



## MEMORANDUM

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**To:** Board of Directors

**Cc:** Bill Boyles, Esquire  
Biju Mathews, M.D.

**From:** George Mikitarian  
President/CEO

**Subject:** Board/Committee Meetings – May 2, 2022

**Date:** April 28, 2022

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**The Investment Committee will meet at 11:00 a.m. in the Executive Conference Room.**

**The Ad Hoc Credentials Review Committee will meet at 11:30 a.m. where the Committee will review credentialing and privileging files as they relate to medical staff appointment/reappointment.**

**The Quality Committee will convene at 12:00 p.m., which will be followed by the Finance Committee, and then Executive Committee meetings.**

**The Board of Directors will meet in executive session no earlier than 1:30 p.m.** Following the Board of Directors Executive Session, the Education Committee and Board of Directors regularly scheduled meeting will be held immediately following, however no earlier than 2:00 p.m.

**The Planning Committee meeting has been canceled.**

**Investment Committee:**

Jerry Noffel, Chairperson

Stan Retz, CPA

Billy Specht

TENTATIVE AGENDA  
INVESTMENT COMMITTEE  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, MAY 2, 2021, NO EARLIER THAN 10:15 A.M.  
EXECUTIVE CONFERENCE ROOM

CALL TO ORDER

- I. Review and approval of minutes December 6, 2021.

***Motion: To recommend approval of the December 6, 2021 meeting minutes as presented.***

- II. Quarterly Investment Performance Update – Anderson Financial Partners
- III. Adjournment

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
INVESTMENT COMMITTEE  
DECEMBER 06, 2021  
EXECUTIVE CONFERENCE ROOM**

The Investment Committee of the North Brevard County Hospital District Board of Directors met on December 06, 2021 at 10:44 a.m. The following members were present:

Stan Retz  
Peggy Crooks

Absent-Excused:

Jerry Noffel, Chairperson

Others present:

Kent Bailey, Vice President-Finance  
Pam Perez, Administrative Assistant  
Tim Anderson, Anderson Financial Partners  
John Anderson, Anderson Financial Partners

**Call to Order**

Mr. Retz called the meeting to order at 10:44 a.m. as the acting Chairperson.

**Public Comment**

No public comments presented.

**Review and Approval of Minutes**

The following motion was made by Ms. Crooks, seconded by Mr. Retz, and approved without objection.

*Action Taken: Motion to approve the minutes of the September 13, 2021 meeting as presented.*

**Operating Funds Performance Summary**

Tim Anderson, Anderson Financial Partners, gave the quarterly performance update on the Operating Funds.

Investment Committee Meeting  
December 06, 2021

**Adjournment**

There being no further business the meeting adjourned at 11:44 a.m.

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Stan Retz, Acting Chairperson

## **QUALITY COMMITTEE**

Elizabeth Galfo, M.D., Chairperson  
Robert L. Jordan, Jr., C.M. (ex-officio)  
Billy Specht  
Billie Fitzgerald  
Herman A. Cole, Jr.  
Jerry Noffel  
Stan Retz, CPA  
Maureen Rupe  
Ashok Shah, M.D.  
Biju Mathews, M.D., President/Medical Staff  
Greg Cuculino, M.D.  
Kiran Modi, M.D., Designee  
Francisco Garcia, M.D., Designee  
Christopher Manion, M.D., Designee  
George Mikitarian (non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
QUALITY COMMITTEE  
MONDAY, MAY 2, 2022  
12:00 P.M.  
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5**

### **CALL TO ORDER**

I. Approval of Minutes

*Motion to approve the minutes of the March 7, 2022 meeting.*

II. Vision Statement

III. My Story

IV. Dashboard

V. Ventilator Associated Events

VI. Other

VII. Executive Session (if necessary)

### **ADJOURNMENT**

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE QUALITY COMMITTEE WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110. THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE. TO THE EXTENT OF SUCH DISCUSSION, A JOINT PUBLIC MEETING OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT, BOARD OF DIRECTORS EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE AND NORTH BREVARD MEDICAL SUPPORT, INC. SHALL BE CONDUCTED.

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
QUALITY COMMITTEE**

A regular meeting of the Quality Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 7, 2022 in Conference Room 2/3/4/5, First Floor. The following members were present.

Elizabeth Galfo, M.D., Chairperson  
Robert L. Jordan, Jr., C.M.  
Herman A. Cole, Jr.  
Billie Fitzgerald  
Jerry Noffel (12:33 p.m.)  
Billy Specht  
Stan Retz, CPA  
Ashok Shah, M.D.  
Christopher Manion, M.D.  
Biju Mathews, M.D., President/Medical Staff (12:33 p.m.)  
Gregory Cuculino M.D.  
Kiran Modi, M.D.  
Francisco Garcia, M.D.  
George Mikitarian (non-voting)

Members absent:  
Maureen Rupe, Vice Chairperson (excused)

**CALL TO ORDER**

Dr. Galfo called the meeting to order at 12:01 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Mr. Retz and approved (11 ayes, 0 nays, 0 abstentions). Mr. Noffel and Dr. Mathews were not present at the time the vote was taken.

***ACTION TAKEN: MOVED TO APPROVE THE JANUARY 10, 2022 MINUTES OF THE QUALITY COMMITTEE, AS PRESENTED.***

**VISION STATEMENT**

Mr. Loftin summarized the committee's vision statement.

**MY STORY**

Ms. Cottrell shared the story of Ritchie as told by his mother.

QUALITY COMMITTEE

MARCH 7, 2022

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### **QUALITY DASHBOARD REVIEW**

Mr. Loftin reviewed the December Quality Dashboard and discussed each indicator score as it relates to clinical quality and cost. Copies of the Power Point slides presented are appended to the file copy of these minutes.

### **SEPSIS – QUALITY IMPROVEMENTS**

Mr. Graybill and Dr. Cuculino presented to the committee concerning Sepsis and the processes PMC has implemented over the last four years to minimize its occurrence among patients. Mr. Graybill noted there have been substantial improvements and outcomes.

### **OTHER**

Mr. Loftin shared data regarding Non-ICU Central Line Associated Bloodstream Infections (CLABI), noting that PMC has reported zero Non -ICU CLABI infections for 2021.

### **ADJOURNMENT**

There being no further business to discuss, the Quality Committee meeting adjourned at 12:40 p.m.

Elizabeth Galfo, M.D.  
Chairperson



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# Board of Directors

## Quality Committee Presentation



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# Quality Agenda

**May 2022**

1. Approval of Minutes
2. Vision Statement
3. My Story
4. Dashboard
5. Ventilator associated events
6. Other
7. Executive Session

# Quality Committee

## Vision Statement

“Assure affordable access to safe, high quality patient care to the communities we serve.”



