Adding Agenda Items**

   The Board shall adopt a uniform administrative agenda process for bringing items to the Board or any of its committees.

5. **Minutes and Records of Meetings**

   The CEO, or his or her designee, shall take minutes of all Board and Board committee meetings. The minutes of any Board and Board committee meeting shall be promptly recorded and made available to Commissioners. The minutes of meetings of the Board and its committees shall indicate which Commissioners and Board committee members are present and which are absent at such meetings and, at a minimum, shall include a record of all votes and actions taken and any resolutions adopted. Upon the request of the Chair or the Board, Board committees shall provide reports or any other information to the Board.

6. **Notice of Meetings**

   All Board and Board committee meetings shall be noticed in accordance with Florida Law and these Bylaws.

7. **Regular Board Meetings**

   There shall be regular meetings of the Board held at least monthly at times and dates agreed by the Board; provided, however, that nothing herein shall require the Board to otherwise reschedule or make up cancelled or missed regular Board meetings. At all such regular meetings, the Board shall consider all matters properly brought before it. Unless otherwise exempt under Florida Law, all regular Board meetings shall be open to the public.

8. **Special Board Meetings**

   Special meetings of the Board may be called by the Chair, by any three (3) Commissioners, or by the CEO. Written notice shall be given to each Commissioner stating the purpose and time and place of the meeting;
provided, however, that attendance of a Commissioner at a meeting constitutes a waiver of such notice of the meeting and of any and all objections to the place, time, or manner of calling or convening the meeting, unless the Commissioner states, at the beginning of or promptly upon arrival at the meeting, any objection to the transaction of any business on the grounds that the meeting is not called or convened in accordance with these Bylaws. Unless otherwise exempt under Florida Law, all such special Board meetings shall be open to the public.

9. **Emergency Board Meetings**

Notwithstanding anything in these Bylaws to the contrary, in the event of a bona fide emergency, any Commissioner or the CEO may call an emergency Board meeting to deal with the emergency, which may be held following reasonable public notice as practicable under the circumstances. In such a situation, the first order of business at the convened emergency Board meeting shall be a finding by a majority vote of the Board that a bona fide emergency exists to justify calling the emergency Board meeting. Any action taken at an emergency Board meeting must be subsequently ratified by the Board at the next regularly scheduled meeting of the Board. No business other than that stated in the notice or required to deal with the emergency may be transacted at such emergency Board meeting. No business otherwise prohibited from being conducted under Florida Law shall take place or be discussed at an emergency Board meeting. Unless otherwise exempt under Florida Law, all such meetings shall be open to the public.

10. **Annual Meeting**

The annual organizational meeting of the Board shall be held during the first regular Board meeting of the District’s fiscal year (the “Annual Meeting”).

11. **Budget and Tax Hearings**

The Board shall hold tentative and final budget and tax hearings each year and each such hearing shall be noticed to the public and conducted in accordance with Florida Law.

12. **Committees and Committee Meetings**

All committees of the Board shall abide by all the meeting rules applicable to the Board as enumerated in these Bylaws. Unless otherwise exempt under Florida Law, all Board committee meetings shall be open to the public. Notwithstanding the foregoing, nothing herein shall be interpreted to require any committee to open a meeting to the public when such meeting is not otherwise required to be open to the public under Florida Law.

(a) **General Authority to Establish Committees**

The Board may establish, dissolve, or suspend any Board committee at any time by resolution to further the Board’s purposes and Charter oversight duties; provided, however, that such establishment, dissolution, or suspension of such committees is not otherwise restricted or prohibited under applicable federal laws, rules or regulations, Florida Law, these Bylaws, or other requirements set forth by any applicable accrediting agency and that the Board always maintains the essential number and type of committees consistent with the size and scope of the District’s activities.

(b) **Duties, Authority, Composition and Jurisdiction of Committees**

All committees of the Board shall be under the direction and control of the Board. It is the intent of these
Bylaws that all Board committees carry out the general purposes of the Board and exercise authority in such a manner as to assist the Board in the proper performance of its Charter oversight duties in accordance with these Bylaws and the Charter, as amended from time to time. The resolution establishing the Board committee shall, at a minimum, include the duties, authority, composition, and jurisdiction of the Board committee, and any amendments thereto and, to the extent applicable, the Board committee’s sunset date or other conditions resulting in its expiration.

(c) Establishment of Committees

Any committee established by resolution of the Board shall report decisions and recommendations to the Board for final approval unless otherwise delegated decision-making authority by the Board; provided, that such delegation is permitted under Florida Law. Committees may be codified in the “Committees and Committee Meetings” section of the Codified Resolutions of the Board of Commissioners of the North Broward Hospital District (the “Codified Resolutions”) as herein established, shall delineate the policies and activities of such committees, and may specify the frequency of Board committee meetings.

(d) Attendance and Participation by Commissioners

All Commissioners may attend any Board committee meeting and may participate in the discussions and deliberations of such committee, but shall not be entitled to vote on matters or be used to establish a quorum unless the Commissioner is a member of such committee.

(e) Committee Appointments

All committee members serve at the pleasure of the Board and, unless otherwise provided for in these Bylaws, Florida Law, applicable federal laws, rules and regulations, or applicable accreditation standards, the members of all committees of the Board shall be appointed or reappointed by the Board at the next Board meeting following the Annual Meeting and shall serve for a one (1) year term or the remainder of the then-current term. Only Commissioners may serve as officers of Board committees. Vacancies may be filled for the remainder of the then-current term by the Board at any regular or special Board meeting.

(f) Committee Member Eligibility

In no event shall any employee of the District or any of its Subsidiaries or affiliates be appointed to serve on any Board committee.

(g) CEO and General Counsel

The CEO, or his or her designee, shall be required to attend all Board committee meetings to further the purposes, goals and objectives of such committees, provide support and/or relevant information to such committee, and to assist in matters falling within the jurisdiction of such committees. The General Counsel, or his or her designee, shall be required to attend all Board committee meetings to provide legal support and advise the committees regarding proper procedure and compliance with applicable law.

(h) Nondelegation

In no event shall any Board committee have the power to delegate its authority unless the Board gives its prior approval of such delegation and it is permitted under Florida Law.
(i) Immunities

The acts or omissions of Commissioners and other individuals serving on committees of the Board shall be within the scope of their official duties for and on behalf of the District. Commissioners serving on committees of the Board shall be entitled to all the privileges and immunities conferred by Florida Law.

Article IV
Administration

1. Direct Board Reports

The Board may find it necessary to create or modify a position and designate that such position report directly to the Board (each, a “Direct Board Report”). The Board, by resolution, may establish or revoke a position’s classification as a Direct Board Report except where the classification of a Direct Board Report has been expressly established in these Bylaws. Any Direct Board Report may be removed or suspended at any time, with or without cause, by the affirmative vote of the majority of the Board unless prohibited under Florida Law, applicable federal laws, rules or regulations, or any applicable accreditation standards; provided, however, that any such removal or suspension shall be without prejudice to the contract rights, if any, of the person so removed. Appointment as a Direct Board Report shall not of itself create contract rights. Any Direct Board Report may resign at any time by delivering notice to the District. Resignation by a Direct Board Report is effective when the notice is delivered unless the notice provides a later effective date or such Direct Board Report’s contract provides otherwise.

The following policies apply to all Direct Board Reports:

(a) All Direct Board Reports shall work collaboratively together and in the best interest of the District and all Direct Board Reports (other than the CEO) shall coordinate with and alert the CEO or his or her designee regarding leave time;

(b) In order to ensure independence in their positions and communications, Direct Board Reports may not be terminated, suspended, or otherwise removed from their position absent a majority vote of the Board; and

(c) In the case of the death, permanent and total disability, resignation, or retirement of a Direct Board Report (other than the CEO), the CEO may appoint an interim Direct Board Report to replace such person until such time as the Board ratifies or replaces such Direct Board Report. Any interim Direct Board Report shall perform all of the duties of such Direct Board Report, and when so acting shall have all the powers of and be subject to all the restrictions upon such Direct Board Report, including the power to sign all instruments and to take all actions that such Direct Board Report is authorized to perform by the Board or these Bylaws.

2. President and Chief Executive Officer

Consistent with Florida Law and applicable federal laws, rules and regulations and accreditation standards, the Board shall select and employ a CEO to be accountable to and to manage the operations of the District and its Subsidiaries. The CEO shall be a Direct Board Report. The CEO, subject to the Board, shall have general executive charge, management, and control of the properties and operations of the District in the ordinary course of its business, with all such powers with respect to such properties and operations as may be reasonably incident to such responsibilities. As necessary, the Board by resolution shall establish and/or modify the duties and authorities of the CEO to ensure the proper management of the District, its resources
and obligations. It shall be the duty of the CEO to carry out all duties and policies established by the Board and those imposed under Florida Law. The CEO’s specific duties shall include, but not be limited to, recommending to the Board a management organizational chart establishing the District’s organizational structure, which defines the lines of authority of the District’s and its Subsidiaries’ personnel for approval by the Board as part of an annual operating budget recommendation. Nothing herein shall prohibit the CEO from modifying or changing such management organizational chart and presenting the same to the Board for informational purposes at any other regular or special Board meeting; provided, however, that the Board must approve such changes to the organizational chart if such changes adversely affect the budget previously approved by the Board.

3. Executive Vice President and General Counsel

The Board shall maintain an Office of the General Counsel and establish and amend from time to time its duties, responsibilities, and authority. The Office of the General Counsel shall be managed by an Executive Vice President and General Counsel (the “General Counsel”) who shall be a Direct Board Report and shall be the chief legal officer of the District. The General Counsel and all such attorneys employed in the Office of the General Counsel shall be members of the Florida Bar.

4. Chief Internal Auditor

The Board shall maintain an independent Internal Audit Department to audit and review the District’s facilities and operations. The Internal Audit Department shall be managed by an independent Chief Internal Auditor who shall be a Direct Board Report and shall be the Board’s direct representative in the audit and review of the District’s facilities and operations.

5. Chief Compliance and Privacy Officer

The Board shall maintain a Corporate Compliance and Ethics Department to manage the District’s compliance and ethics program. The Corporate Compliance and Ethics Department shall be managed by a Chief Compliance and Privacy Officer who shall be a Direct Board Report.

Article V

Medical Staff

1. Authority of the Board

The Board shall require members of the medical staffs of the District (collectively, the “Medical Staff”) to abide by and to perform those professional duties and responsibilities prescribed by these Bylaws, the Medical Staff Bylaws (as defined below), and all rules, regulations, and policies promulgated thereunder, and to enforce all of the foregoing requirements by the revocation and suspension of Medical Staff membership and clinical privileges as set forth in the Medical Staff Bylaws.

2. Medical Staff Bylaws

The Medical Staff shall be established and organized under a uniform set of bylaws entitled the Bylaws of the Medical Staff of Broward Health, as amended from time to time (the “Medical Staff Bylaws”). The Medical Staff shall be, at all times, self-governing and accountable to the Board. In the event that Florida Law, any applicable federal law, rule, or regulation or applicable accreditation standards conflict with the provisions of the Medical Staff Bylaws, such Florida Law, applicable federal law, rule, or regulation or the applicable accreditation standards shall control.
(a) Standards and Composition of the Medical Staff Bylaws

The Medical Staff Bylaws shall include guidelines, standards, and rules that describe the Medical Staff’s processes for self-governance, appointment, credentialing, privileging, oversight, and the Medical Staff’s peer review policies and due process rights guarantees. The Medical Staff Bylaws and all rules, regulations, and policies adopted pursuant thereto shall be submitted to and approved by the Board before being implemented by the Medical Staff.

(b) Appointment to the Medical Staff

The Medical Staff Bylaws shall establish procedures to examine the credentials of all eligible candidates for Medical Staff membership in accordance with federal laws and regulations, Florida Law, and applicable accreditation standards. The Medical Staff shall be responsible for making recommendations to the Board concerning initial staff appointments, reappointments, the assignment or curtailment of privileges, and the evaluation of clinical competence of each member of the Medical Staff. All appointments and reappointments to the Medical Staff shall only be effective if ratified by the Board. Membership to the Medical Staff and/or clinical privileges shall not be denied in an arbitrary, unreasonable or capricious manner, or on the basis of race, color, religion, sex, pregnancy, national origin, age, disability, sexual orientation, or marital status. All members of the Medical Staff shall conduct themselves in a manner that ensures that the welfare and health of the District’s patients and the best interest of the public at all times be served.

(c) Compliance with Laws and Standards

The Medical Staff Bylaws shall be consistent with applicable federal laws and regulations, the Centers for Medicare & Medicaid Services’ Conditions of Participation, Florida Law, and any applicable accreditation standards (collectively, the “Standards”). The Medical Staff Bylaws shall be reviewed periodically to ensure that the Medical Staff Bylaws are consistent with the Standards. The Office of the General Counsel shall assist the Board and the Medical Staff, and the Board and Medical Staff may request the assistance of any other department of the District when reviewing the Medical Staff Bylaws, to ensure compliance with the Standards. Notwithstanding the foregoing, in the event of any conflict between the Medical Staff Bylaws and any applicable Standards, the Standards shall govern the Medical Staff as if the same were specifically set forth in the Medical Staff Bylaws.

(d) Amendments to the Medical Staff Bylaws

The Medical Staff Bylaws shall prescribe a procedure for amending the Medical Staff Bylaws and establishing and amending any rules, regulations and policies. Any changes to the Medical Staff Bylaws and any rules, regulations, and policies promulgated thereunder shall be submitted to, and approved by, the Board before being implemented by the Medical Staff.

Article VI

Codified Resolutions of the Board of the North Broward Hospital District

Any resolutions adopted pursuant to these Bylaws shall be codified and organized by the CEO, or his or her designee, in the Codified Resolutions as established by the Board. All resolutions codified in the Codified Resolutions shall be organized in a logical structure established by the Board through resolution. The Codified Resolutions shall be promptly posted online with public access. All such Codified Resolutions shall be promptly updated as needed to reflect any changes to such resolutions. Nothing herein shall be construed as prohibiting a
resolution to take immediate effect or effect at a date certain if such resolution is not yet codified in the Codified Resolutions.

Article VII
Miscellaneous

(a) Amendments

These Bylaws may be amended from time to time by the Board upon an affirmative vote of a two-thirds (2/3) of the total number of Commissioners established under the Charter at any regular or special Board meeting; provided, however, that any proposed amendments shall be presented in writing and delivered to each Commissioner at or prior to the regular meeting of the Board the month preceding the regular or special meeting at which the amendment is adopted (an “Amendment Notice”). Notwithstanding the foregoing, the attendance of a Commissioner at a meeting constitutes a waiver of such Amendment Notice and of any and all objections to the place, time, or manner of calling or convening the meeting, unless the Commissioner states, at the beginning of or promptly upon arrival at the meeting, any objection to the consideration of amendments to these Bylaws on the grounds that the meeting is not called or convened in accordance with these Bylaws. Notwithstanding the foregoing, nothing herein shall be construed as a prohibition on the Board to modify, amend, or make changes to a proposed amendment to the Bylaws and immediately adopt such an amendment with the modifications or changes; provided, that the Amendment Notice procedure is properly followed and no additional amendments outside the subject matter of the Amendment Notice are proposed. Any Commissioner and any Direct Board Report may recommend to the Board amendments to these Bylaws.

(b) Invalid Provisions

If any one or more of the provisions of these Bylaws, or the applicability of any provision to a specific situation, shall be held invalid or unenforceable, the provision shall be modified to the minimum extent necessary to make it or its application valid and enforceable, and the validity and enforceability of all other provisions of these Bylaws and all other applications of any provision shall not be affected thereby.

(c) Indemnification

To the extent permitted or required under Florida Law, the District shall indemnify, defend, and hold harmless any current or former Commissioner for any act or omission arising out of and in the course of the performance and scope of such individual’s duties and responsibilities to the District. In such an event, any District insurance or self-insurance shall be the first and primary protection and the indemnification provided under this section shall be contingent on the indemnified person complying with the terms and conditions of any insurance policy providing coverage for any such act or omission. Consistent with these Bylaws, the Board may establish further requirements and procedures for such indemnification by resolution and any such resolution established hereunder shall be codified in the Codified Resolutions.
The Regular meeting of the Board of Commissioners of the North Broward Hospital District was held at 4:00 p.m. on July 31, 2019 at the Broward Health Corporate Spectrum location, 1700 Northwest 49 Street, Fort Lauderdale, Florida.

1. **NOTICE**

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.

This meeting was live streamed and is also available for viewing on the Broward Health website.

2. **CALL TO ORDER**

There being a quorum present, the meeting was called to order by Chairman Klein at 4:11 pm

3. **BOARD MEMBERS**

   *Commissioners:*
   
   *Present:* Commissioner Andrew M. Klein, Chair
   Commissioner Christopher T. Ure, Vice Chair
   Commissioner Ray T. Berry, Secretary/Treasurer
   Commissioner Nancy W. Gregoire
   Commissioner Stacy L. Angier
   Commissioner Marie C. Waugh

   *Senior Leadership:*
   
   *Additionally Present:* Gino Santorio, President/CEO, Alan Goldsmith/CAO,
   Alex Fernandez/CFO, Linda Epstein/General Counsel,
   Jerry Del Amo/Managing Sr. Associate, General Counsel,
   Brett Bauman/Associate General Counsel, Nigel
   Crooks/Chief Internal Auditor

4. **THE PLEDGE OF ALLEGIANCE** Nancy W. Gregoire

5. **PUBLIC COMMENTS**

   - Gabriella Justamante, volunteer at Broward Health North
   - Dr. Karlton Johnson, representative of Shaquille O’Neale
   - Gwendolyn Clark Reed, former State Representative
   - Joe Cobo, former commissioner of NBHD
6. **APPROVAL OF MINUTES**

   6.1. Approve June 28, 2019 Special Emergency Board Meeting minutes

   **MOTION** It was *moved* by Commissioner Angier, *seconded* by Commissioner Gregoire, to:

   **APPROVE THE JUNE 28, 2019 SPECIAL EMERGENCY BOARD MEETING MINUTES.**

   Motion *carried* unanimously.

   6.2. Approve July 9, 2019 Rescheduled June 2019 Regular Board Meeting minutes

   **MOTION** It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Waugh, to:

   **APPROVE THE JULY 9, 2019 RESCHEDULED JUNE BOARD MEETING MINUTES.**

   Motion *carried* unanimously.

7. **MEDICAL STAFF CREDENTIALING** – Dr. William Jensen

   7.1.) Broward Health North
   7.2.) Broward Health Imperial Point
   7.3.) Broward Health Coral Springs
   7.4.) Broward Health Medical Center

   In the absence of CMO, Dr. Andrew Ta, Dr. William Jensen gave the monthly medical credentialing report for the month of July, 2019.

   **MOTION** It was *moved* by Commissioner Ure, *seconded* by Commissioner Angier to:

   **ADOPT PROPOSED MEDICAL STAFF CREDENTIALING ITEMS (#7.1.) THROUGH (#7.4.).**

   Motion *carried* unanimously.

8. **CHIEF MEDICAL STAFF UPDATES** (8.1.–8.4.)

   Medical staff updates were given by Dr. Jensen for Broward Health Imperial Point, Dr. Penate for Broward Health Coral Springs and Dr. Morrison for Broward Health Medical Center. Said reports highlighted each of the facilities’ objectives, events and awards received over the past month. Dr. Lehr, from Broward Health North was not present, therefore no report was given for BHN.

9. **PRESENTATIONS**

   Dr. Osmond from Broward Health Medical Center presented on the system wide success within the cardiology departments, specifically on the results of ongoing studies and state of the art devises.
President/CEO Update, Gino Santorio

Mr. Santorio presented his full monthly report highlighting the five pillars of the organization and progress at each of the facilities. In closing, Mr. Santorio recognized David Clark for his leadership and preparedness during the emergency water shutdown that occurred in Broward County two weeks prior, affecting the organization.

Chairman Klein asked the regional CEOs to stand for applause in recognition of the work they do day in and day out.

A moment of silence was had for Deputy Benjamin Nimtz of Broward County, who had recently been killed in a car crash while on duty.

10. **CONSENT AGENDA**

Chairman Klein announced that item (10.2) would be moved from the consent agenda to the discussion agenda and re-numbered as (11.7)

10.1. Approval of Policy: GA-004-012 Gifts Gratuities and Business Courtesies

10.2. Approval of Policy: Gifts and Gratuities Matrix

10.3. Approval of Lease acquisition for 10 years at 1801 Sample Road

10.4. Approval of Lease acquisition for 5 years at 8320 West Sunrise

10.5. Approval of Community Health Needs Assessment Advisory Council Prioritization

10.6. SystemWide, Hematology Lab Services Lease, Sysmex of America

**MOTION** It was *moved* by Commissioner Berry, *seconded* by Commissioner Gregoire, that:

**ITEMS 10.1., 10.3., 10.4., 10.5, AND 10.6. ON THE CONSENT AGENDA BE APPROVED.**

Motion *carried* unanimously.

11. **DISCUSSION AGENDA**

11.1. Approval of Policy: GA-001-015 Conflict of Interest

**MOTION** It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Angier, that:

**THE GA-001-015 CONFLICT OF INTEREST POLICY BE APPROVED.**
Motion *carried* unanimously.

11.2. Approval of the Proposed Changes to the Board’s Bylaws

**MOTION** It was *moved* by Commissioner Berry, *seconded* by Commissioner Gregoire, to:

PASS BYLAWS AS WRITTEN SUBJECT TO REINSERTION OF CODE OF CONDUCT CLAUSE UNDER ARTICLE II, GOVERNING BOARD, ITEM 7.

Motion’s first and second *withdrawn*.

* Further discussion on item 11.2 was postponed until remaining items on discussion agenda were heard.
* Ms. Hatcher recognized Brightest Star, Derejre Vazquez, Corporate IT.

11.3. Discussion of 2020 Balanced Scorecard

**MOTION** It was *moved* by Commissioner Ure, *seconded* by Commissioner Waugh, to:

APPROVE STAFF’S RECOMMENDATIONS ON THE BALANCE SCORECARD FOR FY20.

Chairman Klein moved to *amend* main motion to:

INCLUDE TWO ADDITIONAL METRICS TO THE BALANCE SCORECARD, OUTPATIENT WAIT TIME AND NO SHOW RATE IN THE AMBULATORY DIVISION, EACH REPRESENTING 5% OF THE TOTAL VALUE SCORE FOR GROWTH CATEGORY.

Amendment to motion *failed* for lack of second.

Original motion to, *Approve Staff’s Recommendations on the Balance Scorecard for Fiscal Year 2020, carried* 5 to 1.

* Meeting recessed at 6:52 pm and reconvened at 7:17 pm.

11.4. Discussion of 2019-2020 Board and Committee Meeting Schedule

**MOTION** It was *moved* by Commissioner Berry, *seconded* by Commissioner Waugh, that:

THE PROPOSED BOARD MEETING SCHEDULE FOR FISCAL YEAR 2019/2020 BE APPROVED.
MOTION It was *moved* by Commissioner Angier, *seconded* by Commissioner Berry, to:

**MODIFY THE NOVEMBER COMMITTEE MEETING DATE FROM NOVEMBER 13, 2019 TO NOVEMBER 12, 2019.**

First and second *withdrawn.*

Original motion that, The Proposed Board Meeting Schedule for Fiscal Year 2019/2020 be approved, *carried* 6 to 0.

11.5. Discussion and Approval of the Settlement Offer in the Pauline Grant Lawsuits

Outside counsel, Ed Pozzouli spoke to the matter.

MOTION It was *moved* by Commissioner Angier, *seconded* by Commissioner Gregoire, to:

**APPROVE THE RECOMMENDATION OF COUNSEL FOR SETTLEMENT.**

Motion *carried* unanimously.

MOTION It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Waugh, to:

**AUTHORIZE THE PRESIDENT/CEO TO EXECUTE SETTLEMENT AGREEMENT WITH PAULINE GRANT, SUBJECT TO GENERAL COUNSEL REVIEW.**

Motion *carried* unanimously.

11.6. Consideration of Legal Undertaking Arrangements in the Sunshine Matter

* Ms. Epstein advised Commissioner Ure to remove himself from the room before discussion initiated.

* Commissioner Ure took a leave of absence for the remaining portion of the item.

MOTION It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Berry, that:

**TO BOARD OF COMMISSIONERS AUTHORIZE THE PRESIDENT/CEO OF THE NORTH BROWARD DISTRICT TO MAKE A REASONABLE PAYMENT FOR OUTSTANDING LEGAL FEES AND EXPENSES RELATED TO THE CRIMINAL SUNSHINE CASE BY EXECUTING UNDERTAKING**
ARRANGEMENTS WITH THE PARTIES, SUBJECT TO FINAL JUDGEMENT.

Motion carried unanimously.

* Commissioner Ure rejoined the meeting.

11.7 Approval of Policy: Gifts and Gratuities Matrix (formerly 10.2. on consent agenda)

MOTION It was moved by Commissioner Angier, seconded by Commissioner Berry, to:

APPROVE THE GIFTS AND GRATUITIES POLICY GA-004-012, SUBJECT TO CLARIFICATION THAT LANGUAGE WITHIN C1 BE CONSISTENT WITH OTHER LANGUAGE IN THE POLICY, TO READ PATIENT’S FAMILY MEMBERS, SO IT IS CLEAR THAT’S WITHIN THE SCOPE OF THE PROHIBITED CLASS.

Motion carried unanimously.

11.8 Approval of the Proposed Changes to the Board’s Bylaws (continued, formerly 11.2.)

* For the Board’s convenience, Ms. Epstein circulated hardcopies of redlined revisions.
* Discussion continued on revisions of bylaws and resolutions.
* Commissioner Waugh left the meeting at 8:31 pm, and joined the meeting telephonically.
* Commissioner Ure left the meeting at 8:36 pm, and joined the meeting telephonically.

MOTION It was moved by Commissioner Berry, seconded by Commissioner Gregoire, to:

ADOPT THE NEW BYLAWS AND COMPANION RESOLUTIONS TO BYLAWS.

Motion’s first and second withdrawn.

Resolution read on record by outside counsel, Russell Marcus, as seen below;

The board hereby adopts the bylaws and codified resolutions with the additions, deletions, and modifications approved by the board. The CEO or his designee and the general counsel
or her designee, each such person and authorized officer are hereby authorized and empowered to remove any comments and brackets in the bylaws, and the codified resolutions, and correct any scriveners errors and make any other immaterial changes, including without limitation correcting misspellings, punctuation, and grammatical errors, and making numbering and formatting changes to the bylaws and the codified resolutions as they or any one of them shall deem necessary, desirable, advisable, or appropriate to carry out the full intent and purposes of this resolution. The authorized officers being each of them hereby is authorized and empowered to take all such further action and to execute, deliver, and file all such further certificates, instruments, and documents in the name and on behalf of the District, and if request or required under Corporate Seal dually attested by the Secretary/Treasurer of the District to pay to be paid all expenses to take such other as they or any one of them shall deem necessary, desirable, advisable, or appropriate to carry out the full intent and purposes of this resolution.

**MOTION** Was renewed by Commissioner Berry, seconded by Commissioner Gregoire,

* Chairman Klein left the meeting at 9:14 pm. As a result of his absence, the board acknowledged that a quorum was no longer present. Commissioner Waugh indicated over the phone that she would return. The meeting recessed at 9:18 pm. Meeting reconvened at 9:46 p.m., in which a quorum was reestablished.

In house counsel clarified for the record that the board was adopting the resolution previously read by outside counsel. Commissioner Berry acknowledged that the motion was to adopt the resolution in its totality. Motion carried unanimously.

As a result of the ratification of the new amended and restated Bylaws of the Board of North Broward Hospital District, the annual meeting where officer elections take place was changed to the first board meeting of the new fiscal year and as such the ratification of the bylaws triggered an immediate election of officers.

**MOTION** It was moved by Commissioner Angier, seconded by Commissioner Waugh, to:

**NOMINATE COMMISSIONER RAY BERRY AS CHAIRMAN OF BROWARD HEALTH’S BOARD.**

Motion carried unanimously.
MOTION  It was *moved* by Commissioner Berry, *seconded* by Commissioner Waugh, to:

**NOMINATE COMMISSIONER STACY ANGIER AS SECRETARY/TREASURER AND COMMISSIONER NANCY GREGOIRE AS VICE CHAIR.**

Motion *carried* unanimously.

12. **COMMENTS BY COMMISSIONERS**

Closing comments were given by the Board.

13. **NEXT REGULAR BOARD MEETING**

Next regularly scheduled Board of Commissioner's meeting will be held on August 28, 2019 at 4:00 p.m. at the Broward Health Corporate Office, Spectrum site, Suite 150, 1700 Northwest 49th Street, Ft. Lauderdale, Florida, 33309.

14. **ADJOURNMENT** 10:02 pm

MOTION  It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Angier, that:

**THE REGULAR BOARD MEETING BE ADJOURNED.**

Motion *carried* unanimously.

Respectfully submitted,
Commissioner Stacy L. Angier, Secretary/Treasurer
MEMORANDUM

TO: Board of Commissioners

FROM: Alice Taylor, Chief Executive Officer
       Broward Health North

DATE: August 28, 2019

SUBJECT: Medical Staff Board Items

The Medical Executive Committee of Broward Health North approved the recommendations as exhibited for:

1. Medical Staff Additions, Changes, Reappointments, and Resignation
2. Allied Health Staff Addition, Changes and Reappointments
3. Community Health Services Reappointment and Resignation

I, Gary Lehr, M.D., Chief of Staff at Broward Health North, do hereby attest that all pertinent and required information has been received and verified for providers being submitted to the Board of Commissioners for approval.

