



# Agenda Report

2725 Judge Fran Jamieson  
Way  
Viera, FL 32940

## New Business - Support Services Group

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I.3.

11/14/2023

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### Subject:

Appointments of the North Brevard County Hospital District Board Members

### Fiscal Impact:

N/A

### Dept/Office:

Central Services Department

### Requested Action:

It is requested that the Board of County Commissioners (BoCC) review the attached applications for consideration for appointment to the North Brevard County Hospital District Board (the Board) for Seats 5 and 6. Each Commissioner will be asked to complete the ballots during the Board meeting as follows:

1. Complete the ballot for the selection of Seat 5 on the Board.
  - a. Once scores are tallied, the candidate with the highest ranking will be read aloud. Motion by the BoCC to appoint the highest-ranking or the selected applicant to the Board.
2. Complete the ballot for the selection of Seat 6 on the Board.
  - a. Once scores are tallied, the candidate with the highest ranking will be read aloud. Motion by the BoCC to select the highest-ranking or the selected applicant to be sent to the City of Titusville for confirmation.

### Summary Explanation and Background:

The Board of County Commissioners must make two appointments to the North Brevard County Hospital District Board. One appointment is to be made by the Board of County Commissioners (Seat 5) and one appointment (Seat 6) is made by the Board of County Commissioners and confirmed by the City of Titusville. The City of Titusville will consider the BoCC's applicant selection at its December 12, 2023, Council meeting.

Hospital Board Members must reside within the boundaries of the Hospital District. Each member will be appointed for a term of 4 years beginning on January 1, 2024.

The application deadline was set for noon, October 27, 2023. As in the past, the Application Advertisement included several questions, which each applicant is required to respond to. Staff advised the City of Titusville that the Board of County Commissioners will review applicants and make a selection for the joint appointment at this meeting.

Applications received for the above seats are attached as well as data related to current North Brevard County Hospital District Board appointments.

Seat 5 - Board of County Commissioners - Linda McKinney; Dr. Elizabeth T. Galfo

Seat 6 - Board of County Commissioners and confirmation by Titusville City Council - Jerry L. Noffel; Dan Aton

**Clerk to the Board Instructions:**



Kimberly Powell, Clerk to the Board, 400 South Street • P.O. Box 999, Titusville, Florida 32781-0999

Telephone: (321) 637-2001  
Fax: (321) 264-6972  
Kimberly.Powell@brevardclerk.us

November 15, 2023

MEMORANDUM

TO: Kathy Wall, Central Services Director

RE: Item I.3., Appointments of the North Brevard County Hospital District Board (NBCHDB) Members

The Board of County Commissioners, in regular session on November 14, 2023, reviewed applications for consideration of appointment to the NBCHDB for Seats five and six; and appointed Dr. Elizabeth T. Galfo, for Seat five and Dan Aton, for Seat six.

Your continued cooperation is always appreciated.

Sincerely,

BOARD OF COUNTY COMMISSIONERS  
RACHEL M. SADOFF, CLERK

*for: Donna Scott*  
Kimberly Powell, Clerk to the Board

/ds



Kimberly Powell, Clerk to the Board, 400 South Street • P.O. Box 999, Titusville, Florida 32781-0999

Telephone: (321) 637-2001

Fax: (321) 264-6972

Kimberly.Powell@brevardclerk.us

December 6, 2023

Dr. Elizabeth T. Galfo  
1250 B Grumman Place  
Titusville, FL 32780

Dear Dr. Galfo:

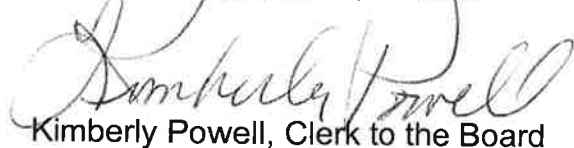
Re: Reappointment to North Brevard County Hospital District Board

The Board of County Commissioners, in regular session on November 14, 2023, acknowledged your reappointment to the North Brevard County Hospital District Board, subject to confirmation by the City Council of Titusville. Said term of appointment expires December 31, 2027.

