



## 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 – August 1, 2022

**Date:** July 27, 2022

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**The Pension Committee will meet at 10:30 a.m. in the First Floor Conference Room 2/3/4/5.**

**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.**

**Pension Administrative Committee**

Stan Retz, Chairperson (January 1, 2020 - December 31, 2022)

Chris McAlpine (February 4, 2019 – January 31, 2022)

Leigh Spradling (March 2, 2020 – March 1, 2022)

Casey Crouch (December 06, 2021 – December 05, 2023)

**PARRISH MEDICAL CENTER  
PENSION ADMINISTRATIVE COMMITTEE  
AUGUST 1, 2022 @ 10:30 A.M.  
FIRST FLOOR CONFERENCE ROOM 2/3/4/5**

CALL TO ORDER

- I. Review and approval of minutes (March 7, 2022).

**Motion: To recommend approval of the March 7, 2022 minutes as presented.**

- II. Resignation of Sylvia Simpson – Mr. McAlpine

- III. Membership Renewal for Leigh Spradling – Mr. McAlpine

**Motion: To recommend the Budget and Finance Committee approve the renewal of Pension Committee membership for Leigh Spradling for a two-year term from March 1, 2022 through March 1, 2024.**

- IV. Fee Increase – Mr. Lozen, Foster & Foster

- V. Quarterly Pension, 403(b) and 457(b) Investment Update – Anderson Financial Partners

- VI. Adjournment

**PARRISH MEDICAL CENTER  
PENSION ADMINISTRATIVE COMMITTEE MEETING  
MARCH 07, 2022**

The members of the Pension Administrative Committee met with certain members participating via phone on March 07, 2022 at 9:30 a.m. The following representing a quorum, were present or participating via phone:

Pension Administrative Committee:

Stan Retz, Chairperson  
Chris McAlpine  
Sylvia Simpson  
Leigh Spradling  
Casey Crouch

Others Present:

Pamela Perez, Recording Secretary  
Darrell Bacon, Director Financial Planning  
Karen Pitstick, Benefits Coordinator  
Tim Anderson, Anderson Financial Partners  
Doug Lozen Foster and Foster

**Call to Order**

The meeting was called to order by the Chairperson at 9:35a.m.

**Review and Approval of Minutes**

The following motion was made by Mr. Crouch and seconded by Ms. Spradling and approved without objection:

***Action Taken: Motion to approve the PAC minutes of January 10, 2022 meeting as presented.***

**Pension Membership Renewals**

Mr. McAlpine noted that his membership on the committee will be expiring and approval for another three-year term is requested.

Discussion ensued and the following motion was made by Mr. Crouch and seconded by Ms. Spradling and approved without objection:

***Motion: To recommend the Finance Committee 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.***

Mr. McAlpine noted that Ms. Spradling's membership on the committee will be expiring and approval for another two- year term is requested.

Discussion ensued and the following motion was made by Ms. Simpson and seconded by Mr. Crouch and approved without objection:

***Motion: To recommend the Finance Committee approve the renewal of membership for Leigh Spradling to the Pension Committee for a two-year term from March 2, 2022 through March 1, 2024.***

**Pension Actuarial Report as of October 1, 2021**

Mr. Lozen, Foster & Foster, presented the Pension Actuarial Report (copy appended).

Discussion ensued and the following motion was made by Mr. McAlpine, seconded by Mr. Crouch and approved without objection.

***Motion: To recommend the Finance Committee accept the Pension Plan Actuarial Valuation as of October 1, 2021 as presented.***

Mr. Lozen also requested we approve a Declaration of Returns.

Discussion ensued and the following motion was made by Mr. Crouch, seconded by Ms. Spradling and approved without objection.

***Motion: To accept the Declaration of Returns statement as follows; Parrish Medical Center declares a return for the next year and the next several years and long term a rate of 6.85% net of fees investment return.***

**Quarterly Investment Report-Pension**

Tim Anderson, Anderson Financial Partners, gave a brief economic commentary and reviewed the quarterly summary for the Pension Fund in addition to the summary of performance from the fund managers.

**Amendment One to Section 8.6(k) of the 403(b) Plan**

Mr. McAlpine highlighted the changes made to Section 8.6(k) and the reason for the change.

Discussion ensued and the following motion was made by Mr. Retz, seconded by Mr. Crouch and approved without objection.

***Motion: To recommend the approval of Amendment One to Section 8.6(k) of the 403(b) Plan as presented.***

Pension Administrative Committee Meeting  
March 07, 2022

**Adjournment**

There being no further business, the meeting was adjourned at 10:21a.m.

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Stan Retz, Chairperson



July 21, 2022

**VIA ELECTRONIC MAIL**

Board of Trustees  
Parrish Medical Center, Inc.  
Pension Plan and Trust Fund Agreement

***Re: Foster & Foster Fee Increase***

Dear Board:

I hope this letter finds you well.

It has been our pleasure serving the Parrish Medical Center Pension Plan and Trust Fund Agreement (the "Plan") for the past 9 years. During our partnership, we are proud to have helped guide the Plan from less than \$56,000,000 to over \$74,000,000 (as of September 30, 2021) in assets under management, and deeply value the relationships we have made with your trustees and hospital staff.

We are off to a busy start in 2022, beginning the extensive Service Organization Control (SOC) 2 audit process. We have engaged KirkpatrickPrice to examine the whole of our firm over the next several months to ensure that our systems, processes and procedures are properly in place to promote a successful workplace and importantly, a safe, secure environment for your records.

In conducting a review of our business operations at the end of last year, we closely examined the fees we are charging our clients and the particular nuances of each plan. We also reviewed the current state of professional actuarial fees in the public pension space – both in Florida and nationally. In short, we have not requested a change in our fee structure with the Plan since 2013 with regard to a significant portion of our services. This also includes the issuance of GASB 67/68 and 112.664 reporting requirements – which began in October 2014. Over that time, our internal costs have continued to increase exponentially – with the addition of new professional staff members, systems (including significant technological tools for our clients' benefit), cyber security measures and additional infrastructure. We also continue to pay our people more each year to retain the best professionals in the industry – this, to allow us to provide the level of service you and over 200 of our other Florida plans require. Finally, as we have all seen from the grocery store to the gas pump, the inflationary environment we find ourselves in has added further financial strain.

In order to maintain and further enhance the services that we deliver to the Plan, we are respectfully requesting that our fees for services be increased as reflected below – effective October 1, 2022.

Item	Current Fee Origin Date	Current Fee	Proposed Fee
Standard Annual Valuation <sup>1</sup>	2021	\$14,775	\$15,514
Electronic Submission of the Annual Valuation	2017	\$300	\$300
GASB 67/68	2013	\$1,500/\$3,000	\$1,875/ \$3,750
112.664	2013	\$6,000	\$6,000
No Impact Letters	2013	\$500	\$600
Actuarial Impact Statement (minimum)	2013	\$1,000	\$1,500
Benefit Calculations	2013	\$200	\$300
Exhibit B for Summary Plan Description	N/A	\$125	\$125
Member Statements	N/A	Included in Valuation	\$25pp (min \$500)

<sup>1</sup> Nonstandard valuations include those which include changes to assumptions, methods or benefit provisions and will result in additional hourly charges due to the extra work involved.

Furthermore, we would also respectfully request that our hourly rates for all special project work be increased as reflected below – effective October 1, 2022.

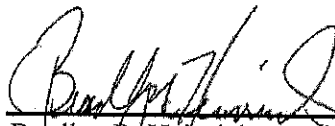
Personnel Type	Current Fee Origin Date	Current Hourly Rate	Proposed Hourly Rate
Senior Consulting Actuary	2013	\$300	\$375
Junior Consulting Actuary	2013	\$250	\$325
Actuarial Analyst	2013	\$150	\$275
Administrative/Clerical	2013	\$100	\$150

Going forward, we ask that all of these fees, inclusive of the items and hourly rates listed above, be adjusted annually based upon the Consumer Price Index for All Urban Customers (CPI-U) percent change for the preceding twelve (12) month period ending June 30<sup>th</sup>. The adjusted fees will go into effect on October 1, 2023 and each October 1<sup>st</sup> thereafter.

We greatly appreciate the trust that you have placed in us as the Plan's actuary and hope that you have found our service to be essential to your growth and sustainability over the years. Please understand that we took a thoughtful, reasoned approach to this request and did so in the interest of forging an equitable path going forward. We look forward to continuing our relationship with the Plan for many years to come.