Therefore, it is requested that the Board of Commissioners approve these recommendations as submitted by the Medical Executive Committee at Broward Health North.
SUMMARY OF REQUEST

DATE: August 28, 2019

ITEM: MEDICAL STAFF BOARD ITEMS

REASON: APPROVED RECOMMENDATIONS AS EXHIBITED FROM THE MEDICAL EXECUTIVE COMMITTEE OF BROWARD HEALTH NORTH

COST: NOT APPLICABLE

ADDITIONAL INFORMATION: NONE

LEGAL REVIEW: NOT APPLICABLE

APPROVED:

Gino Santorio, President/CEO

Alice Taylor, Chief Executive Officer, Broward Health North

Andrew Ta, Chief Medical Officer, Broward Health
BROWARD HEALTH NORTH
ADDITIONS, CHANGES AND RESIGNATIONS

_____ Broward Health Medical Center  _____ X  Broward Health North
_____ Broward Health Imperial Point  _____ Broward Health Coral Springs

The following Medical Staff Committees:

CREDENTIALS: 08/08/2019  MEDICAL COUNCIL: 08/13/2019

1. Approved MEC Business:
   • OPPE reports for October 2018 to May 2019 for OPPE

2. APPROVED THE FOLLOWING NEW PRACTITIONERS:

<table>
<thead>
<tr>
<th>Practitioner</th>
<th>Department</th>
<th>Privileges</th>
<th>Primary</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Azar, M.D.</td>
<td>Medicine</td>
<td>Pulmonary</td>
<td>BHIP</td>
</tr>
<tr>
<td>Lucia Blanchard, D.O.</td>
<td>Medicine</td>
<td>Cardiology</td>
<td>BHCS</td>
</tr>
<tr>
<td>Christopher Diamoy, APRN</td>
<td>Surgery</td>
<td>Nurse Practitioner</td>
<td>BHN</td>
</tr>
<tr>
<td>Marco Foramiglio, MD</td>
<td>Surgery</td>
<td>Anesthesiology</td>
<td>BHCS</td>
</tr>
<tr>
<td>Aida J. Lopez, ARNP</td>
<td>Medicine</td>
<td>Nurse Practitioner</td>
<td>BHN</td>
</tr>
<tr>
<td>Magalie Pierre, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner</td>
<td>BHMC-CHS</td>
</tr>
<tr>
<td>Adam Polak, APRN</td>
<td>Emergency Med</td>
<td>Nurse Practitioner</td>
<td>BHIP</td>
</tr>
<tr>
<td>Thesalee Randon, M.D.</td>
<td>Emergency Med</td>
<td>Peds Emerg Med.</td>
<td>BHN</td>
</tr>
<tr>
<td>Marina Varvoda, PA</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>BHCS</td>
</tr>
<tr>
<td>Victoria J. Verrengia, PA</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>BHN</td>
</tr>
<tr>
<td>Ronald L. Young II, MD</td>
<td>Surgery</td>
<td>Neurosurgery</td>
<td>BHN</td>
</tr>
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</table>

3. APPROVED THE FOLLOWING PRACTITIONER RESIGNATION(S):

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<tr>
<th>Practitioner</th>
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<th>Current Status</th>
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<tbody>
<tr>
<td>Janice Borrows, MD</td>
<td>Family Medicine</td>
<td>Voluntary Resignation</td>
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<tr>
<td>Raymund Dala, MD</td>
<td>Pathology</td>
<td>Contractual Resignation</td>
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<tr>
<td>Amy Fisch, DO</td>
<td>Anesthesiology</td>
<td>Voluntary Resignation</td>
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<tr>
<td>Edward Glavey, DO</td>
<td>General Surgery</td>
<td>Voluntary Resignation</td>
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<tr>
<td>Karoline Mion, APRN</td>
<td>Nurse Practitioner</td>
<td>Voluntary Resignation</td>
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<td>Supriya Nair, CRNA</td>
<td>Nurse Anesthetist</td>
<td>Voluntary Resignation</td>
</tr>
<tr>
<td>Tyshan Oates, PA</td>
<td>Physician Assistant</td>
<td>Voluntary Resignation</td>
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<tr>
<td>Amanda Payton, APRN</td>
<td>Nurse Practitioner</td>
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<tr>
<td>Carrie Prather, DO</td>
<td>Internal Medicine</td>
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<tr>
<td>Glacha Saint-Louis, CRNA</td>
<td>Nurse Anesthetist</td>
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<tr>
<td>Sanford Silverman, MD</td>
<td>Pain Management</td>
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<tr>
<td>Beth Weinberg, Ph.D.</td>
<td>Psychology</td>
<td>Voluntary Resignation</td>
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<tr>
<td>Marvette West-Williams, CRNA</td>
<td>Nurse Anesthetist</td>
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4. APPROVED CHANGE IN STATUS:

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<tr>
<th>Practitioner</th>
<th>Department</th>
<th>New Status</th>
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</thead>
<tbody>
<tr>
<td>Faraaz Mushtaq, D.O.</td>
<td>Medicine</td>
<td>Change Primary BHMC to BHN</td>
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5. APPROVED A CHANGE IN SPONSORSHIP:

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<tr>
<th>Allied Health Practitioner</th>
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<th>New Sponsor</th>
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<td>O. Dacosta-Green, APRN</td>
<td>Surgery</td>
<td>Remain with Sanjeev Gupta, MD</td>
</tr>
<tr>
<td>Nicole Puleo, APRN</td>
<td>Surgery</td>
<td>Remove Matthew Moore, MD &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Luis Romero, MD</td>
</tr>
</tbody>
</table>
6. ADDITIONAL/WITHDRAWAL PRIVILEGES

Practitioner/Specialty     Department     Withdrawal/additional privilege
None

Chief of Staff           Date: August 13, 2019

Chief Executive Officer  Date: August 13, 2019

President/CEO            Date: August 28, 2019

Gino Santorio 08/26/2019 17:47 Eastern Daylight
<table>
<thead>
<tr>
<th>Name:</th>
<th>George P Azar Jr., MD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Birth:</td>
<td>10/25/1956</td>
</tr>
<tr>
<td>Citizenship:</td>
<td>US</td>
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<tr>
<td>Primary Facility:</td>
<td>Broward Health Imperial Point</td>
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<tr>
<td>Other Broward Health Facilities:</td>
<td>Broward Health North</td>
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<tr>
<td>Specialty:</td>
<td>Pulmonary Disease</td>
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<tr>
<td></td>
<td>Internal Medicine</td>
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<tr>
<td>Dept. at Primary Facility:</td>
<td>Medicine</td>
</tr>
<tr>
<td>Secondary Facility Depts.:</td>
<td>Medicine</td>
</tr>
<tr>
<td>Practice Name:</td>
<td>George Azar, MD</td>
</tr>
<tr>
<td>Primary Address Information:</td>
<td>6333 North Federal Highway</td>
</tr>
<tr>
<td></td>
<td>Suite 270</td>
</tr>
<tr>
<td></td>
<td>Fort Lauderdale, FL 33308</td>
</tr>
<tr>
<td></td>
<td>Phone: 954-771-5047</td>
</tr>
<tr>
<td></td>
<td>Fax: 954-771-2927</td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:margweld@gmail.com">margweld@gmail.com</a></td>
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<tr>
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<td>Ross University</td>
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<td></td>
<td>Roseau,</td>
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<td>From: 01/01/1981</td>
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<td>To: 06/02/1984</td>
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<td></td>
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<td>Hospital Affiliations/ Work History:</td>
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<td>From: 06/21/1989</td>
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<td>Specialty: Pulmonary Medicine</td>
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<td>From: 07/26/1989</td>
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Broward Health – Credentialing Abstract – Medical Staff Applicant

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<td>Holy Cross Hospital</td>
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<td>Specialty: Pulmonary Disease</td>
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<td>From: 01/08/1991</td>
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<td>Specialty: Pulmonary Disease</td>
<td>Broward Health Medical Center &amp; Salah</td>
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<td>Foundation Children's Hospital</td>
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<td>From: 01/26/1994</td>
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<td>Board: American Board of Internal Medicine</td>
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<td>Certification Date: 11/04/1992</td>
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<td>Certification Expiration: 12/31/2023</td>
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</table>

George P. Azar, JrMD
**Broward Health – Credentialing Abstract – Medical Staff Applicant**

**Name:** Lucia Blanchard, DO  
**Date of Birth:** 03/06/1978  
**Citizenship:** US  
**Primary Facility:** Broward Health Coral Springs  
**Other Broward Health Facilities:**  
Broward Health Medical Center  
Broward Health North  
**Specialty:** Cardiovascular Disease  
**Dept. at Primary Facility:** Medicine  
**Secondary Facility Depts.:** Medicine  
**Practice Name:** North Broward Hospital District  
**Primary Address Information:**  
3100 Coral Hills Drive  
Suite 302  
Coral Springs, FL 33065  
**Phone:** 954-724-3470  
**Fax:** 954-724-3473  
**ECFMG:** N/A  
**Medical/Professional School:** Nova Southeastern University College of Osteopathic Medicine  
Fort Lauderdale, FL  
**From:** 08/10/2009  
**To:** 05/19/2013  
**Degree:** Doctor of Osteopathic Medicine  
**Internship:** N/A  
**Residency:** Broward Health Medical Center  
Fort Lauderdale, FL  
**From:** 06/24/2013  
**To:** 06/30/2016  
**Specialty:** Internal Medicine  
**Fellowship:** Broward Health Medical Center  
Fort Lauderdale, FL  
**From:** 07/01/2016  
**To:** 06/30/2019  
**Specialty:** Cardiovascular Medicine  
**Hospital Affiliations/Work History:** N/A  
**Board Certification:**  
**Board:** American Board of Internal Medicine  
**Specialty:** Internal Medicine  
**Certification Date:** 09/15/2016  
**MOC Revalidation Date:** N/A  
**Certification Expiration:** 12/31/2026  
**Board:** American Board of Internal Medicine  
**Specialty:** Cardiovascular Disease  
**Eligibility Date:** 09/30/2019  
**Eligibility Expiration:** 06/30/2026
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: **Christopher Diamoy, APRN**

| Date of Birth: | 02/06/1975 |
| Citizenship: | US |
| Primary Facility: | Broward Health North |
| Other Broward Health Facilities: | None |
| Specialty: | Nurse Practitioner |
| Dept. at Primary Facility: | Surgery |
| Secondary Facility Depts.: | None |
| Physician Sponsorship: | Ivan Puente, MD  
Mario F Gomez, MD  
Pedro J Gonzalez, MD  
Jose S Lozada, MD  
John Abbensetts, MD  
Michael W Parra, MD  
John Berne, MD |
| Practice Name: | Trauma and Critical Care Associates |
| Primary Address Information: | 6405 N Federal Hwy  
Suite 404  
Fort Lauderdale, FL 33308  
Phone: 954-491-0900  
Fax: 954-491-0540  
Email: Zoe.tranakas@gmail.com |
| Professional School: | University of Miami  
Coral Gables, FL  
From: 08/22/2012  
To: 08/08/2014  
Degree: MSN  
Major: Acute Care Nurse Practitioner |
| Hospital Affiliations/Work History: | Jackson Memorial Hospital  
Miami, FL  
From: 07/03/2006  
To: Present  
Title: RN/ ARNP |
| Board Certification: | Board: American Nurses Credentialing Center  
Specialty: Acute Care Nurse Practitioner  
Certification Date: 09/22/2014  
Certification Expiration: 09/21/2024 |
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Marco Foramiglio, MD

Date of Birth: 03/11/1976
Citizenship: US
Primary Facility: Broward Health Coral Springs
Other Broward Health Facilities: Broward Health North
Specialty: Anesthesiology
Dept. at Primary Facility: Surgery
Secondary Facility Depts.: Surgery
Practice Name: Anesco, LLC
Website: www.drippinghp.com

Primary Address Information:
3601 West Commercial Boulevard
Suite 4/5
Fort Lauderdale, FL 33309
Phone: 954-485-5666
Fax: 954-484-1651
Email: bmelendez@anesco.net

ECFMG:
Number: 0-609-227-4
Date Issued: 01/10/2002

Medical/Professional School:
Sao Paulo University Medical School
Sao Paulo, Brazil,
From: 02/01/1996
To: 12/06/2000
Degree: MD

Gap:
Relocated from Brazil to the US, preparing for USMLE, awaiting start of residency program
From: 12/07/2000
To: 06/23/2002

Internship:
Jackson Memorial Hospital- Miami University
Miami, FL
From: 06/24/2002
To: 06/23/2003
Specialty: General Surgery

Residency:
Jackson Memorial Hospital- Miami University
Miami, FL
From: 07/01/2003
To: 06/30/2006
Specialty: Anesthesiology

Fellowship:
N/A

Hospital Affiliations/ Work History:
Broward Health Medical Center & Salah Foundation Children’s Hospital
Ft Lauderdale, FL
From: 07/19/2006
To: 06/25/2008
Specialty: Anesthesiology

Marco Foramiglio, MD
**Broward Health – Credentialing Abstract – Medical Staff Applicant**

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<th>Hospital Affiliations/ Work History(continued):</th>
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<tr>
<td><strong>Broward Health Imperial Point</strong>&lt;br&gt; Ft Lauderdale, FL</td>
<td><strong>Broward Health North</strong>&lt;br&gt; Deerfield Beach, FL</td>
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<tr>
<td><strong>Sisters of Charity Hospital &amp; St. Joseph Campus</strong>&lt;br&gt; Buffalo, NY</td>
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<tr>
<td>From: 07/01/2008&lt;br&gt;To: 12/01/2016&lt;br&gt;Specialty: Anesthesiology</td>
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<tr>
<td><strong>Palmetto General Hospital</strong>&lt;br&gt; Hialeah, FL</td>
<td><strong>Broward Health Coral Springs &amp; Salah Foundation Children's Hospital</strong>&lt;br&gt; Coral Springs, FL</td>
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<td>From: 11/16/2016&lt;br&gt;To: 03/28/2019&lt;br&gt;Specialty: Anesthesiology</td>
<td>From: 11/29/2017&lt;br&gt;To: Present&lt;br&gt;Specialty: Anesthesiology</td>
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**Board Certification:**

| Board: American Board of Anesthesiology |  |
| Specialty: Anesthesiology |  |
| Certification Date: 04/20/2007 |  |
| MOC Reverification: N/A |  |
| Certification Expiration: 12/31/2027 |  |
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Aida J Lopez, ARNP

Date of Birth: 08/29/1957

Citizenship: US

Primary Facility: Broward Health North

Other Broward Health Facilities: None

Specialty: Nurse Practitioner

Dept. at Primary Facility: Medicine

Secondary Facility Depts.: None

Physician Sponsorship: David Kahn, MD

Practice Name: South Florida Cancer Care
Website: www.southfloridacancercare.com

Primary Address Information:
2964 N State Road 7
Suite 330
Margate, FL 33063
Phone: 954-984-9998
Fax: 954-984-9988
Email: Brad@southfloridacancercare.com

Professional School: Florida Atlantic University
Boca Raton, FL
From: 08/01/2001
To: 08/08/2003
Degree: MSN
Major: Nursing

Hospital Affiliations/
Work History:
Boca Raton Regional Hospital
Boca Raton, FL
From: 10/15/2001
To: 01/09/2006
Title: Registered Nurse

Professional School: Case Western Reserve University – Francis Payne Bolton School of Nursing
Cleveland, OH
From: 01/17/2006
To: 05/08/2008
Degree: DNP
Major: Nursing

Hospital Affiliations/
Work History:
Comprehensive Gynecologic Oncology
Delray Beach, FL
From: 03/01/2006
To: 10/15/2007
Title: Nurse

Boca Raton Regional Hospital
Boca raton, FL
From: 08/22/2006
To: 02/01/2009
Specialty: Nurse Practitioner
<table>
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| **The Center for Hematology-Oncology**  
Boca Raton, FL  
From: 10/08/2007  
To: 06/10/2009  
Title: Nurse Practitioner |  |
| **Delray Medical Center**  
Delray Beach, FL  
From: 03/27/2008  
To: 05/27/2010  
Specialty: Nurse Practitioner |  |
| **Palm Beach Institute of Hematology & Oncology LLC **Closed – Unable to verify**  
Boynton Beach, FL  
From: 01/01/2010  
To: 11/30/2011  
Title: Nurse Practitioner |  |
| **Bethesda Memorial Hospital**  
Boynton Beach, FL  
From: 11/09/2010  
To: 01/25/2012  
Specialty: Nurse Practitioner |  |
| **Gap:**  
Seeking Employment  
From: 01/28/2012  
To: 04/15/2012 |  |
| **Gift of Life Bone Marrow Foundation**  
Boca Raton, FL  
From: 04/18/2012  
To: 12/09/2014  
Title: Marrow Donor Program Manager-Donor Services |  |
| **Gap:**  
Sabbatical to care for daughter  
From: 12/10/2014  
To: 12/13/2015 |  |
| **Anesthesia Pain Care Consultants**  
Tamarac, FL  
From: 12/14/2015  
To: 02/29/2016  
Title: Nurse Practitioner |  |
| **Gap:**  
Seeking Employment  
From: 03/01/2016  
To: 05/01/2016 |  |
| **South Florida Cancer Care-21st Century Oncology**  
Margate, FL  
From: 05/02/2016  
To: Present  
Title: Nurse Practitioner |  |
| **Board Certification:**  
Board: American Academy of Nurse Practitioners  
Specialty: Family Nurse Practitioner  
Certification Date: 04/01/2004  
Certification Expiration: 03/31/2024 |  |

Aida J Lopez, ARNP
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

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<th>Name:</th>
<th>Magalie Pierre, APRN</th>
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<tr>
<td>Physician Sponsorship:</td>
<td>John B Berges, MD</td>
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<tr>
<td>Practice Name:</td>
<td>Gold Coast Home Health &amp; Hospice North Broward Hospital District Website: <a href="http://www.goldcoasthealth.org">www.goldcoasthealth.org</a></td>
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<tr>
<td>Primary Address Information:</td>
<td>308 SE 18th Street Fort Lauderdale, FL 33316 Phone: 954-785-2990 Fax: 954-782-1061</td>
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<tr>
<td>Professional School:</td>
<td>South University Savannah, GA From: 04/13/2017 To: 04/04/2018 Degree: MSN Major: Family Nurse Practitioner</td>
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<td>Broward Health Fort Lauderdale, FL From: 06/15/2015 To: Present Title: Sr. RN Care Coordinator</td>
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<td>Board Certification:</td>
<td>Board: American Nurses Credentialing Center Specialty: Family Nurse Practitioner Certification Date: 09/19/2018 Certification Expiration: 09/18/2023</td>
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Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Adam Polak APRN

Date of Birth: 04/04/1983

Citizenship: US

Primary Facility: Broward Health Imperial Point

Other Broward Health Facilities:
   - Broward Health Coral Springs
   - Broward Health North

Specialty: Nurse Practitioner

Dept. at Primary Facility: Medicine

Secondary Facility Depts.:
   - Medicine
   - Emergency Medicine

Physician Sponsorship:
   - Evan L Boyar, MD
   - Cesar W. Carralero, DO
   - Gary Lai, DO

Practice Name: Envision Physician Services
Website: www.envision.com

Primary Address Information:
   - Emergency Department
   - 6401 N. Federal Highway
   - Fort Lauderdale, FL 33308
   - Phone: 954-776-8610
   - Fax: 954-776-8521
   - Email: Kim.Durcan@ envisionhealth.com

Professional School:
   - Simmons College
     - Boston, MA
     - From: 03/17/2014
     - To: 08/31/2016
     - Degree: Masters
     - Major: Family Nurse Practitioner

Gap:
   - Applied for privileges and awaited the credentialing process.
     - From: 09/01/2016
     - To: 11/08/2016

Hospital Affiliations/ Work History:
   - Northwest Medical Center (HCA)
     - Margate, FL
     - From: 11/09/2016
     - To: Present
     - Specialty: Advanced Practice Registered Nurse

Board Certification:
   - Board: American Academy of Nurse Practitioners
   - Specialty: Family Nurse Practitioner (FNP)
   - Certification Date: 09/19/2016
   - Certification Expiration: 09/19/2021
Name: Thesalee N Randon MD

Date of Birth: 08/28/1974

Citizenship: US

Primary Facility: Broward Health North

Other Broward Health Facilities: Broward Health Coral Springs
Broward Health Medical Center

Specialty(ies): Pediatric Emergency
Pediatric ED Fast Track (BHMC Only)

Dept. at Primary Facility: Emergency Medicine

Secondary Facility Depts.: Emergency Medicine
Medicine

Practice Name: Envision Physician Services
Website: www.envisionphysicianservices.com

Primary Address Information: Broward Health North - Emergency Department
201 E. Sample Road
Deerfield Beach, FL 33064
Phone: 954-786-6800
Fax: 954-786-6719
Email: Kimberly.Durcan@envision.com

ECFMG:
Number: 0-630-948-8
Date Issued: 02/25/2003

Medical/Professional School: University of West Indies-Jamaica
Jamaica,
From: 07/01/1995
To: 06/30/2000
Degree: MD

Gap: Worked as a House Officer
Nassau, Bahamas
From: 07/01/2000
To: 06/23/2003

Foreign Internship: Princess Margaret Hospital
Nassau, Bahamas
From: 06/24/2003
To: 06/23/2004
Specialty: Traditional Rotating Internship

Internship/Residency: University Of Miami School Of Medicine
Coral Gables, FL
From: 07/01/2003
To: 06/30/2006
Specialty: Pediatrics

Fellowship: N/A
### Hospital Affiliations/Work History:

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<td>08/01/2006</td>
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<td>Washington, DC</td>
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#### Gap:

- **Relocation to a rural community for my husband's J1-waiver job**
  - From: 08/01/2010
  - To: 05/31/2012

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<td>Colquitt Regional Medical Center</td>
<td>Pediatrics</td>
<td>06/01/2012</td>
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<td>Moultrie, GA</td>
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#### Gap:

- **Relocation from Georgia to Florida. Applied for Hospital Credentialing.**
  - From: 12/01/2013
  - To: 03/17/2014

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<tr>
<td>St. Mary's Medical Center</td>
<td>Pediatric Emergency Medicine</td>
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<td>West Palm Beach, FL</td>
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#### Gap:

- **Spending time with family, and taking care of ill mother**
  - From: 11/09/2016
  - To: Present

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<td>Pensacola, FL</td>
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### Board Certification:

- **Board:** American Board of Pediatrics
- **Specialty:** Pediatrics
- **Certification Date:** 10/24/2006
- **MOC Reverification:** 02/15/2020
- **Certification Expiration:** N/A
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Marina Varivoda PA-C

Date of Birth: 06/05/1984

Citizenship: US

Primary Facility: Broward Health Coral Springs

Other Broward Health Facilities: Broward Health Imperial Point
                                   Broward Health North

Specialty: Physician Assistant

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: Surgery

Physician Sponsorship: Niranjan Shintre, MD
                         Peter Merkle, MD

Practice Name: Prohealth Select
Website: www.prohealthselect.com

Primary Address
Information: 621 NW 53rd Street
             Suite 330
             Boca Raton, FL 33487
             Phone: 800-486-0279
             Fax: 666-902-8817
             Email: iporth@prohealthselect.com

Professional School: Miami Dade Community College
                     Miami, FL
                     From: 08/24/2015
                     To: 07/29/2017
                     Degree: AS Physician Assistant

Volunteer Service: Charan Donkor, MD
                   Miami, FL
                   From: 04/01/2017
                   To: 10/31/2017
                   Title: Physician Assistant Volunteer

Hospital Affiliations/
Work History: Ramiro Perez
             Miami, FL
             From: 10/01/2017
             To: Present
             Title: Physician Assistant

Prohealth Select
Boca Raton, FL
From: 07/29/2018
To: Present
Title: Physician Assistant

Broward Health Coral Springs
Coral Springs, FL
From: 10/31/2018
To: Present
Specialty: Physician Assistant

Marina Varivoda, PA-C
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Broward Health Imperial Point
Fort Lauderdale, FL
From: 10/31/2018
To: Present
Specialty: Physician Assistant

Board Certification: National Commission on Certification of Physician Assistants
Specialty: Physician Assistant - Certified (PA-C)
Certification Date: 12/11/2017
Certification Expiration: 12/31/2019
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Victoria J Verrengia PA-C

Date of Birth: 08/19/1989
Citizenship: US
Primary Facility: Broward Health North
Other Broward Health Facilities: Broward Health Medical Center
Specialty: Physician Assistant
Dept. at Primary Facility: Surgery
Secondary Facility Depts.: Surgery
Physician Sponsorship: Ashish Sahai, MD
Practice Name: Neurospine Institute, LLC
Website: www.spineorthocenter.com

Primary Address
Information:
280 SW Natura Avenue
Deerfield Beach, FL 33441
Phone: 561-549-9090
Fax: 954-530-0902
Email: Admin@spineoc.com

Professional School:
Bay Path University
East Longmeadow, MA
From: 06/02/2014
To: 05/16/2016
Major: Physician Assistant

Gap:
Prepped for Board Test, and applied for hospital credentialing.
From: 05/17/2016
To: 09/05/2016
Major: Physician Assistant

Hospital Affiliations/
Work History:
Bethesda Hospital East
Boynton Beach, FL
From: 09/06/2016
To: Present
Specialty: Physician Assistant

Delray Outpatient Surgery and Laser Center
Delray Beach, FL
From: 09/01/2016
To: Present
Specialty: Physician Assistant

Delray Medical Center
Delray Beach, FL
From: 11/23/2015
To: Present
Specialty: Physician Assistant

Board Certification:
Board: National Commission on Certification of Physician Assistants
Specialty: Physician Assistant - Certified (PA-C)
Certification Date: 06/19/2016
Certification Expiration: 12/31/2020

Victoria J Verrengia, PA-C
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Ronald L Young II, MD

Date of Birth: 04/28/1962
Citizenship: US
Primary Facility: Broward Health North
Other Broward Health Facilities: None
Specialty(ies): Neurosurgery
Dept. at Primary Facility: Surgery
Secondary Facility Depts.: None
Practice Name: Neurosurgical Consultants of South Florida

Primary Address Information:
4800 Linton Blvd
Suite E310
Delray Beach, FL 33445
Phone: 561-562-7445
Fax: 561-562-5061
Email: rd0817@gmail.com

ECFMG: N/A

Medical/Professional School:
University of Oklahoma
Norman, OK
From: 08/01/1986
To: 06/10/1990
Degree: MD

Internship:
Graduate Hospital
Philadelphia, PA
From: 06/30/1990
To: 08/30/1991
Specialty: Surgery

Residency:
University of Massachusetts Medical School
Worcester, MA
From: 07/01/1991
To: 06/30/1996
Specialty: Neurosurgery

Fellowship:
University of Arkansas for Medical Sciences
Arkansas Children's Hospital
Little Rock, AR
From: 07/01/1996
To: 06/30/1997
Specialty: Pediatric Neurosurgery

Hospital Affiliations/Work History:
University of Texas Health Science Cener at Houston ** Unable to verify – no record of employment**
Houston, TX
From: 07/01/1997
To: 06/30/2000
Title: Assistant Professor

Ronald L Young, IMMD
### Hospital Affiliations/Work History (continued):

<table>
<thead>
<tr>
<th>Hospital Affiliation</th>
<th>Dates</th>
<th>Specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodman Campbell Brain and Spine</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indianapolis, IN</td>
<td>From: 06/30/2000 To: 06/30/2016 Title: Chief of Pediatric Neurosurgery</td>
<td></td>
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<tr>
<td>St. Vincent Carmel Hospital</td>
<td></td>
<td></td>
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<tr>
<td>Carmel, IN</td>
<td>From: 11/06/2000 To: 01/24/2008 Specialty: Neurosurgery</td>
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<tr>
<td>St. Vincent Indianapolis Hospital (INV)</td>
<td></td>
<td></td>
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<tr>
<td>Indianapolis, IN</td>
<td>From: 11/06/2000 To: 04/25/2016 Specialty: Neurosurgery</td>
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<tr>
<td>St. Vincent Pediatric Rehabilitation Hospital</td>
<td></td>
<td></td>
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<tr>
<td>Indianapolis, IN</td>
<td>From: 02/19/2001 To: 07/31/2007 Specialty: Neurosurgery</td>
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<tr>
<td>St. Vincent Seton Specialty Hospital INDY</td>
<td></td>
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<tr>
<td>Indianapolis, IN</td>
<td>From: 02/23/2006 To: 10/24/2011 Specialty: Neurosurgery</td>
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<tr>
<td>St. Vincent Fishers</td>
<td></td>
<td></td>
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<tr>
<td>Fishers, IN</td>
<td>From: 04/08/2013 To: 04/25/2016 Specialty: Neurosurgery</td>
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</tr>
<tr>
<td>Terre Haute Regional Hospital</td>
<td></td>
<td></td>
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<tr>
<td>Terre Haute, IN</td>
<td>From: 07/26/2016 To: 10/25/2017 Specialty: Neurological Surgery</td>
<td></td>
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<tr>
<td>Delray Medical Center</td>
<td></td>
<td></td>
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<tr>
<td>Delray Beach, FL</td>
<td>From: 06/01/2017 To: Present Specialty: Neurosurgery</td>
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<tr>
<td>Boca Raton Regional Hospital</td>
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<tr>
<td>Boca Raton, FL</td>
<td>From: 01/25/2018 To: Present Specialty: Neurosurgery</td>
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### Board Certification:

<table>
<thead>
<tr>
<th>Board:</th>
<th>American Board of Neurological Surgery</th>
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<tbody>
<tr>
<td>Specialty:</td>
<td>Neurological Surgery</td>
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<tr>
<td>Certification Date:</td>
<td>05/15/2003</td>
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<tr>
<td>Certification Expiration:</td>
<td>12/31/2023</td>
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</table>
# BROWARD HEALTH NORTH

## MEDICAL STAFF REAPPOINTMENTS

**CREDENTIALS: 8/01/2019  MEDICAL COUNCIL: 8/13/2019**

### RECOMMENDED WITH NO CHANGE IN STATUS

<table>
<thead>
<tr>
<th>Physician</th>
<th>Department</th>
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<th>Status</th>
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<tbody>
<tr>
<td>Michael Alboucrek, MD</td>
<td>Radiology</td>
<td>Radiology</td>
<td>Active-Non-Primary</td>
</tr>
<tr>
<td>Kenneth Bresky, DO</td>
<td>Medicine</td>
<td>Rheumatology</td>
<td>Active-Primary</td>
</tr>
<tr>
<td>Cindy Davis, MD</td>
<td>Pathology</td>
<td>Pathology</td>
<td>Active-Non-Primary</td>
</tr>
<tr>
<td>Dusan Dragovic, MD</td>
<td>Medicine</td>
<td>Nephrology</td>
<td>Active-Primary</td>
</tr>
<tr>
<td>Richard Foltz, MD</td>
<td>Surgery</td>
<td>Neurosurgery</td>
<td>Active-Primary</td>
</tr>
<tr>
<td>Bharat Gupta, MD</td>
<td>Medicine</td>
<td>Nephrology</td>
<td>Active-Primary</td>
</tr>
<tr>
<td>Hina Gupta, MD</td>
<td>Surgery</td>
<td>Otolaryngology</td>
<td>Active-Primary</td>
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### RECOMMENDED WITH CHANGE IN STATUS

<table>
<thead>
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<th>Department</th>
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<th>Current Status</th>
<th>Recommended Status</th>
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<tbody>
<tr>
<td>Rafael Bustamante, MD</td>
<td>Surgery</td>
<td>Vascular Surgery</td>
<td>Provisional-Non-Primary</td>
<td>Consulting-Non-Primary</td>
</tr>
<tr>
<td>Sidney Coupet, DO</td>
<td>Medicine</td>
<td>Internal Medicine</td>
<td>Provisional-Non-Primary</td>
<td>Courtesy-Non-Primary</td>
</tr>
<tr>
<td>Lawrence Ennis, MD</td>
<td>Surgery</td>
<td>Plastic Surgery</td>
<td>Provisional-Primary</td>
<td>Consulting-Primary</td>
</tr>
<tr>
<td>Eric Johnson, DO</td>
<td>Surgery</td>
<td>General/Trauma</td>
<td>Provisional-Non-P</td>
<td>Active-Non-Primary</td>
</tr>
<tr>
<td>Paul Kotturan, MD</td>
<td>Medicine</td>
<td>Family Medicine</td>
<td>Courtesy-Primary</td>
<td>Affiliate-Primary</td>
</tr>
<tr>
<td>Steve Lee, MD</td>
<td>Surgery</td>
<td>Pain Management</td>
<td>Provisional-Non-Primary</td>
<td>Active-Non-Primary</td>
</tr>
<tr>
<td>Ayisha Livingstone, MD</td>
<td>Surgery</td>
<td>Orthopaedic Surgery</td>
<td>Courtesy-Non-Primary</td>
<td>Active-Non-Primary</td>
</tr>
<tr>
<td>Faraaz Mushtaq, DO</td>
<td>Medicine</td>
<td>Cardiology</td>
<td>Active-Non-Primary</td>
<td>Active-Primary</td>
</tr>
<tr>
<td>Angela Pedraza, MD</td>
<td>Medicine</td>
<td>Psychiatry</td>
<td>Active-Primary</td>
<td>Consulting-Primary</td>
</tr>
<tr>
<td>Dennis Tishko, MD</td>
<td>Surgery</td>
<td>Cardio Thoracic Surgery</td>
<td>Provisional-Non-Primary</td>
<td>Consulting-Non-Primary</td>
</tr>
<tr>
<td>Kush Tripathi, MD</td>
<td>Surgery</td>
<td>Pain Medicine</td>
<td>Provisional-Pri</td>
<td>Active-Primary</td>
</tr>
<tr>
<td>Christopher Vendryes, MD</td>
<td>Surgery</td>
<td>Urology</td>
<td>Provisional-Pri</td>
<td>Active-Primary</td>
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</table>
**BROWARD HEALTH NORTH**

**ALLIED HEALTH REAPPOINTMENTS**

**CREDENTIALS: 8/08/2019  MEDICAL COUNCIL: 8/13/2019**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Sponsor(s)</th>
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<tbody>
<tr>
<td>Shirley Mobley, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Dr. Naveen Gandreti et al.</td>
</tr>
<tr>
<td>Marti Paul, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Dr. Naveen Gandreti et al.</td>
</tr>
<tr>
<td>Mark Ramos, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner</td>
<td>Dr. Bharat Gupta</td>
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<tr>
<td>Joseph Richards, PA</td>
<td>ER</td>
<td>Physician Assistant</td>
<td>Dr. Evan Boyar et al.</td>
</tr>
<tr>
<td>Melissa Salvatore, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Dr. Naveen Gandreti et al.</td>
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<tr>
<td>Nicole Stauffer, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Dr. Naveen Gandreti et al.</td>
</tr>
<tr>
<td>Rodrigue Tertus, PA</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>Drs. Manish Gupta, Peter Merkle, John Malloy, Steven Svabek, Steven Naide, Vasana Cheavvechai, Judith Johnson, David Robinson &amp; Francis Moll</td>
</tr>
<tr>
<td>Stephanie Tobon, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Dr. Naveen Gandreti et al.</td>
</tr>
<tr>
<td>Damon Wells, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Dr. Naveen Gandreti et al.</td>
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**RECOMMENDED WITH NO CHANGE IN STATUS**

**Reappointment Cycle: 8/28/2019 to 7/31/2021**

<table>
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<tr>
<th>Name</th>
<th>Department</th>
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<th>Reason</th>
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<tbody>
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# BROWARD HEALTH NORTH

## COMMUNITY HEALTH SERVICES

## MEDICAL STAFF REAPPOINTMENTS

CREDENTIALS: 8/08/2019  MEDICAL COUNCIL: 8/13/2019

<table>
<thead>
<tr>
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<td>Reappointment Cycle: 8/28/2019 to 7/31/2021</td>
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<table>
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<th>Practitioner</th>
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<table>
<thead>
<tr>
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<td>Reappointment Cycle: 8/28/2019 to 7/31/2021</td>
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<table>
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<tr>
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<th>Department</th>
<th>Specialty</th>
<th>Current Status</th>
<th>Recommended Status</th>
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<th>Reason</th>
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SUMMARY OF REQUEST

DATE: August 15, 2019

FACILITY: Broward Health Imperial Point

ITEM: Medical Staff Board Items

REASON: Approved recommendations as exhibited from the Medical Council of Broward Health Imperial Point.