Your continued willingness to serve the citizens of Brevard County in this capacity is always appreciated.

Sincerely,

BOARD OF COUNTY COMMISSIONERS  
RACHEL M. SADOFF, CLERK



Kimberly Powell, Clerk to the Board

/tr

cc: Each Commissioner  
County Manager  
Titusville City Clerk  
Parrish Medical Center

# BREVARD County

BOARD OF COUNTY COMMISSIONERS

FLORIDA'S SPACE COAST



Kimberly Powell, Clerk to the Board, 400 South Street • P.O. Box 999, Titusville, Florida 32781-0999

December 6, 2023

Telephone: (321) 637-2001

Fax: (321) 264-6972

Kimberly.Powell@brevardclerk.us

Dan Aton  
8850 Grissom Parkway  
Titusville, FL 32780

Dear Mr. Aton:

Re: Appointment to North Brevard County Hospital District Board

The Board of County Commissioners, in regular session on November 14, 2023, acknowledged your appointment to the North Brevard County Hospital District Board, subject to confirmation by the City of Titusville. Said term of appointment expires December 31, 2027.

Florida Statutes, Section 112.3145(5), requires the County Commission to provide forms and notices to each local officer required to file statements of financial disclosure. The term "local officer" is defined in Florida Statutes 112.3145(1)(a). Enclosed for your necessary action are the Disclosure Form and Guidelines to Code of Ethics. Please file same with the Supervisor of Elections, 400 South Street, Titusville, FL 32780. Also enclosed are memorandums explaining the Sunshine Law and changes to the Voting Conflict Law for your information.

Your willingness to serve the citizens of Brevard County in this capacity is always appreciated.

Sincerely,

BOARD OF COUNTY COMMISSIONERS  
RACHEL M. SADOFF, CLERK

Kimberly Powell, Clerk to the Board

/tr

cc: Each Commissioner  
County Manager  
Titusville City Clerk

North Brevard County Hospital District Board

November 14, 2023

**SEAT 5 – Appointed by the Brevard County Board of County Commissioners**

Applicant	Selection (Please check one.)
Linda McKinney	
Dr. Elizabeth T. Galfo	

Name: \_\_\_\_\_

North Brevard County Hospital District Board

November 14, 2023

**SEAT 6 – Appointed by the Brevard County Board of County Commissioners and confirmed by the City of Titusville**

Applicant	Selection (Please check one.)
Jerry L. Noffel	
Dan Aton	

Name: \_\_\_\_\_

**NORTH BREVARD COUNTY HOSPITAL DISTRICT**  
**Operating**  
**PARRISH MEDICAL CENTER**  
**Titusville, Florida**

Board Seat	Name	Original Appointment	Expiration Date	Appointing Authority
1	Billy Specht	01-01-22	12-31-25	City
2	Robert Jordan, Jr., C.M.	01-13-98	12-31-24	City
3	Herman A. Cole, Jr.	01-11-00	12-31-23	City
4	Maureen Rupe	01-01-02	12-31-25	County
5	Elizabeth Galfo, M.D.	01-01-16	12-31-23	County
6	Jerry L. Noffel	01-01-00	12-31-23	Joint
7	Ashok C. Shah, M.D.	01-01-13	12-31-24	County
8	Billie N. Fitzgerald	01-01-02	12-31-25	Joint
9	Stanley E. Retz, CPA	01-01-13	12-31-24	Joint

Board members one (1), two (2), and three (3) shall be appointed by the City of Titusville.

Board members four (4), five (5), and seven (7) shall be appointed by the Board of County Commissioners of Brevard County, Florida.

Board members six (6), eight (8), and nine (9) shall be appointed by the Board of County Commissioners of Brevard County subject to confirmation by the City Council of the City of Titusville.