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# My Story



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# Dashboard



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# Performance dashboard

Description	Feb	Dec-Feb	Opportunity
Stroke	57%	61%	Goal: 100%
Sepsis	50%	66%	Goal: 76%
Early Elective Delivery	0%	0%	Goal: 0%
HAI	3.83	2.31	Goal: 0
Readmission	9.81%	10.34%	
Person Centered flow	487	488	
Person Experience	58.1	63.6	

# Ventilator Associated Events



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# Mechanical Ventilation

- Essential, life-saving therapy
- Patients high risk for complications including ventilator associated pneumonia
- Complications lead to:
  - Longer duration of ventilation
  - Longer stays in the ICU and hospital
  - Increased healthcare costs
  - Increased risk of disability and death



# Types of Ventilator Associated Events

Ventilator  
Associated  
Condition

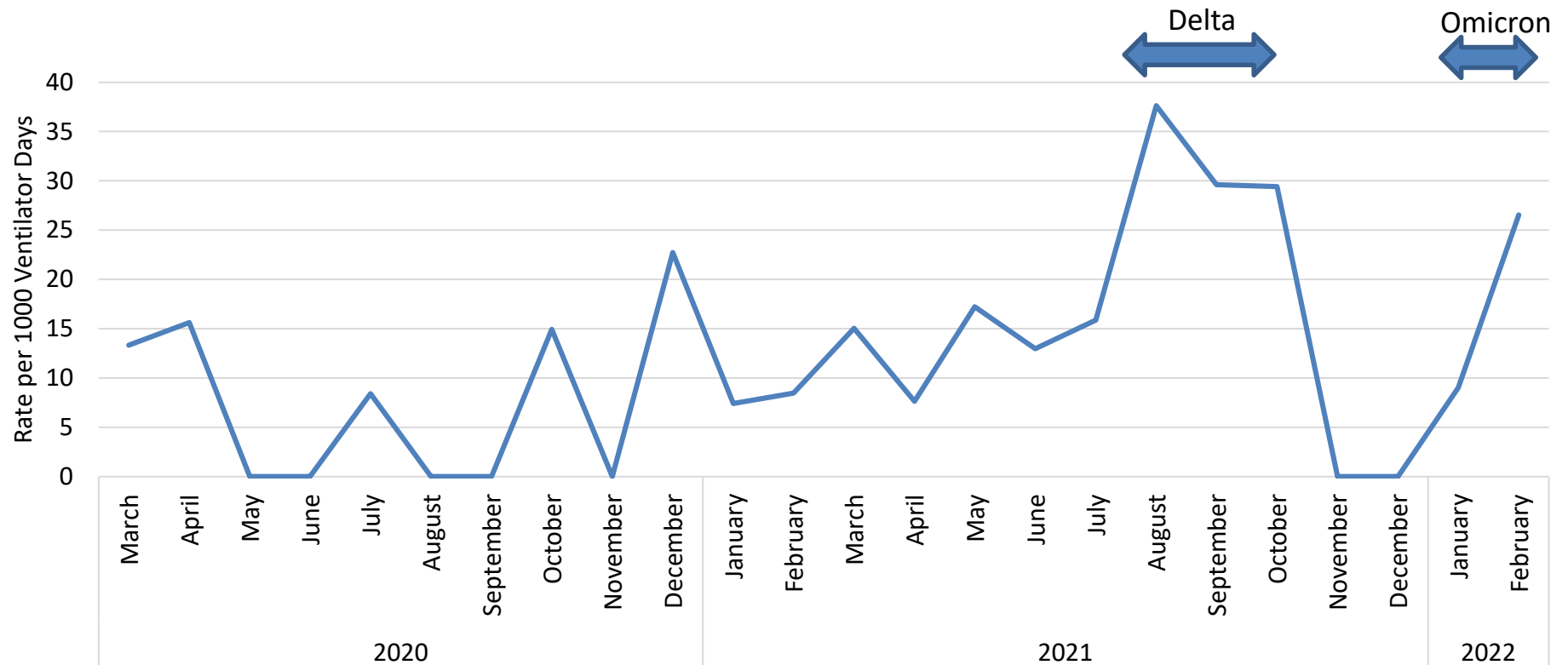
Infection-related  
Ventilator  
Associated  
Condition