COST: Not applicable

ADDITIONAL INFORMATION: None

LEGAL REVIEW: Not applicable

APPROVED: Gino Santoro 08/26/2019 17:47 Eastern Daylight

DATE: 8/15/2019

Jonathan Watkins, CEO

DATE: 8/15/2019

Andrew Ta, CMO
MEMORANDUM

TO: Board of Commissioners

FROM: Jonathan Watkins, CEO

DATE: August 15, 2019

SUBJECT: Medical Staff Board Items

The Medical Council at Broward Health Imperial Point, at its monthly meeting on August 13, 2019 approved the recommendations as exhibited for:

- Medical Staff Changes and Additions
- Medical Staff Reappointments
- Allied Health Changes and Additions
- Allied Health Reappointments

I, William Jensen, DO, Chief of Staff at Broward Health Imperial Point do hereby attest that all pertinent and required information has been received and verified for providers being submitted to the Board of Commissioners for approval.

Therefore, it is recommended that the Board of Commissioners approve these recommendations as submitted from the Medical Council at Broward Health Imperial Point.
BROWARD HEALTH IMPERIAL POINT
MEDICAL STAFF CHANGES AND ADDITIONS

___ Broward Health Medical Center
___ Broward Health Imperial Point
___ Broward Health North
___ Broward Health Coral Springs

The following Medical Staff Committees:
CREDENTIALS COMMITTEE: 8/6/2019
MEDICAL COUNCIL: 8/13/2019

Approved the following New Members – Medical Staff:

RECOMMENDED FOR MEDICAL STAFF MEMBERSHIP AND CLINICAL PRIVILEGES
Appointment Cycle: 8/28/2019 to 7/31/2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Primary</th>
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<tbody>
<tr>
<td>Robert Mills, MD</td>
<td>Surgery</td>
<td>Orthopedic Surgery</td>
<td>BHIP</td>
</tr>
<tr>
<td>Robert Raggi, MD</td>
<td>Surgery</td>
<td>No Clinical Privileges</td>
<td>BHIP</td>
</tr>
<tr>
<td>Gary Shienbaum, MD</td>
<td>Surgery</td>
<td>Ophthalmology</td>
<td>BHIP</td>
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Approved the following New Members – Allied Health:

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<thead>
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<th>Department</th>
<th>Privileges</th>
<th>Sponsor(s)</th>
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<tbody>
<tr>
<td>Erica Hoyt, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Manuel Longo, MD</td>
<td>BHIP</td>
</tr>
<tr>
<td>Nikerra Kennedy, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner</td>
<td>Francisco Molina, MD</td>
<td>BHIP</td>
</tr>
<tr>
<td>Melissa Spiering, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Manuel Longo, MD</td>
<td>BHIP</td>
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Accepted the following Change of Status

<table>
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<tbody>
<tr>
<td>Chance Kaplan, MD</td>
<td>Surgery</td>
<td>Plastic Surgery</td>
<td>Active</td>
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Accepted the following Request for Additional Privileges

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<tbody>
<tr>
<td>George Azar, MD</td>
<td>Medicine</td>
<td>Pulmonary/ Internal Medicine</td>
<td>Critical Care</td>
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Approved the following Medical Staff Reappointments and Status Changes:

**RECOMMENDED WITH NO CHANGE IN STATUS – 2 YEARS**

<table>
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<tbody>
<tr>
<td>Michael Alhourek, MD</td>
<td>Medicine</td>
<td>Radiology</td>
<td>Active</td>
<td>Active</td>
</tr>
<tr>
<td>Valentina Bradley, MD</td>
<td>Medicine</td>
<td>Dermatology</td>
<td>Consulting</td>
<td>Consulting</td>
</tr>
<tr>
<td>Anne Blenke, MD</td>
<td>Medicine</td>
<td>Internal Medicine</td>
<td>Sr. Active</td>
<td>Consulting</td>
</tr>
<tr>
<td>Igor Chaplik, DO</td>
<td>Medicine</td>
<td>Dermatology</td>
<td>Active</td>
<td>Consulting</td>
</tr>
<tr>
<td>Cindy Davis, MD</td>
<td>Medicine</td>
<td>Pathology</td>
<td>Active</td>
<td>Active</td>
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<td>Linda Groene, MD</td>
<td>Medicine</td>
<td>Internal Medicine</td>
<td>Active</td>
<td>Active</td>
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<td>Bharat Gupta, MD</td>
<td>Medicine</td>
<td>Nephrology</td>
<td>Active</td>
<td>Active</td>
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<tr>
<td>Ayisha Livingstone, MD</td>
<td>Surgery</td>
<td>Orthopedic Surgery</td>
<td>Active</td>
<td>Active</td>
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<td>Raul Villanueva, MD</td>
<td>Medicine</td>
<td>Infectious Disease</td>
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**RECOMMENDED WITH CHANGE IN STATUS – 2 YEARS**

<table>
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<th>Recommended Status</th>
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</thead>
<tbody>
<tr>
<td>Rachel Bernstein, MD</td>
<td>Surgery</td>
<td>Gynecology</td>
<td>Provisional II</td>
<td>Consulting</td>
</tr>
<tr>
<td>Mark Bridges, MD</td>
<td>Surgery</td>
<td>Orthopedic Surgery</td>
<td>Provisional II</td>
<td>Consulting</td>
</tr>
<tr>
<td>Patricia Calvo, MD</td>
<td>Surgery</td>
<td>Gynecology</td>
<td>Provisional II</td>
<td>Consulting</td>
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<tr>
<td>Ishai Ross, MD</td>
<td>Surgery</td>
<td>Urology</td>
<td>Courtesy</td>
<td>Consulting</td>
</tr>
<tr>
<td>Kush Tripathi, MD</td>
<td>Surgery</td>
<td>Pain Management</td>
<td>Provisional II</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Christopher Vendryes, MD</td>
<td>Surgery</td>
<td>Urology; Robotic Surgery</td>
<td>Provisional</td>
<td>Active</td>
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</table>

**RECOMMENDED WITH CHANGE IN STATUS – 1 YEAR**

<table>
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<th>Department</th>
<th>Specialty</th>
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</thead>
<tbody>
<tr>
<td>Rafael Bustamante, MD</td>
<td>Surgery</td>
<td>Vascular Surgery</td>
<td>Provisional</td>
<td>Provisional II</td>
</tr>
<tr>
<td>Sidney Coupet, MD</td>
<td>Medicine</td>
<td>Internal Medicine</td>
<td>Provisional</td>
<td>Provisional II</td>
</tr>
<tr>
<td>Steve Lee, MD</td>
<td>Surgery</td>
<td>Pain Management</td>
<td>Provisional</td>
<td>Provisional II</td>
</tr>
<tr>
<td>Dennis Tishko, MD</td>
<td>Surgery</td>
<td>Thoracic Surgery</td>
<td>Provisional</td>
<td>Provisional II</td>
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</table>

Approved the following AHP Reappointments and Status Changes:

**AHP RECOMMENDED WITH NO CHANGE IN STATUS – 2 YEARS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty/</th>
<th>Sponsor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tiffany Cohen, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner</td>
<td>Jean-Jacques Rajter MD</td>
</tr>
<tr>
<td>Heath Dehart, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>Cesar Carralero, DO</td>
</tr>
<tr>
<td>Punam Gopal, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>Arturo Lopez, MD</td>
</tr>
<tr>
<td>Joseph Richards, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>Cesar Carralero, DO</td>
</tr>
<tr>
<td>Nicole Stauffer (Sayed), CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Manuel Longo, MD</td>
</tr>
<tr>
<td>Rodrigue Tertus, PA-C</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>Peter Merkle, MD</td>
</tr>
<tr>
<td>Stephanie Tobon, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Manuel Longo, MD</td>
</tr>
<tr>
<td>Marina Varivida, PA-C</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>Peter Merkle, MD</td>
</tr>
<tr>
<td>Damon Wells, CRNA</td>
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<tr>
<td>Amanda White, PA-C</td>
<td>Medicine</td>
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Accepted the following Resignations – Medical Staff:

<table>
<thead>
<tr>
<th>Name</th>
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<th>Status</th>
<th>Reason</th>
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</thead>
<tbody>
<tr>
<td>Janice Borrows, MD</td>
<td>Medicine</td>
<td>Family Medicine</td>
<td>Active</td>
<td>Voluntary – Practice Change</td>
</tr>
<tr>
<td>William Cheatham, DO</td>
<td>Medicine</td>
<td>Family Medicine</td>
<td>Affiliate</td>
<td>Voluntary – Failure to pay dues</td>
</tr>
<tr>
<td>Jesus Erwin Loquias, MD</td>
<td>Medicine</td>
<td>Palliative Care</td>
<td>Active</td>
<td>Voluntary – Relocation</td>
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<tr>
<td>Tory Sullivan, MD</td>
<td>Medicine</td>
<td>Dermatology</td>
<td>Courtesy</td>
<td>Voluntary – Failed to reapply</td>
</tr>
<tr>
<td>Sarah Wiggill, MD</td>
<td>Medicine</td>
<td>Hospital Medicine</td>
<td>Courtesy</td>
<td>Voluntary – Contract Term</td>
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Accepted the following Resignations – Allied Health Professionals:

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<th>Reason</th>
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</thead>
<tbody>
<tr>
<td>Miguel Diaz-Ortiz, PA-C</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>AHP</td>
<td>Voluntary – Does not have sponsor for BHIP</td>
</tr>
<tr>
<td>Karoline Mion, APRN</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>AHP</td>
<td>Voluntary – Contract Term</td>
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<tr>
<td>Supriya Nair, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>AHP</td>
<td>Voluntary – Contract Term</td>
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<tr>
<td>Amanda Payton, APRN</td>
<td>Surgery</td>
<td>Nurse Practitioner</td>
<td>AHP</td>
<td>Voluntary – Enlisted in the Service</td>
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Accepted the following Change of Sponsor(s) – Allied Health

<table>
<thead>
<tr>
<th>Allied Health Provider</th>
<th>Department</th>
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<th>Change of Sponsor(s)</th>
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<tbody>
<tr>
<td>Yandy Palenzuela-Rodriguez, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>Yaser Hamwi, MD</td>
</tr>
</tbody>
</table>

I, William Jensen, DO, Chief of Staff at Broward Health Imperial Point, do hereby attest that all pertinent and required information has been received and verified for providers being submitted to the Board of Commissioners for approval.

William Jensen, DO, Chief of Staff

Jonathan Watkins, CEO

Gino Santorio, President/CEO

Date: 8/15/2019

Gino Santorio 08/26/2019 17:47 Eastern Daylight
<table>
<thead>
<tr>
<th>Name:</th>
<th>Robert H Mills, Jr., MD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Birth:</td>
<td>08/30/1959</td>
</tr>
<tr>
<td>Citizenship:</td>
<td>US</td>
</tr>
<tr>
<td>Primary Facility:</td>
<td>Broward Health Imperial Point</td>
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<td>Other Broward Health</td>
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<td>Facilities:</td>
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<td>Specialty(ies):</td>
<td>Orthopaedic Surgery, Foot and Ankle</td>
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<tr>
<td>Dept. at Primary Facility:</td>
<td>Surgery</td>
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<tr>
<td>Secondary Facility Depts.:</td>
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<tr>
<td>Practice Name:</td>
<td>Holy Cross Orthopedic Institute</td>
</tr>
<tr>
<td>Primary Address Information:</td>
<td>5597 N Dixie Highway</td>
</tr>
<tr>
<td></td>
<td>Fort Lauderdale, FL 33334</td>
</tr>
<tr>
<td></td>
<td>Phone: 954-958-4800</td>
</tr>
<tr>
<td></td>
<td>Fax: 954-958-4899</td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:Danica.Anacan001@holy-cross.com">Danica.Anacan001@holy-cross.com</a></td>
</tr>
<tr>
<td>ECFMG:</td>
<td>N/A</td>
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<tr>
<td>Medical/Professional School:</td>
<td>Temple University</td>
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<tr>
<td></td>
<td>Philadelphia, PA</td>
</tr>
<tr>
<td>From:</td>
<td>09/04/1984</td>
</tr>
<tr>
<td>To:</td>
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<tr>
<td>Degree:</td>
<td>MD</td>
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<tr>
<td>Gap:</td>
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<tr>
<td>From:</td>
<td>05/20/1988</td>
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<tr>
<td>Internship:</td>
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<td>To:</td>
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<tr>
<td>Specialty:</td>
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</tbody>
</table>

Robert H Mills, JrMD
**Broward Health – Credentialing Abstract – Medical Staff Applicant**

**Gap:**
- Relocated from PA to FL
- From: 08/02/1994
- To: 10/25/1994

**Hospital Affiliations/ Work History:**
- **Broward Health Imperial Point**
  - Ft Lauderdale, FL
  - From: 10/26/1994
  - To: 08/01/2012
  - Specialty: Orthopaedic Surgery

- **North Ridge Medical Center**
  - Ft. Lauderdale, FL
  - From: 12/08/1994
  - To: 06/30/2001
  - Specialty: Orthopedic Surgery

- **Holy Cross Hospital**
  - Fort Lauderdale, FL
  - From: 11/01/1998
  - To: Present
  - Specialty: Orthopaedic Surgery

- **Broward Health Medical Center & Salah Foundation Children’s Hospital**
  - Ft Lauderdale, FL
  - From: 04/17/2001
  - To: 03/25/2009
  - Specialty: Orthopaedic Surgery

**Board Certification:**
- Board: American Board of Orthopaedic Surgery
- Specialty: Orthopaedic Surgery
- Certification Date: 07/11/1997
- Certification Expiration: 12/31/2022

Robert H Mills, JrMD
## Broward Health – Credentialing Abstract – Medical Staff Applicant

<table>
<thead>
<tr>
<th>Name:</th>
<th><strong>Robert P Raggi, MD</strong></th>
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<tbody>
<tr>
<td>Date of Birth:</td>
<td>12/17/1952</td>
</tr>
<tr>
<td>Citizenship:</td>
<td>US</td>
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<tr>
<td>Primary Facility:</td>
<td>Broward Health Imperial Point</td>
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<td>Other Broward Health Facilities:</td>
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<tr>
<td>Specialty:</td>
<td>Anesthesiology</td>
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<tr>
<td>Dept. at Primary Facility:</td>
<td>Surgery</td>
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<tr>
<td>Secondary Facility Depts.:</td>
<td>None</td>
</tr>
<tr>
<td>Practice Name:</td>
<td>Broward Health Imperial Point</td>
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</tbody>
</table>
| Primary Address Information: | 6401 N Federal Highway  
Fort Lauderdale, FL 33308  
Phone: 954-776-8911  
Fax: 954-776-8532 |
| ECFMG: | N/A |
| Medical/Professional School: | Georgetown University Medical School  
Washington, DC  
From: 09/01/1974  
To: 06/03/1978  
Degree: MD |
| Internship: | N/A |
| Residency: | Georgetown University Hospital **Incomplete Program**  
Washington, DC  
From: 07/01/1978  
To: 04/30/1979  
Specialty: Surgery |
| Gap: | Medical leave  
From: 05/01/1979  
To: 06/30/1979  
Specialty: Anesthesiology |
| Residency: | St Vincent's Hospital and Medical Center  
Manhattan, NY  
From: 07/01/1979  
To: 06/30/1982  
Specialty: Anesthesiology |
| Fellowship: | University of Virginia  
Charlottesville, VA  
From: 07/01/1982  
To: 12/31/1982  
Specialty: Anesthesiology (Pain Management) |
| Hospital Affiliations/Work History: | St Vincent's Hospital Medical Center **Unable to Verify - Closed**  
NY, NY  
From: 01/01/1983  
To: 06/30/1986  
Specialty: Anesthesiology - Pain Medicine |

Robert P Raggi, MD
<table>
<thead>
<tr>
<th>Hospital Affiliations/Work History (continued):</th>
<th>Englewood Hospital &amp; Medical Center, NJ</th>
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<tr>
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<tr>
<td>Sacred Heart Hospital <strong>Unable to Verify - Closed</strong> Chester, PA</td>
<td>From: 09/01/1990</td>
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<td>To:</td>
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<tr>
<td>Garden State Surgicenter <strong>Unable to Verify - Closed</strong> Chester, PA</td>
<td>From: 01/01/1992</td>
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<td>To:</td>
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<td>Holy Name Hospital Teaneck, NJ</td>
<td>From: 03/15/1995</td>
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<td>To:</td>
<td>12/31/2000</td>
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<td>Specialty:</td>
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<tr>
<td>SUNY Stonybrook University Medical Center, NY</td>
<td>From: 09/25/2000</td>
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<td>To:</td>
<td>04/21/2004</td>
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<tr>
<td>Specialty:</td>
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<tr>
<td>Wyckoff Heights Medical Center Brooklyn, NY</td>
<td>From: 11/19/2001</td>
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<td>To:</td>
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<td>Specialty:</td>
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<tr>
<td>Robert P Raggi MD, JD PC New York, NY</td>
<td>From: 05/29/2002</td>
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<td>To:</td>
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<tr>
<td>Specialty:</td>
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<tr>
<td>NorthWestern Medical Center Saint Albans, VT</td>
<td>From: 06/06/2012</td>
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<td>To:</td>
<td>12/09/2013</td>
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<tr>
<td>Holy Cross Medical Center Mission Hills, CA</td>
<td>From: 12/01/2014</td>
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<tr>
<td>To:</td>
<td>07/06/2018</td>
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<tr>
<td>Title:</td>
<td>Chief Medical Officer</td>
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<tr>
<td>Broward Health Corporate Fort Lauderdale, FL</td>
<td>From: 01/21/2019</td>
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<tr>
<td>To:</td>
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<tr>
<td>Title:</td>
<td>Regional Chief Medical Officer</td>
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Robert P Raggi, MD
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<thead>
<tr>
<th>Board Certification:</th>
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<th>American Board of Anesthesiology</th>
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<td>Certification Expiration:</td>
<td>Lifetime</td>
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</tbody>
</table>

Robert P Raggi, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: **Gary Shienbaum MD**

Date of Birth: 11/13/1981

Citizenship: US

Primary Facility: Broward Health Imperial Point

Other Broward Health Facilities: None

Specialty(ies): Ophthalmology

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: None

Practice Name: Gary Shienbaum, MD PA
Website: N/A

Primary Address Information: 7261 Sheridan Street
Suite 100B
Hollywood, FL 33024
Phone: 954-372-7220
Fax: 954-613-9522
Email: jesicabromberg@gmail.com

ECFMG: N/A

Medical/Professional School: Jefferson Medical College
Philadelphia, PA
From: 08/04/2003
To: 06/01/2007
Degree: MD

Internship: Albert Einstein Medical Center
Philadelphia, PA
From: 06/26/2007
To: 06/25/2008
Specialty: Transitional/Medicine

Residency: Wills Eye Hospital
Philadelphia, PA
From: 07/01/2008
To: 07/01/2011
Specialty: Ophthalmology

Fellowship: Bascom Palmer Eye Institute / University of Miami Miller School of Medicine
Miami, FL
From: 07/07/2011
To: 07/08/2013
Specialty: Vitreoretinal Diseases and Surgery

Hospital Affiliations/Work History: Retina Macula Specialists of Miami
North Miami Beach, FL
From: 08/01/2013
To: 06/19/2019
Title: Ophthalmologist / Retina Specialist and Surgeon
North Miami Beach Surgical Center  
North Miami, FL  
From: 10/24/2013  
To: Present  
Specialty: Ophthalmology  

Larkin Community Hospital  
South Miami, FL  
From: 11/26/2013  
To: Present  
Specialty: Ophthalmology  

Aventura Medical Center  
Aventura, FL  
From: 07/09/2015  
To: 01/28/2019  
Specialty: Ophthalmology  

Gary Shienbaum MD PA (Private Practice)  
Hollywood, FL  
From: 04/25/2017  
To: Present  
Title: Ophthalmologist / Retina Specialist and Surgeon  

Board Certification:  
Board: American Board of Ophthalmology  
Specialty: Ophthalmology  
Certification Date: 06/09/2013  
MOC Reverification: N/A  
Certification Expiration: 12/31/2023  

Gary Shienbaum, MD
<table>
<thead>
<tr>
<th>Name:</th>
<th>Erica B Hoyt, CRNA</th>
</tr>
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<tbody>
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<td>Specialty:</td>
<td>Nurse Anesthetist</td>
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<tr>
<td>Physician Sponsorship:</td>
<td>Manuel A. Longo-Llenin, MD</td>
</tr>
<tr>
<td>Practice Name:</td>
<td>Anesco, LLC</td>
</tr>
<tr>
<td>Website:</td>
<td><a href="http://www.drivinghp.com">www.drivinghp.com</a></td>
</tr>
<tr>
<td>Primary Address Information:</td>
<td>3601 West Commercial Boulevard</td>
</tr>
<tr>
<td></td>
<td>Suite 4/5</td>
</tr>
<tr>
<td></td>
<td>Fort Lauderdale, FL 33309</td>
</tr>
<tr>
<td></td>
<td>Phone: 954-485-5666</td>
</tr>
<tr>
<td></td>
<td>Fax: 954-484-1651</td>
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<tr>
<td></td>
<td>Email: <a href="mailto:bmelendez@anesco.net">bmelendez@anesco.net</a></td>
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<tr>
<td>Professional School:</td>
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<td>To:</td>
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<td>From:</td>
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<td>To:</td>
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<td>To:</td>
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<td>Specialty:</td>
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</table>
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Hospital Affiliations/
Work History (continued):

Memorial Regional Hospital South
Hollywood, FL
From: 02/23/2011
To: 11/01/2018
Specialty: Certified Registered Nurse Anesthetist

Northwest Medical Center (HCA)
Margate, FL
From: 11/15/2011
To: Present
Specialty: Certified Nurse Anesthetist

Aventura Hospital and Medical Center (HCA)
Aventura, FL
From: 01/17/2012
To: 01/16/2017
Specialty: Certified Nurse Anesthetist

Broward Health Imperial Point
Ft Lauderdale, FL
From: 07/29/2015
To: 05/30/2018
Specialty: Nurse Anesthetist

Board Certification:

Board: National Board of Certification and Recertification for
Nurse Anesthetists (NBCRNA)
Specialty: Certified Registered Nurse Anesthetist (CRNA)
Certification Date: 01/28/2011
Certification Expiration: 07/31/2021

Erica B Hoyt, CRNA
<table>
<thead>
<tr>
<th>Name:</th>
<th>Nikkera Kennedy, ARNP</th>
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</thead>
<tbody>
<tr>
<td>Date of Birth:</td>
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<td>Citizenship:</td>
<td>US</td>
</tr>
<tr>
<td>Primary Facility:</td>
<td>Broward Health Imperial Point</td>
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<td>Other Broward Health Facilities:</td>
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<tr>
<td>Specialty:</td>
<td>Nurse Practitioner</td>
</tr>
<tr>
<td>Dept. at Primary Facility:</td>
<td>Medicine</td>
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<td>Secondary Facility Depts.:</td>
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<tr>
<td>Physician Sponsorship:</td>
<td>Francisco J Molina, MD</td>
</tr>
<tr>
<td>Practice Name:</td>
<td>Molina Inpatient Services</td>
</tr>
<tr>
<td>Primary Address Information:</td>
<td>151 North Nob Hill Road</td>
</tr>
<tr>
<td></td>
<td>Suite 306</td>
</tr>
<tr>
<td></td>
<td>Plantation, FL 33324</td>
</tr>
<tr>
<td></td>
<td>Phone: 786-456-6008</td>
</tr>
<tr>
<td></td>
<td>Fax: 305-470-7459</td>
</tr>
<tr>
<td>Professional School:</td>
<td>Florida International University</td>
</tr>
<tr>
<td></td>
<td>Miami, FL</td>
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<tr>
<td></td>
<td>From: 08/26/2013</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td>Degree: MSN</td>
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<tr>
<td></td>
<td>Major: Family Nurse Practitioner</td>
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<td>Hospital Affiliations/ Work History:</td>
<td>Parallon Workforce Solutions (All About Staffing)</td>
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<tr>
<td></td>
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<td>From: 07/14/2015</td>
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<tr>
<td></td>
<td>To: 07/12/2018</td>
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<tr>
<td></td>
<td>Title: Registered Nurse</td>
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<tr>
<td></td>
<td>Broward Health Medical Center</td>
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<tr>
<td></td>
<td>Ft Lauderdale, FL</td>
</tr>
<tr>
<td></td>
<td>From: 01/27/2016</td>
</tr>
<tr>
<td></td>
<td>To: 11/29/2017</td>
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<tr>
<td></td>
<td>Specialty: Nurse Practitioner</td>
</tr>
<tr>
<td></td>
<td>Correct Care Solutions/MD Juvenile Detention Cntr</td>
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<tr>
<td></td>
<td>Miami, FL</td>
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<tr>
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<td>From: 05/04/2016</td>
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<td></td>
<td>To: 05/01/2017</td>
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<td></td>
<td>Title: Nurse Practitioner</td>
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<tr>
<td></td>
<td>Aventura Hospital and Medical Center (HCA)</td>
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<td></td>
<td>From: 11/03/2016</td>
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<td>To: Present</td>
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<td></td>
<td>Specialty: Nurse Practitioner</td>
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<tr>
<td></td>
<td>Northwest Medical Center (HCA)</td>
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<tr>
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<td>From: 06/14/2018</td>
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<td>To: Present</td>
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<td></td>
<td>Specialty: Nurse Practitioner</td>
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**Hospital Affiliations/ Work History (continued):**

<table>
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<tr>
<th>Affiliation</th>
<th>Location</th>
<th>From</th>
<th>To</th>
<th>Specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Westside Regional Medical Center</td>
<td>Plantation, FL</td>
<td>07/05/2018</td>
<td>Present</td>
<td>Nurse Practitioner</td>
</tr>
<tr>
<td>Plantation General Hospital</td>
<td>Plantation, FL</td>
<td>07/24/2018</td>
<td>Present</td>
<td>Nurse Practitioner</td>
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<tr>
<td>H2 Hospitalist Group</td>
<td>Miami, FL</td>
<td>04/03/2019</td>
<td>Present</td>
<td>Nurse Practitioner</td>
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**Board Certification:**

<table>
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<tr>
<th>Board</th>
<th>Specialty</th>
<th>Certification Date</th>
<th>Certification Expiration</th>
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<tbody>
<tr>
<td>American Nurses Credentialing</td>
<td>Family Nurse Practitioner</td>
<td>09/09/2015</td>
<td>09/08/2020</td>
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</table>
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Melissa C Spiering, CRNA

Date of Birth: 09/01/1983

Citizenship: US

Primary Facility: Broward Health Imperial Point

Other Broward Health Facilities: None

Specialty: Nurse Anesthetist

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: None

Physician Sponsorship: Manuel A. Longo-Llenin, MD

Practice Name: Anesco, LLC
Website: www.drivinghp.com

Primary Address Information: 3601 West Commercial Boulevard
Suite 4/5
Fort Lauderdale, FL 33309
Phone: 954-485-5666
Fax: 954-484-1651
Email: bmelendez@anesco.net

Professional School: University of North Dakota
Grand Forks, ND
From: 08/02/2010
To: 12/14/2012
Degree: Master of Science
Major: Anesthesia

Gap
Taking NBCRNA Boards
From: 12/15/2012
To: 01/31/2012

Hospital Affiliations/Work History:

Essentia Health Virginia
Virginia, MN
From: 02/11/2013
To: Present
Title: Nurse Anesthetist

Aventus Anesthesia Services
Dulmuth, MN
From: 08/01/2017
To: 06/30/2019
Title: Nurse Anesthetist

Board Certification:
Board: National Board of Certification and Recertification for Nurse Anesthetists (NBCRNA)
Specialty: Certified Registered Nurse Anesthetist (CRNA)
Certification Date: 01/29/2013
Certification Expiration: 07/31/2021

Melissa C Spiering, CRNA
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health Coral Springs

ITEM: Medical Staff Board Items

REASON: Approved Recommendations as Exhibited From the Medical Executive Committee of Broward Health Coral Springs

COST: Not applicable

ADDITIONAL INFORMATION: See Attached

SUBMITTED FOR LEGAL COUNSEL REVIEW: Not applicable

APPROVED:

Gino Santorio 08/26/2019 17:46 Eastern Daylight Time

Andrew Ta 08/27/2019 08:05 Eastern Daylight Time

Chief Medical Officer

Jared Smith 8/16/19

CEO
MEMORANDUM

TO: Board of Commissioners
FROM: Jared Smith, CEO
DATE: August 28, 2019
SUBJECT: Medical Staff Board Items

The Medical Executive Committee at Broward Health Coral Springs, at its monthly meeting on August 13, 2019, approved the recommendations as exhibited for the following:

Medical Staff Changes and Additions
Medical Staff Reappointments

Allied Health Changes and Additions
Allied Health Reappointments

I, Israel Penate, MD, Chief of Staff at Broward Health Coral Springs, do hereby attest that all pertinent and required information has been received and verified for providers being submitted to the Board of Commissioners for approval.