Upon expiration of said initial terms provided... a qualified individual shall be appointed for a four (4) year term beginning on the first day of the year of such appointment by the appropriate governing body in a manner specified in the amendment set forth in Section 1 of the Enabling Act.

January 24, 2022



# Boards Application Form

## Profile

If interested in one of these boards please fill out this application and submit.

### Which Boards would you like to apply for?

North Brevard County Hospital District Board: Submitted

Prefix	Linda	Middle Initial	Mckinney
	First Name		Last Name

mckinney6025@bellsouth.net

Email Address

6025 Keystone Ave.	Suite or Apt
Home Address	

Port St. John	FL	32927
City	State	Postal Code

Mobile: (321) 615-5697
Primary Phone
Alternate Phone

### How long have you been a resident of Brevard County?

39 years

### To which Commissioner are you applying?

District 1

## Interests & Experiences

Please tell us about yourself and why you want to serve.

Are you currently serving on any State, Regional or Brevard County board, council, or committees? If so please name.

No

**Do you have or hold any employment or contractual relationship with any business or any agency which is subject to the regulation of or is doing business with Brevard County? If so, please explain.**

No

**Please explain your interests and experiences.**

This is such a broad question! Interests: Serving my community. Learning. Photography. Art. History. Politics. Music. Freedom. Experiences: Where do I start? Need to reword this question.

**Please explain your background, including education, work experience, civic or community organization memberships and positions, and any professional licenses or memberships, and how this applies to the function of the Board, Council or Committee that you are interested in serving on.**

Background: Lived in Brevard County since 1984; PSJ since May 1987. Husband is a USAF veteran (22 years), which is why we lived in PAFB housing for three years before purchasing our home in PSJ. Married to him for 40+ yrs; have two sons who live in Brevard. Helped put together the first PSJ Christmas parade, recruiting most of the participants (including Ranger Bob, the Orlando Dannon Magic Girl Dancers, etc.), as well as the second PSJ Christmas parade. Helped put together the first Thunder Over the Indian River. Former member, PSJ Homeowners' Association: Board member 1998-1991-ish, as well as VP 2009-ish. Helped with several political campaigns Amateur photographer, artist, writer (wrote for website "Girls Just Wanna' Have Guns!"), did the desktop publishing for the PSJ Community Choir; did the desktop publishing and website for the Brevard Chorale while a member, singing (First Soprano) Education: Graduated high school early, having only two classes that were required in my Junior year, and one class in my Senior year, which I tested out early: worked at my first job on graduation day. Some college, but in California my major was pre-law and my pre-law classes were all cancelled due to having less than five students signed up; other classes completed with A average. Gemological Institute of America, Accredited Jewelry Professional Brief Employment History: Currently writing monthly to bimonthly blogs for home décor company; helping with their website and their Amazon page March 2013 – Oct. 2013: Writer, "Girls Just Wanna' Have Guns!" website Dec. 2008 - March 2009: Knights Armament Company, Museum Administrative Assistant 2006: Self-employed, selling vintage hats Community volunteer 1998-2006: HOA, fought PSJ incorporation; National Neighborhood Night Out volunteer (at PSJ HOA event: bubble table); helped create PSJ Bulletin, an online newsletter served as editor, writer, reporter, assistant webmaster; Fay Lake Wilderness Park Committee; political campaign volunteer; created website that kept people in PSJ informed on the issue of PSJ incorporation and other issues. Self-employed 1995 - 1998: Desktop publishing and marketing 1996-ish – 2001: Happenings of PSJ (Randy Rodriguez), assistant editor, proofreader, layout and design, ad sales Self-employed June 1998 – December 1998: "An Old-Fashioned Christmas" party sales June 1983 - June 1984: Vandenberg AFB Commissary, Cashier Further employment information upon request. Civic organization memberships: Former member -- PSJ HOA (member, Board member and VP), Fay Lake Wilderness Park Committee (member), PSJ First Baptist Church (Sunday School Teacher, Choir member), PSJ Community Choir (First Soprano and Desktop Publisher), Brevard Chorale (First Soprano, Desktop Publisher, Webmaster) How my life experiences apply to being a member of the PSJ Advisory Board: Having lived in PSJ for so many years, knowing the background of the PSJ Advisory Board and how they started, and being so involved in the community for so long, I believe I bring an informed voice to the Board.