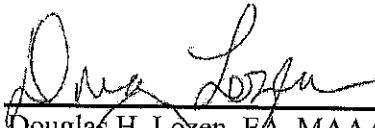
If you would, kindly review these proposed fees at your next Board meeting and if acceptable, we will be happy to work with your Board attorney to amend our agreement accordingly. Please feel free to contact us directly if you have any questions or would like to discuss further.

Sincerely,



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Bradley R. Heinrichs, FSA, EA, MAAA  
President/CEO



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Douglas H. Lozen, EA, MAAA  
Senior Consulting Actuary



## **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, AUGUST 1, 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 May 2, 2022 and June 6, 2022 meetings.*

II. Vision Statement

III. Recognition

1. Dr. Laurence Conley

IV. My Story

V. Dashboard

VI. TJC Leadership Standards Review

VII. Other

VIII. 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 May 2, 2022 in Conference Room 2/3/4/5, First Floor. The following members were present.

Elizabeth Galfo, M.D., Chairperson  
Maureen Rupe, Vice Chairperson  
Robert L. Jordan, Jr., C.M.  
Herman A. Cole, Jr.  
Billie Fitzgerald  
Jerry Noffel  
Stan Retz, CPA  
Ashok Shah, M.D.  
Christopher Manion, M.D.  
Gregory Cuculino M.D.  
Kiran Modi, M.D.  
George Mikitarian (non-voting)

Members absent:  
Billy Specht (excused)  
Biju Mathews, M.D., President/Medical Staff (excused)  
Francisco Garcia, M.D. (excused)

**CALL TO ORDER**

Dr. Galfo called the meeting to order at 12:04 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Ms. Fitzgerald, seconded by Mr. Jordan and approved (11 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE MARCH 7, 2022 MINUTES OF THE QUALITY COMMITTEE, AS PRESENTED.***

**VISION STATEMENT**

Mr. Loftin summarized the committee's vision statement.

**MY STORY**

Mr. Loftin shared the story of Jody and her success through the Parrish Community Health Network.

QUALITY COMMITTEE

MAY 2, 2022

PAGE 2

### **QUALITY DASHBOARD REVIEW**

Mr. Loftin reviewed the February 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.

### **VENTILATOR ASSOCIATED EVENTS**

Mr. Loftin summarized the process and procedures used by PMC to prevent ventilator associated events.

### **OTHER**

There was no other business brought before the committee.

### **ADJOURNMENT**

There being no further business to discuss, the Quality Committee meeting adjourned at 12:29 p.m.

Elizabeth Galfo, M.D.  
Chairperson

**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 June 6, 2022 in Conference Room 2/3/4/5, First Floor. The following members were present.

Elizabeth Galfo, M.D., Chairperson  
Maureen Rupe, Vice Chairperson  
Robert L. Jordan, Jr., C.M.  
Herman A. Cole, Jr.  
Billie Fitzgerald  
Jerry Noffel (vis phone)  
Stan Retz, CPA  
Ashok Shah, M.D.  
Billy Specht  
Christopher Manion, M.D.  
Gregory Cuculino M.D.  
Kiran Modi, M.D.  
George Mikitarian (non-voting)

Members absent:  
Biju Mathews, M.D., President/Medical Staff (excused)  
Francisco Garcia, M.D. (excused)

**CALL TO ORDER**

Dr. Galfo called the meeting to order at 12:04 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Dr. Shah and approved (12 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE APRIL 4, 2022 MINUTES OF THE QUALITY COMMITTEE, AS PRESENTED.***

**VISION STATEMENT**

Mr. Loftin summarized the committee's vision statement.

**MY STORY**

Mr. Loftin shared a social media post written by the daughter of two patients. She expressed her appreciation for the love, care and respect her parents received from PMC Care Partners.

QUALITY COMMITTEE

JUNE 6, 2022

PAGE 2

### **QUALITY DASHBOARD REVIEW**

Mr. Loftin reviewed the March 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.

### **COMPUTER PHYSICIAN ORDER ENTRY**

Mr. Loftin summarized the CPOE system, noting that this electronic prescribing system is designed to intercept errors, if any, at the time orders are entered.

### **OTHER**

There was no other business brought before the committee.

### **ADJOURNMENT**

There being no further business to discuss, the Quality Committee meeting adjourned at 12:33 p.m.

Elizabeth Galfo, M.D.  
Chairperson



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# Board of Directors

## Quality Committee Presentation



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# Quality Agenda

## August 2022

1. Approval of Minutes
2. Vision Statement
3. Recognition-
  1. Dr L Conley
4. My Story
5. Dashboard
6. TJC Leadership Standards Review
7. Other
8. 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	Definition	May	Mar-May	Opportunity
Stroke	Stroke management compliance	71%	82%	Goal: 100%
Sepsis	Severe Sepsis and Septic Shock Management bundle compliance	55%	56%	Goal: 76%
Early Elective Delivery	Percentage of elective deliveries among mothers with uncomplicated pregnancies at 37 and 38 weeks gestation	0%	0%	Goal: 0%
HAI	Hospital onset MRSA bacteremia	3.54	1.16	Goal: 0
Readmission	All cause 30 day readmissions	10.0%	8.30%	Goal: 8.0%
Person Centered flow	Inpatient and outpatient emergency department throughput	594	437	164 *weighted goal
Person Experience	Top box HCAHPs domain score for overall rating	32.7%	41.2%	Target: 76%

# The Joint Commission Leadership Chapter Standards



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# Overview:

**The safety and quality of care, treatment, and services depend on many factors, including the following:**

- A culture that fosters safety as a priority for everyone who works in the hospital
- The planning and provision of services that meet the needs of patients
- The availability of resources – human, financial, and physical – for providing care, treatment, and services
- The recruitment and retention of competent staff and other care providers
- Ongoing evaluation of and improvement in performance

# To determine the hospital's culture, Surveyor may ask Leaders:

- How does the hospital meet the needs of the population served?
- By what ethical standards will the hospital operate?
- What does the hospital want to accomplish through its work?

# What are the Surveyors looking for from Leadership?

- How you work together to fulfill the hospital's mission.
- How you model the hospital's mission to collaborate, communicate, solve problems, manage conflict, and maintain ethical standards.
- That you have a common goal.
- That senior managers are communicating the activities to Leadership
- What resources the hospital needs and how they secure those resources.



# Leadership Chapter Sections

- Leadership Structure
- Leadership Relationships
- Hospital Culture and System Performance Expectations
- Operations

# Leadership Structure

- 1. Leadership Structure (LD.01.01.01)**
- 2. Leadership Responsibilities (LD.01.02.01)**
- 3. Governance Accountabilities (LD.01.03.01)**
- 4. The Chief Executive Responsibilities (LD.01.04.01)**
- 5. Medical Staff Accountabilities (LD.01.05.01)**

## **LD.01.01.01: The hospital has a leadership structure.**

**Rationale:** Every hospital has a leadership structure to support operations and the provision of care. In many hospitals, this structure is formed by three leadership groups: the governing body, senior managers, and the organized medical staff. In some hospitals there may be two leadership groups, and in others only one. Individual leaders may participate in more than one group.

### **Elements of Performance**

1 The hospital identifies those responsible for governance.

#### **EP Attributes**

New	FSA	CMS	DOC	ESP
		§482.12		ESP-1

2 The governing body identifies those responsible for planning, management, and operational activities.

#### **EP Attributes**

New	FSA	CMS	DOC	ESP
		§482.12(d)(7)(ii)		
		§482.12		ESP-1

3 The governing body identifies those responsible for the provision of care, treatment, and services. (See also NR.01.01.01, EP 3)

#### **EP Attributes**

New	FSA	CMS	DOC	ESP
		§482.22		ESP-1

**LD.01.02.01: The hospital identifies the responsibilities of its leaders.**

**Rationale:** Many responsibilities may be shared by all leaders. Others are assigned by the governing body to senior managers and the leaders of the organized medical staff. Hospital performance depends on how well the leaders work together to carry out these responsibilities..

**Elements of Performance**1 Senior managers and leaders of the organized medical staff work with the governing body to define their shared and unique responsibilities and accountabilities. (See also NR.01.01.01, EP 3)

**EP Attributes**

New      FSA      CMS      DOC      ESP  
ESP-1

**Program: Hospital**

**LD.01.03.01: The governing body is ultimately accountable for the safety and quality of care, treatment, and services.**

**Rationale:** The governing body's ultimate responsibility for safety and quality derives from its legal responsibility and operational authority for hospital performance. In this context, the governing body provides for internal structures and resources, including staff, that support safety and quality.