Therefore, it is requested that the Board of Commissioners approve these recommendations as submitted from the Medical Executive Committee at Broward Health Coral Springs.
BROWARD HEALTH CORAL SPRINGS
MEDICAL STAFF CHANGES AND ADDITIONS

The following Medical Staff Committees:
CREDENTIALS COMMITTEE: August 1, 2019
MEDICAL EXECUTIVE COMMITTEE: August 13, 2019

Approved MEC New Business:
1. FPPE Report for Initial Appointments from February 2019

Approved the following New Members - Medical Staff:

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Primary</th>
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</thead>
<tbody>
<tr>
<td>Amante, Rosalyn, DO</td>
<td>Medicine</td>
<td>Family Medicine</td>
<td>BHCS</td>
</tr>
<tr>
<td>Chocron Kaswan, Issac, MD</td>
<td>Surgery</td>
<td>Ophthalmology</td>
<td>BHCS</td>
</tr>
<tr>
<td>Henley-Seymour, Andrea, MD</td>
<td>Surgery</td>
<td>Pain Management</td>
<td>BHCS</td>
</tr>
<tr>
<td>Kopacz, Magdaline, MD</td>
<td>Pediatrics</td>
<td>Pediatric Emergency Medicine; Sedation</td>
<td>BHN</td>
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<tr>
<td>Randon, Thesalee, MD</td>
<td>Pediatrics</td>
<td>Pediatric Emergency Medicine; Sedation</td>
<td>BHN</td>
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Approved the following New Members - Allied Health:

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Sponsor</th>
<th>Primary</th>
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</thead>
<tbody>
<tr>
<td>Davis, Michelle, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner (Internal Medicine)</td>
<td>Alka Singh, MD</td>
<td>BHN</td>
</tr>
<tr>
<td>Lum, Pamela, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Gladys Cardenas, DO</td>
<td>BHCS</td>
</tr>
<tr>
<td>Thomas, Pauline, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner (Critical Care)</td>
<td>Isabel Novela, MD</td>
<td>BHCS</td>
</tr>
<tr>
<td>Vathielil, Delvia, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner (Family Medicine)</td>
<td>Vigarny Arguello, MD</td>
<td>BHCS</td>
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</table>

Accepted the following Addition of Privileges:

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Requested Privilege(s)</th>
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</thead>
<tbody>
<tr>
<td>Adler, Liora, MD</td>
<td>Pediatrics</td>
<td>Pediatrics</td>
<td>Pediatrics Emergency Medicine</td>
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Accepted the following Status Changes:

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<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Current Status</th>
<th>Status Requested</th>
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Approved the following Medical Staff Reappointments and Status Changes:

**RECOMMENDED WITH NO CHANGE IN STATUS – 2 YEARS**

<table>
<thead>
<tr>
<th>Physician</th>
<th>Department</th>
<th>Specialty</th>
<th>Recommended Status</th>
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</thead>
<tbody>
<tr>
<td>1. Albourcrek, Michael, MD</td>
<td>Medicine</td>
<td>Radiology; Sedation</td>
<td>Active</td>
</tr>
<tr>
<td>2. Beylin, Iliya, DPM</td>
<td>Surgery</td>
<td>Podiatry</td>
<td>Courtesy</td>
</tr>
<tr>
<td>3. Dragovic, Dusan, MD</td>
<td>Medicine</td>
<td>Nephrology</td>
<td>Active</td>
</tr>
<tr>
<td>4. Rubenstein, Richard, MD</td>
<td>Medicine</td>
<td>No clinical privileges</td>
<td>Affiliate</td>
</tr>
<tr>
<td>5. Sheinbaum, William, MD</td>
<td>Medicine</td>
<td>Cardiovascular Disease</td>
<td>Active</td>
</tr>
<tr>
<td>6. Stavitsky, Mark, MD</td>
<td>Pediatrics</td>
<td>Pediatrics</td>
<td>Active</td>
</tr>
<tr>
<td>7. Strasser, Eugene, MD</td>
<td>Surgery</td>
<td>Plastic Surgery</td>
<td>Active</td>
</tr>
<tr>
<td>8. Wong, Jackson, MD</td>
<td>Pediatrics</td>
<td>Pediatrics; Pediatric Critical Care; Sedation</td>
<td>Active</td>
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<tr>
<td>9. Zondorak-Perez, Mary Ellen, MD</td>
<td>Pediatrics</td>
<td>Pediatrics</td>
<td>Courtesy</td>
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**RECOMMENDED WITH CHANGES IN STATUS – 2 YEARS**

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<tbody>
<tr>
<td>1. Colon Ramirez, Lisamarie, MD</td>
<td>OBGYN</td>
<td>Obstetrics / Gynecology</td>
<td>Provisional</td>
<td>Active</td>
</tr>
<tr>
<td>2. Davis, Cindy, MD</td>
<td>Surgery</td>
<td>Pathology</td>
<td>Provisional</td>
<td>Courtesy</td>
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<tr>
<td>3. Feinstein, Stacey, DO</td>
<td>Medicine</td>
<td>Emergency Medicine; Sedation</td>
<td>Provisional</td>
<td>Active</td>
</tr>
<tr>
<td>4. Gupta, Hina, MD</td>
<td>Surgery</td>
<td>Otolaryngology</td>
<td>Provisional II</td>
<td>Active</td>
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<tr>
<td>5. Kline, Norman, MD</td>
<td>Surgery</td>
<td>Ophthalmology</td>
<td>Active</td>
<td>Courtesy</td>
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<tr>
<td>6. Tripathi, Kush, MD</td>
<td>Surgery</td>
<td>Pain Management</td>
<td>Provisional</td>
<td>Active</td>
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<tr>
<td>7. Vendryes, Christopher, MD</td>
<td>Surgery</td>
<td>Urology; Robotic Surgery</td>
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**RECOMMENDED WITH CHANGE IN STATUS – 1 YEAR**

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<tbody>
<tr>
<td>1. Bustamante, Rafael, MD</td>
<td>Surgery</td>
<td>Vascular Surgery</td>
<td>Provisional</td>
<td>Provisional II</td>
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<tr>
<td>2. Lee, Steve, MD</td>
<td>Surgery</td>
<td>Pain Management</td>
<td>Provisional</td>
<td>Provisional II</td>
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<tr>
<td>3. Manzarbeitia, Cosme, MD</td>
<td>Surgery</td>
<td>General Surgery</td>
<td>Provisional</td>
<td>Provisional II</td>
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<tr>
<td>4. Martinez-Rubio, Yela, MD</td>
<td>Pediatrics</td>
<td>Pediatric Endocrinology</td>
<td>Provisional</td>
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<td>5. Patel, Sialini, MD</td>
<td>Pediatrics</td>
<td>Pediatrics</td>
<td>Provisional</td>
<td>Provisional II</td>
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<tr>
<td>6. Tishko, Dennis, MD</td>
<td>Surgery</td>
<td>Cardiovascular / Thoracic Surgery</td>
<td>Provisional</td>
<td>Provisional II</td>
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</table>
Approved the following AHP Reappointments and Status Changes:

**AHP RECOMMENDED WITH NO CHANGE IN STATUS – 2 YEARS**

Reappointment Cycle 08/28/2019 – 08/27/2021

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<tbody>
<tr>
<td>1. Dehart, Heath, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant (Emergency Medicine)</td>
<td>Gary Lai, DO</td>
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<tr>
<td>2. Girgis, Mary-Ann, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant (Emergency Medicine)</td>
<td>Gary Lai, DO</td>
</tr>
<tr>
<td>3. Mobley, Shirley, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Gladys Cardenas, DO</td>
</tr>
<tr>
<td>4. Richards, Joseph, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant (Emergency Medicine)</td>
<td>Gary Lai, DO</td>
</tr>
<tr>
<td>5. Salvatore, Melissa, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Gladys Cardenas, DO</td>
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<tr>
<td>6. Stauffer, Nicole, CRNA</td>
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<td>Gladys Cardenas, DO</td>
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<tr>
<td>7. Tertus, Rodrigue, PA-C</td>
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<td>Physician Assistant (Ortho)</td>
<td>Peter Merkle, MD; Francis Moll, MD; Robert Pearl, DO</td>
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<tr>
<td>8. Tobon, Stephanie, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Gladys Cardenas, DO</td>
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<tr>
<td>9. Varivoda, Marina, PA-C</td>
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<td>Physician Assistant (Gen Surgery)</td>
<td>Niranjan Shintre, MD</td>
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<tr>
<td>10. Wells, Damon, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>Gladys Cardenas, DO</td>
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Accepted the following Resignations – Medical Staff:

<table>
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<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Status</th>
<th>Reason</th>
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<tbody>
<tr>
<td>1. Loquias, Jesus, MD</td>
<td>Medicine</td>
<td>Palliative Care</td>
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<td>Voluntary Resignation (relocation)</td>
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<tr>
<td>2. Prather, Carrie Jo, DO</td>
<td>Medicine</td>
<td>Internal Medicine</td>
<td>Courtesy</td>
<td>Voluntary Resignation (practice change)</td>
</tr>
<tr>
<td>3. Sahasranaman, Palghat, MD</td>
<td>Pediatrics</td>
<td>Pediatrics</td>
<td>Consulting</td>
<td>Voluntary Resignation (practice change)</td>
</tr>
<tr>
<td>4. Saunders, John, MD</td>
<td>Pediatrics</td>
<td>Pediatric Emergency; Pediatric</td>
<td>Active</td>
<td>Voluntary Resignation (provider’s choice)</td>
</tr>
<tr>
<td>5. Styperek, Andrew, MD</td>
<td>Medicine</td>
<td>Dermatology</td>
<td>Consulting</td>
<td>Voluntary Resignation (practice change)</td>
</tr>
<tr>
<td>6. Wiggill, Sarah, MD</td>
<td>Medicine</td>
<td>Family Medicine</td>
<td>Active</td>
<td>Voluntary Resignation (not available to work)</td>
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Accepted the following Resignations – Allied Health Professional:

<table>
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<th>Specialty</th>
<th>Sponsor(s)</th>
<th>Reason</th>
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</thead>
<tbody>
<tr>
<td>1. Mion, Karoline, APRN</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>Faizul Hussain, DO; Carlos Duran-Martinez, MD; Parham Eftekhari, DO; Zachary Yablon, MD; Reinaldo Rosario, MD; Brenda Bourassa, DO; Wayne Kotzker, MD; Alberto Casaretto, MD</td>
<td>Voluntary Resignation (practice change)</td>
</tr>
<tr>
<td>2. Moser, Victoria, APRN</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>Robert Kaplan, MD</td>
<td>Voluntary Resignation (practice change)</td>
</tr>
<tr>
<td>3. Lambert Tremblay, Michele, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner</td>
<td>Isabel Novela, MD</td>
<td>Voluntary Resignation (withdrew after Board approval)</td>
</tr>
<tr>
<td>4. Oates, Tyshan, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>Emmanuel Isaac, DO</td>
<td>Failure to Reapply</td>
</tr>
<tr>
<td>Name</td>
<td>Department</td>
<td>Specialty</td>
<td>Add/Delete Sponsor</td>
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</table>

| Chief of Staff: | Date: 8/15/2019 |
| BHCS/CEO:       | Date: 8/16/19   |
| President, CEO: | Date:           |

Gino Santorio 08/26/2019 17:46 Eastern Daylight
<table>
<thead>
<tr>
<th><strong>Broward Health – Credentialing Abstract – Medical Staff Applicant</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name:</strong></td>
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<tr>
<td><strong>Date of Birth:</strong></td>
</tr>
<tr>
<td><strong>Citizenship:</strong></td>
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<tr>
<td><strong>Primary Facility:</strong></td>
</tr>
<tr>
<td><strong>Other Broward Health Facilities:</strong></td>
</tr>
<tr>
<td><strong>Specialty:</strong></td>
</tr>
<tr>
<td><strong>Dept at Primary Facility:</strong></td>
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<tr>
<td><strong>Secondary Facility Depts.:</strong></td>
</tr>
<tr>
<td><strong>Practice Name:</strong></td>
</tr>
</tbody>
</table>
| **Primary Address Information:** | 9750 NW 33rd Street  
Suite 220  
Coral Springs, FL 33065  
Phone: 954-217-3220  
Fax: 954-217-6111 |
| **ECFMG:** | N/A |
| **Medical/Professional School:** | Nova Southeastern College of Osteopathic Medicine  
Fort Lauderdale, FL  
From: 07/30/2012  
To: 05/20/2016  
Degree: |
| **Internship:** | N/A |
| **Residency:** | Palmetto General Hospital  
Hialeah, FL  
From: 06/20/2016  
To: 06/30/2019  
Specialty: Family Medicine |
| **Fellowship:** | N/A |
| **Hospital Affiliations/ Work History:** | None |
| **Board Certification:** | **Board:**  
American Osteopathic Board of Family Physicians  
**Specialty:**  
Family Physicians  
**Eligibility Date:** 06/30/2019  
**Eligibility Expiration:** 06/30/2026 |
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: **Isaac Chocron Kaswan, MD**

Date of Birth: 04/05/1988

Citizenship: US

Primary Facility: Broward Health Coral Springs

Other Broward Health Facilities: None

Specialty: Ophthalmology

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: None

Practice Name: South Florida Eye Institute, Inc.

Primary Address Information:

6233 North University Drive
Tamarac, FL 33321
Phone: 954-721-0000
Fax: 954-721-6308
Email: roxanacamacho@hotmail.com

ECFMG: N/A

Medical/Professional School:
Vanderbilt University School of Medicine
Nashville, TN
From: 07/01/2010
To: 05/09/2014
Degree: MD

Internship:
Carney Hospital
Dorchester, MA
From: 06/23/2014
To: 06/21/2015
Specialty: Transitional Medicine

Residency:
Montefiore Medical Center/Albert Einstein College of Medicine
Bronx, NY
From: 07/01/2015
To: 06/30/2018
Specialty: Ophthalmology

Fellowship:
Emory University/Emory Eye Center
Atlanta, GA
From: 07/07/2018
To: 07/06/2019
Specialty: Cornea, External Disease and Refractive

Hospital Affiliations/
Work History:

Emory University Hospital
Atlanta, GA
From: 06/25/2018
To: Present
Specialty: Ophthalmology

Emory University Hospital Midtown
Atlanta, GA
From: 06/25/2018
To: Present
Specialty: Ophthalmology
### Hospital Affiliations/Work History (continued):

<table>
<thead>
<tr>
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<th>From</th>
<th>To</th>
<th>Specialty</th>
<th>Board</th>
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<tbody>
<tr>
<td>Grady Hospital</td>
<td></td>
<td></td>
<td>Ophthalmology</td>
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<td>06/30/2018</td>
<td>06/30/2025</td>
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<tr>
<td>Atlanta, GA</td>
<td></td>
<td>07/06/2018</td>
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</tr>
</tbody>
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---

*Isaac Chocron Kaswan, MD*
Name: Andrea Henley-Seymour, MD
Date of Birth: 11/26/1975
Citizenship: US
Primary Facility: Broward Health Coral Springs
Other Broward Health Facilities:
- Broward Health Imperial Point
- Broward Health Medical Center
Specialties:
- Pain Management
Departments:
- Surgery
Secondary Facility Departments:
- Surgery
Practice Name: Spine and Wellness Center of America
Primary Address Information:
21097 NE 27 Court
Suite 350
Aventura, FL 33180
Phone: 305-974-5533
Fax: 954-367-2846
Email: Jmartinez@spinewellnessamerica.com
ECFMG: N/A
Medical/Professional School:
Temple University School of Medicine
Philadelphia, PA
From: 09/02/1997
To: 05/17/2001
Degree: MD
Internship:
Frankford Hospital
Philadelphia, PA
From: 06/15/2001
To: 06/14/2002
Specialty: Transitional
Residency:
Temple University Hospital
Philadelphia, PA
From: 07/01/2002
To: 06/30/2005
Specialty: Anesthesiology
Fellowship:
Emory University School of Medicine
Atlanta, GA
From: 07/18/2005
To: 07/17/2006
Specialty: Pain Medicine
Hospital Affiliations/Work History:
Emory University Hospital
Atlanta, GA
From: 07/27/2006
To: 11/30/2006
Specialty: Anesthesiology
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<thead>
<tr>
<th>Hospital Affiliations/Work History (continued):</th>
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<tbody>
<tr>
<td><strong>Emory University Hospital</strong></td>
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<tr>
<td>GA</td>
</tr>
<tr>
<td>From: 07/24/2006</td>
</tr>
<tr>
<td>To: 10/01/2006</td>
</tr>
<tr>
<td>Title: Assistant Professor</td>
</tr>
<tr>
<td><strong>Emory University Hospital Midtown</strong></td>
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<tr>
<td>Atlanta, GA</td>
</tr>
<tr>
<td>From: 08/31/2006</td>
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<tr>
<td>To: 12/28/2006</td>
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<td>Specialty: Anesthesiology</td>
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<tr>
<td><strong>Gap:</strong></td>
</tr>
<tr>
<td><strong>Maternity Leave</strong></td>
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<tr>
<td>From: 10/01/2006</td>
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<tr>
<td>To: 07/31/2007</td>
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<tr>
<td><strong>Orthopedic Injury Management</strong></td>
</tr>
<tr>
<td>St. Petersburg, FL</td>
</tr>
<tr>
<td>From: 08/20/2007</td>
</tr>
<tr>
<td>To: 01/24/2008</td>
</tr>
<tr>
<td>Title: Physician</td>
</tr>
<tr>
<td><strong>Gap:</strong></td>
</tr>
<tr>
<td><strong>Time off due to opening independent practice</strong></td>
</tr>
<tr>
<td>From: 05/01/2013</td>
</tr>
<tr>
<td>To: 06/30/2013</td>
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<tr>
<td><strong>Seymour Spine &amp; Rehabilitation, LLC.</strong></td>
</tr>
<tr>
<td>Sunrise, FL</td>
</tr>
<tr>
<td>From: 07/01/2013</td>
</tr>
<tr>
<td>To: Present</td>
</tr>
<tr>
<td>Title: Physician</td>
</tr>
<tr>
<td><strong>Florida Medical Center</strong></td>
</tr>
<tr>
<td>Ft. Lauderdale, FL</td>
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<tr>
<td>From: 11/05/2013</td>
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<tr>
<td>To: Present</td>
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<tr>
<td>Specialty: Pain Management</td>
</tr>
<tr>
<td><strong>Spine and Wellness Centers of America</strong></td>
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<tr>
<td>Aventura, FL</td>
</tr>
<tr>
<td>From: 02/25/2019</td>
</tr>
<tr>
<td>To: Present</td>
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<tr>
<td>Title: Physician</td>
</tr>
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| Board Certification:                          |
| Board: American Board of Anesthesiology       |
| Specialty: Anesthesiology                     |
| Certification Date: 10/05/2007                 |
| Certification Expiration: 12/31/2027           |
| Board: American Board of Anesthesiology       |
| Specialty: Pain Medicine                       |
| Certification Date: 09/13/2008                 |
| Certification Expiration: 12/31/2028           |

Andrea Henley-Seymour, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Magdaline S Kopacz, MD
Date of Birth: 06/20/1976
Citizenship: US
Primary Facility: Broward Health Medical Center
Other Broward Health Facilities: Broward Health Coral Springs
Specialty: Pediatric Emergency Medicine
Dept. at Primary Facility: Emergency Medicine
Secondary Facility Depts.: Pediatrics
Practice Name: TIVA Healthcare
Primary Address Information: 7700 West Sunrise Blvd
Plantation, FL 33322
Phone: 954-939-7009
Fax: 954-616-3696
Email: Jillean.McEwan@tivahealthcare.com
ECFMG: Number: 05739875
Date Issued: 08/19/2002
Medical/Professional School: Jagiellonian University Medical College
Kroko, From: 09/01/1995
To: 06/30/1999
Degree: MD
Gap: Family vacation
From: 07/01/1999
To: 09/30/1999
Foreign Training: Schneider Children’s Medical Center of Israel
Potech-Tiqva, Israel
From: 10/01/1999
To: 12/31/1999
Specialty: Pediatric Externship
Gap: Studying for USMLE and traveling
From: 01/01/2000
To: 10/31/2002
Research/Externship: Beth Israel Deaconess Medical Center
Boston, MA
From: 11/01/2002
To: 05/31/2003
Specialty: Gastroenterology Research
Children’s Hospital Boston
Boston, MA
From: 11/01/2002
To: 05/31/2003
Specialty: Pediatric Externship

Magdaline S Kopacz, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

**Internship:**  
N/A

**Residency:**  
University of Medicine and Dentistry of New Jersey  
Newark, NJ  
From: 07/01/2003  
To: 06/30/2006  
Specialty: Pediatrics

**Fellowship:**  
N/A

**Gap:**  
Studying for Pediatric board and vacationing  
From: 07/01/2006  
To: 02/28/2008

**Hospital Affiliations/Work History:**  
Hackensack University Medical Center  
Hackensack, NJ  
From: 03/18/2008  
To: Present  
Specialty: Pediatric Emergency

**Board Certification:**  
Board: American Board of Pediatrics  
Specialty: Pediatrics  
Certification Date: 10/27/2008  
MOC Reverification Date: 02/15/2020  
Certification Expiration: N/A

Magdaline S Kopacz, MD
Name: Thesalee N Randon MD

Date of Birth: 08/28/1974

Citizenship: US

Primary Facility: Broward Health North

Other Broward Health Facilities:
- Broward Health Coral Springs
- Broward Health Medical Center

Specialty(ies):
- Pediatric Emergency
- Pediatric ED Fast Track

Dept. at Primary Facility: Emergency Medicine

Secondary Facility Depts.:
- Emergency Medicine
- Medicine

Practice Name: Envision Physician Services
Website: www.envisionphysicianservices.com

Primary Address Information:
Broward Health North - Emergency Department
201 E. Sample Road
Deerfield Beach, FL 33064
Phone: 954-786-6800
Fax: 954-786-6719
Email: Kimberly.Durcan@envision.com

ECFMG:
Number: 0-630-948-8
Date Issued: 02/25/2003

Medical/Professional School:
University of West Indies-Jamaica
Jamaica,
From: 07/01/1995
To: 06/30/2000
Degree: MD

Gap:
Worked as a House Officer
Nassau, Bahamas
From: 07/01/2000
To: 06/23/2003

Foreign Internship:
Princess Margaret Hospital
Nassau, Bahamas
From: 06/24/2003
To: 06/23/2004
Specialty: Traditional Rotating Internship

Internship/Residency:
University Of Miami School Of Medicine
Coral Gables, FL
From: 07/01/2003
To: 06/30/2006
Specialty: Pediatrics

Fellowship: N/A
Hospital Affiliations/Work History:

Children's National Medical Center
Washington, DC
From: 08/01/2006
To: 05/31/2010
Specialty: Pediatric Emergency

Gap:
Relocation to a rural community for my husband's J1-waiver job
From: 06/01/2010
To: 05/31/2012

Colquitt Regional Medical Center
Moultrie, GA
From: 06/01/2012
To: 11/30/2013
Specialty: Pediatrics

Gap:
Relocation from Georgia to Florida. Applied for Hospital Credentialing.
From: 12/01/2013
To: 03/17/2014

St. Mary's Medical Center
West Palm Beach, FL
From: 03/18/2014
To: 03/31/2015
Specialty: Pediatric Emergency Medicine

West Florida Hospital (HCA)
Pensacola, FL
From: 12/15/2015
To: 11/08/2016
Specialty: Pediatric Emergency Medicine

Gap:
Spending time with family, and taking care of ill mother
From: 11/09/2016
To: Present

Board Certification:
Board: American Board of Pediatrics
Specialty: Pediatrics
Certification Date: 10/24/2006
MOC Reverification: 02/15/2020
Certification Expiration: N/A
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Michelle Davis, APRN

Date of Birth: 01/12/1977

Citizenship: US

Primary Facility: Broward Health North

Other Broward Health Facilities: Broward Health Coral Springs

Specialty: Nurse Practitioner

Dept. at Primary Facility: Medicine

Secondary Facility Depts.: Medicine

Physician Sponsorship: Alka Singh, MD

Practice Name: Alka A. Singh MD PLLC

Primary Address Information:
5901 Colonial Drive
Suite 102
Margate, FL 33063
Phone: 954-973-5777
Fax: 954-876-1806
Email: ifernandez@rejuvimed.net

Professional School: South University
Savannah, GA
From: 11/30/2015
To: 01/17/2018
Degree: MSN
Major: Nurse Practitioner

Hospital Affiliations/Work History:
Northwest Medical Center (HCA)
Margate, FL
From: 08/06/2013
To: Present
Title: Critical Care Registered Nurse

West Broward Nephrology, PA
Coral Springs, FL
From: 05/01/2018
To: 06/21/2019
Title: Nurse Practitioner

Board Certification:
Board: American Academy of Nurse Practitioners
Specialty: Adult-Gerontology Primary Care Nurse Practitioner (A-GNP)
Certification Date: 01/31/2018
Certification Expiration: 01/30/2023
Name: **Pamela J Lum, CRNA**

Date of Birth: 01/25/1954

Citizenship: US

Primary Facility: Broward Health Coral Springs

Other Broward Health Facilities: None

Specialty: Nurse Anesthetist

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: None

Physician Sponsorship: Gladys Cardenas, DO

Practice Name: Anesco, LLC
Website: www.drlvlnghp.com

Primary Address Information:

3601 West Commercial Boulevard
Suite 4/5
Fort Lauderdale, FL 33309
Phone: 954-485-5698
Fax: 954-484-1651
Email: bmelendez@anesco.net

Professional School:
Florida International University
Miami, FL
From: 08/01/1998 To: 12/17/2005
Degree: MSN
Major: Nurse Anesthesia

Hospital Affiliations/Work History:

Memorial Regional Hospital
Hollywood, FL
From: 11/18/1999 To: 06/25/2019
Specialty: APRN/CRNA

Joe DiMaggio Children's Hospital
Hollywood, FL
From: 12/07/1999 To: 06/25/2019
Specialty: APRN/CRNA

Memorial Hospital Miramar
Miramar, FL
From: 01/25/2006 To: 06/25/2019
Specialty: CRNA

Memorial Hospital West
Pembroke Pines, FL
From: 01/25/2006 To: 06/25/2019
Specialty: CRNA
Hospital Affiliations/Work History (continued):

Memorial Hospital Pembroke
Pembroke Pines, FL
From: 01/25/2006
To: 06/25/2019
Specialty: CRNA

St. Lucie Medical Center (HCA)
Port St. Lucie, FL
From: 05/18/2019
To: Present
Specialty: CRNA

Board Certification:

Board: National Board of Certification and Recertification for Nurse Anesthetists (NBCRNA)
Specialty: Certified Registered Nurse Anesthetist (CRNA)
Certification Date: 07/19/2006
Certification Expiration: 07/31/2020
Name: Pauline A Thomas, ARNP

Date of Birth: 11/23/1964

Citizenship: US

Primary Facility: Broward Health Coral Springs

Other Broward Health Facilities: None

Specialty: Nurse Practitioner

Dept. at Primary Facility: Medicine

Secondary Facility Depts.: None

Physician Sponsorship: Isabel Novela, MD

Practice Name: NuView Telehealth LLC
Website: nuviewhealth.com

Primary Address Information:
1325 NW Corporate Boulevard
Suite 105
Boca Raton, FL 33431
Phone: 561-299-3667
Fax: 561-299-3670
Email: trouseau@nuviewhealth.com

Professional School: University of South Alabama- College of Nursing
Mobile, AL
From: 01/15/2010
To: 12/14/2013
Degree: MSN
Major: Adult/ Geron Nursing

Hospital Affiliations/ Work History:
Broward Health
Fort Lauderdale, FL
From: 03/20/2000
To: 12/31/2015
Title: RN

South Florida Nephrology Group, P.A.
Coral Springs, FL
From: 10/20/2014
To: 12/31/2015
Title: Advanced Registered Nurse Practitioner

HCR Manor Care
FT Lauderdale, FL
From: 01/17/2017
To: 06/30/2017
Specialty: Nurse Practitioner

Broward Health Imperial Point
FT Lauderdale, FL
From: 02/24/2016
To: 01/25/2017
Specialty: Nurse Practitioner
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<td>From: 02/24/2016 To: 01/25/2017 Specialty: Nurse Practitioner</td>
<td>Broward Health Medical Center &amp; Chris Evert Children's Hospital Ft Lauderdale, FL</td>
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<tr>
<td>From: 07/27/2017 To: Present Specialty: Nurse Practitioner</td>
<td>Delray Medical Center Delray Beach, FL</td>
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<tr>
<td>From: 08/07/2017 To: Present Title: Nurse Practitioner</td>
<td>American Med Central Inc (Tenet) Delray Beach, FL</td>
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<tbody>
<tr>
<td>Board: American Nurses Credentialing Center Specialty: Adult Gerontology Acute Care Nurse Practitioner Certification Date: 05/07/2014 Certification Expiration: 05/05/2024</td>
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**Broward Health – Credentialing Abstract – Allied Health Professional Applicant**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Delvia G Vathieliil APRN</th>
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<tbody>
<tr>
<td>Date of Birth:</td>
<td>07/18/1972</td>
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<tr>
<td>Citizenship:</td>
<td>US</td>
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<tr>
<td>Primary Facility:</td>
<td>Broward Health Coral Springs</td>
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<td>Other Broward Health Facilities:</td>
<td>Broward Health North</td>
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<tr>
<td>Specialty:</td>
<td>Nurse Practitioner</td>
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<tr>
<td>Dept. at Primary Facility:</td>
<td>Medicine</td>
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<td>Secondary Facility Depts.:</td>
<td>Medicine</td>
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<tr>
<td>Physician Sponsorship:</td>
<td>Broward Family Care Center</td>
</tr>
<tr>
<td>Practice Name:</td>
<td>Website: N/A</td>
</tr>
<tr>
<td>Primary Address Information:</td>
<td>100 N State Road 7, Suite 301 A-B, Margate, FL 33063 Phone: 954-933-9090 Fax: 877-929-8439 Email: <a href="mailto:delviaa@hotmail.com">delviaa@hotmail.com</a></td>
</tr>
<tr>
<td>Professional School:</td>
<td>Chamberlain College, Downers Grove, IL From: 06/15/2016 To: 09/01/2018 Degree: APRN Major: Family Nurse Practitioner</td>
</tr>
<tr>
<td>Hospital Affiliations/ Work History:</td>
<td>Broward Health Medical Center, Fort Lauderdale, FL From: 01/07/2013 To: Present Specialty: Registered Nurse</td>
</tr>
<tr>
<td>Board Certification:</td>
<td>Board: American Academy of Nurse Practitioners Specialty: Family Nurse Practitioner (FNP) Certification Date: 10/05/2018 Certification Expiration: 10/04/2023</td>
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</tbody>
</table>
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health Medical Center

ITEM: Medical Staff Board Items

REASON: Approved Recommendations as Exhibited From the Medical Executive Committee of Broward Health Medical Center

COST: N/A

ADDITIONAL INFORMATION: See Attached

SUBMITTED FOR LEGAL COUNSEL REVIEW: N/A

APPROVED: Heather Haverick, Chief Executive Officer

[Signature]

Gino Santorio 08/26/2019 17:46 Eastern Daylight

Gino Santorio, Broward Health, Chief Executive Officer
MEMORANDUM

TO: Board of Commissioners

FROM: Heather Havericak, Interim Chief Executive Officer

DATE: August 28, 2019

SUBJECT: Medical Staff Board Items

The Medical Executive Committee at Broward Health Medical Center, at its monthly meeting on August 13, 2019 approved the recommendations as exhibited for the following:

- 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 & Urgent Care Center Reappointments
- Committee Service Recommendations

I, Michael A. Morrison, MD, Chief of Staff at BHMC, do hereby attest that all pertinent and required information has been received and verified for providers being submitted to the Board of Commissioners for approval.

Therefore, it is requested that the Board of Commissioners approve these recommendations as submitted from the Medical Executive Committee at Broward Health Medical Center.