**Brevard County Board of County Commissioners strives to promote diversity and provide reasonable accommodations for individuals with disabilities. If you are requesting an accommodation, please indicate below.**

Diversity: Appoint me, a Conservative to the Board.

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Upload a Resume

Question applies to North Brevard County Hospital District Board

**To which appointment are you applying? \***

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**Seat 5 which is appointed by the Brevard County Board of County Commissioners**

Question applies to North Brevard County Hospital District Board

**What do you feel the public's rights are in observing, monitoring and participating in the activities of the Hospital Board, and particularly the expenditure of funds?**

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If it's taxpayer funds, then the public has EVERY right to observe and have input. If it's funds that the hospital got via patient payments, then the public has a right to observe, and comment but if it's not "their" money, then it's like someone telling their neighbor where to spend their paycheck.

Question applies to North Brevard County Hospital District Board

**What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?**

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Transparency is necessary in ANYTHING that receives public taxpayer dollars. If this was a Hobby Lobby, for instance, then the public doesn't really have a say. If the public wants to attend a Board meeting, the public should be allowed to attend. I don't believe the public should do BLM/Antifa-type activity during a Board meeting, however, taxpayer dollars mean that taxpayers have an input.

Question applies to North Brevard County Hospital District Board

**Have you ever served on a hospital board or any other board of directors?**

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I've been a board member of the now-defunct Port St. John Home Owners' Association, the Space Coast Post Card Club, the PSJ Civic League (for a few short weeks).

Question applies to North Brevard County Hospital District Board

**Do you have any experience reviewing corporate or governmental budgets?**

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Not corporate nor governmental, just the proposed budget of the 2001-2002 push for PSJ For Tomorrow's budget for their proposed incorporation of PSJ, Hardeeville, Delespine, Frontenac, Williams Point and part of Sharpes.

Question applies to North Brevard County Hospital District Board

**Do you have any business affiliation with individuals or organizations in the medical community?**

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No. The closest I could say to a "business affiliation" was when I did a quarterly newsletter for a dentist in Palm Bay years ago.

Question applies to North Brevard County Hospital District Board

**Are you now, or have you ever been employed at Parrish Medical Center?**

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No.

Question applies to North Brevard County Hospital District Board

**Do you have any medical business or medical employment experience?**

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No.

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**Agreement**

Linda McKinney

Advisory committees are subject to the Florida open meetings (Sunshine) and public records laws; your response with a completed application with your contact information is a public record; if chosen as a member of the committee, any communications to you from the County or from you to the County in regard to the committee will be a public record.

**Please Agree with the Following Statement**

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**I understand the responsibilities and commitment of time associated with an appointment to a Brevard County board, council or committee.**

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I Agree

# Boards Application Form

## Profile

If interested in one of these boards please fill out this application and submit.

### Which Boards would you like to apply for?

North Brevard County Hospital District Board: Submitted

Dr.	Elizabeth	T	Galfo
<small>Prefix</small>	<small>First Name</small>	<small>Middle Initial</small>	<small>Last Name</small>

egalfo@reflectionsisc.org  
Email Address

1250 B Grumman Place	
<small>Home Address</small>	<small>Suite or Apt</small>

Titusville	FL	32780
<small>City</small>	<small>State</small>	<small>Postal Code</small>

Mobile: (321) 269-4240	
<small>Primary Phone</small>	<small>Alternate Phone</small>

### How long have you been a resident of Brevard County?

30

### To which Commissioner are you applying?

District 1

## Interests & Experiences

Please tell us about yourself and why you want to serve.