Possible  
Ventilator  
Associated  
Pneumonia

# Ventilator Associated Events

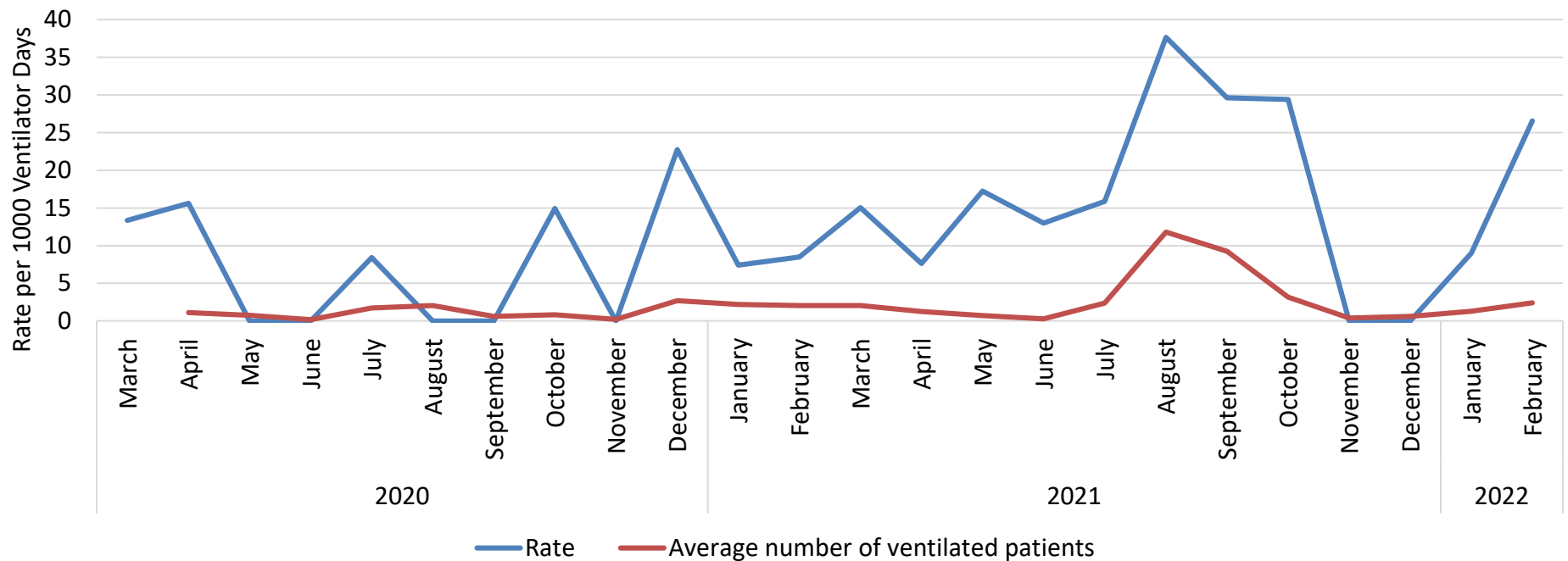
## Rate

Ventilator Associated Event Rate



# Ventilator Associated Events and COVID Patients on Ventilators

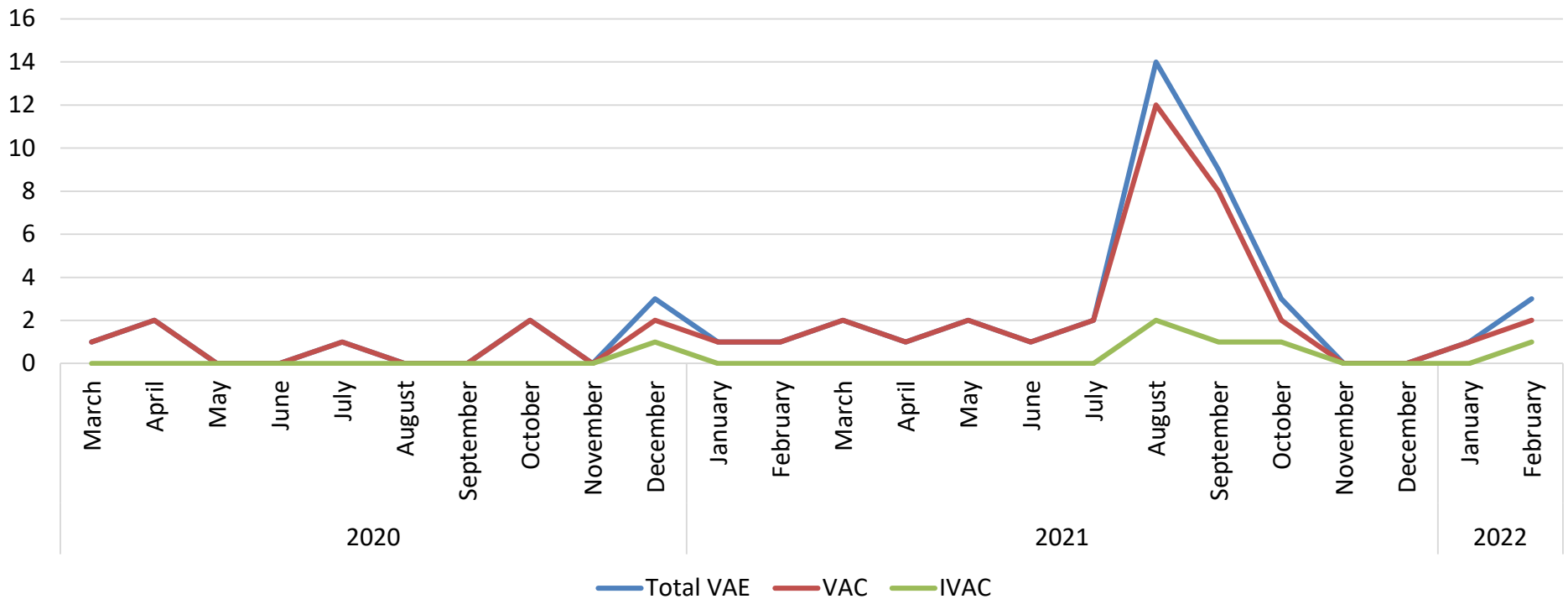
## Ventilator Associated Events and Vented COVID19 Patients