HH/MA
NORTH BROWARD HOSPITAL DISTRICT
MEDICAL STAFF CHANGES AND ADDITIONS

√Broward Health Medical Center  ____  Broward Health North
____  Broward Health Imperial Point  ____  Broward Health Coral Springs

The following Medical Staff Committees:

CREDENTIALS COMMITTEE: August 7, 2019  MEDICAL EXECUTIVE COMMITTEE: August 13, 2019

APPROVED THE FOLLOWING NEW MEMBERS:

<table>
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<tr>
<th>Doctor</th>
<th>Department</th>
<th>Privileges</th>
<th>Status</th>
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<tbody>
<tr>
<td>Lucia Blanchard, MD</td>
<td>Medicine</td>
<td>Cardiovascular Disease</td>
<td>Provisional</td>
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<tr>
<td>Thomas Breza, Jr, MD</td>
<td>Medicine</td>
<td>Dermatology</td>
<td>Provisional</td>
</tr>
<tr>
<td>Timothy Dickhut, MD</td>
<td>Surgery</td>
<td>Trauma / Surgical Critical Care / General Surgery</td>
<td>Provisional</td>
</tr>
<tr>
<td>Barbara Farrell, DO</td>
<td>Family Medicine</td>
<td>Family Medicine</td>
<td>Provisional</td>
</tr>
<tr>
<td>Joseph Habib, MD</td>
<td>Surgery</td>
<td>Vascular Surgery</td>
<td>Provisional</td>
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<tr>
<td>Benjamin Klein, DO</td>
<td>Family Medicine</td>
<td>Family Medicine</td>
<td>Provisional</td>
</tr>
<tr>
<td>John Pickens, MD</td>
<td>Surgery</td>
<td>Otolaryngology</td>
<td>Provisional</td>
</tr>
<tr>
<td>Leah Raguidin, MD</td>
<td>Emergency Medicine</td>
<td>Emergency Medicine</td>
<td>Provisional</td>
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<tr>
<td>Sergey Terushkin, MD</td>
<td>Surgery</td>
<td>General Surgery</td>
<td>Provisional</td>
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APPROVED THE FOLLOWING NEW MEMBERS ALLIED HEALTH PRACTITIONERS:

<table>
<thead>
<tr>
<th>Provider</th>
<th>Department</th>
<th>Physician Sponsor</th>
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<tbody>
<tr>
<td>Alexa Body, CRNA</td>
<td>Surgery</td>
<td>E. Czinn, MD</td>
</tr>
<tr>
<td>Danielle Cherney, CRNA</td>
<td>Surgery</td>
<td>E. Czinn, MD</td>
</tr>
<tr>
<td>Shelby Lane, PA-C</td>
<td>ObGyn</td>
<td>C. Coe, MD</td>
</tr>
<tr>
<td>Gen Martin, APRN</td>
<td>Medicine</td>
<td>W. McKenzie, MD; R. McKenzie, MD</td>
</tr>
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APPROVED THE FOLLOWING NEW MEMBER(S) (CHS):

Provider
None

APPROVED THE FOLLOWING NEW ALLIED HEALTH PROFESSIONALS (CHS):

Provider
None

APPROVED THE FOLLOWING NEW MEMBER(S) URGENT CARE CENTERS:

Provider
Frank Hull, MD

Medicine / Pulmonary Medicine / Sleep Medicine

APPROVED THE FOLLOWING NEW ALLIED HEALTH PROFESSIONAL(S) URGENT CARE CENTERS:

Provider
None

REQUEST FOR DELETION PRIVILEGES/SETTING:

Provider
None

REQUEST FOR ADDITIONAL PRIVILEGES/SETTING:

Provider
Kenneth Herskowitz, MD
Medicine
Cardiovascular Surgery, Thoracic Surgery

Privileges Requested
Transcatheter Mitral Valve Repair / Replacement

Privileges Requested
Moderate Sedation

Privileges Requested
Kyphoplasty

Privileges Requested
Interventional Neurology

Privileges Requested
Pain Management
REQUEST FOR ADDITIONAL SPONSOR

<table>
<thead>
<tr>
<th>Provider</th>
<th>Department</th>
<th>Sponsor</th>
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</thead>
<tbody>
<tr>
<td>Andrea Burns, PA-C</td>
<td>Medicine</td>
<td>E. Costantini, MD</td>
</tr>
<tr>
<td>Pia DelValle, APRN</td>
<td>Surgery</td>
<td>D. Tishko, MD</td>
</tr>
<tr>
<td>Jonathan Gildin, PA-C</td>
<td>Medicine</td>
<td>E. Costantini, MD; N. Abdullah, MD</td>
</tr>
<tr>
<td>Matthew Kenick, PA-C</td>
<td>Surgery</td>
<td>E. Costantini, MD</td>
</tr>
<tr>
<td>Angelica Rodriguez, PA-C</td>
<td>Surgery</td>
<td>E. Costantini, MD; N. Abdullah, MD</td>
</tr>
<tr>
<td>Chelsea Zaccario, PA-C</td>
<td>Surgery</td>
<td>E. Costantini, MD; N. Abdullah, MD</td>
</tr>
</tbody>
</table>

REQUEST FOR DELETION OF SPONSORSHIP:

<table>
<thead>
<tr>
<th>Provider</th>
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<th>Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

REQUEST FOR CHANGE IN STATUS

<table>
<thead>
<tr>
<th>Provider</th>
<th>Department</th>
<th>Specialty</th>
<th>Current Status</th>
<th>New Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clayton Berger, MD</td>
<td>Surgery</td>
<td>Ophthalmology</td>
<td>Active</td>
<td>Sr. Active</td>
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REQUEST FOR CHANGE IN PRIMARY FACILITY

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<tbody>
<tr>
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REQUEST FOR LEAVE OF ABSENCE

<table>
<thead>
<tr>
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<th>Department</th>
<th>Specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chance Kaplan, MD</td>
<td>Surgery</td>
<td>Plastic Surgery – LOA I</td>
</tr>
</tbody>
</table>

APPROVED THE FOLLOWING MEDICAL STAFF RESIGNATIONS:

<table>
<thead>
<tr>
<th>Doctor</th>
<th>Department</th>
<th>Reason</th>
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<tbody>
<tr>
<td>Scott Barron, MD</td>
<td>Emergency Medicine</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Jesus Erwin Loquias, MD</td>
<td>Family Medicine</td>
<td>Voluntary- Relocation</td>
</tr>
<tr>
<td>Brett Mittelsuedt, DO</td>
<td>Surgery</td>
<td>Voluntary-Relocation</td>
</tr>
<tr>
<td>Stefan Novac, MD</td>
<td>ObGyn</td>
<td>Voluntary-Practice Change</td>
</tr>
<tr>
<td>John Saunders, MD</td>
<td>Emergency Medicine</td>
<td>Voluntary</td>
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APPROVED THE FOLLOWING RESIGNATIONS AHP:

<table>
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<tbody>
<tr>
<td>Danelle Galt-McBean, CRNA</td>
<td>Surgery</td>
<td></td>
</tr>
<tr>
<td>Michael Gartner, PA-C</td>
<td>Medicine</td>
<td></td>
</tr>
<tr>
<td>Tamika Lewis, APRN</td>
<td>Medicine</td>
<td></td>
</tr>
<tr>
<td>Karoline Mion, APRN</td>
<td>Medicine</td>
<td></td>
</tr>
<tr>
<td>Supriya Nair, CRNA-APRN</td>
<td>Surgery</td>
<td></td>
</tr>
</tbody>
</table>

APPROVED THE FOLLOWING REAPPOINTMENTS: See attached List.

Chief of Staff: [Signature] Date: 8/15/19

BHMC CEO: [Signature] Date: 8/18/19

President, CEO: [Signature] Date: [Signature] Date: [Signature]
August 28, 2019

Board of Commissioners
North Broward Hospital District
303 SE 17th Street
Fort Lauderdale, FL 33316

Re: Reappointment Recommendations
Medical Staff

Dear Members of the Board:

The Medical Executive Committee, at its August 13, 2019 meeting, approved the recommendation of the clinical departments with regard to the reappointment of members of the Medical Staff at Broward Health Medical Center.

Therefore, the attached Medical Staff Reappointments are hereby submitted for your review and approval.

Very truly yours,

Heather Havericak, Interim CEO

HH/MA
### BHMC Medical Staff Reappointments
#### August 2019

**Recommended with No Change in Status**
Reappointment Cycle: 8/28/2019 – 7/31/2021

<table>
<thead>
<tr>
<th>Physician</th>
<th>Specialty</th>
<th>Department</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Michael Alboucrek, MD</td>
<td>Radiology</td>
<td>Radiology</td>
<td>Sr. Active</td>
</tr>
<tr>
<td>Rafael Bustamante, MD</td>
<td>Vascular Surgery</td>
<td>Surgery</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Sidney Coupet, DO</td>
<td>Internal Medicine</td>
<td>Medicine</td>
<td>Active</td>
</tr>
<tr>
<td>Cindy Davis, MD</td>
<td>Pathology</td>
<td>Pathology</td>
<td>Active</td>
</tr>
<tr>
<td>Bharat Gupta, MD</td>
<td>Nephrology</td>
<td>Medicine</td>
<td>Active</td>
</tr>
<tr>
<td>Maxine Hamilton, MD</td>
<td>Hospital Medicine</td>
<td>Medicine</td>
<td>Active</td>
</tr>
<tr>
<td>Ridwan Lin, MD</td>
<td>Interventional Neurology</td>
<td>Medicine</td>
<td>Active</td>
</tr>
<tr>
<td>Jacob Landes, DO</td>
<td>Orthopaedic/Hand Surgery</td>
<td>Surgery</td>
<td>Active</td>
</tr>
<tr>
<td>Faraaz Mushtaq, DO</td>
<td>Cardiology/Int. Medicine</td>
<td>Medicine</td>
<td>Active</td>
</tr>
<tr>
<td>Kei Nakanashi, MD</td>
<td>ObGyn</td>
<td>Surgery</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Carlo Scalia, MD</td>
<td>Internal Medicine</td>
<td>Medicine</td>
<td>Courtesy</td>
</tr>
<tr>
<td>James Stern, MD</td>
<td>Plastic Surgery</td>
<td>Surgery</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Jabal Uffleman, MD</td>
<td>Gynecology/Robotic Surgery</td>
<td>Surgery</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Jackson Wong, MD</td>
<td>Pediatric Critical Care</td>
<td>Pediatrics</td>
<td>Consulting</td>
</tr>
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</table>

**Recommended with Change in Status**
Reappointment Cycle: 8/28/2019 – 7/31/2021

<table>
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<tr>
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<th>Specialty</th>
<th>Department</th>
<th>Current Status</th>
<th>New Status</th>
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<tbody>
<tr>
<td>Alireza Alam, MD</td>
<td>Pediatric Urology</td>
<td>Surgery</td>
<td>Provisional II</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Amanda Allen, DPM</td>
<td>Podiatry</td>
<td>Surgery</td>
<td>Provisional II</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Kayvan Amini, DO</td>
<td>Cardiology</td>
<td>Medicine</td>
<td>Active</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Daniel Gologorsky, MD</td>
<td>Ophthalmology</td>
<td>Surgery</td>
<td>Provisional I</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Eric Johnson, DO</td>
<td>Trauma/General Surgery</td>
<td>Surgery</td>
<td>Provisional I</td>
<td>Courtesy</td>
</tr>
<tr>
<td>Yela Martinez-Rubio, MD</td>
<td>Pediatric Endocrinology</td>
<td>Pediatrics</td>
<td>Provisional I</td>
<td>Active</td>
</tr>
<tr>
<td>Shalini Patel, MD</td>
<td>Pediatrics</td>
<td>Pediatrics</td>
<td>Provisional I</td>
<td>Active</td>
</tr>
<tr>
<td>Dennis Tishko, MD</td>
<td>Thoracic Surgery</td>
<td>Surgery</td>
<td>Provisional I</td>
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**Recommended with Change in Status**
Reappointment Cycle: 8/28/2019 – 7/31/2020

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<th>Physician</th>
<th>Specialty</th>
<th>Department</th>
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<th>New Status</th>
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</thead>
<tbody>
<tr>
<td>Younna Distefano, MD</td>
<td>Pain Management</td>
<td>Medicine</td>
<td>Provisional I</td>
<td>Provisional II</td>
</tr>
<tr>
<td>Elys Perez, MD</td>
<td>Endocrinology</td>
<td>Medicine</td>
<td>Provisional I</td>
<td>Provisional II</td>
</tr>
<tr>
<td>Kush Tripathi, MD</td>
<td>Pain Management</td>
<td>Surgery</td>
<td>Provisional I</td>
<td>Provisional II</td>
</tr>
</tbody>
</table>
### Reappointments – Allied Health Professional Staff
**Recommended with No Change in Status**
Reappointment Cycle: 8/28/2019 – 7/31/2021

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Specialty</th>
<th>Sponsor(s)</th>
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</thead>
<tbody>
<tr>
<td>Eden Avni, PA-C</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>L. Mandel, MD</td>
</tr>
<tr>
<td>Tiffany Cohen, APRN</td>
<td>Medicine</td>
<td>Nurse Practitioner</td>
<td>J.J. Rajter, MD; J. Cepelowicz, MD</td>
</tr>
<tr>
<td>Heath Dehart, PA-C</td>
<td>Em. Medicine</td>
<td>Physician Assistant</td>
<td>B. Menendez, MD; C. Carralero, DO; G. Lai, MD</td>
</tr>
<tr>
<td>James Foster, PA-C</td>
<td>Em. Medicine</td>
<td>Physician Assistant</td>
<td>B. Menendez, MD</td>
</tr>
<tr>
<td>Jeffrey Fineberg, PA-C</td>
<td>Surgery</td>
<td>Physician Assistant</td>
<td>R. Bustamante, MD; N. Abdullah, MD; K. Herskowitz, MD; F. Catinella, MD</td>
</tr>
<tr>
<td>Shirley Mobley, CRNA</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>E. Czinn, MD; P. Jordan, MD; G. Cardenas, DO</td>
</tr>
<tr>
<td>Marti Paul, CRNA-APRN</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>E. Czinn, MD; P. Jordan, MD</td>
</tr>
<tr>
<td>Joseph Richards, PA-C</td>
<td>Em. Medicine</td>
<td>Physician Assistant</td>
<td>C. Carralero, DO; G. Lai, MD</td>
</tr>
<tr>
<td>Melissa Salvatore, CRNA-APRN</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>E. Czinn, MD; G. Cardenas, DO; N. Gandreti, MD</td>
</tr>
<tr>
<td>Stephanie Tobon, CRNA-APRN</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>E. Czinn, MD; M. Longo, MD; N. Gandreti, MD</td>
</tr>
<tr>
<td>Damon Wells, CRNA-APRN</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>E. Czinn, MD; M. Longo, MD; G. Cardenas, DO</td>
</tr>
<tr>
<td>Amanda White, PA-C</td>
<td>Medicine</td>
<td>Physician Assistant</td>
<td>C. Carralero, DO</td>
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<tr>
<td>Victor Valdivia, CRNA-APRN</td>
<td>Surgery</td>
<td>Nurse Anesthetist</td>
<td>E. Czinn, MD</td>
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### Community Health Services Medical Staff Reappointments
**Recommended with NO Change in Status**
Reappointment Cycle: 8/28/2019 – 7/31/2021

<table>
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<tr>
<th>Physician</th>
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<th>Recommended Status</th>
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<tbody>
<tr>
<td>Nadia Cumberbatch, MD</td>
<td>Family Medicine</td>
<td>Associate-Provisional</td>
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<tr>
<td>Alla Dudelzak, MD</td>
<td>Pediatrics</td>
<td>Associate-Provisional</td>
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### Community Health Services AHP Reappointments
**Recommended with NO Change in Status**
Reappointment Cycle: 8/28/2019 – 7/31/2021

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<th>Name</th>
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<tbody>
<tr>
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### Urgent Care Centers Medical Staff Reappointments
**Recommended with NO Change in Status**
Reappointment Cycle: 8/28/2019 – 7/31/2021

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<th>Department</th>
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<tr>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>
The above applicants have been reviewed by Quality and Health Information Management; they have met the required criteria to be reappointed.

* = Quality review report cited various outcomes, met criteria to be reappointed.
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Lucia Blanchard, DO

Date of Birth: 03/06/1978

Citizenship: US

Primary Facility: Broward Health Coral Springs

Other Broward Health Facilities:
- Broward Health Medical Center
- Broward Health North

Specialty: Cardiovascular Disease

Dept. at Primary Facility: Medicine

Secondary Facility Depts.: Medicine

Practice Name: North Broward Hospital District

Primary Address Information:
- 3100 Coral Hills Drive
- Suite 302
- Coral Springs, FL 33065
- Phone: 954-724-3470
- Fax: 954-724-3473

ECFMG: N/A

Medical/Professional School:
- Nova Southeastern University College of Osteopathic Medicine
- Fort Lauderdale, FL
- From: 08/10/2009
- To: 05/19/2013
- Degree: Doctor of Osteopathic Medicine

Internship: N/A

Residency:
- Broward Health Medical Center
- Fort Lauderdale, FL
- From: 06/24/2013
- To: 06/30/2016
- Specialty: Internal Medicine

Fellowship:
- Broward Health Medical Center
- Fort Lauderdale, FL
- From: 07/01/2016
- To: 06/30/2019
- Specialty: Cardiovascular Medicine

Hospital Affiliations/Work History: N/A

Board Certification:
- Board: American Board of Internal Medicine
- Specialty: Internal Medicine
- Certification Date: 08/15/2016
- MOC Revertification Date: N/A
- Certification Expiration: 12/31/2026

- Board: American Board of Internal Medicine
- Specialty: Cardiovascular Disease
- Eligibility Date: 05/30/2019
- Eligibility Expiration: 05/30/2026
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Thomas S Breza Jr., MD

Date of Birth: 01/09/1978

Citizenship: US

Primary Facility: Broward Health Imperial Point

Other Broward Health Facilities: Broward Health Medical Center

Specialty: Dermatology

Dept. at Primary Facility: Medicine

Secondary Facility Depts.: Medicine

Practice Name: Thomas Breza MD

Primary Address Information: 4341 Bougainvillea Drive
Laud-By-The-Sea, FL 33308
Phone: 954-492-8866
Fax: 954-337-3180

ECFMG: N/A

Medical/Professional School: The Ohio State University College Of Medicine
Columbus, OH
From: 08/20/2001
To: 06/12/2005
Degree: MD

Internship: N/A

Residency: University of Florida College of Medicine
Gainesville, FL
From: 07/01/2005
To: 06/30/2006
Specialty: Internal Medicine

University of Florida Health
Gainesville, FL
From: 07/01/2006
To: 06/30/2010
Specialty: Dermatology

Fellowship: University of Florida
Gainesville, FL
From: 07/01/2009
To: 06/30/2010
Specialty: Mohs Micrographic Surgery

Hospital Affiliations/ Work History: Broward Health Imperial Point
FT Lauderdale, FL
From: 04/28/2010
To: Present
Specialty: Dermatology

Thomas S Breza, JrMD
**Broward Health – Credentialing Abstract – Medical Staff Applicant**

<table>
<thead>
<tr>
<th>Board Certification:</th>
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<th>American Board of Dermatology</th>
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<tbody>
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<td>Certification Date:</td>
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<td>MOC Reverification:</td>
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<td>Certification Expiration:</td>
<td>12/31/2019</td>
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</tr>
<tr>
<td>Name:</td>
<td><strong>Timothy Dickhutt, MD</strong></td>
<td></td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Date of Birth:</td>
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<tr>
<td>Citizenship:</td>
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<td>Primary Facility:</td>
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<tr>
<td>Other Broward Health Facilities:</td>
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<tr>
<td>Specialty:</td>
<td>Trauma Surgical Critical Care General Surgery</td>
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<td>Dept. at Primary Facility:</td>
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<td>Secondary Facility Depts.:</td>
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<tr>
<td>Practice Name:</td>
<td>Trauma and Critical Care Associates</td>
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<tr>
<td>Primary Address Information:</td>
<td>6405 N Federal Hwy Suite 404 Fort Lauderdale, FL 33308 Phone: 954-491-0600 Fax: 954-491-0540 Email: <a href="mailto:zoe.tranakas@gmail.com">zoe.tranakas@gmail.com</a></td>
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</tr>
<tr>
<td>ECFMG:</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Medical/Professional School:</td>
<td>Creighton University Omaha, NE From: 08/01/2008 To: 05/12/2012 Degree: Medical Doctor</td>
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<tr>
<td>Internship:</td>
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<tr>
<td>Residency:</td>
<td>Jackson Memorial Hospital- Miami University Miami, FL From: 08/24/2012 To: 06/30/2017 Specialty: General Surgery</td>
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<tr>
<td>Fellowship:</td>
<td>University of Nevada, Las Vegas Las Vegas, NV From: 08/01/2017 To: 07/31/2019 Specialty: Surgical Critical Care/ Acute Care Surgery</td>
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<tr>
<td>Hospital Affiliations/ Work History:</td>
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### Broward Health – Credentialing Abstract – Medical Staff Applicant

<table>
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</thead>
<tbody>
<tr>
<td>Board:</td>
<td>American Board of Surgery</td>
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<tr>
<td>Specialty:</td>
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<tr>
<td>Certification Date:</td>
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<td>MOC Reverification Date:</td>
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<tr>
<td>Certification Expiration:</td>
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| Board:               | American Board of Surgery |
| Specialty:           | Surgical Critical Care |
| Certification Date:  | 09/20/2018 |
| MOC Reverification Date: | 12/31/2019 |
| Certification Date:  | N/A |

Timothy Dickhudt, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Barbara M Farrell, DO

Date of Birth: 07/28/1987

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities: None

Specialty: Family Medicine

Dept. at Primary Facility: Family Medicine

Secondary Facility Depts.: None

Practice Name: Broward Health Physician Group

Primary Address Information: 8320 W Sunrise Blvd
Suite 200
Plantation, FL 33322
Phone: TBD
Fax: TBD
Email: TBD

ECFMG: N/A

Medical/Professional School: Nova Southeastern University College of Osteopathic Medicine
Fort Lauderdale, FL
From: 08/06/2012
To: 05/20/2016
Degree: Doctor of Osteopathic Medicine

Internship: N/A

Residency: Broward Health Medical Center
Fort Lauderdale, FL
From: 07/01/2016
To: 06/30/2019
Specialty: Family Medicine

Fellowship: N/A

Hospital Affiliations/Work History: N/A

Board Certification: Board: American Osteopathic Board of Family Physicians
Specialty: Family Medicine / Osteopathic Manipulative Treatment
Eligibility Date: 06/30/2019
Eligibility Expiration: 06/30/2026
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: **Joseph Habib, MD**

Date of Birth: 04/24/1980

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities: None

Specialty: Vascular Surgery

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: None

Practice Name: North Broward Hospital District

Primary Address Information:

1625 SE Third Avenue
Suite 300
Fort Lauderdale, FL 33316-2521
Phone: 954-355-4665
Fax: 954-355-4881

ECFMG: N/A

Medical/Professional School: West Virginia University School Of Medicine
Morgantown, WV

From: 08/24/2001
To: 05/15/2005
Degree: MD

Internship: N/A

Residency: West Virginia University Charleston Area Medical Center
Charleston, WV

From: 07/01/2005
To: 06/30/2010
Specialty: Surgery

Fellowship: Ohio State University Medical Center
Columbus, OH

From: 07/01/2010
To: 06/30/2012
Specialty: Vascular Surgery

Gap: Employment seeking and completing privileging process
From: 07/01/2012
To: 11/29/2012

Hospital Affiliations/ Work History:

UF Health Jacksonville
Jacksonville, FL

From: 11/30/2012
To: Present
Specialty: Vascular Surgery

Joseph Habib, MD
<table>
<thead>
<tr>
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<th>Board: American Board of Surgery</th>
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</thead>
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<p>| Board: American Board of Surgery |
| Specialty: Vascular Surgery |
| Certification Date: 05/21/2013 |
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<th>Name:</th>
<th><strong>Benjamin W Klein, DO</strong></th>
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<td>Specialty:</td>
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<td>Secondary Facility Depts.:</td>
<td>None</td>
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<td>Practice Name:</td>
<td>Broward Health Physician Group</td>
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<tr>
<td>Primary Address Information:</td>
<td>8320 W Sunrise Blvd Suite 200 Plantation, FL 33322 Phone: TBD Fax: TBD</td>
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<td>Medical/Professional School:</td>
<td>Arizona College of Osteopathic Medicine of Midwestern Glendale, AZ From: 08/06/2012 To: 05/20/2016 Degree: MD</td>
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<td>Internship:</td>
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<td>Residency:</td>
<td>Broward Health Medical Center Fort Lauderdale, FL From: 07/01/2016 To: 06/30/2019 Specialty: Family Medicine</td>
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<td>Board: American Board of Family Medicine Specialty: Family Medicine Eligibility Date: 06/30/2019 Eligibility Expiration: 06/30/2026</td>
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Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: John P Pickens MD
Date of Birth: 09/13/1954
Citizenship: US
Primary Facility: Broward Health Medical Center
Other Broward Health Facilities:
Broward Health North
Specialty(ies): Otolaryngology
Dept. at Primary Facility: Surgery
Secondary Facility Depts.: None
Practice Name: All Star Recruiting Locums LLC
Website: http://www.allstarrecruiting.com/
Primary Address Information:
800 Fairway Drive
Suite 300
Deerfield Beach, FL 33441
Phone: 800-928-0229
Fax: 888-503-0752
Email: ncmpc@asflrecums.com
ECFMG: N/A
Medical/Professional School: East Tennessee State University, Quillen College of Medicine
Johnson City, TN
From: 08/20/1979
To: 06/30/1983
Degree: MD
Residency: East Tennessee State University, Quillen College of Medicine
Johnson City, TN
From: 07/01/1983
To: 06/30/1985
Specialty: General Surgery
Hospital Affiliations/Work History:
Park Ridge Hospital (Unable to verify)
Fletcher, TN
From: 07/01/1983
To: 06/30/1985
Title: Medical Director
Residency: West Virginia University School Of Medicine
Morgantown, WV
From: 07/01/1989
To: 06/30/1993
Specialty: Otolaryngology
Fellowship: Univ. of Missouri - Kansas City / Truman Medical Center
Kansas City, MO
From: 07/01/1993
To: 06/30/1994
Specialty: Plastic Surgery

John P Pickens, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Hospital Affiliations/ Work History:

Park Ridge Health (Advent Health)
Hendersonville, NC
From: 07/25/1994
To: Present
Specialty: Otolaryngology

Margaret R. Pardee Memorial Hospital
Hendersonville, NC
From: 09/16/1994
To: Present
Specialty: Otolaryngology

St. Bernards Medical Center
Jonestboro, AR
From: 12/07/2006
To: 12/25/2018
Specialty: Otolaryngology

Quillen College of Medicine VA Medical Center
Mountain Home, TN
From: 04/01/2018
To: 06/26/2018
Title: MD

Board Certification:

Board: American Board of Otolaryngology
Specialty: Otolaryngology
Certification Date: 05/09/1995
Certification Expiration: Lifetime Certification

John P Pickens, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Leah F Raquindin, MD

Date of Birth: 08/21/1964

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities:

Primary Address Information: 7700 West Sunrise Blvd
Plantation, FL 33322
Phone: 954-939-7009
Fax: 954-616-3696
Email: Jillean.McEwan@tivahealthcare.com

ECFMG: Number: 0-418-199-6
Date issued: 10/06/1989

Medical/Professional School: St. Georges University School of Medicine Grenada
Grenada,
From: 08/01/1985
To: 06/30/1989
Degree: MD

Internship: N/A

Residency: New Jersey Medical School
Newark, NJ
From: 07/01/1989
To: 06/30/1992
Specialty: Pediatrics

Hospital Affiliations/Work History:

Children's Hospital of New Jersey **Unable to Verify – Records Unavailable**
Newark, NJ
From: 07/01/1992
To: 06/30/1993
Specialty: Pediatrics

Fellowship: New Jersey Medical School
Newark, NJ
From: 07/01/1993
To: 06/30/1995
Specialty: Peds Emergency Medicine

Hospital Affiliations/Work History:

UMDNJ Medical Center **Unable to Verify – No Record of Employment**
Newark, NJ
From: 07/01/1995
To: 06/30/1997
Specialty: Assistant Clinical Professor
| Hospital Affiliations/Work History: | Temple University Children's Medical Center  
Philadelphia, PA  
From: 07/01/1997  
To: 07/01/1999  
Specialty: Pediatrics  
Hackensack Meridian Health  
Hackensack, NJ  
From: 06/16/1998  
To: Present  
Specialty: Pediatrics/Emergency  
| Board Certification: | Board: American Board of Pediatrics  
Specialty: Pediatric Emergency Medicine  
Certification Date: 11/12/1996  
MOC Reverification Date: 02/15/2020  
Certification Expiration: N/A  

Leah F Raguindin, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Sergey Terushkin MD

Date of Birth: 10/05/1976

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities: Broward Health North

Specialty(ies): General Surgery

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: Surgery

Practice Name: Sergey Terushkin, MD

Website: N/A

Primary Address Information: 3475 Sheridan Street
Suite 101
Hollywood, FL 33021
Phone: 954-900-3629
Fax: 954-415-7968
Email: sterush@ymail.com

ECFMG: Number: 0-633-369-4
Date Issued: 06/14/2004

Medical/Professional School: Ross University School of Medicine
North Brunswick, NJ
From: 05/03/2000
To: 03/31/2004
Degree: MD

Internship: North Shore Long Island Jewish Hospital
New Hyde Park, NY
From: 07/01/2004
To: 08/30/2005
Specialty: General Surgery

Residency: New York Hospital Queens
Flushing, NY
From: 07/01/2005
To: 06/30/2006
Specialty: General Surgery

Maimonides Medical Center
Brooklyn, NY
From: 07/01/2006
To: 06/30/2010
Specialty: General Surgery

Fellowship: Cleveland Clinic Florida
Weston, FL
From: 07/01/2010
To: 06/30/2011
Specialty: Minimally Invasive Surgery

Sergey Terushkin, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Transitioning from Florida to New York, while seeking employment.
From: 07/01/2011
To: 09/29/2011

Hospital Affiliations/Work History:

New York Advanced Laparoscopic And Bariatric Surgery, P.C.
Brooklyn, NY
From: 09/29/2011
To: Present
Title: Surgeon

Maimonides Medical Center
Brooklyn, NY
From: 11/11/2011
To: Present
Specialty: General Surgery

New York Community Hospital
Brooklyn, NY
From: 12/14/2011
To: Present
Specialty: General Surgery

Mount Sinai Beth Israel Medical Center
Brooklyn, NY
From: 04/21/2015
To: Present
Specialty: General Surgery

Board Certification:

Board: American Board of Surgery
Specialty: Surgery
Certification Date: 01/29/2015
MOC Reverification: N/A
Certification Expiration: 12/31/2025

Sergey Terushkin, MD
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Alexa R Body, CRNA

Date of Birth: 09/09/1992

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities: None

Specialty: Nurse Anesthetist

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: None

Physician Sponsorship: Edward A Czinn, MD

Practice Name: Anesco, LLC
Website: www.drivinghp.com

Primary Address Information:
3601 West Commercial Boulevard
Suite 4/5
Fort Lauderdale, FL 33309
Phone: 954-485-5666
Fax: 954-484-1651
Email: bmelendez@anesco.net

Professional School:
Barry University
Miami Shores, FL
From: 08/22/2016
To: 05/11/2019
Degree: MSN
Major: Anesthesiology

Hospital Affiliations/Work History:
None

Board Certification:
Board: National Board of Certification and Recertification for Nurse Anesthetists (NBCRNA)
Specialty: Certified Registered Nurse Anesthetist (CRNA)
Certification Date: 05/29/2019
Certification Expiration: 05/31/2023
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Danielle Chernay, CRNA

Date of Birth: 12/14/1990

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities: None

Specialty: Nurse Anesthetist

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: None

Physician Sponsorship: Edward A Czinn, MD

Practice Name: Anesco, LLC
Website: www.drivinghp.com

Primary Address Information:
3601 West Commercial Boulevard
Suite 4/5
Fort Lauderdale, FL 33309
Phone: 954-485-5666
Fax: 954-484-1651
Email: bmelendez@anesco.net

Professional School:
Barry University
Miami, FL
From: 01/09/2017
To: 05/11/2019
Degree: MSN
Major: Anesthesia