Are you currently serving on any State, Regional or Brevard County board, council, or committees? If so please name.

No

**Do you have or hold any employment or contractual relationship with any business or any agency which is subject to the regulation of or is doing business with Brevard County? If so, please explain.**

No

**Please explain your interests and experiences.**

I am proud to have served the North Brevard medical community in many capacities over the past thirty years, both medically and in various leadership roles. I have been an active member of the Parrish Medical Center Medical Staff since 1993, also serving on or chairing several medical staff committees and review boards. As far as hospital governance is concerned, I have been a member of the Board of Directors since 2016. The committees I have served on include: Executive Committee (now as Secretary), Finance Committee, Quality Committee (now as Chairperson), Audit Committee and Education Committee. I also served on the North Brevard Medical Support Board, as Physician Liaison from 1996-1999 and as a member of the Board from 1999 – 2000 and 2013 – 2018.

**Please explain your background, including education, work experience, civic or community organization memberships and positions, and any professional licenses or memberships, and how this applies to the function of the Board, Council or Committee that you are interested in serving on.**

I am currently employed by St. Francis Reflections Lifestage Care (SFR) and St. Francis Pathways to Healthcare (SFP) as a Hospice and Palliative Medicine (HPM) Physician. I served as their Medical Director from 1997-2020, and have continued to serve as a HPM physician for their home teams since 2020. I have also served as the Volunteer Medic for Space Coast Honor Flight since 2021. In addition to several other medically-related leadership roles, I have experience in private practice (internal medicine), served for 5 years as Medical Director for the Brevard County Detention Center, and served as staff internist while holding the office of Major in the United States Air Force during Desert Shield/Storm. I received my bachelor's degree from University of California, my doctorate from Oral Roberts School of Medicine, and completed my internal medicine residency at City of Faith Hospital in Tulsa, Oklahoma, serving as chief resident in my third year. I maintained a 3.82 grade point average and graduated third in my medical school class. I have been very pleased and impressed with the Board and administrative leadership of Parrish Medical Center. There is no doubt that the times are extremely challenging for health care providers; in year 4, we are still grappling with the devastating health effects of the COVID-19 pandemic, and reimbursement is diminishing while regulation is increasing. Our entire delivery system is undergoing massive and unprecedented change. Parrish Medical Center is taking wise and necessary steps to not only respond to but position itself to succeed in in the market of an ever-changing environment, including an increased emphasis on population health management. I believe this will serve the residents of our community well, especially in light of the current challenges facing our economy. I have extensive experience leading population health management initiatives in the North Brevard area.

**Brevard County Board of County Commissioners strives to promote diversity and provide reasonable accommodations for individuals with disabilities. If you are requesting an accommodation, please indicate below.**

N/A

[Elizabeth Galfo MD Cover letter questions and CV.pdf](#)

Upload a Resume

Question applies to North Brevard County Hospital District Board

**To which appointment are you applying? \***

Seat 5 which is appointed by the Brevard County Board of County Commissioners

Question applies to North Brevard County Hospital District Board

**What do you feel the public's rights are in observing, monitoring and participating in the activities of the Hospital Board, and particularly the expenditure of funds?**

With any publicly owned entity, the Sunshine laws clearly state that the public has a right to observe and participate in the activities of the Board of Directors. However, what is important right now to the residents of North Brevard extends far beyond simple adherence to a regulation. As the entire healthcare industry enters a new era with a rapidly changing paradigm for population health management, Parrish Medical Center's success in implementing this transition hinges on active community involvement.