# Ventilator Associated Events

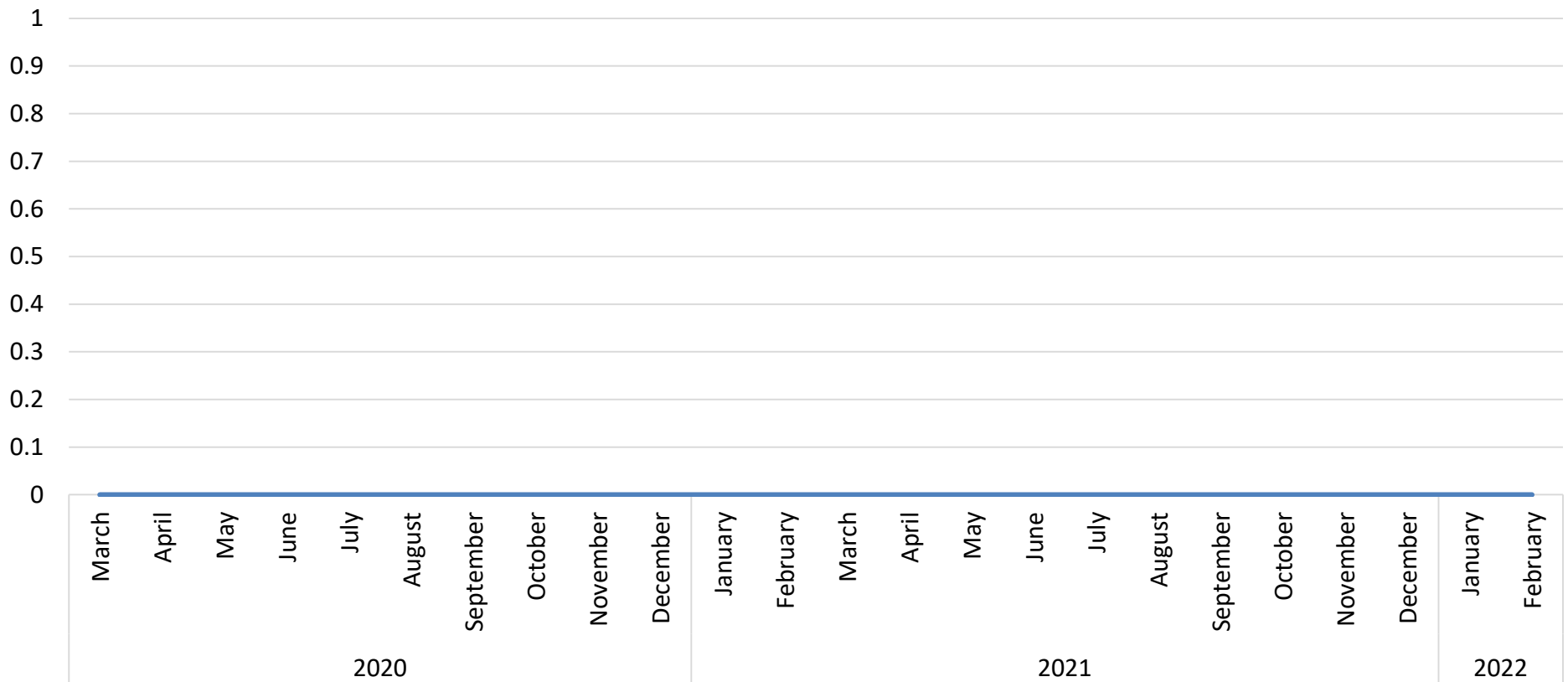
## By Event Type

Ventilator Associated Events



# Ventilator Pneumonia

## Possible Ventilator Associated Pneumonia



# Questions?



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FINANCE COMMITTEE

Herman A. Cole, Jr. Chairperson  
Stan Retz, CPA, Vice Chairperson  
Robert L. Jordan, Jr., C.M., (ex-officio)  
Jerry Noffel  
Billie Fitzgerald  
Billy Specht  
Maureen Rupe  
Ashok Shah, M.D.  
Elizabeth Galfo, M.D.  
Christopher Manion, M.D.  
Biju Mathews, M.D., President/Medical Staff  
George Mikitarian, President/CEO (non-voting)

**TENTATIVE AGENDA  
FINANCE COMMITTEE MEETING - REGULAR  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, MAY 2, 2022  
FIRST FLOOR CONFERENCE ROOMS 2/3/4/5  
(IMMEDIATELY FOLLOWING QUALITY COMMITTEE)**

CALL TO ORDER

- I. Review and approve minutes of (March 07, 2022)

***Motion:*** *To recommend approval of the March 07, 2022 minutes as presented.*

- II. Financial Review
- III. Quarterly Investment Performance Update – Anderson Financial Partners
- IV. Executive Session (if necessary)

ADJOURNMENT

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE FINANCE COMMITTEE WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

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**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
FINANCE COMMITTEE**

A regular meeting of the Finance Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 7, 2022 in Conference Room 2/3/4/5, First Floor. The following members, representing a quorum, were present:

Herman A. Cole, Jr., Chairperson  
Stan Retz, Vice Chairperson  
Robert Jordan, Jr., C.M.  
Jerry Noffel  
Billie Fitzgerald  
Billy Specht  
Elizabeth Galfo, M.D.  
Ashok Shah, M.D.  
Christopher Manion, M.D.  
Biju Mathews, M.D.  
George Mikitarian (non-voting)

Member(s) Absent:

Maureen Rupe (excused)

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

**CALL TO ORDER**

Mr. Cole called the meeting to order at 12:41 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan seconded by Mr. Retz and approved (10 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED THAT THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS APPROVE THE JANUARY 10, 2022. MEETING MINUTES OF THE FINANCE COMMITTEE, AS PRESENTED.***

**PENSION ACTUARIAL REPORT AS OF OCTOBER 1, 2021**

Discussion ensued and the following motion was made by Dr. Galfo seconded by Mr. Jordan and approved (10 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED THE FINANCE COMMITTEE ACCEPT THE PENSION PLAN ACTUARIAL VALUATION REPORT AS OF OCTOBER 1, 2021.***



**MEMBERSHIP RENEWAL FOR CHRIS MCALPINE**

Discussion ensued and the following motion was made by Mr. Jordan seconded by Ms. Fitzgerald and approved (10 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE RENEWAL OF MEMBERSHIP TO THE PENSION COMMITTEE FOR CHRIS MCALPINE FOR A THREE-YEAR TERM FROM FEBRUARY 01, 2022 THROUGH JANUARY 31, 2025.***

**MEMBERSHIP RENEWAL FOR LEIGH SPRADLING**

Discussion ensued and the following motion was made by Mr. Jordan seconded by Dr. Galfo and approved (10 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE RENEWAL OF MEMBERSHIP TO THE PENSION COMMITTEE FOR LEIGH SPRADLING FOR A TWO-YEAR TERM BEGINNING MARCH 2, 2022 THROUGH MARCH 1, 2024.***

**FINANCIAL REVIEW**

Mr. Bacon summarized the January 2022 financial statements of the health system and year to date financial performance of the Health System.

**DISPOSAL OF SURPLUS PROPERTY**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Dr. Galfo and approved (10 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO RECOMMEND TO THE BOARD OF DIRECTORS TO DECLARE THE EQUIPMENT LISTED IN THE REQUESTS FOR DISPOSAL OF OBSOLETE OR SURPLUS PROPERTY FORMS AS SURPLUS AND OBSOLETE AND DISPOSE OF SAME IN ACCORDANCE WITH FS274.04 AND FS274.96.***

**OTHER**

There was no other business to come before the committee.

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 1:10 p.m.

Herman A. Cole, Jr.  
Chairman



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# Finance Committee

## FYTD March 31, 2022 – Performance Dashboard

Indicator	FYTD 2022 Actual	FYTD 2022 Budget	FYTD 2021 Actual
IP Admissions	2,461	2,706	2,661
LOS	5.6	4.3	5.2
Surgical Procedures	2,527	2,806	2,524
ED Visits	14,255	16,003	15,307
OP Volumes	25,192	27,643	26,574
Hospital Margin %	3.81%	8.63%	10.69%
Investment Income \$	-\$1.4 Million	\$2.3 Million	\$9.4 Million
EBIDA Margin %	-3.99%	5.72%	16.03%
EBIDA Margin %- Excluding Invest Income	-2.04%	2.88%	5.52%

# Clinical Capital

- MRI at PMC
  - Current 2003
  - Repair/upgrade cost in since 2020- \$324,000
  - New replacement \$2.5 million
- Interventional Radiology
  - Current 2007
  - Repair/Upgrade cost since 2017 \$5000.00
  - Not functional at present
  - New replacement \$1.8 million
- Cath Lab (x2)
  - Current 2008
  - Repair/Upgrade cost since 2020- \$220,000
  - New replacement \$1.3 million (x2)
- Patient Monitoring
  - Current 2003
  - Repair/upgrade cost in since 2020- \$214,000
  - New replacement \$3.4 million

**EXECUTIVE COMMITTEE**

Stan Retz, CPA, Chairman  
Robert L. Jordan, Jr., C.M.  
Herman A. Cole, Jr.  
Elizabeth Galfo, M.D.  
Maureen Rupe  
George Mikitarian, President/CEO (non-voting)