Hospital Affiliations/Work History:
N/A

Board Certification:
Board: National Board of Certification and Recertification for Nurse Anesthetists (NBCRNA)
Specialty: Certified Registered Nurse Anesthetist (CRNA)
Certification Date: 05/28/2019
Certification Expiration: 05/31/2023
Broward Health – Credentialing Abstract – Allied Health Professional Applicant

Name: Shelby A Lane, PA-C

Date of Birth: 10/19/1987

Citizenship: US

Primary Facility: Broward Health North

Other Broward Health Facilities: Broward Health Imperial Point

Specialty: Physician Assistant

Dept. at Primary Facility: Surgery

Secondary Facility Depts.: Surgery

Physician Sponsorship: Adam Lipman, MD
                        Kevin J Kessler, MD

Practice Name: Kevin J. Kessler M.D., P.A.
Website: http://www.softasportsmed.com

Primary Address Information:
4800 North federal Highway
Third Floor
Fort Lauderdale, FL 33308
Phone: 954-491-7756
Fax: 954-956-9227

Professional School: Nova Sotueastern University
Ft. Lauderdale, FL
From: 05/01/2010
To: 08/25/2012
Degree: MS
Major: Physician Assistant

Gap:
Credentialing process for Broward Health
From: 08/26/2012
To: 11/14/2012

Hospital Affiliations/Work History:
East Coast Orthopedics
Pompano Beach, FL
From: 11/14/2012
To: 02/02/2018
Title: Physician Assistant

Broward Health North
Deerfield Beach, FL
From: 11/14/2012
To: Present
Specialty: Physician Assistant

Board Certification:
Board: National Commission on Certification of Physician Assistants
Specialty: Physician Assistant - Certified (PA-C)
Certification Date: 09/14/2012
Certification Expiration: 12/31/2020

Shelby A Lane, PA-C
Name: Gem A Martin, APRN

Date of Birth: 01/29/1958

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities: None

Specialty: Nurse Practitioner

Dept. at Primary Facility: Medicine

Secondary Facility Depts.: None

Physician Sponsorship: Rona M McKenzie, MD
                     Wilfred C McKenzie, MD

Practice Name: McKenzie Medical Associates
Website: www.mckos.com

Primary Address Information:
1625 SE 3rd Avenue
Suite 430
Fort Lauderdale, FL 33316
Phone: 954-832-0055
Fax: 954-641-4988
Email: raiya@mckos.com

Professional School:
South University
Savanna, Georgia
From: 01/28/2015
To: 09/26/2018
Degree: Masters
Major: Family Nurse Practitioner

Hospital Affiliations/Work History:
Outpatient Surgical Services
From: 09/23/2013
To: 04/18/2019
Title: PACU Registered Nurse

Wilfred C McKenzie PA and Associates
Fort Lauderdale, FL
From: 04/15/2019
To: Present
Title: Nurse Practitioner

Board Certification:
Board: American Nurses Credentialing Center
Specialty: Family Nurse Practitioner
Certification Date: 12/13/2018
Certification Expiration: 12/12/2023
Broward Health – Credentialing Abstract – Medical Staff Applicant

Name: Frank P Hull MD

Date of Birth: 10/04/1966

Citizenship: US

Primary Facility: Broward Health Medical Center

Other Broward Health Facilities:

Specialty(ies): Pulmonary Medicine
Critical Care Medicine

Dept. at Primary Facility: Medicine

Secondary Facility Depts.:

Practice Name: Broward Pulmonary and Sleep Specialists
Website: http://browardsleepdisorders.com/

Primary Address Information:

1625 SE 3rd Avenue
Suite 600
Fort Lauderdale, FL 33316
Phone: 954-522-7226
Fax: 954-522-1840
Email: pulmonary1625@gmail.com

ECFMG:

Number:
Date Issued:

Medical/Professional School:

University of Pretoria College of Medicine
Pretoria, South Africa
From: 02/01/1985
To: 11/30/1990
Degree: MD

Foreign Internship:

Edendale Hospital – King Edward Hospital
Pretoria, South Africa
From: 01/01/1991
To: 01/31/1992
Specialty: Family Medicine

Foreign Residency:

George Elliot Hospital
Nuneaton, England
From: 02/01/1992
To: 06/30/1994
Specialty: Emergency Medicine

Residency:

Albert Einstein College of Medicine
Bronx, New York
From: 07/01/1994
To: 06/30/1997
Specialty: Emergency Medicine

Fellowship:

New York University School of Medicine
New York, New York
From: 07/01/1997
To: 11/21/2001
Specialty: Pulmonary Critical Care/Sleep Medicine

Frank P Hull, MD
Broward Health – Credentialing Abstract – Medical Staff Applicant

Hospital Affiliations/Work History:

New York University School of Medicine
New York, New York
From: 01/01/2002
To: 09/24/2003
Title: Assistant Professor

Broward Health Medical Center & Chris Evert Children’s Hospital
Fort Lauderdale, FL
From: 09/25/2003
To: Present
Specialty: Pulmonary Medicine

Kindred Hospital-Ft Lauderdale
Fort Lauderdale, FL
From: 09/26/2003
To: Present
Specialty: Pulmonary Disease

Memorial Hospital Pembroke
Pembroke Pines, FL
From: 10/22/2014
To: Present
Specialty: Pulmonary Disease

Board Certification:

Board: American Board of Internal Medicine
Specialty: Pulmonary Disease
Certification Date: 01/01/1999
Certification Expiration: 12/31/2019

Board: American Board of Internal Medicine
Specialty: Critical Care Medicine
Certification Date: 11/09/2000
Certification Expiration: 12/31/2020

Board: American Board of Internal Medicine
Specialty: Sleep Medicine
Certification Date: 11/10/2011
Certification Expiration: 12/31/2021

Frank P Hull, MD
ADVANCED TOPICS IN ANTI-KICKBACK STATUTE AND STARK LAW COMPLIANCE

JULY/AUGUST 2019
AGENDA

• Refresher: Statutory and Regulatory Requirements
• Refresher: Other Broward Health Requirements
  – CIA
  – Policies and Procedures
• Compliance Risk Areas
  • Signed, Written Agreement
  • Fair Market Value
  • Commercial Reasonableness
  • Volume/Value
AGENDA (cont.)

• Considerations for Special Types of Arrangements & Enforcement Actions
  • On-Call Arrangements
  • Leases and Space Use
  • Personal Services and Management Agreements
  • Employment Agreements

• Disclosure Requirements

• Individual Responsibility
ANTI-KICKBACK STATUTE (AKS)  
42 U.S.C. § 1320A-7B(B)

- Anti-Kickback Statute (AKS) – Prohibits anyone from purposefully offering, soliciting, or receiving anything of value to generate referrals for items or services payable by any Federal Health Care program.
AKS: ELEMENTS

- Something of value (Remuneration)
- Offered, paid, solicited, or received
- Knowingly and willfully
- To induce or in exchange for Federal program referrals
WHAT IS REMUNERATION

Remuneration is:

- Anything of value
- “In-cash or in-kind”
- Paid directly or indirectly
- **Examples**: cash, free goods or services, discounts, below market rent, relief of financial obligations
OFFERED, PAID, SOLICITED, OR RECEIVED

• Different perspectives – payors and payees

• **Old focus**: Payors subject to prosecution

• **New focus**: Payors and payees (typically doctors) subject to prosecution
TO INDUCE FEDERAL PROGRAM REFERRALS

• Any federal healthcare program

• Covers any act that is intended to influence and cause referrals to a Federal healthcare program

• “One purpose test” and culpability can be established without showing a specific intent to violate the statutory prohibitions
FINES & PENALTIES

Criminal penalties:
– Felony, imprisonment up to 5 years and a fine up to $25,000 or both
– Mandatory exclusion from participating in Federal healthcare programs
– Brought by the DOJ

Civil Penalties
– A violation under the Anti-Kickback Statute constitutes a false claim under the Civil False Claims Act (FCA)
– Expanding use of the FCA

Administratively
- Monetary penalty of $50,000 per violation and assessment of up to 3x the remuneration involved
- Discretionary exclusion from participating in Federal healthcare programs
SAFE HARBORS UNDER AKS

- 26 “Safe Harbors” have been created by the OIG
- Compliance with Safe Harbors is voluntary
- In order to qualify for Safe Harbor protection, must meet all of the conditions

Examples of Safe Harbors:
- Space/equipment rentals
- Employees
- Personal Services and management contracts
- Practitioner recruitment
- Investment in group practices
- Investment interests
- Local transportation
STARK LAW’S PROHIBITIONS

• Unless an exception applies and its requirements are satisfied, a *physician* may not refer:
  
  o Medicare beneficiaries
  o For designated health services (DHS)
  o To an entity with which the physician or an immediate family member has
    o A financial relationship

• Unless an exception applies and its requirements are satisfied, an entity may not submit a claim to the Medicare program for DHS furnished pursuant to a prohibited referral.
IN OTHER WORDS...

- Stark is an absolute prohibition of a physician referring “designated health services” to a health care provider with which the physician has a financial relationship.
  - The provider that receives the referral cannot bill Medicare for the services if there is a financial relationship.

- However, if the relationship fits into an “exception” then the referral and the billing are allowed.

- This is a strict liability law – there is only one question to consider:
  - Does the financial relationship squarely comply with all the criteria of one of the Stark exceptions?
Designated Health Services (DHS)

- Clinical laboratory services
- Physical therapy services
- Occupational therapy services
- Radiology, including magnetic resonance imaging, computerized axial tomography scans, and ultrasound services (also nuclear medicine)
- Radiation therapy services and supplies
- Parenteral and enteral nutrients, equipment and supplies
- Prosthetics, orthotics and prosthetic devices and supplies
- Home health services
- Outpatient prescription drugs
- Inpatient and outpatient hospital services
- Durable medical equipment and supplies
SANCTIONS

• **Denial** – CMS will not pay claims for improperly referred DHS.

• **Refund** – Broward Health has duty to refund

• **Civil Monetary Penalties**
  – $15,000 for improperly presenting or causing another to present an improper claim
  – $100,000 for “scheme” to circumvent

• **Potential exclusion**

• **Potential FCA liability**
COMMON ELEMENTS NECESSARY FOR COMPLIANCE WITH THE STARK LAW

• Arrangement must be in writing and signed by the parties

• Arrangements must have a 1-year duration

• Compensation must be set in advance and in fair market value

• Compensation must not be determined in a manner that varies with or takes into account the volume or value of referrals or other business generated between the parties

• Arrangements must be commercially reasonable, even in the absence of referrals
  – This is not an exhaustive list, and not all requirements exist in every exception to the Stark Law.
CERTAIN FLORIDA LAWS

• Florida Anti-Kickback Law
  – Fla. Stat. § 456.054
  – States that offering, paying soliciting, or receiving a kickback either directly or indirectly, overtly or covertly, in cash or in kind, for referring or soliciting patients,” constitutes a violation.
  – Kickback is defined as any form of: “remuneration or payment, by or on behalf of a provider of health care services or items, to any person as an incentive or inducement to refer patients for past or future services or items, when the payment is not tax deductible as an ordinary and necessary expense.”
  – Broad applicability – “all payers” not just government health care programs
  – Although no statutory or regulatory safe harbors or exceptions, case law suggests federal safe harbors also protected under Florida law
  – Felony; 5 or 10 year maximum imprisonment
CERTAIN FLORIDA LAWS

- **Florida Physician Self-Referral Law**
  - Fla. Stat. § 456.053
  - Applies to all physician referrals to entities in which they have an investment interest – unless an exception is met. Certain exceptions may be more stringent than Stark Law requirements (ex: physician referral to own medical practice)
  - Restricts only physician ownership and investment interests, not compensation arrangements, and applies to all healthcare items or services regardless of the source of payment.
  - Penalties include Payment prohibition; refund obligation
  - Knowing violations subject to $15,000 civil penalty
  - $100,000 penalty for circumvention scheme
# SUMMARY: AKS v. STARK

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<th>Stark</th>
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<tr>
<td><strong>Citation</strong></td>
<td>42 U.S.C. 1320a-7b(b)</td>
<td>42 U.S.C. 1395nn</td>
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<td><strong>General Prohibition</strong></td>
<td>Prohibits offering, paying, soliciting or receiving anything of value to induce or reward referrals or generate Federal healthcare program business</td>
<td>Prohibits a physician from referring Medicare patients for designated health services to an entity with which the physician (or an immediate family member) has a financial relationship, unless an exception applies</td>
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<td><strong>Referrals</strong></td>
<td>Referrals from anyone</td>
<td>Referrals from a physician</td>
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<td><strong>Items/ Services</strong></td>
<td>Any items or services</td>
<td>Designated health services</td>
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<td><strong>Intent</strong></td>
<td>Intent must be proven (knowing and willful)</td>
<td>▪ Strict liability statute (no intent required) for overpayments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Knowing violation for CMPs</td>
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<tr>
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<td>Stark</td>
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<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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| **Penalties**    | **Criminal:**  
|                  | - Fines up to $100,000 per violation  
|                  | - Up to a 10-year prison term per violation  
|                  | **Civil/Administrative:**  
|                  | - False Claims Act liability  
|                  | - CMP and exclusion  
|                  | - Potential $50,000 CMP per violation  
|                  | - Civil assessment of up to 3x the amount of the kickback OR 3x amount claimed/damages                                                                                                                                                                       | **Civil/Administrative:**  
|                  | - Overpayment/refund obligation  
|                  | - False Claims Act liability - if knowing  
|                  | - CMP and exclusion for knowing violations  
|                  | - Potential $15,000 CMP for each service  
|                  | - Civil assessment of up to 3x the amount claimed                                                                                                                                                                                                               |
| **Exceptions**   | Voluntary safe harbors  
|                  | (42 CFR 1001.952); voluntary statutory exceptions*                                                                                                                                                                                                          | Mandatory exceptions  
|                  | (42 CFR Part 411, Subpart J)                                                                                                                                                                                                                                 |
| **Federal Health Care Programs** | All                                                                                                                                                                                                 | Medicare (Applicability to Medicaid subject of much litigation) |
FALSE CLAIMS ACT

• Violation of FCA results in civil liabilities to anyone who:
  – Knowingly presents, or is involved in presenting, soliciting, or receiving a false or fraudulent claim record or statement for payment or approval
  – Defrauds the government by getting a false or fraudulent claim allowed or paid
  – Uses a false record or statement to avoid or decrease any obligation to pay the government
FALSE CLAIMS ACT DAMAGES

• A person who violates the FCA must repay
  – Triple (3x) the amount of damages suffered by the government PLUS
  – A mandatory civil penalty of at least $11,000 and no more than $22,000 per claim

*Example*: A person who submits 50 false claims for $50 each is liable for between $557,500 and $1,115,000
CORPORATE INTEGRITY AGREEMENT (CIA) REQUIREMENTS
CIA STATUS

• Broward Health is in the 4th Year of a 5-year CIA with HHS OIG that became effective August 31, 2015:
  – Settlement leading to the CIA related to allegations that were investigated by DOJ and OIG that certain physician compensation agreements did not comply with Stark Law

  – CIA compliance requirements are much broader than settled allegations and touch all aspects of Broward Health operations
CIA REQUIREMENTS

• Reportable Events

• Compliance Disclosure Program

• Overpayments

• Disclosure of Government Investigations
CIA REQUIREMENTS

Focus Arrangements Procedures

• The CIA requires the following procedures related to all Focus Arrangements:
  
  – Focus Arrangements Tracking System
    
    • Creating and maintaining a centralized tracking system for all existing and new or renewed Focus Arrangements
    • Tracking remuneration to and from all parties to Focus Arrangements
    • Tracking service and activity logs to ensure that parties to the Focus Arrangement are performing the required services
    • Monitoring lease space, supplies, and equipment
  
  – Internal review and approval process
    
    • Written review and approval process to ensure AKS/Stark Compliance, including: (i) legal review, (ii) specification of business rationale and (iii) documentation of FMV
    • Compliance Officer review
  
  – Implementation of effective responses to suspected violations
Focus Arrangements Procedures (cont.)

• New or renewed Focus Arrangements
  – In writing and signed by Broward Health and parties
  – Parties that are Covered Persons must receive 1 hour of AKS/Stark training
  – Parties must receive Code of Conduct and AKS/Stark policies and procedures
  – Written certification that parties shall not violate AKS/Stark

**NOTE** also that auto-renewals are considered renewals
RELEVANT BROWARD HEALTH COMPLIANCE POLICIES AND PROCEDURES

• Disclosure Program

• Open Lines of Communication

• Fair Market Value and Commercial Reasonableness

• Disclosure of Physician Ownership and Financial Arrangements
RELEVANT BROWARD HEALTH COMPLIANCE
POLICIES AND PROCEDURES

• Physician and Non-Physician Financial Arrangement Review, Approval, Tracking and Monitoring

• Overpayments
COMPLIANCE RISK AREAS
CLERICAL ISSUES

• Missing signatures

• Insufficient agreement in writing

• Holdovers beyond what is permitted by the Stark Law
  – Please note that the requirements of Broward Health’s CIA do not allow for holdovers in any circumstance. Any holdover identified must be reported to Corporate Compliance and General Counsel
THE WRITING REQUIREMENT

• Standard: “The relevant inquiry is whether the available contemporaneous documents (that is, documents that are contemporaneous with the arrangement) would permit a reasonable person to verify compliance with the applicable exception at the time that a referral is made.” (80 FR 71315)

• Single “formal contract” is not required:
  – Collection of documents may satisfy the writing requirement
  – Collection of documents may include “contemporaneous documents evidencing the course of conduct between the parties” (80 FR 71315)
  – Note: Broward Health policy requires a single signed written agreement – this is best practice and the best way to ensure our compliance
COMMERCIAL REASONABLENESS VS. FAIR MARKET VALUE (CONT.)

• Key Distinction:
  – Fair market value assesses the reasonableness of the “range of dollars”
  – Commercial reasonableness looks to the reasonableness of the business arrangement generally

• Because of this differentiation, an arrangement may be at fair market value but not be commercially reasonable
VOLUME/VALUE OF REFERRALS

• “Referral” is used in a very broad sense in statutes, regulations, and enforcement

• Compensating based on the volume or potential volume of health care business or referrals is prohibited

• Compensating based on the value or potential value of health care business or referrals is prohibited

• All-payor because of Florida legal requirements
CONSIDERATIONS FOR SPECIAL TYPES OF ARRANGEMENTS
EMPLOYMENT

- Commencing services without written, signed agreement
- Paying for services (or promising to pay for services) without written, signed agreement
- Failure to obtain or update FMV
- Paying in excess of FMV
- Payments take into account volume/value
PERSONAL SERVICES AND MANAGEMENT AGREEMENTS

• Commencing services without written signed agreement

• Paying for services (or promising to pay for services) without written, signed agreement

• Changes to duties and responsibilities under agreement

• Failure to obtain or update FMV

• Changes to compensation

• Not commercially reasonable

• Compensation not set in advance
ON-CALL ARRANGEMENTS

• New policy addressing call arrangements finalized and approved: GA-004-500, Call Coverage Policy

• No separate panels for PPUC or consultation

• Call coverage panels for any of Broward Health’s clinical specialties shall be provided exclusively by employed physicians within a Specialty only if Broward Health determines that the inclusion of qualified non-employed physicians on such Call Coverage Panel cannot be determined to be Commercially Reasonable and consistent with FMV
ON-CALL ARRANGEMENTS

• Improved monitoring of calls and requests to come into hospitals

• Improved notification of call panels and process for requesting to be on and approved for panels

• Ability to seek internal review of determination on being approved for panels
LEASES AND SPACE USE

- Unsigned leases
- Changes to leased space
- Failure to obtain or update FMV
- Failure to confirm square footage or other factual information
- Informal space use agreements without written, signed agreements
- Failure to collect lease payments
SELF-DISCLOSURE REQUIREMENTS
OPTIONS FOR SELF-DISCLOSURE

• CMS’s Self-Referral Disclosure Protocol (SRDP)
  – Only available for violations of the Stark Law
    • Not available for routine billing noncompliance
    • Not available where violations of anti-kickback statute are present

• OIG’s Self-Disclosure Protocol (SDP)
  – Not available for Stark Law-only violations
  – Must have an Anti-Kickback Statute violation

• United States Attorney

• Medicare Administrative Contractors
  – Must refund 100% of the overpayment; no compromise authority with respect to Stark Law violations
INDIVIDUAL RESPONSIBILITY

• Yates Memorandum

• Indictment of John Holland, Former CEO of a Tenet hospital (GA)

• Settlement with Ralph J. Cox, III, Former CEO of Tuomey (SC)

• Additional Enforcement Actions

• Do’s and Don’ts
YATES MEMORANDUM

- Reiterates DOJ’s focus on bringing civil and criminal cases against individuals

- No routine releases of individuals in settlements with providers

- DOJ and OIG seeking entity cooperation as part of settlements to assess and bring cases against individuals, particularly exclusion cases

- No indications of any change with new administration

- Affirmed by DOJ prosecutor March 27 at widely-attended industry conference
INDIVIDUAL LIABILITY

- Former Tenet Healthcare executive, John Holland, is facing criminal charges for implementing a healthcare fraud scheme involving kickbacks in exchange for referrals and misleading federal authorities about the company’s billing practices.
  - Tenet Healthcare settled the allegations against the company for $514M in 2016
- Former Tuomey Healthcare System CEO to pay $1M to settle claims arising from his involvement in the hospital’s violation of the Stark Law
  - Ralph Cox III will also be excluded from federal healthcare programs for 4 years
  - Government alleged that Cox caused the hospital to enter into arrangements with 19 physicians that violated the Stark Law.
RECENT SETTLEMENTS AND PROSECUTIONS OF STARK LAW AND/OR ANTI-KICKBACK STATUTE VIOLATIONS

- University Behavioral Health of El Paso paid $860K in a civil settlement to resolve allegations that the organization submitted false claims to Medicare that were tainted by the payment of kickbacks to a doctor under the appearance of a professional services agreement – the payments were above FMV or for services not provided.

- Tenet Healthcare Corp. and two Atlanta subsidiaries agreed to pay $513M to resolve criminal charges and civil claims relating to a scheme to defraud the United States and pay kickbacks in exchange for patient referrals:
  - The subsidiaries agreed to plead guilty to conspiracy to defraud the United States and pay healthcare kickbacks and bribes, and will forfeit $145M to the United States.
  - Tenet Healthcare Corporation paid $368M to resolve the civil claims originating in a whistleblower action.
  - The government stated this is the first case brought through the assistance of the DOJ Criminal Division’s corporate healthcare fraud strike force and is one of many active corporate investigations by the strike force.
RECENT SETTLEMENTS AND PROSECUTIONS OF STARK LAW AND/OR ANTI-KICKBACK STATUTE VIOLATIONS

- Lexington Medical Center agreed to pay $17M to resolve allegations of improper billings resulting from violations of the physician self-referral law related to its purchase of certain physician practices.
  - Whistleblower and government alleged that the purchase prices took into account the volume or value of physician referrals, were not commercially reasonable, or provided compensation in excess of FMV.

- Dr. Asad Qamar and his medical practice, the Institute of Cardiovascular Excellence, agreed to pay $5.3M to resolve allegations that they improperly billed federal healthcare programs.
  - Allegations include billing and medically unnecessary and inadequately documented peripheral artery interventional services and related procedures.
  - Allegations include paying kickbacks to patients by routinely and indiscriminately waiving Medicare copayments irrespective of the patient’s financial needs.
  - Dr. Qamar is excluded from participation in any federal healthcare programs for 3 years, followed by a 3-year integrity agreement with OIG.
Following a self-disclosure to the United States Attorney Office, Tri-City Medical Center agreed to pay $3.2M to settle allegations that it submitted false claims to the Medicare program because it violated the physician self-referral law by entering into certain arrangements with its former chief of staff that appeared not to fair market value for the services furnished or not commercially reasonable.

- The hospital also identified 92 financial relationships with community-based physicians that did not satisfy the requirements of an applicable exception, primarily due to expiration of the agreements or lack of written documentation of the arrangement.
QUI TAM RELATORS

- Physicians
- Current and former employees
- Consultants
- Competitors

Nearly all FCA recoveries against healthcare entities in the last three years came from cases filed by *qui tam* relators. Of $7.3 billion recovered from healthcare entities in 2015-17, $6.9 billion of that originated from *qui tam* suits.
QUI TAM RELATORS

Relator's Relationship to Defendant Unsealed Cases 12/1/16-11/30/17

Source: Mintz Levin Health Care Enforcement Year in Review and 2018 Outlook: Trends In Health Care False Claims Act Cases

DO’S AND DON’TS

• Do comply with Broward policies and Code of Conduct.

• Do bring concerns to supervisor, compliance department, legal department, or hotline immediately.

• Don’t try to “figure it out” yourself.

• Don’t skip processes or fail to complete forms.

• Do give yourself enough time to follow all requirements.

• Don’t make informal commitments about compensation or compensation methodology.

• Don’t make “handshake” deals.

• Don’t overlook failure by other parties to pay amounts due.
DO’ S AND DON’ TS

• Don’t overlook failure by other parties to perform contracted duties.

• Don’t overlook other parties’ failure to follow policies or contractual requirements.

• Do follow business courtesies policy.

• Don’t accept gifts, payments, or anything of value in exchange for referrals or business (and don’t offer them).

• Don’t offer or accept cash or equivalents for any purpose.

• Do avoid any conflicts of interest (or the appearance of a conflict).
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health

PROGRAM/PRODUCT LINE: Government Programs/Third Party

REQUEST: This contract update with JLA Associates (JLA) is to ensure that Broward Health (BH) receives appropriate reimbursement from the Agency for Health Care Administration (AHCA) for the services that BH provided to Medicaid Fee-for-Service (FFS) recipients. Due to delays in this process related to both parties, it has been elusive to reach a conclusion in these settlements. We are at a point where we have an opportunity to resolve these issues favorably for BH.

Specifically, these settlements relate to Medicaid Rate Sheet Calculations and Settlements for FY’s from 2004 through 2011. The Settlement negotiations with AHCA have been challenging and the expertise that JLA provides is significant for BH.

PURPOSE: To obtain Medicaid FFS funding due BH for over 10 years.

CAPITAL REQUIRED: N/A.

FISCAL IMPACT: 25% Contingency fee of any additional reimbursement collected by BH

BUDGET STATUS: Not Budgeted

LEGAL REVIEW: The 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.

APPROVED: Gino Santorio, President/CEO BH

DATE: ____________________
TO: Board of Commissioners
FROM: Gino Santorio, President/CEO BH
DATE: August 28, 2019
SUBJECT: Medicaid Settlements with AHCA related to 2004 through 2011.

BACKGROUND

This contract update with JLA is to ensure that Broward Health (BH) receives appropriate reimbursement from the Agency for Health Care Administration (AHCA) for the services that BH provided to Medicaid Fee-for-Service (FFS) recipients. Due to delays in this process related to both parties it has been elusive to reach a conclusion in these settlements. We are at a point where we have an opportunity to resolve these issues favorably for BH.

ACTION/PROJECT DESCRIPTION

Is to approve contingency contract with vendor JLA Associates to ensure that AHCA properly addresses each issue and to work on the finalization of the settlement process with AHCA to ensure that BH can collect funding due BH for the services that it provided to Florida Residents. Specifically, these settlements relate to Medicaid Rate Sheet Calculations and Settlements for FY’s from 2004 through 2011 that controls what BH gets reimbursed for the services that our great caregivers provided. The Settlement negotiations with AHCA have been challenging and the expertise that this firm provides is significant for BH.

FINANCIAL/BUDGETARY IMPACT

25% Contingency fee of any additional reimbursement collected by BH

JUSTIFICATION

Ensure that Broward Health (BH) receives appropriate reimbursement from the Agency for Health Care Administration (AHCA) for the services that BH provided to Medicaid Fee-for-Service (FFS) recipients.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO to approve the execution of this contract update.
SUMMARY OF REQUEST

DATE: August 28th, 2019

FACILITY: Broward Health Medical Center (BHMC) & Broward Health Coral Springs (BHCS)

PROGRAM/PRODUCT LINE: Security and Patient Safety Enhancements

REQUEST: Approval to procure through sole source waiver as referenced in the procurement code, the expansion to the Infant Security Tagging System to the Labor and Delivery unit at BHMC and Pediatrics unit at BHCS.

PURPOSE: This system will provide overall patient safety to all newborn patients. Expansion of the Infant Security Tagging System is in all areas of the women and children’s units to promote uniform security.

CAPITAL REQUIRED: $189,483.53

FISCAL IMPACT: Fiscal Year 2020

BUDGET STATUS: Yes

LEGAL REVIEW: The 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.

APPROVED: Gino Santorio, President/CEO

DATE: ___________
MEMORANDUM

TO: Board of Commissioners
FROM: Gino Santorio, President/CEO
DATE: August 28th, 2019

SUBJECT: Approval to procure through sole source waiver as referenced in the procurement code, the expansion to the Infant Security Tagging System to the Labor and Delivery unit at BHMC and Pediatrics unit at BHCS.

BACKGROUND

The Joint Commission requires healthcare facilities to manage the safety and security risk for all patients and occupants in the facility as described in EC.02.01.01 EP 1. Over 1600 hospitals worldwide rely on the Infant Security Tagging System solution, part of the AeroScout RTLS platform. This platform helps protect infants from the risk of abduction and aids in mother/infant matching. The Infant Security Tagging System is in use today to protect not just well newborns, but pediatric patients of all ages. Protection applies not just to stranger abduction; but to the growing threat of family abduction.

ACTION/PROJECT DESCRIPTION

BHMC and BHCS requests approval to procure through a sole source waiver a contract to expand the Infant Security Tagging System to the Labor and Delivery unit at BHMC and Pediatrics unit at BHCS. The contractual agreement will also provide parts, labor, and semiannual preventative maintenance to ensure optimal operations of the system components and sustain the reliability of the system.

FINANCIAL/BUDGETARY IMPACT

The procurement and installation of Infant Security Tagging System will be funded from the fiscal year 2020 base capital budget and donated funds from Broward Health Medical Center.

JUSTIFICATION

Broward Health is committed to having a safe and secure environment for all patients, especially the most vulnerable.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO approval to procure through a sole source waiver, as referenced in the procurement code, for the expansion to the Infant Security Tagging System at a cost of $189,483.53.
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health Regional Hospital Facilities

PROGRAM/PRODUCT LINE: Laboratory Services/Hematology

REQUEST: Approval for a six year term agreement with GPO vendor STAGO to provide each medical center laboratory with two new coagulation instruments (Compact Max ES) through a ‘cost per test’ methodology of $.94 per test. The cost will cover the leasing of equipment, support service, test supplies, reagents and consumables.

PURPOSE: The current contract #1010028 is under a one year extension until 1/14/2020. A new six year ‘cost per test’ agreement will offer upgraded equipment and a fixed expense per test.

CAPITAL REQUIRED: Not applicable

FISCAL IMPACT: The six year term total operating expense is $1,740,000

BUDGET STATUS: Yes

LEGAL REVIEW: The 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.

APPROVED: ___________________________ DATE: _______________
Gino Santorio, President/CEO BH
MEMORANDUM

TO: Board of Commissioners

FROM: Gino Santorio, President/CEO BH

DATE: August 28, 2019

SUBJECT: Approval for a six year term agreement with GPO vendor STAGO to provide each medical center laboratory with two new coagulation instruments (Compact Max ES) through a ‘cost per test’ methodology of $.94 per test. The cost will cover the leasing of equipment, support service, test supplies, reagents and consumables.

BACKGROUND

For the past five years, Broward Health Laboratories have used STAGO coagulation instruments for hemostasis laboratory tests. Coagulation lab tests are critical in assessing a patient’s anticoagulant therapeutic levels, as well as, serving as a screening tool for blood clotting abnormalities in trauma, stroke, and pre and post-surgical patients. Broward Health has eight instruments in total, two at each medical center.