Question applies to North Brevard County Hospital District Board

**What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?**

This is an exciting time to serve on the Board of Directors for a publicly-owned health system, especially of the caliber of Parrish Medical Center (PMC). We are in the midst of a rapid change in the Centers for Medicare and Medicaid (CMS) expectations for care delivery across the United States. Contrary to popular belief, the movement is not borne of the Affordable Care Act. Rather, the concept of Population Health Management has developed and matured through the years, mandating consistency in quality of care and responsible use of healthcare resources. While these ideas may sound familiar, CMS has laid out revolutionary expectations in upcoming years, requiring traditional hospitals to become Integrated Health Systems (IHS), through the meaningful use of Electronic Health Records and development of services and care partnerships within the community. IHS's will share not only in cost savings, but also in financial risk, with quality and patient satisfaction included as a factor in remuneration. Specifically, hospitals caring for Medicare and Medicaid recipients are required to participate in Bundled Payment Care Improvement projects and other Alternative Payment Model initiatives. CMS is designating hospitals as the entities now primarily responsible for the overall health and wellness of our communities. In order to successfully navigate the transition from a fee-for-service/Diagnosis Related Group (DRG) model to membership in Accountable Care Organization (ACO), Parrish Medical Center (PMC) will need to cultivate outstanding local care partnerships and active participation by residents of our community. This involves open and collaborative dialogue between members of PMC's Board of Directors, its Administration, local care partners and the public. Parrish Medical Center has been proactive in positioning itself as the premier IHS affiliate in Brevard County to be vetted by ACO's interested in serving this area. Moving forward, it is essential that the members of PMC's Board of Directors clearly understand CMS's mandates, along with the specific health needs of our community and the resources available to us. While Board members do not need to know all the details of PMC daily operations, it is important to know what questions to ask, and what conversations are needed, in order to bring all the key players together. Health systems throughout the country are all grappling with this challenge right now. In my opinion, the way publicly-owned hospital boards inclusively conduct business places us at a distinct advantage, because we absolutely need our community to be informed and involved with us in the business of promoting population health and wellness.

Question applies to North Brevard County Hospital District Board

**Have you ever served on a hospital board or any other board of directors?**

I have been a member of the PMC Board of Directors since 2016. The committees I have served on include: Executive Committee (now as Secretary), Finance Committee, Quality Committee (now as Chairperson), Audit Committee and Education Committee. I also served on the North Brevard Medical Support Board, as Physician Liaison from 1996-1999 and as a member of the Board from 1999 – 2000 and 2013-2018. Since September 2021, I have also served on the Board of Directors of the Space Coast Health Centers, a Federally Qualified look-alike system focused on providing primary care and mental health services to underserved populations in North Brevard. In the past, I also served on Parrish Medical Center's Health Net Board of Directors, and on the Doctor's Goodwill Foundation Board of Directors, including as president.

Question applies to North Brevard County Hospital District Board

**Do you have any experience reviewing corporate or governmental budgets?**

Financial reports and budgets are reviewed at North Brevard Medical Support, Florida Health Net and Hospice of St. Francis board of directors meetings. As the Chief Medical Officer of Hospice of St. Francis (and St. Francis Pathways to Healthcare) for 23 years, I regularly reviewed the financial reports for the parent organization and individual services. Medical quality for our organization was my main responsibility, so my focus is on our efficient and effective use of resources, including pharmacy, durable medical equipment, supplies for field use and staffing.

Question applies to North Brevard County Hospital District Board

**Do you have any business affiliation with individuals or organizations in the medical community?**

Yes, I am currently employed by St. Francis Reflections Lifestage Care (SFR) and have served as chief medical officer for 23 years, as well as continuing to serve full-time with SFR as a Hospice and Palliative Medicine Physician since 2020.

Question applies to North Brevard County Hospital District Board

**Are you now, or have you ever been employed at Parrish Medical Center?**

No.