**Elements of Performance**

1 The governing body defines in writing its responsibilities.

**EP Attributes**

New FSA CMS DOC ESP  
§482.12 D ESP-1

2 The governing body provides for organization management and planning.

**EP Attributes**

New FSA CMS DOC ESP  
§482.12(d)(7)(i) §482.12 ESP-1

3 The governing body approves the hospital's written scope of services.

**EP Attributes**

New FSA CMS DOC ESP  
§482.12(f)(1) §482.26 §482.27(a)(2) §482.51(a) §482.52 §482.52(a) §482.52(b)  
§482.53(a) §482.54 §482.55 §482.56 §482.56(a) §482.57(a) §482.54 §482.53 §482.53 D  
ESP-1



**Program: Hospital**

4 The governing body selects the chief executive responsible for managing the hospital.

**Attributes**

New	FSA	CMS	DOC	ESP
		§482.12(b)		ESP-1

5 The governing body provides for the resources needed to maintain safe, quality care, treatment, and services. (See also MM.09.01.01,EP 1; NR.01.01.01, EP 3)

**EP Attributes**

New	FSA	CMS	DOC	ESP
		§482.12(e)(1)	§482.21(e)(4)	§482.52(b)
			§482.53(a)	§482.53(c)
			§482.54	§482.55
		§482.56(a)	§482.57(a)	§482.21(e)(1)
			§482.54	§482.53
				§482.53

6 The governing body works with the senior managers and leaders of the organized medical staff to annually evaluate the hospital’s performance in relation to its mission, vision, and goals.

**EP Attributes**

New	FSA	CMS	DOC	ESP
		§482.21(e)(1)		

8 The governing body provides the organized medical staff with the opportunity to participate in governance.

**EP Attributes**

New	FSA	CMS	DOC	ESP
	§482.12(d)(7)(ii)	ESP-1		

4

9 The governing body provides the organized medical staff with the opportunity to be represented at governing body meetings (through attendance and voice) by one or more of its members, as selected by the organized medical staff.

**EP Attributes**

New FSA CMS DOC ESP  
ESP-1

10 Organized medical staff members are eligible for full membership in the hospital's governing body, unless legally prohibited.

**EP Attributes**

New FSA CMS DOC ESP  
ESP-1

12 For hospitals that use Joint Commission accreditation for deemed status purposes: The hospital has a governing body that assumes full legal responsibility for the operation of the hospital.

**EP Attributes**

New FSA CMS DOC ESP  
§482.12 ESP-1

21 For hospitals that use Joint Commission accreditation for deemed status purposes: The governing body is responsible for making sure that performance improvement activities reflect the complexity of the hospital's organization and services, involve all departments and services, and include services provided under contract. (For more information on contracted services, see Standard LD.04.03.09) Note: For hospitals that use Joint Commission accreditation for deemed status purposes: The hospital is not required to participate in a quality improvement organization (QIO) cooperative project, but its own projects are required to be of comparable effort.

**EP Attributes**

New	FSA	CMS	DOC	ESP	
		§482.21	§482.21(d)(4)	ESP-1	





**LD.01.04.01: A chief executive manages the hospital.**

**Rationale:** Not applicable.

**Introduction:** Each hospital, regardless of its complexity, has a structured leadership. ....

**Elements of Performance**

1 The chief executive provides for the following: - Information and support systems - Physical and financial assets

**EP Attributes**

New FSA CMS DOC ESP

ESP-1

5 The chief executive identifies a nurse leader at the executive level who participates in decision making. (See also NR.01.01.01, EP 3 for specific nurse leader responsibilities)

**EP Attributes**

New FSA CMS DOC ESP

ESP-1



**Program: Hospital**

**LD.01.05.01: The hospital has an organized medical staff that is accountable to the governing body.**

**Introduction:**

Each hospital, regardless of its complexity, has a structured leadership. ....

**Elements of Performance**

1 For hospitals that use Joint Commission accreditation for deemed status purposes: **There is a single organized medical staff.**

**EP Attributes**

New FSA CMS DOC ESP  
§482.22 ESP-1

3 The **organized medical staff is self governing.** (Refer to the bulleted list describing self governance in the Overview to the "MedicalStaff" [MS] chapter.)

**EP Attributes**

New FSA CMS DOC ESP  
ESP-1

4 **The governing body approves the structure of the organized medical staff.**

**EP Attributes**

New FSA CMS DOC ESP  
§482.22(b) §482.22(b)(1) ESP-1

6 **The organized medical staff is accountable to the governing body for the quality of care provided to patients.**

**EP Attributes**

New FSA CMS DOC ESP  
§482.12(a)(5) §482.22(b) §482.22 ESP-1

7 A doctor of medicine or osteopathy, or, if permitted by state law, a doctor of dental surgery or dental medicine, or a doctor of podiatric medicine is responsible for the organization and conduct of the medical staff.



September: Leadership Relationships LD 02  
October: Culture and Improvement systems LD 03  
November: Operations LD 04



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# 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, AUGUST 1, 2022  
FIRST FLOOR CONFERENCE ROOMS 2/3/4/5  
(IMMEDIATELY FOLLOWING QUALITY COMMITTEE)**

CALL TO ORDER

- I. Approval of minutes.

***Motion: To recommend approval of the May 2, 2022 and June 6, 2022 meetings.***

- II. Public Comments

- III. Financial Review – Mr. Bacon

- IV. Purchase of Capital Expenditure - Safety and Security – Mr. Loftin

- V. Regions Line of Credit Maturity Date Extension – Mr. Bacon

***Motion to recommend approval of the extension of the maturity date for the Regions Line of Credit to October 3, 2022.***

- VI. Membership Renewal for Leigh Spradling -- Mr. McAlpine

**Motion: To recommend the Budget and Finance Committee approve the renewal of Pension Committee membership for Leigh Spradling for a two-year term from March 1, 2022 through March 1, 2024.**

- VII. Public Hearing Dates (**For Information Only**)

- VIII. 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.

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 FINANCE COMMITTEE. TO THAT EXTENT OF SUCH DISCUSSIONS, A JOINT PUBLIC MEETING OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD OF DIRECTORS FINANCE COMMITTEE AND THE NORTH BREVARD MEDICAL SUPPORT, INC. SHALL BE CONDUCTED.

**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 May 2, 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.  
Maureen Rupe  
Jerry Noffel  
Billie Fitzgerald  
Elizabeth Galfo, M.D.  
Ashok Shah, M.D.  
Christopher Manion, M.D.  
Biju Mathews, M.D. (12:33 p.m.)  
George Mikitarian (non-voting)

Member(s) Absent:

Billy Specht (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 12:30 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan seconded by Dr. Shah and approved (9 ayes, 0 nays, 0 abstentions). Dr. Mathews was not present at the time the vote was taken.

***ACTION TAKEN: MOVED THAT THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS APPROVE THE MARCH 7, 2022 MEETING MINUTES OF THE FINANCE COMMITTEE, AS PRESENTED.***

**FINANCIAL REVIEW**

Mr. Bacon summarized the March 2022 financial statements of the North Brevard County Hospital District and year to date financial performance of the Health System.

**ANDERSON FINANCIAL UPDATE**

Mr. Tim Anderson presented a quarterly performance update concerning the Operating Funds and noted the strong performance.

**CLINICAL CAPITAL**

Mr. Loftin presented the list of Radiology equipment marked for future purchase as a follow up to the question posed at last month's meeting.

Mr. Mikitarian noted he will return with a financing plan to purchase these items at a future meeting.

**OTHER**

There was no other business to come before the committee.

**ADJOURNMENT**

There being no further business to discuss, the Finance Committee meeting adjourned at 1:13 p.m.

Herman A. Cole, Jr.  
Chairman

**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 June 6, 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.  
Maureen Rupe  
Jerry Noffel (via phone)  
Billie Fitzgerald  
Elizabeth Galfo, M.D.  
Ashok Shah, M.D.  
Billy Specht  
Christopher Manion, M.D.  
Biju Mathews, M.D. (12:42 p.m.)  
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**

Mr. Cole called the meeting to order at 12:34 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Dr. Shah and approved (10 ayes, 0 nays, 0 abstentions). Dr. Mathews was not present at the time the vote was taken.

***ACTION TAKEN: MOVED THAT THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS APPROVE THE APRIL 4, 2022 MEETING MINUTES OF THE FINANCE COMMITTEE, AS PRESENTED.***

**FINANCIAL REVIEW**

Mr. Bacon summarized the April 2022 financial statements of the North Brevard County Hospital District and year to date financial performance of the Health System.