**DRAFT AGENDA  
EXECUTIVE COMMITTEE  
NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
MONDAY, MAY 2, 2022  
FIRST FLOOR, CONFERENCE ROOM 2/3/4/5  
IMMEDIATELY FOLLOWING FINANCE COMMITTEE**

**CALL TO ORDER**

- I. Approval of Minutes  
  
*Motion to approve the minutes of the March 7, 2022 meeting.*
- II. Reading of the Huddle
- III. CEO Performance Review – Mr. Boyles
- IV. Attorney Report – Mr. Boyles
- V. Other
- VI. Executive Session (to approve minutes)

**ADJOURNMENT**

**NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE BOARD WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.**

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**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
EXECUTIVE COMMITTEE**

A regular meeting of the Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 7, 2022 in Conference Room 2/3/4/5, First Floor. The following members were present:

Stan Retz, CPA, Chairman  
Robert L. Jordan, Jr., C.M., Vice Chairman  
Herman A. Cole, Jr.  
Elizabeth Galfo, M.D.  
George Mikitarian (non-voting)

Members Absent:  
Maureen Rupe

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

**CALL TO ORDER**

Mr. Retz called the meeting to order at 1:10 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Dr. Galfo and approved (4 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE JANUARY 10, 2022 MEETING MINUTES OF THE EXECUTIVE COMMITTEE, AS PRESENTED.***

**READING OF THE HUDDLE**

Dr. Galfo read the Weekly Huddle.

**ATTORNEY REPORT**

Mr. Boyles informed the committee that the State Legislation is in its final week of meetings. To date, there have been no bills filed that affect the district.

**OTHER**

There was no other business to discuss.

**ADJOURNMENT**

There being no further business to discuss, the committee adjourned at 1:14 p.m.

Stan Retz, CPA  
Chairman

**EDUCATION COMMITTEE**

Billie Fitzgerald, Chairperson

Maureen Rupe, Vice Chairperson

Robert L. Jordan, Jr., C.M. (ex-officio)

Ashok Shah

Biju Mathews, M.D.

George Mikitarian, President/CEO (Non-voting)

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE  
MONDAY, MAY 2, 2022  
IMMEDIATELY FOLLOWING EXECUTIVE SESSION  
FIRST FLOOR CONFERENCE ROOM 2/3/4/5**

**CALL TO ORDER**

I. Review and Approval of Minutes

*Motion to approve the minutes of the February 7, 2022 and March 7, 2022 meetings.*

II. Central Florida Mass Casualty Incident Drill – Mr. Loftin

III. Other

IV. Executive Session (if necessary)

**ADJOURNMENT**

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**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS  
COMMITTEE**

A regular meeting of the Educational, Governmental and Community Relations Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on February 7, 2022 at 1:47 p.m. in Conference Room 2/3/4/5, First Floor. The following members were present:

Billie Fitzgerald, Chairperson  
Robert L. Jordan, Jr., C.M.  
Maureen Rupe  
Ashok, Shah, M.D.  
Biju Mathews, M.D.  
George Mikitarian (non-voting)

Member(s) Absent:  
None

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

**CALL TO ORDER**

Ms. Fitzgerald called the meeting to order at 1:47 p.m.

**ELECTION OF CHAIRPERSON AND VICE CHAIRPERSON**

Ms. Fitzgerald opened the floor for nomination of the Chairperson of the Committee. Mr. Jordan nominated Ms. Fitzgerald; Mr. Cole seconded the nomination and moved to close the nominations which was unanimously approved.

***ACTION TAKEN: MOTION TO APPROVE THE APPOINTMENT OF BILLIE FITZGERALD AS CHAIRPERSON OF THE EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE.***

Ms. Fitzgerald opened the floor for nomination of the Vice Chairperson of the Committee. Mr. Cole nominated Ms. Rupe; Dr. Shah seconded the nomination. Mr. Jordan moved to close the nominations, seconded by Mr. Cole.

***ACTION TAKEN: MOTION TO APPROVE THE APPOINTMENT OF MAUREEN RUPE AS VICE CHAIRPERSON OF THE EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS COMMITTEE.***

**REVIEW AND APPROVAL OF MINUTES**

The following motion was made by Mr. Cole, seconded by Dr. Shah, and approved (5 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE MINUTES OF DECEMBER 6, 2021 EDUCATION COMMITTEE MEETING, AS PRESENTED.***

**BOARD ASSESSMENT QUESTIONNAIRE**

This agenda item was tabled to next month's meeting.

**OTHER**

No other items were presented.

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 1:49 p.m.

Billie Fitzgerald  
Chairperson

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS  
COMMITTEE**

A regular meeting of the Educational, Governmental and Community Relations Committee of the North Brevard County Hospital District operating Parrish Medical Center was held on March 7, 2022 at 1:16 p.m. in Conference Room 2/3/4/5, First Floor. The following members were present:

Billie Fitzgerald, Chairperson  
Robert L. Jordan, Jr., C.M.  
Ashok, Shah, M.D.  
Biju Mathews, M.D.  
George Mikitarian (non-voting)

Member(s) Absent:

Maureen Rupe, Vice Chairperson (excused)

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

**CALL TO ORDER**

Ms. Fitzgerald called the meeting to order at 1:16 p.m.

**BOARD SELF-ASSESSMENT**

Mr. Lifton summarized the rationale, process and responses to the self-assessment questionnaire recently administered to the Board and the subsequent verbal follow-up. A copy of his PowerPoint is appended to the minutes.

**OTHER**

No other items were presented.

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 1:37 p.m.

Billie Fitzgerald  
Chairperson



PARRISH HEALTHCARE

EDUCATION COMMITTEE

May 2, 2022

*Healing Families – Healing Communities®*

[parrishmed.com](http://parrishmed.com)

# Shock Wave and Awe 2022

## **CFDMC** - Central Florida Disaster Medical Coalition Region 5-

- Brevard, Indian River, Lake, Martin, Orange, Osceola, Seminole, St. Lucie, and Volusia
- Hospitals, Emergency Management , Acute care EMS, Public health agencies and Skilled Nursing and Longterm care facilities.
- Behavioral and mental health organizations, Community Emergency Response Team (CERT) and Medical Reserve Corps (MRC) , Dialysis centers, Federal facilities, Home health agencies, Infrastructure companies, Jurisdictional chapters of partners, healthcare Local professional organizations, Local public safety agencies, Medical manufacturers and distributors, NonGovernmental organizations, Outpatient healthcare centers, Primary care providers, Public or private payors, Schools and universities, Specialty patient referral centers.



Thanks to all the hospital, emergency management, EMS, public health personnel and all of the volunteers who supported the 2022 Shock Wave & Awe full scale medical surge exercise. Here's a recap of participants:

- 50 hospitals across the region
- 10 emergency management offices
- Nine county health departments
- EMS agencies across the region
- Over 100 participating agencies
- More than 1,300 volunteers supporting the exercise

The exercise prepares hospitals to respond to a mass casualty event.