Question applies to North Brevard County Hospital District Board

**Do you have any medical business or medical employment experience?**

Yes. After completing my Internal Medicine residency, I served as a Major in the United States Air Force for four years during Desert Shield/Storm. I was one of only two Internal Medicine specialists with the 4th Medical Support Group at Seymour Johnson Air Force Base in North Carolina. My Curriculum Vitae outlines my various responsibilities, which included overseeing the Close Observation Unit of the hospital, the Emergency Response System for the Hospital and 6 months of Emergency Department oversight and staffing. In 1993, I joined a private medical group in Titusville, Florida, where I practiced Internal Medicine for 5 years. I was then employed as the Medical Director for the Brevard County Detention Center for 5 years. In 1997, I was also employed part-time by Hospice of St. Francis as their Medical Director. In 2002, I accepted the offer to serve as their full-time Medical Director. Since then, Hospice of St. Francis has grown from serving an average daily census of 20 patients, to over 400 hospice and several hundred Palliative Care patients today, with over 3,000 admissions each year. We serve all of Brevard County as the only independent not-for-profit HPM organization. Our services now include North and South Inpatient Units (total 22 licensed beds) and Offices, Inpatient services at 3 hospitals (including PMC), and Outpatient (home and facility) services throughout Brevard County. Our Palliative Service (St. Francis Pathways to Healthcare) is the only one of its kind in our county. Pathways serves patients who are not ready for hospice services, but who can benefit from an added layer of support in their homes to help them successfully manage their self-care. The target population includes residents dealing with serious illness(es), who are at high-risk for emergency room and hospital admissions. It is supported by a combination of billable services and donations to our Foundation. While hospice was considered something of a fringe service 24 years ago, it has now become fully mainstream, front and center in recent years. The Interdisciplinary Team (Physicians, ARNPs, RNs, LPNs, CNAs, Social Workers, Chaplains, Volunteers, Patients, Caregivers, Loved Ones) approach which is the core of hospice care, has become a model of what CMS expects from Integrated Health Networks, in order to effectively support community health and wellness across the care continuum. This January, I will have served our community through Hospice of St. Francis for 27 years. I am Board Certified in Internal Medicine, Geriatrics and Hospice and Palliative Medicine. I am also a Certified Hospice Medical Director, an additional qualification within the specialty of hospice. The ultimate directive for us today is to provide the right service, by the right people, at the right time for our residents who are most likely to benefit. It must be pro-active, adaptable (as highlighted by the COVID-19 pandemic experience) and sustainable. This is the gauntlet which has been thrown down before the healthcare community. I feel uniquely equipped to help PMC meet this challenge, and look forward to my continued service as a member of the Parrish Medical Center Board of Directors.



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**Agreement**

Advisory committees are subject to the Florida open meetings (Sunshine) and public records laws; your response with a completed application with your contact information is a public record; if chosen as a member of the committee, any communications to you from the County or from you to the County in regard to the committee will be a public record.

**Please Agree with the Following Statement**

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**I understand the responsibilities and commitment of time associated with an appointment to a Brevard County board, council or committee.**

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I Agree

October 24, 2023

Office of the County Manager  
2725 Judge Fran Jamieson Way  
Bldg. C. Rm. C301  
Viera, FL 32940

Attn: Frank Abbate  
County Manager

Re: Re-appointment to the North Brevard County Hospital District Board of Directors

Dear Mr. Abbate:

This letter is to serve as my application for re-appointment to the board of directors of the North Brevard County Hospital District d.b.a. Parrish Medical Center. Enclosed, please find my resume and answers to the application questions.

A hospital Board member's role is to set policy and provide oversight and leadership for the organization in which he or she serves. These individuals must possess and exhibit the necessary experience, education and character to be successful. I believe I have the education, experience, and ethical leadership to continue my service as a member of the Board of Directors of Parrish Medical Center.

I am proud to have served the North Brevard medical community in many capacities over the past thirty years, both medically and in various leadership roles. I have been an active member of the Parrish Medical Center Medical Staff since 1993, also serving on or chairing several medical staff committees and review boards. As far as hospital governance is concerned, I have been a member of the Board of Directors since 2016. The committees I have served on include: Executive Committee (now as Secretary), Finance Committee, Quality Committee (now as Chairperson), Audit Committee and Education Committee. I also served on the North Brevard Medical Support Board, as Physician Liaison from 1996-1999 and as a member of the Board from 1999 – 2000 and 2013 – 2018.