**AUDIT ENGAGEMENT LETTER MSL**

Mr. Cole summarized the Moore Stephens Lovelace (MSL) engagement letter reviewed earlier in the day during the Audit Committee meeting. The audit committee recommended acceptance and engagement of MSL. Discussion ensued and the following motion was made by Mr. Jordan, seconded by Dr. Shah and approved (11 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION THAT THE FINANCE COMMITTEE OF THE BOARD OF DIRECTORS APPROVE THE MOORE STEPHENS LOVELACE ENGAGEMENT LETTER FOR THE FY22, AS PRESENTED.***

**DISPOSALS**

Discussion ensued and the following motion was made by Mr. Jordan, seconded by Ms. Fitzgerald and approved (11 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO RECOMMEND THE BOARD OF DIRECTORS TO DECLARE THE EQUIPMENT LISTED IN THE REQUEST FOR DISPOSAL OF OBSOLETE OR SURPLUS PROPERTY FORMS AS SURPLUS AND OBSOLETE AND DISPOSE OF SAME IN ACCORDANCE WITH FS274.05 AND FS274.96.***

**OTHER**

A discussion ensued regarding staffing at the Hospital. Mr. Jordan asked how long PMC would need to utilize travel nurses.

Mr. Mikitarian noted that due to coverage ratios, travel nurses he projected, would be needed for the remainder of the year.

**ADJOURNMENT**

There being no further business to discuss, the Finance Committee meeting adjourned at 12:58 p.m.

Herman A. Cole, Jr.  
Chairman

AD VALOREM TAXES  
PUBLIC HEARING DATES

1ST PUBLIC HEARING DATE

Regulations:

Must be conducted not before 65 days after 6/30/22 and within 80 days after 6/30/22.

Tentative date set for September 12, 2022 (Monday) at 5:01 p.m. in Conference Room 2/3/4/5. The regular meetings of the Board of Directors and the Committees of the Board of Directors are also set for September 12th (Monday).

2ND PUBLIC HEARING DATE

Regulations:

Must be conducted not before two days after newspaper add and not more than five days after newspaper add.

Tentative date set for September 26, 2022 (Monday) at 5:01 p.m. in the Executive Conference Room, Administration, 2<sup>nd</sup> Floor.

Note: The newspaper ad for the 2nd public hearing is to be published within 15 days of the 1st public hearing. The tentative date for this publishing is set for September 20, 2022 (Thursday).

ATTACHMENT: Confirmation from Brevard County Board of County Commissioners re: Public Hearings on County and School Budgets.

July 27, 2022

## Public Hearings on County and School Budgets for Fiscal Year 2022-2023

In accordance with the requirements of Florida Statutes, Chapter 200.065, notice is given concerning the dates of the scheduled public hearings on the ad valorem tax rates and budgets of the Brevard County School Board and the Brevard County Board of County Commissioners for the fiscal year beginning October 1, 2022.

The Brevard County School Board will hold public hearings on its ad valorem tax rates and budget for the fiscal year beginning July 1, 2022 on:

Thursday – July 28, 2022 at 5:30 P.M. and  
Thursday - September 8, 2022 at 5:30 P.M.

The Brevard County Board of County Commissioners will hold public hearings on its ad valorem tax rates and budget for the fiscal year beginning October 1, 2022 on:

Tuesday - September 6, 2022 at 5:30 P.M. and  
Tuesday - September 20, 2022 at 5:30 P.M.

If there are any questions concerning these meetings, please call the Brevard County Budget Office at 321-633-2153.



### Brevard County Board of County Commissioners

2725 Judge Fran Jamieson Way Viera, FL 32940,  
[711 FLORIDA RELAY](tel:711)  
[\(800\)-955-8771](tel:(800)955-8771)

Under Florida law, e-mail addresses are public records. If you do not want your e-mail address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact this office by phone or in writing.

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# Finance Committee

## FYTD June 30, 2022 – Performance Dashboard

Indicator	FYTD 2022 Actual	FYTD 2022 Budget	FYTD 2021 Actual
IP Admissions	3,663	4,069	4,021
LOS	5.7	4.3	5.2
Surgical Procedures	3,938	4,221	4,069
ED Visits	21,967	23,778	23,473
OP Volumes	37,855	41,207	39,778
Hospital Margin %	4.19%	8.99%	9.07%
Investment Income \$	-\$8.9 Million	\$3.5 Million	\$14 Million
EBIDA Margin %	-10.04%	6.04%	14.00%
EBIDA Margin %- Excluding Invest Income	-1.56%	3.20%	3.34%

**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, AUGUST 1, 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 May 1, 2022 and June 6, 2022 meetings.*

- II. Reading of the Huddle

- III. Attorney Report – Mr. Boyles

- IV. Other

- V. Executive Session (if needed)

**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 May 2, 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.  
Maureen Rupe  
Elizabeth Galfo, M.D.  
George Mikitarian (non-voting)

Members 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**

Mr. Retz called the meeting to order at 1:13 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Dr. Galfo, seconded by Mr. Cole and approved (5 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE MARCH 7, 2022 MEETING MINUTES OF THE EXECUTIVE COMMITTEE OF THE BOARD, AS PRESENTED.***

**READING OF THE HUDDLE**

Dr. Galfo read the Weekly Huddle.

**CEO PERFORMANCE REVIEW**

Mr. Boyles referenced the summary evaluation and individual evaluation sheets that were previously provided electronically to board members regarding the CEO Performance Review. He further noted that Mr. Mikitarian scored exceptionally well. The Committee complimented Mr. Mikitarian on his excellent performance.

**ATTORNEY REPORT**

No Attorney report was presented

**OTHER**

At 1:22 p.m. the committee entered executive session to discuss matters of peer review.  
At 1:59 p.m., Executive Session ended and Executive Committee resumed.

**ADJOURNMENT**

There being no further business to discuss, the committee adjourned at 2:00 p.m.

Stan Retz, CPA  
Chairman



**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 June 6, 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.  
Maureen Rupe  
Elizabeth Galfo, M.D.  
George Mikitarian (non-voting)

Members 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**

Mr. Retz called the meeting to order at 12:58 p.m.

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Cole, seconded by Dr. Galfo and approved (5 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE APRIL 4, 2022 MEETING MINUTES OF THE EXECUTIVE COMMITTEE OF THE BOARD, AS PRESENTED.***

**READING OF THE HUDDLE**

Dr. Galfo read the Weekly Huddle.

**ATTORNEY REPORT**

No Attorney report was presented

**OTHER**

At 1:02 p.m. the committee entered Executive Session.

At 1:03 p.m., Executive Session ended and Executive Committee resumed.

EXECUTIVE COMMITTEE

JUNE 6, 2022

PAGE 2

Mr. Loftin informed the committee of upcoming facility changes in an effort to increase the safety and security of patients and Care Partners in the Hospital. Mr. Loftin noted that metal detectors will be installed at all entrances, changes will be made to badge access and additional officers will be hired.

Mr. McAlpine informed the committee of a current case regarding Obstetrics, noting that both parties have agreed to settle. Discussion ensued and the following motion was made by Mr. Jordan, seconded by Dr. Galfo and approved (5 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE UP TO \$200,000.00 SETTLEMENT RELATING TO A PENDING MEDICAL MALPRACTICE CASE WHICH SHOULD BE COVERED UNDER PARRISH MEDICAL CENTER'S CAPTIVE INSURANCE.***

**ADJOURNMENT**

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

**CALL TO RECONVENE**

The committee reconvened at 3:05 p.m. Mr. Retz informed the committee that Mr. Bittman needed to notify the Board of a recent legal development that occurred regarding OMNI. Mr. Bittman informed the committee that a Qui Tam suit was possibly filed, adding that a draft copy was included in discovery received by Nelson Mullins and was prepared by the law firm representing Dr. Deligdish. In the draft it states that the plaintiffs are OMNI and John Doe, and the defendants list PMC, Halifax, Mr. Mikitarian, Mr. McAlpine, Mr. Jackson, Mr. Peburn and Mr. Feasel. Mr. Bittman noted there would be more information forthcoming.

**ADJOURNMENT**

There being no further business to discuss, the committee adjourned at 3:14 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, M.D.  
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, AUGUST 1, 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 May 2, 2022 and June 6, 2022 meetings.*

- II. Medication Reconciliation – Ms. Grolet

- III. Other

- IV. Executive Session (if necessary)

**ADJOURNMENT**

**NOTE: IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE EDUCATION 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  
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 May 2, 2022 at 2:09 p.m. in Conference Room 2/3/4/5, First Floor. The following members were present:

Billie Fitzgerald, Chairperson  
Maureen Rupe, Vice Chairperson  
Robert L. Jordan, Jr., C.M.  
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 2:09 p.m.