[www.centralfladisaster.org](http://www.centralfladisaster.org)

\*\*\*EXERCISE\*\*\* EXERCISE\*\*\* EXERCISE\*\*\* EXERCISE\*\*\* EXERCISE\*\*\*

(U) **Incident Type:** Explosion reported in Orange County

(U) **Incident Description:** \*\*\*EXERCISE\*\*\* On April 21, 2022, at approximately 8:00 AM, multiple 9-1-1 calls were received regarding an explosion in the 200 block of Central Florida Parkway. First arriving units found leveled buildings for several city blocks. The Florida Turnpike has been shut down due to flying debris from the explosion. There are multiple reports of trapped victims inside buildings. Several buildings are on fire at what remains of the ABC Chemical Plant, which is thought to be the center of the damage zone.

(U) **Location:** ABC Chemical Plant - 200 block of Central Florida Parkway, Orlando, FL



0815- (U) **Incident Description: UPDATE#1:** Smoke from the resulting fire has caused respiratory irritation to civilians and responders. News helicopters report a large crater is visible from the air.

0826- (U) **Incident Description: UPDATE#2:** The FBI's National Threat Operations Center received a lead from SnapChat indicating the explosion may have been intentional. Reports indicate the former employee(s) was seen at the facility prior to the explosion and may have been injured in the blast. **Additional reporting indicates other individuals, possibly also employed at ABC Chemical, helped to plan and carry out the attack.**



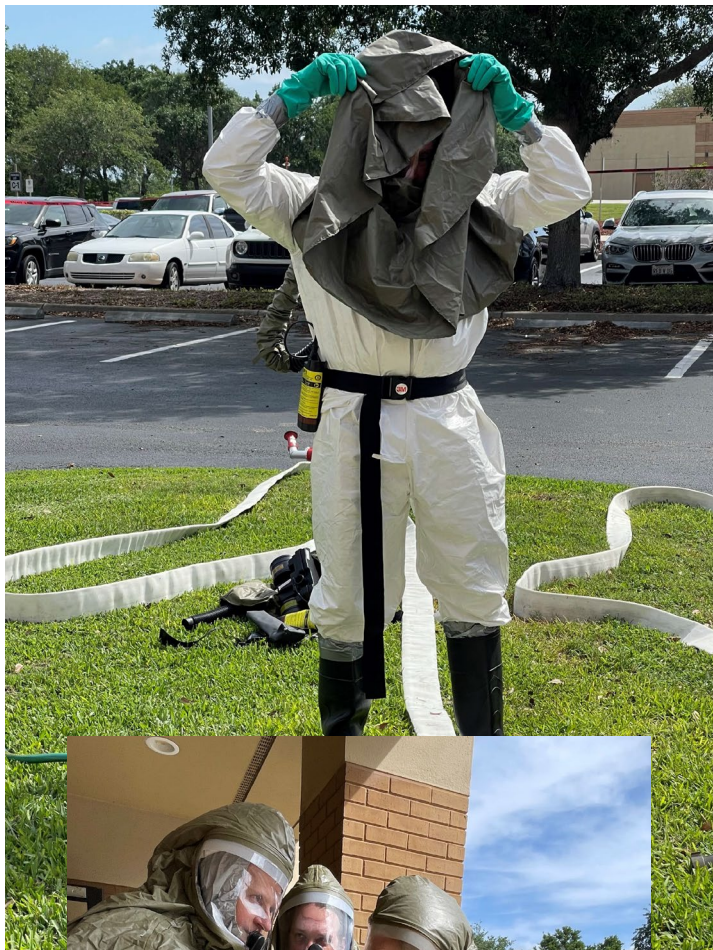


0838- (U) **Incident Description: UPDATE#3:** Multiple reports of suspects seen in the area of the explosion, some **fleeing with arm and head injuries.**

0851- (U) **Incident Description: UPDATE#4:** There are multiple confirmed building collapses near the site of the explosion. Reports of chemical releases continue.









  
**PARRISH**  
MEDICAL CENTER  
PARRISH HEALTHCARE



# Questions?

**DRAFT AGENDA**  
**BOARD OF DIRECTORS MEETING - REGULAR MEETING**  
**NORTH BREVARD COUNTY HOSPITAL DISTRICT**  
**OPERATING**  
**PARRISH MEDICAL CENTER**  
**MAY 2, 2022**  
**NO EARLIER THAN 2:00 P.M.,**  
**FOLLOWING THE LAST COMMITTEE MEETING**  
**FIRST FLOOR, CONFERENCE ROOM 2/3/4/5**

**CALL TO ORDER**

- I. Pledge of Allegiance
- II. PMC's Vision – *Healing Families – Healing Communities*
- III. Approval of Agenda
- IV. Review and Approval of Minutes (March 7, 2022 Regular Meeting)
- V. Recognitions(s)
- VI. Open Forum for PMC Physicians
- VII. Public Input and Comments\*\*\*<sup>1</sup>
- VIII. Unfinished Business\*\*\*
- IX. New Business\*\*\*
  - A. **Motion to recommend the Board of Directors approve Policy 9500-93, Geographical Boundaries, as presented.**
- X. Medical Staff Report Recommendations/Announcements
- XI. Public Comments (as needed for revised Consent Agenda)
- XII. Consent Agenda\*\*\*

. \*\*\*<sup>1</sup> Pursuant to PMC Policy 9500-154:

- non-agenda items – 3 minutes per citizen
- agenda items for board action -- 3 minutes per citizen, permitted prior to board discussion for regular agenda action items and prior to board action on consent agenda
- 10 minute total per citizen
- must be related to the responsibility and authority of the board or directly to an agenda item [see items marked \*\*\*]

BOARD OF DIRECTORS MEETING

MAY 2, 2022

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XIII. Committee Reports

- A. Quality Committee
- B. Finance Committee
- C. Executive Committee
- D. Educational, Governmental and Community Relations Committee
- E. Planning, Physical Facilities & Properties Committee

XIV. Process and Quality Report – Mr. Mikitarian

- A. Other Related Management Issues/Information
- B. Hospital Attorney - Mr. Boyles

XVI. Other

XVII. Closing Remarks – Chairman

XVIII. Executive Session (if necessary)

**ADJOURNMENT**

NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE BOARD WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING, HE/SHE WILL NEED A RECORD OF PROCEEDINGS AND, FOR SUCH PURPOSES, MAY NEED TO ENSURE A VERBATIM RECORD OF THE PROCEEDINGS IS MADE AND THAT THE RECORD INCLUDES TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

PERSONS WITH A DISABILITY WHO NEED A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE ADMINISTRATIVE OFFICES AT 951 NORTH WASHINGTON AVENUE, TITUSVILLE, FLORIDA 32796, AT LEAST FORTY-EIGHT (48) HOURS PRIOR TO THE MEETING. FOR INFORMATION CALL (321) 268-6110.