The current STAGO five year agreement (contract #1010028) expired 1/14/2019. A one year extension is in place through 1/14/2020. The agreement is based on a ‘cost per test’ methodology. Each month Broward Health labs report to STAGO the volume of reportable coagulation tests (PT, PTT and Fibrinogen). In turn, STAGO charges a fee of $0.94 per test. The $.94 cost includes the leasing of eight machines, support service, test supplies, reagents and consumables.

The new six year term agreement will provide Broward Health with eight new, upgraded coagulation instruments. Two upgraded Compact Max ES models will be provided to each laboratory. The ‘cost per test’ will remain at $0.94.

ACTION/PROJECT DESCRIPTION

Approval for a six year term agreement with GPO vendor STAGO to provide each medical center laboratory with two new coagulation instruments (Compact Max ES) through a ‘cost per test’ methodology of $.94 per test. The cost will cover the leasing of equipment, support service, test supplies, reagents and consumables.
FINANCIAL/BUDGETARY IMPACT

The Broward Health Laboratory operating expense, over the six year term, will be $1,740,000 or $290,000 annually.

JUSTIFICATION

The new six year term agreement will offer:

- Upgraded and standardized coagulation equipment for all four Broward Health laboratories
- Each medical center will receive two upgraded Compact Max ES instruments
- The current ‘cost per test’ of $0.94 will remain - for the next six years

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO in accordance with section 24 (d) of the North Broward Hospital District Charter, to approve the lease of eight STAGO instruments and procurement of operating supplies for a cost of $1,740,000, over a six year contractual agreement with STAGO.
SUMMARY OF REQUEST

DATE: August 28th, 2019

FACILITY: Broward Health Medical Center

PROGRAM/PRODUCT LINE: Lab-Histology

REQUEST: The Histology Department is requesting approval to execute the legacy waiver, as referenced in the procurement code, of a new reagent and supply agreement with the current vendor, Ventana/Roche Diagnostics Corporation.

PURPOSE: The Benchmark ULTRA is a leading-edge automated system for slide-based tissue diagnosis of cancer and infectious disease.

CAPITAL REQUIRED: Annual spend for the system is approximately $149,040. This amount includes the 4.5% interest rate and detection kits that include the capital component. This is a budgeted expense in the operations budget.

FISCAL IMPACT: The five year proforma shows a $745,200 spend for the system. This amount includes a 10.6% decrease from previous agreement.

BUDGET STATUS: Yes

LEGAL REVIEW: The 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.

APPROVED: Gino Santorio, President/CEO BH

DATE: ________________
MEMORANDUM

TO: Board of Commissioners
FROM: Gino Santorio, President/CEO BH
DATE: August 28th, 2019
SUBJECT: Approval to execute the legacy waiver, as referenced in the procurement code, of a new reagent and supply agreement with the current vendor, Ventana/Roche Diagnostics Corporation.

BACKGROUND

The Ventana/Roche Benchmark ULTRA is a leading-edge automated system for slide-based tissue diagnosis of cancer and infectious disease. The Reagent Acquisition Purchase (RAP) is a commitment to purchase reagents in exchange for use of the equipment. Title will transfer to customer, at the completion of term. All Roche Diagnostics instrumentation comes with a standard one (1) year warranty from the date of installation, followed by four (4) years of standard service that is included in the RAP. This agreement was approved as a legacy waiver item through the procurement steering process on May 16, 2019.

ACTION/PROJECT DESCRIPTION

The request is to enter into a new agreement for another five (5) years. This level of testing is only performed at Broward Health Medical Center (BHMC), but services are extended through the system.

FINANCIAL/BUDGETARY IMPACT

The five (5) year proforma shows a $745,200 spend for the system. This amount includes a 10.6% decrease from previous five (5) year agreement. This is a budgeted line in operations.

JUSTIFICATION

This is the most efficient instrument for immunohistochemistry. It offers a fully automated slide preparation system with the flexibility to expand the test menu and add slides continuously to improve turnaround time. These instruments provide the stellar slides used by the pathologist to assist in cancer diagnosis and other pathological diseases/disorders. This level of testing is only offered at BHMC and the services are offered throughout the system.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO, approval to execute the legacy waiver, as referenced in the procurement code, of a new reagent and supply agreement with the current vendor, Roche Diagnostic Corporation, for a five (5) year cost of $745,200.
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health Corporate

PROGRAM/PRODUCT LINE: Real Estate and Design & Construction Planning Initiatives

REQUEST: Approve funding for Real Estate Strategies, Inc., to perform a Strategic Analysis of demographics to procure Real Estate Opportunities in the amount of $495,000.

PURPOSE: Conduct analysis of real estate opportunities for the interest of the North Broward Hospital District.

CAPITAL REQUIRED: N/A

FISCAL IMPACT:
- FY 20 - $315,000  ($125,000 Strategic Analysis)
- ($10,000 Implementation)
- ($180,000 for 12-month Subscription at $15,000 per month)
- FY 21 - $180,000  ($180,000 for 12-month Subscription at $15,000 per month)

BUDGET STATUS: Budget in Operating budget for FY 20 & 21

LEGAL REVIEW: The 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.

APPROVED: CEO Santoro, President/CEO BH

DATE: ________________
MEMORANDUM

TO: Board of Commissioners
FROM: Gino Santorio, President/CEO BH
DATE: August 28, 2019

SUBJECT: Approve funding for Strategic Analysis of demographics to procure Real Estate Opportunities throughout Broward and Palm Beach County. Input same analytic data into Stratus online portal and provide Broward Health access to the portal, in the amount of $495,000.00.

BACKGROUND

Corporate real estate conducting a comparable analysis of big data software to support strategic planning for real estate acquisition, transactions and disposals. The comparable analysis was measured based on the reliability of the software and the current and future growth needs of the North Broward Hospital District.

Real Estate Strategies' industry leading approach combining big data and predictive modeling, market strategy development, and self-service scenario modeling via the STRATUS Portal is perfectly suited for identifying and implementing potential real estate and optimization opportunities across the market.

ACTION/PROJECT DESCRIPTION

Conduct analysis of the physician network strategy initiatives, including identifying real estate opportunities across the market. The data analysis will be loaded into STRATUS (SaaS), a custom online portal, with online interactive data, mapping and modeling tools, to create strategic planning models, with management and reporting capabilities.

FINANCIAL/BUDGETARY IMPACT

Budgeted (Operating Budget) FY 20 - $315,000 ($125,000 Strategic Analysis) ($10,000 Implementation) ($180,000 for 12-month Subscription at $15,000 per month)

FY 21 - $180,000 ($180,000 for 12-month Subscription at $15,000 per month)
JUSTIFICATION

Broward Health has identified a need for an analysis of real estate opportunities loaded into STRATUS, a custom online portal enabling self-service scenario modeling and other strategic planning, management and reporting capabilities. RES understands that it will act as partner to – and extension of Broward Health, which will provide executive sponsorship and facilitate necessary access to individuals, facilities, and data, while providing ongoing strategic review and direction throughout this engagement.

Real Estate Strategies’ vast expertise in healthcare analytics, with specific focus on data driven outpatient strategy creation, will enable a detailed view of healthcare opportunities through modeling of market patient demand versus existing physician supply.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO to approve funding for Real Estate Strategies, Inc., to perform a Strategic Analysis of demographics to procure real estate opportunities throughout the market in the amount of $495,000.00.
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health Physician Group

PROGRAM/PRODUCT LINE: Hospice and Palliative Care

REQUEST: Approval to enter into a new two-year agreement up to the 92nd percentile with Dr. Shirley Codada for Hospice and Palliative Care clinical and medical directorship duties.

PURPOSE: To provide Hospice and Palliative Care services and within the community.

CAPITAL REQUIRED: None

FISCAL IMPACT: An independent third-party appraiser has determined: (1) the arrangement to be commercially reasonable, and (2) the total maximum compensation is within Fair Market Value (FMV).

BUDGET STATUS: Budgeted

LEGAL REVIEW: The 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.

APPROVED: ___________________________ DATE: ___________________

Gino Santorio, President/CEO BH
MEMORANDUM

TO: Board of Commissioners

FROM: Gino Santorio, President/CEO BH

DATE: August 28, 2019

SUBJECT: Approval to enter into a new 2-year Agreement up to the 92nd percentile with Dr. Shirley Codada for Hospice and Palliative clinical services and medical director duties.

BACKGROUND

The Physician Group of North Broward Hospital District d/b/a Broward Health (“Broward Health”), is seeking to enter into a new employment agreement with medical director duties with Dr. Shirley Codada. Dr. Shirley Codada obtained her Doctor of Medicine from University of Florida, College of Medicine, Gainesville, Florida in 1994 and completed an Internal Medicine Residency at Temple University Hospital, Philadelphia, PA in 1997. She became a Fellow of the American Academy of Hospice and Palliative Medicine in 2015. Dr. Codada is Board Certified in Hospice and Palliative Medicine and Board Certified in Internal Medicine. She maintains an unrestricted license to practice medicine in the State of Florida. As a safety-net hospital Broward Health is obligated to provide services to meet the community needs. To that end, Broward Health has documented and objectively determined there is a legitimate business purpose for the services of a qualified physician to provide clinical services and medical director duties in the medical specialty of Hospice and Palliative Care to Broward Health patients in Broward Health’s service area.

ACTION/PROJECT DESCRIPTION

Broward Health is requesting that the Board of Commissioners authorize the President/CEO to approve to enter into a new contractual agreement with Dr. Shirley Codada for a 2-year term. Specifically, the proposed salary is a two year guaranteed base salary set at the 31st percentile with twenty percent (20%) of the base salary at risk for satisfaction of quality and compliance metrics and a maximum clinical compensation set at the 38th percentile. A one-time sign on bonus and relocation, with Medical Directorship brings the overall maximum compensation to the 92nd percentile. There will be no opportunity for productivity based incentive compensation. The physician’s productivity, quality and compliance metrics will be monitored by BHPG administrative team and monthly scorecards will be provided to the physician.
FINANCIAL/BUDGETARY IMPACT

The proposed salary is budgeted for FY19.

JUSTIFICATION

Broward Health has documented and objectively determined that there is a legitimate business purpose to provide Hospice and Palliative Medicine Services at Broward Health Medical Center (BHMC).

There are currently no employed Hospice and Palliative Care specialists to provide clinical services in the Broward Health Medical Center Region. Previous services were provided by a community physician contracted to provide both medical director and clinical services. He and a physician employed by him provided hospice and palliative medicine clinical services at Broward Health Medical Center. He recently resigned and eliminated the employed physician position leaving a void in access to care and the availability of skilled physicians to support the patient needs.

As a licensed Medicare and Medicaid certified home hospice care service accredited by the Community Health Accreditation Program (CHAP), Broward Health is dedicated to supporting its mission to care for patients and families of those facing life threatening illness, death and bereavement. It is critical to employ Dr. Shirley Codada to support the community need for Hospice and Palliative Care Medical Director and clinical services in the Broward Health Medical Center Region to ensure access to patient care and availability of the appropriately trained physicians.

Recommendations from the Community Needs Assessment suggest that a critical priority is providing better access to care by enhancing access to specialists and primary care providers throughout the service area.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO to enter into a new 2-year employment with medical director agreement with Dr. Shirley Codada for the provision of Hospice and Palliative Medicine services at Broward Health Medical Center at the 92nd percentile.
SUMMARY OF REQUEST

DATE: August 28th, 2019

FACILITY: Broward Health Medical Center / Salah Foundation Children’s Hospital

PROGRAM/PRODUCT LINE: Emergency Department Services
Pediatric and Adult Ophthalmology on call concurrent

REQUEST: Board approval to enter into contractual agreements for Pediatric and Adult Ophthalmology concurrent on-call services at a fair market rate of compensation at the 90th percentile of national benchmark data.

PURPOSE: To provide concurrent Pediatric and Adult Ophthalmology on-call coverage for Broward Health Medical Center’s / Salah Foundation Children’s Hospital Emergency Department.

CAPITAL REQUIRED: Not Applicable

FISCAL IMPACT: Annual compensation is within the fair market value and is commercially reasonable as documented by PYA, P.C. at the 90th percentile for concurrent Pediatric and Adult Ophthalmology on call.

BUDGET STATUS: Budgeted

LEGAL REVIEW: The 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.

APPROVED: ____________________________ DATE: _________________
Gino Santorio, President/CEO BH
MEMORANDUM

TO: Board of Commissioners

FROM: Gino Santorio, President/CEO BH

DATE: August 28th, 2019

SUBJECT: Board approval to enter into contractual agreements for concurrent Pediatric and Adult Ophthalmology on-call services at a fair market rate of compensation at the 90th percentile of national benchmark data.

BACKGROUND

Broward Health Medical Center (BHMC) is requesting approval to enter into a contractual agreement for concurrent Pediatric and Adult Ophthalmology on-call services. Broward Health has documented and objectively determined there is a legitimate business purpose for the services of qualified physicians to provide services in the specialties of Pediatric and Adult Ophthalmology.

BHMC is designated a level one trauma center and uses a team approach for optimal care of trauma patients. Adult and pediatric Ophthalmology is one of the required on call specialties for level one trauma centers. There are a limited number of pediatric and adult ophthalmologist in the community willing and able to take on call.

BHMC has two (2) pediatric physicians on the call coverage panel, and two (2) on the call coverage adult panel. The two pediatric physicians have communicated that they are unable to cover solely after October of 2019. One of the two Adult Ophthalmologist is qualified and willing to cover a concurrent coverage for on call.

ACTION/PROJECT DESCRIPTION

A fair market value (FMV) and commercial reasonableness (CR) assessment of the proposed arrangements for Adult and Pediatric Ophthalmology on-call services was conducted by an independent third party. The assessment determined that the request, at the 90th percentile for Ophthalmology of the national benchmark date, are within FMV for similar services being provided across the country and is commercially reasonable.

FINANCIAL/BUDGETARY IMPACT

Operating expense is budgeted.
JUSTIFICATION

To continue to provide Pediatric and Adult Ophthalmology on-call services at Broward Health Medical Center/ Salah Foundation Children’s Hospital.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO approval to enter into contractual agreements for concurrent Pediatric and Adult Ophthalmology on-call services at the 90th percentile.
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health CDTC

PRODUCT LINE: Family Medicine / HIV Certification

REQUEST: Approval to enter into a First Amendment to Employment Agreement to extend Dr. Vanessa Rojas’ guaranteed salary for an additional twelve (12) months.

PURPOSE: To provide Family Medicine and HIV Services at Broward Health CDTC.

CAPITAL REQUIRED: None

FISCAL IMPACT: An independent third party appraiser has determined: (1) the arrangement is commercially reasonable, and (2) the total maximum compensation is within Fair Market Value (FMV).

BUDGET STATUS: Budgeted

LEGAL REVIEW: The 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.

APPROVED: Gino Santorio 08/07/2019 19:46 Eastern Daylight

Gino Santorio, President/CEO

DATE: _______________
MEMORANDUM

TO: Board of Commissioners
FROM: Gino Santorio, President/CEO
DATE: August 28, 2019

SUBJECT: Approval to enter into a First Amendment to Employment Agreement to extend Dr. Vanessa Rojas’ guaranteed salary for an additional twelve (12) months.

BACKGROUND AND JUSTIFICATION

The North Broward Hospital District, d/b/a Broward Health, is seeking to enter into a First Amendment to Employment Agreement to extend Dr. Rojas’ guaranteed salary for an additional twelve (12) months.

Vanessa Rojas, M.D. entered into a two-year Employment Agreement with Broward Health effective August 20, 2018, which was approved by the Board of Commissioners of the North Broward Hospital District on July 26, 2018. Dr. Rojas was employed to provide clinical services in the medical specialty of Family Medicine and HIV services to Broward Health patients in the CDTC and CHS service areas. Pursuant to her Employment Agreement, Dr. Rojas’ compensation is structured as a guaranteed salary for her first year, and her second year includes base salary and compensation based on personal productivity, subject to compliance and quality measures being met.

Broward Health submitted Dr. Rojas’ government applications for Medicare and Medicaid credentialing; however, Dr. Rojas did not receive her Medicare number until January 31, 2019. This delay in receiving her Medicare number caused additional delays in managed care credentialing. Various managed care plans’ credentialing were completed in March 2019 and May 2019; however, due to these delays, Dr. Rojas was severely limited in the patient base that she could see.

Broward Health is seeking to amend Dr. Rojas’ Employment Agreement to extend her first-year guaranteed salary for an additional year to allow her time to build her practice with additional managed care credentialing.
ACTION/PROJECT DESCRIPTION

Broward Health is requesting that the Board of Commissioners authorize the President/CEO to approve to enter into a First Amendment to Employment Agreement to extend Dr. Vanessa Rojas’ guaranteed salary for an additional twelve (12) months.

An independent third party appraisal report determined that the starting physician compensation approximates the 75th percentile of regional benchmark data. Furthermore, the proposed base compensation for established physicians approximates the 33rd percentile of regional benchmark data, while the maximum proposed compensation approximates the median of regional benchmark data for established physicians.

FINANCIAL/BUDGETARY IMPACT

Budgeted in the CDTC Ryan White Part D grant.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO to approve to enter into a First Amendment to Employment Agreement to extend guaranteed salary for an additional twelve (12) months at the 75th percentile.
SUMMARY OF REQUEST

DATE: August 28, 2019

FACILITY: Broward Health Imperial Point
           Broward Health North

PROGRAM/PRODUCT LINE: Establishment of Intensivist Services

REQUEST: In the interest of patient care, Broward Health Imperial Point and
         Broward Health North seek approval to establish a closed
         Intensive Care Unit (ICU), (mandatory co-management model)
         by entering into an exclusive agreement for Intensivist services.

PURPOSE: The purpose of this request is to ensure a higher level of patient
         quality is achieved.

CAPITAL REQUIRED: Not Applicable

FISCAL IMPACT: Broward Health Imperial Point total annual exposure $565,500
                Broward Health North total annual exposure is $1,600,000

BUDGET STATUS: Intensivist services are budgeted.

LEGAL REVIEW: The 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.

APPROVED: Gino Santorio 08/07/2019 19:45 Eastern Daylight
           Gino Santorio, President/CEO BH

DATE: ________________
MEMORANDUM

TO: Board of Commissioners
FROM: Gino Santorio, President/CEO BH
DATE: August 28, 2019
SUBJECT: In the interest of patient care, Broward Health Imperial Point and Broward Health North seek approval to establish a closed Intensive Care Unit (ICU), (mandatory co-management model) by entering into an exclusive agreement for Intensivist services.

BACKGROUND

Broward Health Imperial Point and Broward Health North seek to enter into exclusive arrangements at each of the respective facilities for Intensivist Services with physicians who are specially trained and certified in critical care (Intensivists).

The purpose of this change is to advance the best interests of patient care, to enhance outcomes, reduce mortality and drive improved efficiency. Intensivist will provide 24/7 coverage to critically ill patients in the Intensive Care Units (ICU) at both hospitals. Research has shown that when ICU patients are cared for by an Intensivist, those patients experience reductions in length-of-stay and health care-associated infections, as well as, decreases in ICU mortality.

Under section 4.2.8 of the Medical Staff Bylaws, (Closing/Discontinuing a Service or Entering an Exclusive Contract), Broward Health may enter into an exclusive arrangement for the provision of professional medical services.

Broward Health Imperial Point’s Medical Executive Committee passed a resolution on July 16, 2019 to enter into an exclusive agreement. Broward Health North’s Medical Executive Committee agreed on August 13, 2019 to enter into an exclusive agreement with NuView Telehealth, LLC.

ACTION/PROJECT DESCRIPTION

In the interest of patient care, Broward Health Imperial Point and Broward Health North seek approval to establish a closed Intensive Care Unit (ICU), (mandatory co-management model) by entering into an exclusive agreement for Intensivist services.

FINANCIAL/BUDGETARY IMPACT

Intensivist services are budgeted. Broward Health Imperial Point’s total annual exposure is $565,500. Broward Health North’s total annual exposure is $1,600,000.
JUSTIFICATION

By establishing Intensivist services, both hospitals will ensure the comprehensive evaluation and management of the critically ill patients in the ICU.

The Intensivist coordinates the critical care program's multidisciplinary health care team, including the Intensivist, consulting physicians, nurses, respiratory therapists, pharmacists, dieticians and social services. The Intensivist also plays an integral role with the patients themselves and their families; and is responsible for ensuring a continuum of care and that all of the patients' needs are addressed.

Research shows the benefits associated with the Intensivist approach include:

- Decreases in ICU mortality
- Reduced ICU length of stay
- Fewer clinical and procedural complications
- Reduced costs per case
- Improved patient and staff satisfaction
- Focus on patient safety
- Promote optimal quality and continuity of patient care

Furthermore, establishing such services is an integral part of various safety scores, including The Leapfrog Group, which publishes specific criteria related to Intensivist programs.

Prior to recommending the exclusive arrangements, both hospitals discussed such matters with medical staff leadership, including the Medical Executive Committees, and physicians credentialed in various subspecialties.

Under the Intensivist program, at Broward Health Imperial Point, patients admitted to the ICU will be “admitted” under the direction of the exclusively contracted Intensivist group. A patient’s regular physician can be deemed a consulting physician on the case while the patient is admitted to the ICU. Accordingly, at the present moment, Imperial Point will not need to retract clinical privileges for physicians who currently maintain “Intensivist” privileges.

At Broward Health North, patients admitted to the ICU will be “admitted” under the direction of a Medicine, Family or Surgical physician. However, a consult to the exclusively contracted Intensivist group will be mandatory.

While other alternatives were considered, due to the aforementioned factors, as well as, the ability to assure 24/7 coverage, medical staff buy-in, and data supporting this recommendation, Broward Health Imperial Point recommends contracting such services with GPA Specialty, LLC and Broward Health North recommends contracting such services with NuView Telehealth, LLC.

STAFF RECOMMENDATION

Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District authorize the President/CEO to enter into an exclusive arrangement for Intensivist services at Broward Health Imperial Point with GPA Specialty, LLC and at Broward Health North with NuView Telehealth, LLC.
GA-004-285 Deficit Reduction Act

I. Purpose

Broward Health is committed to its role in preventing health care fraud and abuse and complying with applicable state and federal law related to health care fraud and abuse. The Deficit Reduction Act of 2005 requires state Medicaid plans to require certain types of health care providers to establish written policies and procedures that address: 1) the federal False Claims Act (“FCA”); 2) state laws pertaining to civil or criminal penalties for false claims and statements; 3) the whistleblower protections provided under both federal and state laws and the role of these laws in preventing and detecting fraud, waste, and abuse; 4) the administrative remedies found in the Program Fraud Civil Remedies Act; and 5) the provider’s policies and procedures for detecting and preventing fraud, waste, and abuse. To ensure compliance with such laws, Broward Health has policies and procedures in place to detect and prevent fraud, waste, and abuse, and also supports the efforts of federal and state authorities in identifying incidents of fraud and abuse.

The purpose of this policy is to set forth compliance with all applicable federal and state laws pertaining to fraud, waste, and abuse in federal healthcare programs including Section 6032 of the Deficit Reduction Act of 2005.

II. Key Terms

Centers for Medicare and Medicaid Services (CMS): The Federal agency responsible for administering Medicare, Medicaid, SCHIP (State Children’s Health Insurance), HIPAA (Health Insurance Portability and Accountability Act), CLIA (Clinical Laboratory Improvement Amendments), and several other health related programs.

Deficit Reduction Act of 2005 (DRA): A federal statute that requires entities that make or receive annual Medicaid payments of $5 million dollars or more to provide detailed information in written policies applicable to [KBW1] [BJ2] the entities employees, agents, and contractors information regarding the False Claims Act and any state law that pertains to criminal penalties for making false claims and statements to the Government or its agent and the protections for whistleblowers who report violations of these provisions.

False Claims Act (FCA): A federal statute that prohibits fraud in any federally funded contract or
program, including Medicare and Medicaid.

**Fraud:** An intentional deception or misrepresentation or misrepresentation made by a person with knowledge that the deception could result in some unauthorized benefit to himself/herself or some other person. It includes any act that constitutes fraud under applicable state or federal law.

**Waste and Abuse:** Incidents or practices that are inconsistent with legal, ethical, acceptable and sound business, fiscal or medical practices that result in unnecessary cost to health care programs or in reimbursement for services that are not medically necessary or that fail to meet professionally recognized standards for health care. It includes Medicare and Medicaid practices that result in unnecessary cost to the program.

### III. Policy

1. It is the responsibility of all Workforce Members to comply fully with applicable federal and state laws related to healthcare fraud, waste, and abuse. This includes the Federal False Claims Act and the Deficit Reduction Act of 2005.

2. Broward Health will provide education to Workforce Members regarding:
   a. The Deficit Reduction Act;
   b. The Federal False Claims Act;
   c. Administrative remedies for false claims and statements;
   d. Applicable state laws pertaining to false claims and statements and related civil or criminal penalties;
   e. Whistleblower protections under the Federal False Claims Act and applicable state laws;
   f. The role of laws in preventing and detecting fraud, waste, and abuse in Federal healthcare programs;
   g. Broward Health’s policies and procedures for preventing, identifying, reporting, and investigating fraud, waste, and abuse within Medicaid programs.

3. Broward Health will address the following topics in the Code of Conduct and other employee handbooks if available:
   a. State and federal laws regarding false claims and fraud and abuse;
   b. Rights and protections of whistleblowers;
   c. Policies and procedures for detecting fraud, waste, and abuse.

### IV. Procedures

1. Broward Health has implemented several prevention, reporting, and detection measures in order to address potential instances of fraud, waste, and abuse. These measures are as follows:
   
   **A. Prevention Measures:**
   
   i. **Corporate Compliance Program:** Broward Health has established a Corporate Compliance Program which includes a Code of Conduct, policies and procedures, training...
and education, auditing and monitoring, and investigations.

ii. **Training and Education**: Annual compliance training is required for all workforce members. Additionally, specific training may be developed as a result of an audit or ongoing monitoring activities to address issues of non-compliance. The Corporate Compliance Department will develop specific training sessions to address issues of non-compliance.

B. **Detection Measures:**

i. **Auditing and Monitoring**: The Corporate Compliance Department will develop an annual work plan based on risk areas identified. The work plan sets forth activities that will be undertaken in the fiscal year. All work plans are approved by the Executive Compliance Group and, the Compliance Committee of the Board of Commissioners. Audits may also be scheduled as a result of a complaint made directly to the Corporate Compliance Department.

ii. **Investigations**: The SVP/Chief Compliance Officer (CCO), or his/her designee, performs both informal and formal investigations based upon possible reports of fraud, waste, or abuse associated with federal and state health care programs. If errors of wrongdoing are found, Broward Health will report and promptly return any overpayments to the appropriate payor.

C. **Reporting Mechanisms:**

i. Broward Health Workforce Members are obligated to report suspected non-compliant activities pursuant to the Code of Conduct via the following reporting mechanisms:
   a. An immediate supervisor or department director;
   b. the SVP/Chief Compliance Officer;
   c. 

V. **Related Policies and Compliance Documents**

VI. **References**

**Attachments:**

No Attachments
GA-004-345 Compliance Audit and Monitoring

I. Purpose

In accordance with the mission of Broward Health, the role of the Corporate Compliance Audit and Monitoring function is to ensure compliance with applicable laws and with the organization’s compliance standards by utilizing auditing and monitoring practices to detect criminal or other improper conduct by Broward Health Workforce Members. The Corporate Compliance Audit and Monitoring function fulfills this role by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the department’s risk management, control, and governance processes.

The purpose of this policy is to establish a policy and procedure for evaluating Broward Health’s compliance with the Corporate Compliance Program and applicable Federal and/or State rules and regulations.

II. Key Terms

**Compliance Audit:** Defined under this policy as a comprehensive review of an organization’s adherence to regulatory guidelines.

**Compliance Monitoring:** Defined under this policy as a monitoring process involving ongoing “checking” and measuring” to ensure quality control. The process of monitoring is generally less structured than auditing and is typically performed by departmental staff. Monitoring involves, daily, weekly, or other periodic spot checks to verify that essential functions are being adequately performed and that processes are working effectively and efficiently. The process of monitoring can indicate the need for a more detailed audit.

**Compliance Work Plan:** Each year, the Compliance Office shall develop a Compliance Work Plan utilizing the data from the Risk Assessment, Office of Inspector General’s Work Plans and other areas identified by the SVP/Chief Compliance Officer (CCO) or their designee. The Compliance Work Plan shall be finalized and issued annually on or before January.

**Departmental Monitoring:** Department reviews to test on an ongoing basis compliance with policies, procedures, and applicable laws. Monitoring is performed as part of the day-to-day operations.
**Risk Assessments:** Each year, the Corporate Compliance Office shall perform a compliance risk assessment to analyze and prioritize areas of risk.

**SVP/Chief Compliance Officer (CCO):** The individual responsible for overseeing, implementing, and monitoring the compliance requirements of the Broward Health Compliance and Ethics Program. In addition, this individual also holds the title of Chief Privacy Officer.

**Workforce Member:** Any employee, independent contractor, agent, trainee, or other person who performs work for or on behalf of Broward Health. This includes full-time, part-time, and pool employees; associates; directors; officers; managers; supervisors; members of the Board and members of standing committees; medical staff employed by or otherwise affiliated with Broward Health; medical students and all other affiliated students or others receiving training at any Broward Health facility; and others who provide goods or services to Broward Health.

### III. Policy

1. The Executive Compliance Group (ECG) and the Board Compliance Committee will oversee audit and departmental monitoring. Compliance audit and departmental monitoring is designed to evaluate Broward Health’s compliance with government regulations, contractual agreements, and all applicable Federal and State laws, as well as Broward Health policies, procedures, and Code of Conduct to protect against non-compliance and potential fraud, waste and abuse. Areas of potential risk that should be considered to be part of the Broward Health Compliance Program Work Plan are to include but are not limited to:
   a. Billing process and systems (including claims accuracy, adequacy of documentation, and coding);
   b. Advance Beneficiary Notice of Non-coverage for Medicare beneficiaries;
   c. Medical necessity, quality, and written physician orders;
   d. Record retention;
   e. Waivers of deductibles, coinsurance, and patient balance write-offs;
   f. Marketing interactions and relationships with patients;
   g. Relationships with third-parties and vendors;
   h. Excluded individuals and entities;
   i. Reporting and responding to compliance concerns;
   j. Emails and other electronic communications;
   k. Privacy and confidentiality;
   l. Medical research;
   m. Conflicts of interest; and
   n. Other areas identified by the SVP/Chief Compliance Officer (CCO), Executive Management, or their designee, as compliance risk areas.

2. The CCO is responsible for overseeing Compliance audits and reporting the results of those audits to the ECG and Compliance Committee. The ECG and subordinate management staff is responsible
for overseeing departmental monitoring and ensuring that the monitoring is properly executed.

3. General Counsel will be consulted, as necessary, with respect to audit and monitoring activities.

4. The Corporate Compliance Department will develop a Compliance Audit Plan. Generally, the Compliance Audit Plan shall consist of periodic compliance audits to assess and enhance the implementation, operation, and effectiveness of the Corporate Compliance Program.

5. The Compliance Audit Plan may be based at least in part on the results of the compliance risk assessment. The Compliance Audit Plan and subsequent revisions will be reported to the ECG and the Board of Commissioners, as necessary.

6. All audit and departmental monitoring activities are conducted in such a manner as to maintain any appropriate legal privileges, including the attorney-client, work product, quality management and self-evaluative privileges, as applicable.

7. The results of all Compliance audit and departmental monitoring functions will be provided to the CCO, who shall then report such results to the ECG, Board Compliance Committee, Chief Executive Officer, and the Board of Commissioners, as necessary.

8. The reports provided to the Board of Commissioners will include updates on completion status of individual Compliance Work Plan items and also include requests for additional resources, as needed. This will aid the Board of Commissioners in tracking and measuring the progress of the Compliance Department in meeting the Compliance Work Plan goals.