**REVIEW AND APPROVAL OF MINUTES**

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

***ACTION TAKEN: MOVED TO APPROVE THE MINUTES OF FEBRUARY 7, 2022 AND THE MARCH 7, 2022 EDUCATION COMMITTEE MEETINGS, AS PRESENTED.***

**CENTRAL FLORIDA MASS CASUALTY INCIDENT DRILL**

Mr. Loftin summarized the disaster drill PMC recently participated in with the Central Florida Disaster Medical Coalition. The exercise prepares the hospital to appropriately respond to a mass casualty event.

**OTHER**

No other items were presented.

EDUCATIONAL, GOVERNMENTAL AND COMMUNITY RELATIONS  
COMMITTEE  
MAY 2, 2022  
PAGE 2

**ADJOURNMENT**

There being no further business to discuss, the Educational, Governmental and Community Relations Committee meeting adjourned at 2:29 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 June 6, 2022 at 3:14 p.m. in Conference Room 2/3/4/5, First Floor. The following members were present:

Billie Fitzgerald, Chairperson  
Maureen Rupe, Vice Chairperson  
Robert L. Jordan, Jr., C.M.  
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 3:14 p.m.

**SPACE COAST HEALTH CENTERS, INC. UPDATE**

Mr. Lewis provided an overview and update concerning the Space Coast Health Centers, Inc., a Federally Qualified Health Center- Look- Alike as well as the providers and the services offered. Mr. Lewis shared that on June 1, 2022 full approval was received for the FQHC Look-Alike.

**OTHER**

No other items were presented.

**ADJOURNMENT**

There being no further business to discuss, the Educational, Governmental and Community Relations Committee meeting adjourned at 3:31 p.m.

Billie Fitzgerald  
Chairperson



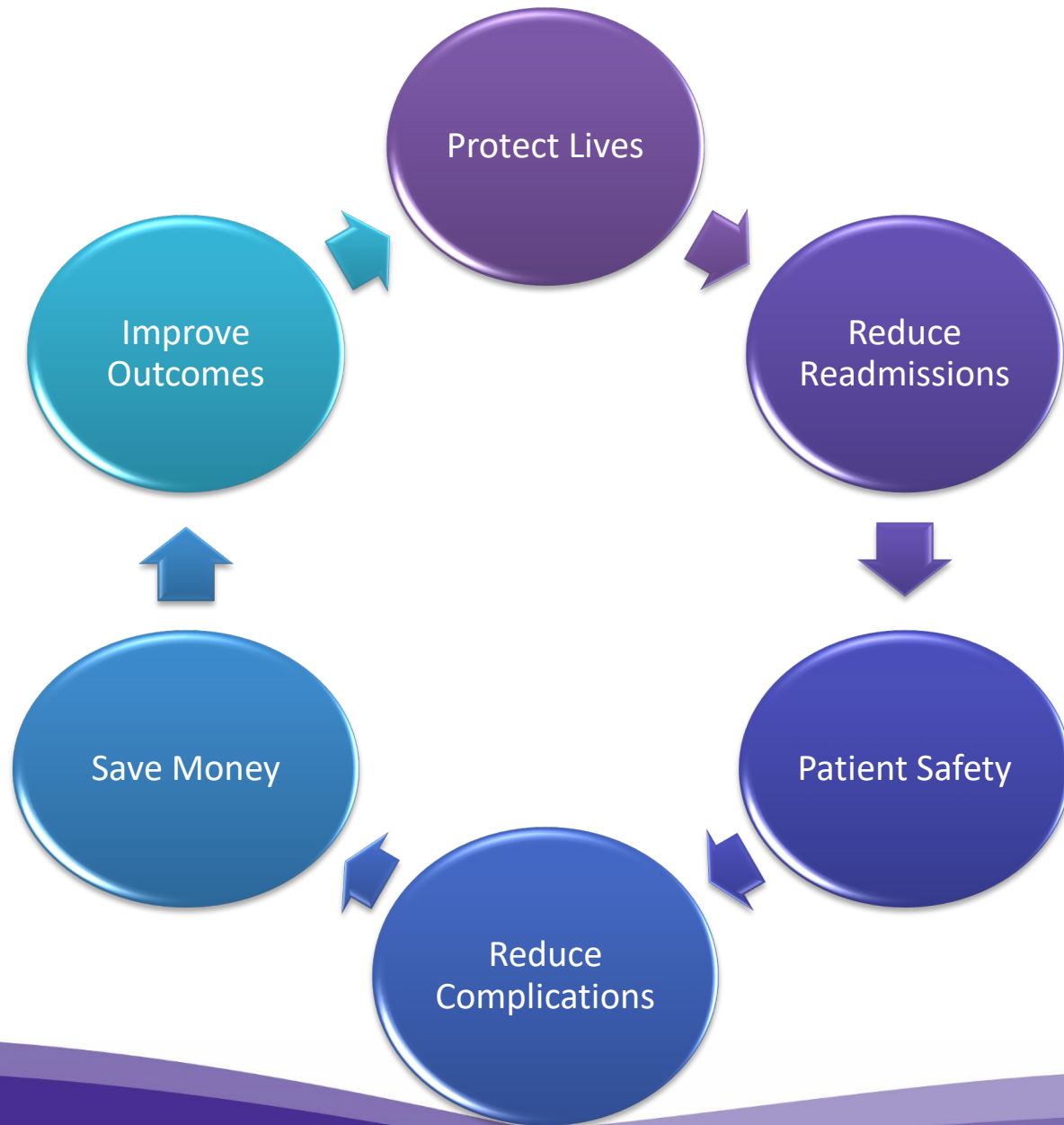
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# Medication Reconciliation

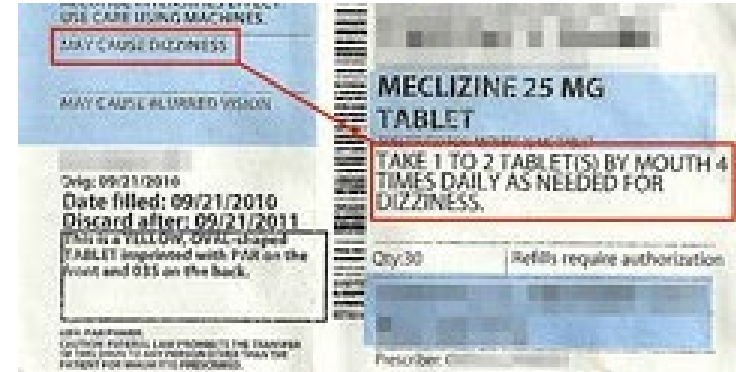
Heather Grolet Pharm.D. CRPh  
Director of Pharmacy