THIS NOTICE WILL FURTHER SERVE TO INFORM THE PUBLIC THAT MEMBERS OF THE BOARD OF DIRECTORS OF NORTH BREVARD MEDICAL SUPPORT, INC. MAY BE IN ATTENDANCE AND MAY PARTICIPATE IN DISCUSSIONS OF MATTERS BEFORE THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS.

ANY MEMBER OF THE PUBLIC THAT WILLFULLY INTERRUPTS OR DISTURBS A MEETING OF THE BOARD OF DIRECTORS IS SUBJECT TO REMOVAL FROM THE MEETING BY AN OFFICER AND SUCH OTHER ACTIONS AS MAY BE DEEMED APPROPRIATE AS PROVIDED IN SECTION 871.01 OF THE FLORIDA STATUTES.



**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING  
PARRISH MEDICAL CENTER  
BOARD OF DIRECTORS – REGULAR MEETING**

A regular meeting of the Board of Directors of the North Brevard County Hospital District operating Parrish Medical Center was held at 2:03 p.m. on March 7, 2022 in Conference Room 2/3/4/5, First Floor. The following members were present:

Robert L. Jordan, Jr., C.M., Chairman  
Stan Retz, Vice Chairman  
Herman A. Cole, Jr.  
Billy Specht  
Elizabeth Galfo, M.D.  
Billie Fitzgerald  
Ashok Shah, M.D.  
Jerry Noffel

Member(s) Absent:

Maureen Rupe (excused)

A copy of the attendance roster of others present during the meeting is appended to the file copy of these minutes.

**CALL TO ORDER**

Mr. Jordan called the meeting to order at 2:03 p.m.

**PLEDGE OF ALLEGIANCE**

Mr. Jordan led the Board of Directors, staff and public in reciting the Pledge of Allegiance.

**PMC'S VISION – *Healing Families – Healing Communities*®**

Mr. Jordan led the Board of Directors, staff and public in reciting PMC's Vision – *Healing Families – Healing Communities*®.

**APPROVAL OF MEETING AGENDA**

Mr. Jordan requested approval of the meeting agenda in the packet as revised. Discussion ensued and the following motion was made by Mr. Cole, seconded by Dr. Shah and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE REVISED MEETING AGENDA AS PRESENTED.***

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Dr. Galfo, seconded by Mr. Cole and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVE TO APPROVE THE MINUTES OF THE JANUARY 10, 2022 REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT DBA PARRISH MEDICAL CENTER, AS PRESENTED.***

**RECOGNITIONS**

There were no recognitions.

**OPEN FORUM FOR PMC PHYSICIANS**

Dr. Mathew's discussed possibly having a meet and greet for cardiologists to meet new primary care physicians.

**PUBLIC COMMENTS**

There were no public comments.

**UNFINISHED BUSINESS**

There was no unfinished business.

**NEW BUSINESS**

Discussion ensued and the following motion was made by Dr. Galfo, seconded by Mr. Cole and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO APPROVE THE HOSPITAL GENERAL COUNSEL POLICY, AS PRESENTED.***

**CONSENT AGENDA**

Discussion ensued regarding the consent agenda, and the following motion was made by Mr. Cole, seconded by Mr. Retz and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO APPROVE THE FOLLOWING REVISED CONSENT AGENDA ITEMS:***

Consent Agenda

A. Audit

1. Motion to recommend the Board of Directors accept the Fiscal Year 2021 audit results and reports:
  - a) Audited Financial Statements and Supplementary Information
  - b) Report on Internal Control and Compliance
  - c) Communications with the Board of Directors and Audit Committee
  - d) Management Letter

B. Finance

1. Motion to recommend the Board of Directors accept the Pension Plan Actuarial Valuation as of October 1, 2021.
2. Motion to recommend the Board of Directors approve the renewal of membership for Chris McAlpine to the Pension Committee for a three-year term from February 1, 2022 through January 31, 2025.
3. Motion to recommend the Board of Directors approve the appointment of Leigh Spradling to the Pension Committee for a two-year term beginning March 2, 2022 through March 1, 2024.
4. **Motion to recommend to the Board of Directors to declare the equipment listed in the requests for Disposal of Obsolete or Surplus Property Forms as surplus and obsolete and dispose of same in accordance with FS274.05 and FS274.96.**

**COMMITTEE REPORTS**

**Quality Committee**

Dr. Galfo reported all items were covered during the meeting.

**Finance Committee**

Mr. Cole reported all items were covered during the meeting.

**Executive Committee**

Mr. Retz reported all items were covered during the meeting.

**Educational, Governmental and Community Relations Committee**

Ms. Fitzgerald reported all items were covered during the meeting.

**Planning, Physical Facilities and Properties Committee**

Mr. Jordan reported the Planning Physical Facilities and Properties Committee did not meet.

**PROCESS AND QUALITY REPORT**

No additional information was presented.

**Hospital Attorney**

Legal counsel had no report.

**OTHER**

Mr. Specht took this time to share his appreciation for Ms. Sellers, Mr. Loftin and Mr. Riley for providing tours of the facility, adding that he is impressed with the capabilities of the Health System.

**CLOSING REMARKS**

At this time Mr. Jordan asked that we remember those suffering right now and keep them in our prayers.

**ADJOURNMENT**

There being no further business to discuss, the meeting adjourned at 2:26 p.m.

Robert L. Jordan, Jr., C.M.  
Chairman

**NORTH BREVARD COUNTY HOSPITAL DISTRICT  
OPERATING PARRISH MEDICAL CENTER  
MEDICAL EXECUTIVE COMMITTEE MEETING – REGULAR SESSION MINUTES  
April 19, 2022**

**Present:** B. Mathews, MD, G. Mikitarian, J. Rojas, MD, M. Navas, MD, K. Patel, MD, I. Rashid, MD, R. Rivera-Morales, MD, C. Manion, MD, V. Williams, MD, R. Patel, MD, H. Cole, D. Barimo, MD, A. Ochoa, MD, P. Carmona, MD, C. Fernandez, MD, G. Cuculino, MD, R. Rivera-Morales, MD

**Absent:** C. McAlpine

The meeting of the Medical Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was called to order on April 19, 2022 at 5:30 pm in the Conference Center. A quorum was determined to be present.

**CALL TO ORDER.**

Dr. Biju Mathews, President, called the meeting to order at 5:32pm.