9. In the event an audit or review reveals potential violations or areas of improvement, Management will take the appropriate corrective action in accordance with Broward Health’s policies and procedures. In addition, the CCO is responsible for verifying that the corrective action has been implemented.

10. As appropriate, the CCO is responsible for the following, in response to a potential violation: Conducting an investigation;
   a. Advising enforcement and discipline, if warranted;
   b. Development of a plan of correction with Management to ensure a plan of correction has been completed;
   c. Working with Management in modifying Broward Health’s policies and procedures, if necessary and to the extent feasible;
   d. Reporting to applicable government agencies, including submission of any overpayments made to Broward Health within sixty (60) days of being identified.

IV. Procedures

A. Oversight

1. Compliance audit and departmental monitoring processes shall be conducted by the Corporate Compliance Department and under the supervision of the CCO.

2. The CCO recommends and facilitates auditing and monitoring processes for identified risk areas related to compliance with rules and regulations, as well as Broward Health policies, procedures, and Code of Conduct.

3. The CCO and executive management will verify the completion of compliance audits and any corrective action measures arising from them.

4. The members of the Corporate Compliance Department will have unrestricted access to all system records relevant to the audit.
5. An enterprise-wide Risk Assessment will be developed and focus on identifying and evaluating risks to Broward Health including testing the existence, adequacy, and effectiveness of internal controls and lead to the development and implementation of auditing and monitoring plans of those identified areas of risk.

6. Both the Internal Audit Department and the Corporate Compliance Department will consider the results of the enterprise-wide Risk Assessment process in developing their audit plans. Similarly, management, through the ECG, will create a monitoring plan to address risks to Broward Health.

7. The CCO will develop an Audit Work Plan to include identified high-risks in operational areas, identified risks proposed on the OIG Work Plan, and potential non-compliance with the Corporate Compliance Program.

8. The Compliance Work Plan is subject to change throughout the year contingent upon additions based on the Risk Assessment, OIG Work Plan, or issues found through the Disclosure Program.

B. Audit

1. The Compliance Audit process will be conducted in accordance with applicable standards as set forth in the Broward Health Audit Manual and will operate under the Management and direction of the CCO.


3. For audit preparation, the Auditors will:
   i. Gather information and conduct interviews, as necessary, to gain an understanding of the operation or system under review;
   ii. Research pertinent policies, procedures, guidelines, and regulations to assess the level of compliance of the processes being reviewed; and
   iii. Provide written documentation of findings and provide sufficient evidence to support the findings.

C. Monitoring

1. All departmental managers throughout the organization are responsible for ongoing monitoring of compliance risks within their area of work.

2. Departmental managers are responsible for establishing and maintaining systems to ensure appropriate resolution and implementation of corrective actions, including the development and maintaining an inventory of existing internal controls, policies and procedures to address its compliance risks. These risks must be disclosed to the Corporate Compliance Department.

3. The Corporate Compliance Department may monitor risk areas when deemed necessary by conducting an informal observation, monitoring of specific data elements, or in some instances, a subsequent audit.

D. Resolution

1. The resolution process will include all actions required to fully correct all issues. Depending on the nature of the problems involved, each resolution will include:
a. Timely correction of management, system and program compliance issues/deficiencies;
b. Monitoring to ensure that the corrective actions on significant deficiencies were adequately
implemented to resolve the problem and ensure that it does not recur; and
c. Verification that the corrective actions are operating effectively.

2. Management officials shall maintain an audit/review resolution file(s) or other appropriate
records to fully document and justify all actions taken to resolve findings that include corrective
action recommendations.

3. Management is responsible for monitoring implementation of corrective actions until the
identified deficiencies are corrected.

4. If the follow-up review shows that unit has not completed all actions needed to fully correct the
deficiencies, the manager shall notify the CCO and report on the further actions needed and
completion dates. Thereafter, the manager will continue to follow-up until he/she is satisfied that
deficiencies are fully and effectively corrected.

5. The CCO may independently direct a follow-up review to verify that corrective actions were
successful.

6. The CCO will make regular reports to the ECG and the Board Compliance Committee on the
status of all actions.

V. Related Policies and Compliance Documents
   ◦ Broward Health Compliance Department Audit Manual
   ◦ Chief Compliance Officer: Appointment, Roles, and Responsibility, Policy No. GA-004-250
   ◦ Enforcement and Discipline, Policy No. GA-004-238
   ◦ Standard Operating Procedure – GA-004-345-001 - Enterprise Risk Management Risk Assessment,
     Review, and Response Process

VI. References

   Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal

   Department of Health and Human Services Office of Inspector General, OIG Supplemental Compliance

   Department of Health and Human Services Office of Inspector General. Publication of the OIG
   http://oig.hhs.gov/authorities/docs/cpghosp.pdf

   Broward Heath Corporate Integrity Agreement with the DHHS Office of Inspector General, dated August
   20, 2015.

Attachments:

   Standard Operating Procedure for Enterprise
   Risk Management Risk Assessment, Review,
SUMMARY OF REQUEST

DATE: August 28th, 2019

FACILITY: Broward Health

REQUEST: Approval of Resolution Authorizing Investment in J.P. Morgan Funds

PURPOSE: The Broward Health Board of Commissioners approved J.P. Morgan as a Fund Manager for the Unrestricted and Pension accounts. J.P. Morgan requires specific approval from the board to open investment accounts.

CAPITAL REQUIRED: Investment Committee approved asset allocation.

FISCAL IMPACT: Not Applicable.

BUDGET STATUS: Not Applicable.

LEGAL REVIEW: All documents were reviewed and approved by outside counsel.

APPROVED: ____________________________  DATE: _______________

Gino Santorio, President/CEO

MEMORANDUM
TO: Board of Commissioners
FROM: Gino Santorio, President/CEO BH
DATE: August 28, 2019
SUBJECT: Approval of Resolution Authorizing Investment in J.P. Morgan Funds

BACKGROUND
The Broward Health Board of Commissioners approved a new asset allocation and selected new fund managers within each asset class of the allocation. J.P. Morgan was selected as a fund manager in the emerging market asset class. J.P. Morgan is requiring a more specific resolution, than the approved incumbency document, authorizing the Broward Health System CFO to act as a signatory and open an account with J.P. Morgan.

ACTION/PROJECT DESCRIPTION
Approve of the “Resolutions Authorizing Investment in J.P. Morgan Funds”. Authorizing the Broward Health System CFO to open an account and invest funds with J.P. Morgan based on the approved selection at the April 17, 2018 Broward Health Pension and Investment Committee.

FINANCIAL/BUDGETARY IMPACT
Approving the Resolution enables the organization to invest funds in the asset allocation approved by the Broward Health Board of Commissioners.

JUSTIFICATION
Enabling staff to move forward with the Broward Health Board of Commissioners approved asset allocation and fund manager selection.

STAFF RECOMMENDATION
Therefore, it is requested that the Board of Commissioners of the North Broward Hospital District adopt the “RESOLUTIONS AUTHORIZING INVESTMENT IN J.P. MORGAN FUNDS”.

RESOLUTION FY20-02

RESOLUTION AUTHORIZING INVESTMENT IN J.P. MORGAN FUNDS

WHEREAS, the Board of Commissioners (the “Board”) of the North Broward Hospital District (the “District”) has determined that it is in the best interest of the District submit an application to, open and invest in one or more investment funds (the “J.P. Morgan Funds”) managed by subsidiaries of JPMorgan Chase & Co. (“JPMorgan”).

NOW, THEREFORE, BE IT RESOLVED, by the Board that:

1. The Senior Vice President and Chief Financial Officer of the District (the “CFO”) is hereby authorized and empowered to, in the name of, and on behalf of, the District, submit an Institutional Account Application (the “Application”) for one or more J.P. Morgan Funds and invest in one or more J.P. Morgan Funds as he deems proper for, in the name of, and on behalf of, the District, and to make arrangements for the administration of such J.P. Morgan Funds.

2. The CFO is hereby authorized and empowered to, in the name of, and on behalf of, the District, give instructions to purchase, exchange, redeem and transfer shares of the J.P. Morgan Funds (the “Shares”) in the name of the District and the CFO is authorized to give other instructions regarding the Shares, including, without limitation, instructions to change (a) the bank account previously designated to receive the proceeds of redemptions of Shares, (b) the list of officers authorized to give instructions regarding the Shares and (c) other information in the Application completed and signed on behalf of the District to establish an account or accounts for the District in connection with the J.P. Morgan Funds.

3. The CFO and the Secretary/Treasurer of the Board are each authorized and empowered, in the name of, and on behalf of, the District, to execute and deliver any incumbency certificate requested or required by JPMorgan or its subsidiaries, including J.P. Morgan Institutional Investments Inc. (“JPMII”), in connection with the Application.

4. The CFO is authorized to prepare, execute, deliver and file, as appropriate, any and all documents, in such form as the CFO shall approve, the execution, delivery or filing by the CFO to be conclusive evidence of such approval, and to take all such further action as the CFO considers necessary or desirable, to carry out the purposes and intent of the foregoing resolutions.

5. The foregoing resolution and the authority thereby conferred shall remain in full force and effect until written notice of revocation or modification shall be received by JPMorgan or JPMII; that the CFO and the Secretary/Treasurer of the Board are hereby authorized and directed to certify to JPMorgan or JPMII the foregoing resolution, the names of the officers and their respective designees, any changes from time to time in said officers or designees and specimens of their respective signatures; and that JPMorgan may conclusively assume that the persons at any time so certified to it continue as such until receipt by JPMorgan or JPMII of written notice to the contrary.
6. This Resolution hereby supersedes, amends, replaces, and repeals any previous conflicting resolution, policy, or policies.
Resolution FY20-03

MEMBER RESOLUTION
APPOINTING BOARD OF DIRECTORS OF
BROWARD HEALTH ACO SERVICES, INC.

WHEREAS, the North Broward Hospital District (the “District”) authorized the creation of Broward Health ACO Services, Inc. (the “ACO”) for the purpose of providing healthcare services to patients who include, but are not limited to Medicare beneficiaries under contracts with third party payors who include, but are not limited to, the Center for Medicare and Medicaid Service (“CMS”), and to conduct any and all lawful affairs and business incident thereto;

WHEREAS, the District is the sole member (“Member”) of the ACO;

WHEREAS, Section 3(a) of the Bylaws of the ACO provide the Board of Directors of the ACO shall be appointed annually by the Member;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the North Broward Hospital District, that:

1. The Member appoints the following nine (9) individuals to serve as the members of the Board of Directors as successors to all existing Board Members of the ACO:

   Broward Health ACO Services, Inc. Board of Directors:

   Andrew Klein      Director
   Christopher T. Ure  Director
   Ray Berry         Director
   Nancy Gregoire    Director
   Stacy Angier     Director
   Marie C. Waugh   Director
   Gino Santorio    Director
   Aldo Calvo, MD   Physician Member
   Jon Albee Medicare  Beneficiary Member

2. This resolution hereby supersedes, amends, replaces and repeals any conflicting resolution or conflicting policy previously adopted by the Board.
ARTICLES OF INCORPORATION
OF
BROWARD HEALTH ACO SERVICES, INC.

The undersigned hereby forms a corporation not for profit under Chapter 617 of the Florida Statutes, and, for these purposes, does hereby adopt the following Articles of Incorporation.

ARTICLE I-NAMES

The name of the Corporation shall be: BROWARD HEALTH ACO SERVICES, INC. (the "Corporation").

ARTICLE II-PURPOSES

This Corporation is a not-for-profit corporation, organized and to be operated, and the business and objects to be carried on by it, exclusively for charitable purposes within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), and not for pecuniary profit. More specifically, the Corporation is organized and shall be operated exclusively to carry out the following purposes:

(a) To provide health care services through independent contractors and others (known as participating providers and suppliers) to patients who include, but are not limited to, Medicare beneficiaries under contracts (known as Participation Agreements) with third party payors who include, but are not limited to, the Center for Medicare and Medicaid Services. In no event, however, will any of the relationships with participating providers and suppliers referred to above be a partnership or joint venture in violation Article VII, Section 10 of the Florida Constitution; and

(b) To conduct any and all lawful affairs and business incident to the purpose for which this Corporation is organized.

In no event shall this Corporation engage in any activity which would be contrary to the activities: (1) permitted to be engaged in by any organization the activities of which are exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986; or (2) of a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986, as hereafter amended, and the applicable rules and regulations thereunder.

The Corporation shall not engage, nor shall any of its funds, property, or income be used, in carrying on propaganda or otherwise attempting to influence legislation, nor shall the Corporation participate in or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office, nor shall the Corporation engage in subversive activities.
No compensation shall be paid to any member, officer, director, trustee, creator or organizer of the Corporation or substantial contributor to it except as a reasonable allowance for services actually rendered to or for the Corporation or goods or property actually sold or leased to the Corporation.

ARTICLE III-MEMBERS

This Corporation's sole Member shall be the North Broward Hospital District, a special taxing district of the State of Florida (the "Member.")

ARTICLE IV-NON STOCK CORPORATION

This Corporation shall have no capital stock.

ARTICLE V-OFFICERS AND DIRECTORS

The affairs of the Corporation shall be managed by a Board of Directors. The Directors shall be appointed by the Member.

The initial Board of Directors shall consist of four members as set forth in Article VII below.

For each succeeding period, the Board of Directors shall consist of not less than five nor more than nine members. The number of Directors shall be fixed from time-to-time as set forth in the By-Laws of the Corporation. One such Director shall be a Medicare beneficiary who is served by the Corporation. Neither that Director nor any member of his or her immediate family shall have a conflict of interest (i.e., meet the criteria for any other Director position on the Board of Directors). Another such director shall be a physician who, at all times during his or her directorship, has in force a Participation Agreement with the Corporation. All other directors shall, at all times during each of their directorships, be a member of the Board of Commissioners of the North Broward Hospital District.

The officers of the Corporation shall consist of a President, Vice President, Secretary/Treasurer. Each officer shall serve for a term of one (1) year, beginning the 1st day of the month immediately following his election by a majority of the Board of Directors at the annual meeting of the Board of Directors. Officers may be re-elected to serve subsequent terms.

ARTICLE VI-NAMES OF OFFICERS

The names of the initial officers are as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frank Nask</td>
<td>President</td>
</tr>
<tr>
<td>Robert Martin</td>
<td>Vice President</td>
</tr>
<tr>
<td>Deborah Breen</td>
<td>Secretary/Treasurer</td>
</tr>
</tbody>
</table>
ARTICLE VII-INITIAL BOARD OF DIRECTORS

The number of Directors shall initially be four. The names and addresses of the persons who shall serve as the initial members of the Board of Directors are as follows:

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joel K. Gustafson, Esq.</td>
<td>c/o North Broward Hospital District 303 S.E. 17th Street Ft. Lauderdale, FL 33316</td>
</tr>
<tr>
<td>Miguel Fernandez</td>
<td>c/o North Broward Hospital District 303 S.E. 17th Street Ft. Lauderdale, FL 33316</td>
</tr>
<tr>
<td>David Di Pietro, Esq.</td>
<td>c/o North Broward Hospital District 303 S.E. 17th Street Ft. Lauderdale, FL 33316</td>
</tr>
<tr>
<td>Debbie L. Kohl</td>
<td>c/o North Broward Hospital District 303 S.E. 17th Street Ft. Lauderdale, FL 33316</td>
</tr>
</tbody>
</table>

ARTICLE VIII-INDEMNIFICATION OF DIRECTORS AND OFFICERS

This Corporation shall indemnify any Director or Officer who by virtue of his or her being a Director or Officer of this Corporation, is made a party to any action or proceeding, except when such Director or Officer is adjudicated guilty of malfeasance in the discharge of his or her duties to this Corporation. Indemnification shall be for all reasonable expenses, including any and all attorneys and paralegal fees and costs, incurred as a result of such action or proceeding.

ARTICLE IX-BY-LAWS

The By-Laws of the Corporation shall be initially approved by a majority vote of the Board of Directors, and thereafter may be altered or rescinded solely by vote of the sole Member at the annual meeting of the sole Member or at a duly called meeting of the sole Member in accordance with the By-Laws.

ARTICLE X-AMENDMENTS TO THE ARTICLES OF INCORPORATION

These Articles of Incorporation may be amended in the manner provided by law.
ARTICLE XI-EARNINGS

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to its members, directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II hereof.

ARTICLE XII-DISSOLUTION

Upon the liquidation or dissolution of the Corporation, its assets, if any, remaining after payment (or provision for payment) of all liabilities of the Corporation, shall be distributed to, and only to, North Broward Hospital District, a special taxing district of the State of Florida, or if such organization has ceased to exist, to any one or more organizations qualified as exempt under Section 501(c)(3) of the Code, which provides health care services to the residents of Northern Broward County, Florida.

ARTICLE XIII-INITIAL REGISTERED OFFICE AND AGENT

The street address of the initial registered office of this Corporation shall be: 3099 East Commercial Boulevard, Suite 200, Fort Lauderdale, Florida 33308.

The name of the initial registered agent of this Corporation shall be Kerry L. Ezrol, Esquire at that address.

ARTICLE XIV-CORPORATION’S PRINCIPAL OFFICE AND/OR MAILING ADDRESS

The principal office and/or mailing address of this Corporation shall be: 303 S.E. 17th Street, Fort Lauderdale, Florida 33316.

ARTICLE XV-INCORPORATOR

The following is the name and street address of the incorporator signing these Articles:

Kerry L. Ezrol, Esquire
Goren, Cheroi, Doody & Ezrol, P.A.
3099 East Commercial Boulevard, Suite 200
Fort Lauderdale, Florida 33308

IN WITNESS WHEREOF, I have set my hand and seal this 27th day of June 2013.

[Signature]
Kerry L. Ezrol
CERTIFICATE OF ACCEPTANCE AS REGISTERED AGENT

Having been named as the Registered Agent in the Articles of Incorporation of BROWARD HEALTH ACO SERVICES, INC., I hereby accept and agree to act in this capacity.

Dated: June 27, 2013.

[Signature]

Kotry L. Ezrol
BYLAWS
OF
BROWARD HEALTH ACO SERVICES, INC.
(a Florida not-for-profit Corporation)

ARTICLE I
Offices

Section 1. Registered Office. The initial registered office of Broward Health ACO Services, Inc., a Florida not-for-profit corporation (the "Corporation), shall be located in Ft. Lauderdale, Florida.

Section 2. Other Offices. The Corporation may also have offices at such other places, either within or without the State of Florida, as the Board of Directors of the Corporation (the "Board of Directors") may from time to time determine.

ARTICLE II
Membership

Section 1. Membership. The Corporation's sole Member shall be the North Broward Hospital District, a special taxing district of the State of Florida (the "Member").

ARTICLE III
Board of Directors

Section 1. Powers. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the Corporation shall be managed under the direction of, the Board of Directors. Directors must be natural persons who are at least 18 years of age but need not be residents of Florida.

Section 2. Compensation. The Directors shall serve in such capacity without compensation. The Directors may be paid their expenses, if any, of attendance at meetings of the Board of Directors.

Section 3. Number, Appointment & Resignation. (a) The initial Board of Directors shall consist of four members as set forth in the Articles of Incorporation. For each succeeding period, this Corporation shall have not less than five (5) but not more than nine (9) Directors. The number of Directors of the Corporation shall be fixed from time to time, within any limits set forth in the Articles of Incorporation, by resolution of the Board of Directors. Any decrease in
the number of Directors shall not shorten the term of an incumbent Director. Directors shall be appointed annually by the Member. Each Director appointed shall hold office until his or her successor is duly appointed and qualified or until his or her resignation or removal. In the absence of an express determination by the Board, the number of Directors, until changed by the Board, shall be the number of Directors appointed by the Member during the preceding annual period.

(b) A Director may resign at any time by delivering written notice to the Corporation. The resignation shall be effective upon receipt, unless the notice specifies a later effective date. If the resignation is effective at a later date and the Corporation accepts the future effective date, the Member may fill the pending vacancy, pursuant to Article III, Section 4 below, effective at the effective time of the resignation.

Section 4. Vacancies. Any vacancy occurring in the Board of Directors, including a vacancy created by an increase in the number of Directors, may be filled by appointment by the Member. A Director appointed to fill a vacancy shall hold office for the unexpired term of his or her predecessor in office. Any Director position to be filled by reason of an increase in the number of Directors may be filled by appointment by the Member, but only for a term of office continuing until the next appointment of Directors.

Section 5. Removal of Directors. The Board of Directors by majority vote may remove one or more Directors with or without cause. A Director may be removed by the Board of Directors at a meeting, provided the notice of the meeting states that the purpose, or one of the purposes, of the meeting is the removal of the Director.

Section 6. Quorum and Voting. A majority of the number of Directors fixed by or in accordance with these Bylaws shall constitute a quorum for the transaction of business at any meeting of Directors. If a quorum is present when a vote is taken, the affirmative vote of a majority of the Directors present shall be the act of the Board of Directors.

Section 7. Deemed Assent. A Director who is present at a meeting of the Board of Directors or a committee of the Board of Directors when corporate action is taken is deemed to have assented to the action taken unless (i) the Director objects at the beginning of the meeting (or promptly upon his arrival) to the holding of the meeting or transacting specified business at the meeting, or (ii) the Director votes against or abstains from the action taken,

Section 8. Meetings. (a) Regular and special meetings of the Board of Directors shall be held at the principal place of business of the Corporation or at any other place, within or without the State of Florida, designated by the President. Meetings of the Board of Directors may be called by any member of the Board of Directors or by the President. A majority of the Directors present, regardless whether a quorum exists, may adjourn any meeting of the Board of Directors
to another time and place. Notice of an adjourned meeting shall be given to the Directors who were not present at the time of the adjournment and, unless the time and place of the adjourned meeting are announced at the time of the adjournment, to the Directors who were present.

(b) Members of the Board of Directors may participate in a meeting of the Board by means of a telephone conference or similar communications equipment through which all persons participating may simultaneously hear each other during the meeting; participation by these means constitutes presence in person at the meeting.

Section 9. Notice of Meetings. Regular meetings of the Board of Directors must be preceded by at least fifteen (15) days written notice of the date, time and place of the meeting. Special meetings of the Board of Directors must be preceded by at least ten (10) days written notice of the date, time and place of the meeting. The notice need not describe either the business to be transacted at or the purpose of the special meeting, unless otherwise required by these bylaws or by law.

Section 10. Waiver of Notice. Notice of a meeting of the Board of Directors need not be given to a Director who signs a waiver of notice either before or after the meeting. Attendance of a Director at a meeting shall constitute a waiver of notice of that meeting and a waiver of any and all objections to the place of the meeting, the time of the meeting and the manner in which it has been called or convened, except when a Director states, at the beginning of the meeting or promptly upon arrival at the meeting, any objection to the transaction of business because the meeting is not lawfully called or convened. The waiver of notice need not describe either the business to be transacted at or the purpose of the meeting.

Section 11. Director Action Without a Meeting. Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if the action is taken by the written consent of all members of the Board of Directors. The action must be evidenced by one or more written consents describing the action to be taken and signed by each Director, which consent(s) shall be filed in the minutes of the proceedings of the Board. The action taken shall be deemed effective when the last Director signs the consent, unless the consent specifies otherwise.

ARTICLE IV
Committees

To assist the Board in the proper management and control of the affairs of the Corporation, Article IV titled “Committees” of the Bylaws of the North Broward Hospital District is incorporated herein by this reference. The Corporation shall have such other Committees of the Board as the Board may determine from time to time. Except as otherwise provided in the
Bylaws of the North Broward Hospital District, the Board may from time to time establish, eliminate and modify the power or authority of any of the Board’s Committees; change the size of a Committee; and add, remove or replace the chairperson or member of any Committee.

**ARTICLE V**  
**Officers**

**Section 1. Officers.** The Corporation shall have a President, a Vice President, a Secretary and a Treasurer. The President/CEO of the North Broward Hospital District shall serve as the President of the Corporation. The Sr. Vice President/Chief Financial Officer of the North Broward Hospital District shall serve as the Vice President of the Corporation. The Vice President of Financial Operations of the North Broward Hospital District shall serve as the Secretary and Treasurer of the Corporation. Such other officers and assistant officers and agents as may be deemed necessary or desirable may be appointed by the Board of Directors from time to time. Any two or more offices may be held by the same person.

**Section 2. Duties.** The officers of the Corporation shall have the following duties:

The **President** shall be the chief executive officer of the Corporation and shall preside at all meetings of the Board of Directors. He or she shall perform all duties as the Board of Directors shall from time to time reasonably designate and shall be subject to the direction of the Board of Directors.

Each **Vice President**, if any, shall have such powers and perform such duties as the Board of Director shall from time to time designate. In the absence or disability of the President, a Vice President specifically designated by the vote of the Board of Directors shall have the powers and shall exercise the duties of the President.

The **Secretary** shall perform such duties as are prescribed by the Board of Directors.

The **Treasurer** shall perform such duties as are prescribed by the Board of Directors or the Chairman of the Board.

Each **Assistant Secretary** and **Assistant Treasurer**, if any, shall be appointed by the Board of Directors and shall have such powers and shall perform such duties as are prescribed by the Board of Directors.

**Section 3. Resignation of Officer.** An officer may resign at any time by delivering written notice to the Corporation. The resignation shall be effective upon receipt, unless the notice specifies a later effective date. If the resignation is effective at a later date and the Corporation
accepts the future effective date, the Board of Directors may fill the pending vacancy before the effective date provided the Board of Directors provides that the successor officer does not take office until the future effective date.

Section 4. **Removal of Officer.** The Board of Directors may remove any officer at any time with or without cause. Any officer or assistant officer, if appointed by another officer, may be removed by the appointing officer.

**ARTICLE VI**

**Corporate Records**

Section 1. **Corporate Records.**

(A) The Corporation shall keep as permanent records minutes of all meetings of its Board of Directors and committees having any authority of the Board of Directors, a record of all actions taken by the Board of Directors without a meeting, and a record of all actions taken by a committee of the Board of Directors in place of the Board of Directors on behalf of the Corporation.

(B) The Corporation shall maintain, at its registered office in this state, a copy of the Articles of Incorporation and its By-Laws, as amended, and accurate accounting records.

**ARTICLE VII**

**Indemnification**

Section 1. **Right to Indemnification.** Each person (including the heirs, executors, administrators, or estate of such person) (1) who is or was a director or officer of the Corporation, (2) who is or was an agent or employee of the Corporation and as to whom the Corporation has agreed to grant such indemnity hereunder, or (3) who is or was serving at the request of the Corporation as its representative in the position of a director, officer, agent, or employee of another corporation, partnership, joint venture, trust or other enterprise and as to whom the Corporation has agreed to grant such indemnity hereunder, shall be indemnified by the Corporation to the fullest extent permitted or authorized by current or future legislation or by current or future judicial or administrative rule or regulation (but, in the case of any future legislation or decision, only to the extent that it permits the Corporation to provide broader indemnification rights than permitted prior to the legislation or decision), against all fines, liabilities, settlements, losses, damages, costs and expenses, including attorney's fees, asserted against him or her or incurred by him or her in his or her capacity as such director, officer, trustee, partner, agent, employee or representative, or arising out of his or her status as such director, officer, trustee, partner, agent, employee or representative. The foregoing right of
indemnification shall not be exclusive of other rights to which those seeking indemnification may be entitled. The Corporation may maintain insurance, at its expense, to protect itself and any such person against any such fine, liability, cost or expense, including attorneys' fees, regardless of whether the Corporation would have the legal power to directly indemnify him or her against such liability.

Section 2. Advances. Costs, charges and expenses (including attorneys' fees) incurred by a person referred to in Section 1 of this Article in defending a civil or criminal suit, action or proceeding may be paid (and, in the case of Directors of the Corporation, shall be paid) by the Corporation in advance of the final disposition thereof upon receipt of an undertaking to repay all amounts advanced if it is ultimately determined that the person is not entitled to be indemnified by the Corporation as authorized by this Article and upon satisfaction of other conditions established from time to time by the Board of Directors or required by current or future legislation (but, with respect to future legislation, only to the extent that it provides conditions less burdensome than those previously provided).

Section 3. Savings Clause. If this Article or any portion of it is invalidated on any ground by a court of competent jurisdiction, the Corporation nevertheless indemnifies each Director of the Corporation to the fullest extent permitted by all portions of this Article that has not been invalidated and to the fullest extent permitted by law.

ARTICLE VIII
Miscellaneous

Section 1. Corporate Seal. The corporate seal of the Corporation shall be circular in form and shall include the name of the Corporation, the year incorporated, and the words "Florida," "Corporate Seal" and "not-for-profit" embossed thereon.

Section 2. Fiscal Year. The fiscal year of the Corporation shall end on June 30 of each calendar year, unless otherwise fixed by resolution of the Board of Directors.

Section 3. Checks. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issues in the name of the Corporation shall be signed by the President, the Treasurer or such other officer(s) or agent(s) of the Corporation as shall be determined from time to time by resolution of the Board of Directors.
ARTICLE IX
Amendment

These Bylaws may be altered, amended or repealed, and new Bylaws adopted, by the Board of Directors.
Jon Albee

Community Board Experience

Chair: Board of Adjustment, City of Fort Lauderdale
Chair: Utilities Board, City of Fort Lauderdale
Chair: Sustainability Board, City of Fort Lauderdale
Chair: Community Appearance Board, City of Fort Lauderdale
President: Victoria Park Civic Association
President: Second Century Broward
Board Member: Advisory – RDN – Nova Southeastern University
Board Member: Minority Development and Empowerment

Professional:

Founder / President: Urban Farming Institute, (Education / Research Center), Oakland Park
President: BlueStream Builders, Oakland Park
Vice President: Valley Grande College, Weslaco, Texas
Director: Specialized Therapy and Rehabilitation Center, (STAR Center) Weslaco, Texas
Vice President: Hialeah Hospital, Hialeah, Florida

General:
Medicare Beneficiary
Resident of Broward County
Aldo Calvo, D.O.
Board Certified Family Physician

acalvo@browardhealth.org

EDUCATION: DO, Nova Southeastern University
College of Osteopathic Medicine
Ft. Lauderdale, FL
August 1992 – May 1996

BA, Florida International University
College of Arts and Sciences
Miami, FL
Major: Chemistry
August 1987 – May 1992

RESIDENCY:
Nova Southeastern University/ Broward Health
Family Medicine Residency Program
Ft. Lauderdale, FL
July 1996 – June 1999

WORK EXPERIENCE:
Medical Director, Broward Health Community Health Services
Ft. Lauderdale, FL
April 2018 – Present

Clinica de las Americas
Broward Health Community Health Services
Attending Staff Family Physician
Ft. Lauderdale, FL
July 1999 – Present

Vice Chief, Department of Family Medicine
Broward Health Medical Center
Ft. Lauderdale, FL
May 2012 – May 2014

Chief, Department of Family Medicine
Broward Health Medical Center
Ft. Lauderdale, FL
April 2008 – May 2012

Nova Southeastern University/College of Osteopathic Medicine
Assistant Clinical Professor, Family Medicine Residency Program
Ft. Lauderdale, FL
July 2001 – Present
Chairman, Scholarship Program  
Broward Health Medical Center  
May 2012 – Present

WORK EXPERIENCE:  
National Health Service Corps  
Department of Health and Human Services  
Officer  
September 2001 – September 2007

PROFESSIONAL ASSOCIATIONS:  
Assistant Professor of Family Medicine  
Nova Southeastern University  
Family Medicine Residency Program  
Ft. Lauderdale, FL  
July 2001 – Present

American Academy of Osteopathic Family Physicians  
Board Certified 2005 - 2013  
Member 1999 – Present

American Osteopathic Association  
Member 1999 – Present

RESEARCH:  
"Starship Trial"  
Sub Investigator  
Astra Zeneca 2003 - 2004  
Comparison of Rosuvastatin versus Atorvastatin in  
Hispanic-Americans with Hyperlipidemia

SKILLS:  
Able to speak, read, and write Spanish and Portuguese

REFERENCES:  
Provided upon request