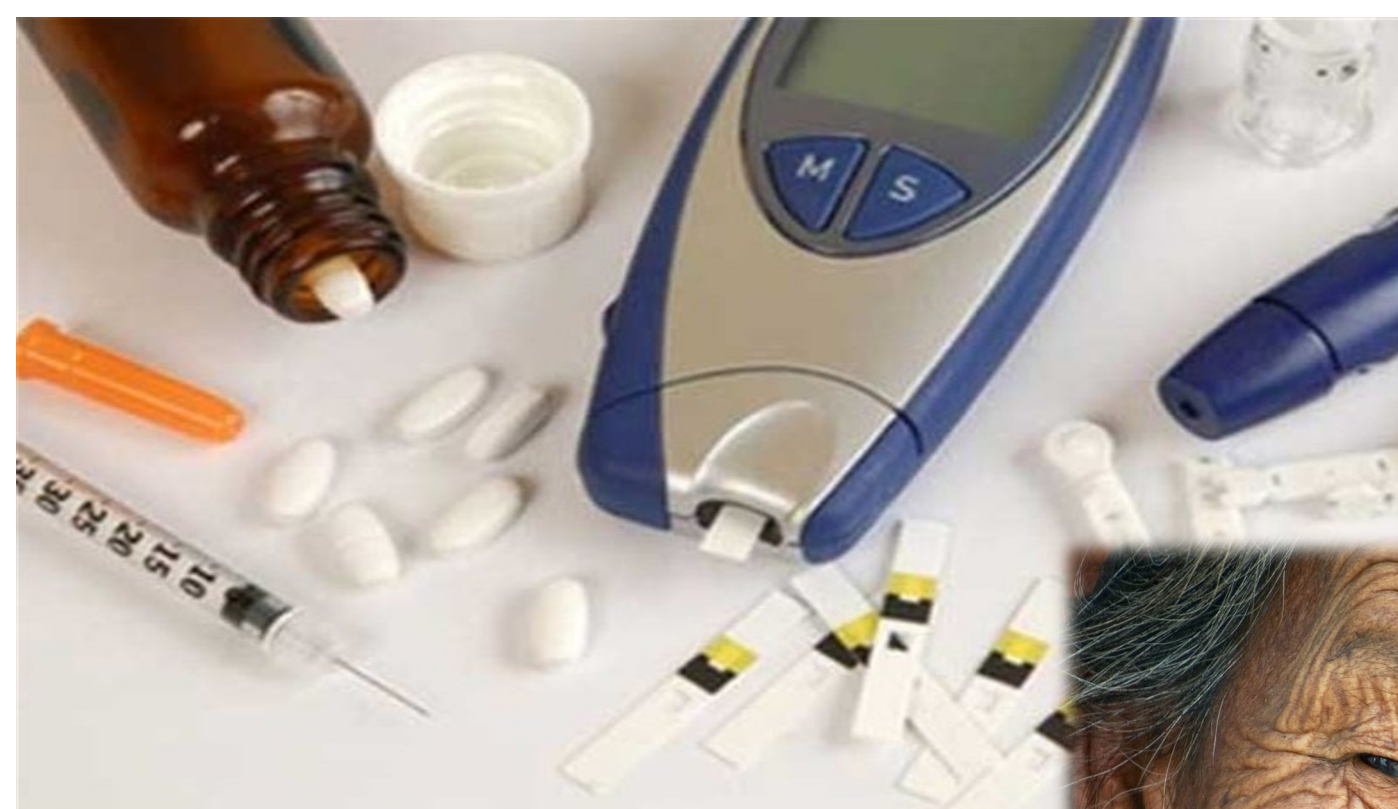


# Collaboration, Cooperation, Communication













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**DRAFT AGENDA**  
**BOARD OF DIRECTORS MEETING - REGULAR MEETING**  
**NORTH BREVARD COUNTY HOSPITAL DISTRICT**  
**OPERATING**  
**PARRISH MEDICAL CENTER**  
**AUGUST 1, 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 (May 2, 2022 and June 6, 2022 Regular Meetings and the June 27, 2022 Special Meeting)
- V. Recognitions(s)
  - A. Dr. Frank Dienst
  - B. New Providers (memo included)
- 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 the Pain Management – Assessment & Reassessment policy, as presented.**
- X. Medical Staff Report Recommendations/Announcements
- XI. Public Comments (as needed for revised Consent Agenda)
- XII. Consent Agenda\*\*\*
  - A. Finance
    - 1. **Motion to recommend approval of the extension of the maturity date for the Regions Line of Credit to October 3, 2022.**



BOARD OF DIRECTORS MEETING

AUGUST 1, 2022

PAGE 2

\*\*\*1 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 \*\*\*]

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

XV. Other

- A. Recruitment Assistance – Dr. Marshall

XVII. Closing Remarks – Chairman

XVIII. Executive Session (if necessary)

**ADJOURNMENT**

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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 (the District) was held at 2:30 p.m. on May 2, 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.  
Elizabeth Galfo, M.D.  
Billie Fitzgerald  
Ashok Shah, M.D.  
Jerry Noffel  
Maureen Rupe

Member(s) Absent:  
Billy Specht

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 2:30 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. Galfo and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE REVISED MEETING AGENDA OF THE BOARD OF DIRECTORS OF THE DISTRICT AS PRESENTED.***

**REVIEW AND APPROVAL OF MINUTES**

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

***ACTION TAKEN: MOVE TO APPROVE THE MINUTES OF THE MACH 7, 2022 REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE NORTH BREVARD COUNTY HOSPITAL DISTRICT DBA PARRISH MEDICAL CENTER, AS PRESENTED.***

**RECOGNITIONS**

Ms. Sellers shared the recognition of Parrish Healthcare (PHC) by the Patient Safety Movement. PHC was recognized as a high reliability organization for its commitment to zero harm and being transparent with its quality information.

**OPEN FORUM FOR PMC PHYSICIANS**

There were no physician comments.

**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 Dr. Shah and approved (8 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO APPROVE POLICY 9500-93 GEOGRAPHICAL BOUNDARIES, AS PRESENTED.***

**COMMITTEE REPORTS**

**Quality Committee**

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

**Finance Committee**

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

**Executive Committee**

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

**Educational, Governmental and Community Relations Committee**

Ms. Fitzgerald reported all items were covered during the Education, Governmental and Community Relations Committee 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. Noffel requested that in terms of the Quality Committee that the Lab and Radiology services be represented.

Dr. Shah suggested that Emergency Department wait times be added back to the Quality Dashboard.

Mr. Loftin noted he will refocus the dashboard to include suggestions.

Mr. Cole shared that the Jess Parrish Medical Foundation did an excellent job on the Golf tournament fundraising event recently held.

Dr. Galfo asked Dr. Mathews if there was anyway the Board could provide support to the medical staff.

Dr. Mathews asked if it would be possible for everyone being admitted to the hospital to receive a COVID test, as it would decrease wait time for transfers. Mr. Loftin shared that this was currently a standard practice for surgical procedures however he would look into this becoming a practice for admissions.

**CLOSING REMARKS**

There were no closing remarks.

**ADJOURNMENT**

There being no further business to discuss, the Parrish Medical Center Board of Directors meeting adjourned at 2:45 p.m.

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

**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 (the District) was held at 3:32 p.m. on June 6, 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.  
Elizabeth Galfo, M.D.  
Billie Fitzgerald  
Ashok Shah, M.D.  
Jerry Noffel (via phone)  
Maureen Rupe  
Billy Specht

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**

Mr. Jordan called the meeting to order at 3:32 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. Galfo and approved (9 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVED TO APPROVE THE REVISED MEETING AGENDA OF THE BOARD OF DIRECTORS OF THE DISTRICT AS PRESENTED.***

**REVIEW AND APPROVAL OF MINUTES**

Discussion ensued and the following motion was made by Mr. Cole, seconded by Dr. Shah and approved (9 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOVE TO APPROVE THE MINUTES OF THE APRIL 4, 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**

There were no physician comments.

**PUBLIC COMMENTS**

There were no public comments.

**UNFINISHED BUSINESS**

There was no unfinished business.

**NEW BUSINESS**

**North Brevard Medical Support Liaison Report**

Mr. Retz presented the North Brevard Medical Support Liaison report from its May 5, 2022 meeting.

**Quality Improvement Performance Plan Policy**

Discussion ensued and the following motion was made by Dr. Galfo, seconded by Mr. Cole and approved (9 ayes, 0 nays, 0 abstentions).

***ACTION TAKEN: MOTION TO APPROVE THE QUALITY PERFORMANCE IMPROVEMENT PLAN POLICY, AS PRESENTED.***

## **COMMITTEE REPORTS**

### **Quality Committee**

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

### **Finance Committee**

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

### **Executive Committee**

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

### **Educational, Governmental and Community Relations Committee**

Ms. Fitzgerald reported all items were covered during the Education, Governmental and Community Relations Committee 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**

Dr. Galfo asked Dr. Mathews if there was anyway the Board could provide support to the medical staff.

Dr. Mathews shared that nothing was needed at this time, and that strides have been made in cardiovascular treatment.

## **CLOSING REMARKS**

There were no closing remarks.

BOARD OF DIRECTORS

JUNE 6, 2022

PAGE 4

**ADJOURNMENT**

There being no further business to discuss, the Parrish Medical Center Board of Directors meeting adjourned at 3:35 p.m.

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



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

A special meeting of the Board of Directors of the North Brevard County Hospital District operating Parrish Medical Center (the District) was held at 3:00 p.m. on June 27, 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.  
Billie Fitzgerald  
Jerry Noffel  
Maureen Rupe  
Billy Specht

Member(s) Absent:

Elizabeth Galfo, M.D. (excused)  
Ashok Shah, M.D. (excused)

**CALL TO ORDER**

Mr. Jordan called the meeting to order at 3:00 p.m.

**PEER REVIEW**

At this time the committee entered executive session to discuss matters of peer review. At 5:23 p.m., Executive Session ended and the Board of Directors meeting resumed.

**ADJOURNMENT**

There being no further business to discuss, the Parrish Medical Center Board of Directors meeting adjourned at 5:23 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  
June 21, 2022**

**Present:** B. Mathews, MD, J. Rojas, MD, M. Navas, MD, I. Rashid, MD, C. Manion, MD, J. Ford, MD, R. Patel, MD, H. Cole, D. Barimo, MD, A. Ochoa, MD, P. Carmona, MD, G. Cuculino, MD, N. Sellers

**Absent:** K. Patel, MD, C. McAlpine, G. Mikitarian, R. Rivera-Morales, MD, C. Fernandez, MD,

The meeting of the Medical Executive Committee of the North Brevard County Hospital District operating Parrish Medical Center was called to order on June 21, 2022 at 5:30 pm in the Conference Center. A quorum was determined to be present.