**I. REVIEW AND APPROVAL OF MINUTES**

The following motion was made by Dr. Rojas, seconded by Dr. Barimo, and unanimously approved.

**ACTION TAKEN:** Motion to approve the previous Regular Session minutes of March 15, 2022 as written and distributed. *Motion was made by Dr. Manion, seconded by Dr. Rashid, and unanimously approved.*

**II. OLD BUSINESS: Return to Autopsy procedures and Criteria – March 2022** as Dr. Cuculiino's comments were not incorporated into the prior session.

- a. J.Hankins to circle back with L. Thompson (Risk Manager).
- b. What is the process for reporting deaths, all deaths, when is the ME called?
- c. Policy remains open until all departments are operating from the same process.

**III. FOLLOW UP MEC BUSINESS: None**

**IV. NEW BUSINESS:**

***Policies for Review: (Distributed prior to the meeting)***

1. 9950-3 Extension of Established Technology
2. **Retire** – Critical Results/Values
3. Infection Control and Prevention
4. Pain Management -Assessment & Reassessment
5. Clinical Research Activities
6. Failure to Use the Non-Formulary Antibiotic Request Form 9900-19

Motion to process the policies as noted (renew and/or retire) was made by Dr. Cuculino, seconded by Dr. Barimo and unanimously approved.

**V. Meditech upgrades/enhancements noted for the minutes:**

Meditech upgrades/enhancements

1. Contrast Allergy Rule
2. Patient Care Systems (PCS)
3. Order Management (OM)
4. Imaging & Therapeutic Services (ITS)

**VI. *CMEC Regular Session: During review of applications in process:***

Motion to amend Pediatric Privileges with Consult & Interpret MSLT (Multiple Sleep Latency Test) was made by Dr. Barimo and seconded by Dr. Manion.) Level III - Consult & Interpret Polysomnogram – MSLT) addition was unanimously approved.

**VII. Report from Administration: - None**

**VIII. Report from the Board – None (minutes from February 2022 meeting were distributed)**

**IX. Committee Reports:**

1. Credentialing & medical Ethics (Regular Session, April 22, 2022) minutes were distributed

**X. Consent Agenda:**

- Code STEMI Data Sheet (E3657) - New Order Set.
- STEMI Quick Reference Guide (E3656) - New Order Set.
- Hyperkalemia (E3486) - Renamed the Order from Hyperkalemia Emergency Meds to Hyperkalemia since including more labs and monitoring to set, not just medications. Removed potassium > 5.5 and Significant renal impairment, ongoing tissue breakdown from Criteria. Under Labs we added Potassium every 8 hours x 2 and POC Glucose every 4 hours x 2. Under Monitoring added 12 lead EKG- STAT.
- ED Acute Stroke Protocol (E3361ab) - Added "Every 30 minutes until a decision is made regarding t-PA; if no t-PA, minimum of every 2 hours" under Vital signs.

***Motion to accept the Consent Agenda as written/distributed was made by Dr. Rojas, seconded by Dr. Barimo and unanimously approved.***

**XI. OPEN FORM:**

Dr. Williams asked about the ongoing policy for covid swabs prior to procedures that require anesthesia. The committee agreed upon recommendation was to continue to test until June 1, review the data with the expectation that on June 1, 2022 we will return to a screening that includes a) fever b) cough c) exposure to someone positive within 5-7 days prior.

***J. Hankins to review current policy, and any pending recommendations with Infection Control.***

Dr. Rashid mentioned the poor turn out for the Department of Medicine meeting.

***Recommendation to text participants morning of, and to remind those who have not participated this year that the requirement is 50% of scheduled meetings.***

**There being no further business, the meeting adjourned at 5:58pm**

**NEXT MEETING MAY 17, 2022**

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**Biju Mathews, MD  
President Medical Staff**

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**Christopher Manion, MD  
Secretary/Treasurer**



**Origination:** 10/1991  
**Effective:** Upon Approval  
**Last Approved:** N/A  
**Last Revised:** 03/2022  
**Next Review:** 1 year after approval  
**Areas:** Administration  
**Tags:** 9500  
**Applicability:** Parrish Medical Center

## Geographic Boundaries, 9500-93

**POLICY TYPE: ADMINISTRATIVE**

### I. Purpose

The purpose of the policy is to establish the requirement that management level employees recruited/hired by PMC reside within the geographic boundaries defined herein. For the purposes of this policy, management level is defined as director level and above.

### II. Scope

This policy applies to North Brevard County Hospital District d/b/a Parrish Medical Center management level employees.

### III. POLICY STATEMENT

The district boundaries of the North Brevard County Hospital District operating Parrish Medical Center (PMC) are identified by the tax district boundaries. The hospital service area, encompassing the tax district's boundary, is defined by the geographic area established by the following six (6) zip code areas:

32754, 32775, 32796, 32780, 32927, 32926

The medical needs of the citizens within this service area/geographic area is the primary concern of Parrish Medical Center. As part of helping to identify the needs of those citizens, Parrish Medical Center requires all Management level employees (Directors, VP's and President/CEO) to live within the zip code service area/geographic area.

The policy is effective October 1, 1991 and applies to any Management level employee hired or any employee promoted to Management after that effective date. Management level employees recruited/hired by PMC have up to one year to relocate to the ~~District~~service areas. Exceptions may be made only by the President/CEO.

All revision dates:

03/2022, 12/2012, 03/2003, 05/1997

### Attachments

No Attachments



## Approval Signatures

Step Description	Approver	Date
Board of Directors	Robert Jordan: Board Member	pending
President/CEO	George Mikitarian: President/CEO [PP]	04/2022
Executive Management Committee	Executive Management Committee [PP]	04/2022
Compliance	Corporate Compliance [AJ]	03/2022
	Natalie Sellers: Sr Vice President, Communications, Community & Cor	02/2022

## Applicability

Parrish Medical Center

COPY

 **Patient Safety**  
MOVEMENT | **CAN INNOVATION IN AVIATION**  
IMPROVE SAFETY IN MEDICAL CARE?

**Can Innovation in Aviation Improve Safety in Medical Care?**  
Randall M. Clark, M.D., FASA  
President



 American Society of  
**Anesthesiologists**

**Keynote: Randall Clark (ASA) and a  
Commitment Announcement from  
Parrish Medical Center**

 **Patient Safety**  
MOVEMENT | **HRO CHAMPION ANNOUNCEMENT:**  
PARRISH MEDICAL CENTER



**Edwin Loftin**  
DNP, MBA, RN, NEA-BC, FACHE

**Keynote: Randall Clark (ASA) and a  
Commitment Announcement from  
Parrish Medical Center**