**CALL TO ORDER.**

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

**I. REVIEW AND APPROVAL OF MINUTES**

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

**ACTION TAKEN:** Motion to approve the Regular Session minutes of May 17, 2022 as written and distributed. *Motion was made by Dr. Manion, seconded by Dr. Navas, and unanimously approved.*

**II. OLD BUSINESS: None**

**III. NEW BUSINESS: *Noted for the minutes.***

***Meditech Enhancements, 6.08 May 25, 2022***

- Safety Precautions Risk of Harming Others Intervention (PCS)
- Other Telemetry Orders Reflex Set (EDM)
- Other Telemetry Orders Reflex Set (OM)
- Baker Act Order (OM)

***Meditech Enhancements, 6.08 June 8, 2022 (PCS)***

- Care Navigation Assessment Intervention
- Medication Administration Record – Haldol
- Status Board – Detail Box
- Speech Evaluation Intervention
- ADM 2RN Skin Check Intervention
- 2RN Skin Check – Shift Assessment Intervention

**IV. Policies for Review:** None

**V. Consent Agenda:** None

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

**VII. Report from the Board** – Noted for the minutes.

Minutes from April 4, 2022 Quality and Full Bull were entered into the minutes.

**VIII. Committee Reports:**

Credentialing & Medical Ethics Committee (Regular Session, June 13, 2022) were entered into the Minutes as written.

**IX. Open Forum:** Dr. Carmona mentioned that the new lab equipment is being installed in the coming weeks.

**Adjournment:** There being no further business, the meeting adjourned at 5:35pm.

**NEXT MEETING July 19, 2022 CR 2/4.**

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

**Present:** B. Mathews, MD, M. Navas, MD, I. Rashid, MD, C. Manion, MD, C. Jacobs, MD, R. Patel, MD, D. Barimo, MD, A. Ochoa, MD, G. Cuculino, MD, R. Rivera-Morales, MD, K. Patel, MD

**Absent:** J. Rojas, MD, P. Carmona, MD, H. Cole, 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 June 21, 2022 at 5:30 pm in the Conference Center. A quorum was determined to be present.

**CALL TO ORDER.**

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

**I. REVIEW AND APPROVAL OF MINUTES**

Motion to approve the Regular Session minutes of June 21, 2022 as written and distributed. *Motion was made by Dr. Manion, seconded by Dr. Rashid, and unanimously approved.*

**II. OLD BUSINESS: None**

**III. NEW BUSINESS: *Noted for the minutes.***

**I. Meditech 6.08 Enhancements July 6, 2022 OM** attached.  
OT/PT/ST Consult Orders

**Meditech 6.08 Enhancements July 13, 2022** attached.  
Care Navigator Assessment  
Periop SBAR Report

**Meditech 6.08 Enhancements July 20, 2022 PCS** attached.  
Baseline Functionla Status Query  
RT Treatment Intervention  
**EDM**  
ED Triage/Triage Intervention

**IV. Policies for Review:**

Seeking motion to retire 9900-66 Credentialing of Pacemaker Representatives which is covered in policy 9500-105 Vendor Health Care Industry Representatives.

**Motion made by Dr.Barimo, seconded by Dr. Fernandez and unanimously approved.**

**V. Consent Agenda:** None

**VI. Report from Administration:**

Uptick in covid cases, monitoring. Current policy, masks in patient areas mandatory. Dr. Ochoa spoke to current census in ICU as it related to Covid. Dr. Mathews asked Dr. Cuculino to heighten awareness as it pertains to Covid medication treatment as there are known issues of interactions with Cardiac med's. Reminder to get a comprehensive list of all med's ED patients are taking.

**VII. Report from the Board – None**

**VIII. Committee Reports:**

Credentialing & Medical Ethics Committee (Regular Session, June 13, 2022) were entered into the Minutes as written.

**IX. Open Forum:** Dr. I. Rashid raised the concern around poor attendance at Department meetings despite mandatory 50% attendance. Discussion ensued.

**Motion from Dr. R. Rivera-Morales to allow each department to define what is a meaningful quorum for their respective group/s. Motion was seconded by Dr. I. Rashid and unanimously approved.**

**Adjournment:** There being no further business, the meeting adjourned at 5:46pm.

**NEXT MEETING August 16, 2022 CR 2/4.**

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Biju Mathews, MD  
President, Medical Staff

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Christopher Manion, MD  
Secretary/Treasurer, Medical Staff



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

# Welcome New Providers

## Jay Desai, MD – Internal Medicine – Hospitalist

### Medical School:

Doctor of Medicine– American  
University of Antigua College of  
Medicine

### Residency:

Internal Medicine– Hackensack  
Meridian Mountainside Medical  
Center



# Welcome New Providers

## Alphonse Pecoraro, MD, FACS – General Surgery

### Medical School:

Doctor of Medicine– UMDNJ New Jersey  
Medical School

### Residency:

General Surgery – New York  
University/Bellevue Hospital

Chief Resident – General Surgery, New York  
University/Bellevue Hospital

*Affiliates: Tisch Hospital, Bellevue Hospital, Manhattan VA  
Hospital and New York Downtown Hospital*





# Welcome New Providers

## Sean Verma, MD, FASN – Nephrology

### Medical School:

Doctor of Medicine–University of South Florida Morsani College of Medicine

### Fellowship:

Nephrology–Hospital of the University of Pennsylvania

Internal Medicine – University of South Florida Internal Medicine



# Welcome New Providers

## Lance Knecht, MD – Diagnostic Imaging

### Medical School:

Medical Doctor

Medical College of Georgia

August, GA

### Residency:

Diagnostic Radiology– University of South  
Alabama

### Internship:

Internal Medicine – University of South  
Alabama

Mobile, AL





Origination:	05/1999
Effective:	Upon Approval
Last Approved:	N/A
Last Revised:	05/2022
Next Review:	1 year after approval
Areas:	Acute Care Services
Tags:	PC 01.02.07, TJC
Applicability:	Parrish Medical Center

## Pain Management – Assessment & Reassessment

### I. PURPOSE

Pain assessment and pain management is an organizational priority. This policy addresses pain, screening tools, assessment, reassessment, and development of a individualized patient centered plan of care as appropriate to the patient's condition and cognitive ability.

### II. SCOPE

Applies to all Parrish Medical Center departments, and employees..

### III. POLICY STATEMENT

Numerous studies have shown that patients may receive less than optimal management of their pain. Pain management and prevention of pain may prevent and alleviate negative physical and psychological outcomes of unrelieved pain. It is our organizational goal to develop an environment that will support and ensure optimal pain management. This goal is for all patients within our system - inpatients as well as outpatients.

### IV. PROCEDURES

- A. Pain is a subjective symptom not always concordant with objective findings. The patient's self report of pain, and utilization of a pain scale, is the most single reliable indicator of pain. In patients who are unable to communicate their needs (such as neonates, sedated patients, or unconscious patients) pain levels will be measured by observational tools. We will reach out organizational goal by:
1. Developing and promoting an organizational commitment to provide effective, safe pain management to all patients.
  2. Promoting interdisciplinary collaboration and problem solving.
  3. Facilitating a process of continuous performance improvement, as it applies to pain management.
  4. Improving the quality of pain management across geographic care settings.
  5. Improving outcomes of pain management including comfort, side effects, complications, patient satisfaction, and costs.
- B. Pain should be assessed by all clinical disciplines using the tool most appropriate to the patient. The pain scales are as follows:
1. **FLAGFLACC**

2. ~~Neonatal Infant Pain Scale (NIPS)~~ [Neonatal Infant Pain Scale \(NIPS\)](#)
3. ~~Infant Observation Tool~~ [Infant Observation Tool](#)
4. ~~Wong – Baker Faces Scale (age 2 and over)~~ [Wong - Baker Faces Scale \(age 2 and over\)](#)
5. ~~Pain Intensity Scale – numerical scale – adults~~ [Pain Intensity Scale - numerical scale - adults](#)
6. ~~Adult & Child Pain Observation Tool – for non-verbal patients~~ [Adult & Child Pain Observation Tool - for non-verbal patients](#)
7. Parrish Medical Center Pain Scale Tool  
(See Attachment "A")
8. [Critical Care Pain Observation Tool \(CPOT\)](#)

C. Pain will be assessed/reassessed:

1. On admission
2. Pre-operatively/post-operatively
3. Change in patients baseline status
4. At least each shift and after a pain intervention

D. Comprehensive Initial Pain Assessment Includes

1. **Patient Perceptions**

The best and most reliable indicator of pain or distress is the patient's self-report. Initial assessment includes all locations of pain (maybe multiple sites), intensity of pain (using the appropriate pain scale as stated above), quality and characteristics of pain, what relieves the pain, what increases the pain, effects of pain on quality of life, and the patient's pain management goal which reflects a level of comfort acceptable to the patient.

2. **Physiological Responses**

Physiological responses such as increased heart rate, blood pressure, and respiratory rate, should only be parameters used to evaluate acute pain, such as in the immediate post-operative period. Physiological response to pain is not an effective measurement tool in chronic or prolonged pain.

3. **Behavioral Responses**

Patient's reaction to pain may be assessed by observation of their behavior. The assessment includes consideration that an individual's psychological, spiritual, and cultural beliefs can affect the behavioral expressions of pain that vary from culture to culture.

a. Behavioral responses to pain may include:

- i. Distorted posture
- ii. Impaired mobility
- iii. Muscular mobility
- iv. Muscular tension
- v. Facial grimacing and frowning
- vi. Agitation and restlessness
- vii. Altered breathing
- viii. Vocalization such as groaning or crying out

ix. Diminished consolability

4. **Cognitive Attempts to Manage Pain**

Some patients may use distraction as a means to decrease the perception of pain. Distraction is cognitive refocusing; attention and concentration are directed at stimuli other than pain. This technique may make the pain more bearable and give the patient a sense of control. Pain should not be discounted when distraction is used as a technique.

E. Reassessment

1. Parameters for reassessment include:

- a. Quality or character of pain
- b. Pain intensity - using appropriate scale
- c. Location
- d. Response (reassessment) to intervention
- e. Residual pain effect on function

2. Evaluation of Effectiveness & Patient Response

- a. Evaluation of treatment (pharmacologic/non-pharmacologic) interventions for pain is documented using the appropriate pain scale.

F. Care Plan

1. Patients are to be included in their medical treatment plan for pain management. Plan of care will be based on a thorough assessment of pain and thorough reassessment of prescribed intervention.

G. Approach to Health Care Provider Education

1. Clinical staff education is a component in developing an environment that will support and ensure optimal pain management. All clinical staff will complete education on pain assessment and management on orientation. Opportunities for continuing education will be presented to staff throughout the calendar year.

## V. REFERENCES

- A. [U.S. Department of Health & Human Services \(1992\). Acute Pain Management: Operative or Medical Procedures & Trauma, AHCPH Publication No. 92-0032](#)
- B. U.S. Department of Health & Human Services (1994), Management of Cancer Pain, Clinical Practice Guideline, No. 9
- C. McCaffery M, Pasero C, (Ed) Pain Clinical Manual, 2nd Edition, 1999 St. Louis, Mosby
- D. [The Joint Commission Standard PC .01.02.07](#)
- E. <https://pami.emergency.med.jax.ufl.edu/resources/provider-resources/pain-assessment-scales/>
- F. [Assess, Prevent and Manage Pain \(icudelirium.org\)](#)

All revision dates:

05/2022, 12/2020, 04/2015, 02/2014, 06/2012, 07/2008, 11/2002, 06/2001, 01/2001, 08/2000

## Attachments

[Attachment A - Parrish Medical Center Pain Scale Tool.pdf](#)

## Approval Signatures

Step Description	Approver	Date
Board of Directors	Robert Jordan: Board Member	pending
President/CEO	George Mikitarian: President/CEO [PP]	06/2022
Executive Management Committee	Executive Management Committee [PP]	06/2022
Medical Executive Committee	Biju Mathews: Physician [JH]	04/2022
Compliance	Corporate Compliance [PP]	03/2022
Executive Management	Edwin Loftin: SR Vice President/CNO	03/2022
	Helen Chambers: Director of Med/Surg	03/2022
	LeeAnn Cottrell: Executive Director Information Governance	03/2022
	Matthew Graybill: Executive Director Periop/Diagnostic Services	01/2022
	Edwin Loftin: SR Vice President/CNO	12/2021

## Applicability

Parrish Medical Center

# Pain Scale

I feel like I am going to pass out.

---

Pain prevents daily routine; cannot eat and/or move normally; loss of independence.

---

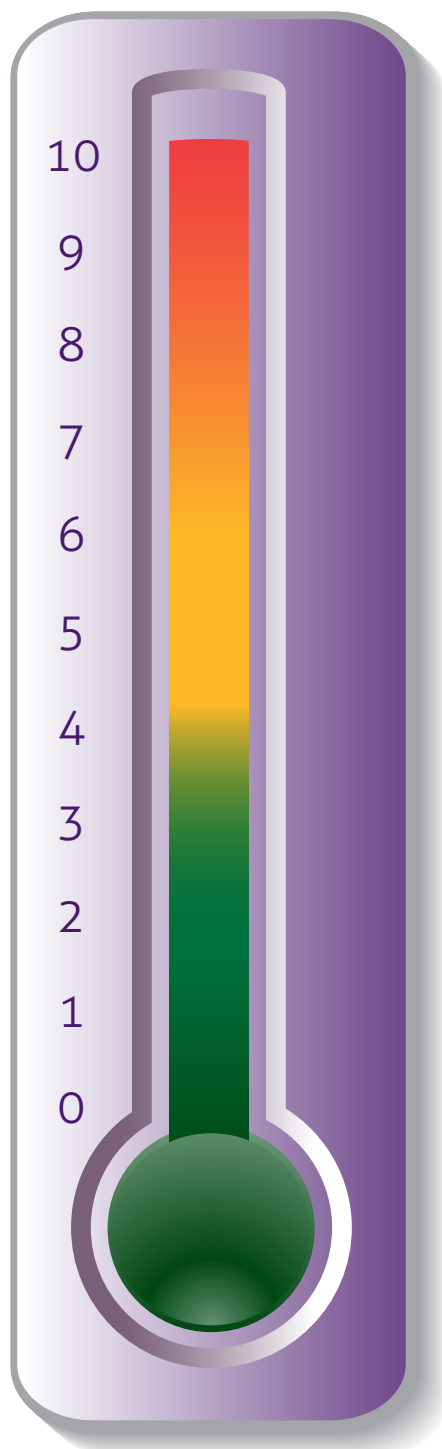
Pain affects daily routine; hard to move; loss of appetite; affects sleep.

---

Pain does not affect daily routine.

---

No pain



Pain is one of the body's natural defense mechanisms; it let's us know when we need to pay special attention to our actions. Experiencing some pain is beneficial as it allows us to be in tune with our body's physical limits. Our goal at Parrish Medical Center is to make discomfort manageable by:

- ▶ Asking you to use the pain scale on this sheet to help you describe how your pain affects your daily routine.
- ▶ Checking to ensure pain management techniques are affective.
- ▶ Offering other comfort measures such as changing positions, walking, turning on a relaxing music channel and teaching you how to control your breathing and other muscle relaxation techniques.
- ▶ Being available to talk to you about how you are feeling, physically and emotionally, and answering your questions.
- ▶ Talking to you about your pain medication and possible side effects such as upset stomach, constipation, drowsiness, light headedness, or not being able to think clearly.



**From:** [Mikitarian, George](#)  
**To:** [Parham, Stephanie](#)  
**Subject:** Fwd: [EXTERNAL Sender] Recruitment Assistance  
**Date:** Friday, July 15, 2022 5:30:14 AM

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For next Board meeting

Begin forwarded message:

**From:** "B. Grant Marshall" <bgrantmarshall@gmail.com>  
**Date:** July 14, 2022 at 9:23:26 PM EDT  
**To:** "Mikitarian, George" <George.Mikitarian@parrishmed.com>  
**Subject:** [EXTERNAL Sender] Recruitment Assistance

**\*\*\*WARNING\*\*\***

This message came from an external source. Please do not click links or open attachments if unexpected or unusual due to high security risk.

**Actual Sender Address: bgrantmarshall@gmail.com**

Begin Original Message:

---

Good Morning Mr. Mikitarian,

After our discussion this evening, I would like to formally request recruitment assistance to bring on Dr. Richard Moore, DO as a new physician associate to Mission Family Medicine, LLC. My goal in doing so would be to expand our ability to provide excellent primary care in Titusville and the surrounding area.

Thank you for your consideration,

B. Grant Marshall, MD