I am currently employed by St. Francis Reflections Lifestage Care (SFR) and St. Francis Pathways to Healthcare (SFP) as a Hospice and Palliative Medicine (HPM) Physician. I served as their Medical Director from 1997-2020, and have continued to serve as a HPM physician for their home teams since 2020. I have also served as the Volunteer Medic for Space Coast Honor Flight since 2021. In addition to several other medically-related leadership roles, I have experience in private practice (internal medicine), served for 5 years as Medical Director for the Brevard County Detention Center, and served as staff internist while holding the office of Major in the United States Air Force during Desert Shield/Storm.

I received my bachelor's degree from University of California, my doctorate from Oral Roberts School of Medicine, and completed my internal medicine residency at City of Faith Hospital in Tulsa, Oklahoma, serving as chief resident in my third year. I maintained a 3.82 grade point average and graduated third in my medical school class.

I have been very pleased and impressed with the Board and administrative leadership of Parrish Medical Center. There is no doubt that the times are extremely challenging for health care providers; in year 4, we are still grappling with the devastating health effects of the COVID-19 pandemic, and reimbursement is diminishing while regulation is increasing. Our entire delivery system is undergoing massive and unprecedented change. Parrish Medical Center is taking wise and necessary steps to not only respond to but position itself to succeed in in the market of an ever-changing environment, including an increased emphasis on population health management. I believe this will serve the residents of our community well, especially in light of the current challenges facing our economy. I have extensive experience leading population health management initiatives in the North Brevard area.

I am excited about this opportunity to continue serving the community of North Brevard through the advancement of excellence in health care. I will also serve as a leader and supporter of Parrish Medical Center's financial integrity and long-term sustainability.

Thank you for your consideration of my application for appointment to the North Brevard County Hospital District Board of Directors.

Sincerely,  
Elizabeth T. Galfo

**Attachments:**

Application questions and answers

Resume of Elizabeth T. Galfo, MD, FACP, FAAHPM, HMDC

Application Responses for Board Appointment  
North Brevard County Hospital District  
Elizabeth Galfo  
October 24, 2023

1. What do you feel the public's rights are in observing, monitoring, and participating in the activities of the Hospital Board, and particularly the expenditure of funds?

With any publicly owned entity, the Sunshine laws clearly state that the public has a right to observe and participate in the activities of the Board of Directors. However, what is important right now to the residents of North Brevard extends far beyond simple adherence to a regulation. As the entire healthcare industry enters a new era with a rapidly changing paradigm for population health management, Parrish Medical Center's success in implementing this transition hinges on active community involvement.

2. What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?

This is an exciting time to serve on the Board of Directors for a publicly-owned health system, especially of the caliber of Parrish Medical Center (PMC). We are in the midst of a rapid change in the Centers for Medicare and Medicaid (CMS) expectations for care delivery across the United States. Contrary to popular belief, the movement is not borne of the Affordable Care Act. Rather, the concept of Population Health Management has developed and matured through the years, mandating consistency in quality of care and responsible use of healthcare resources. While these ideas may sound familiar, CMS has laid out revolutionary expectations in upcoming years, requiring traditional hospitals to become Integrated Health Systems (IHS), through the meaningful use of Electronic Health Records and development of services and care partnerships within the community. IHS's will share not only in cost savings, but also in financial risk, with quality and patient satisfaction included as a factor in remuneration. Specifically, hospitals caring for Medicare and Medicaid recipients are required to participate in Bundled Payment Care Improvement projects and other Alternative Payment Model initiatives. CMS is designating hospitals as the entities now primarily responsible for the overall health and wellness of our communities.

In order to successfully navigate the transition from a fee-for-service/Diagnosis Related Group (DRG) model to membership in Accountable Care Organization (ACO), Parrish Medical Center (PMC) will need to cultivate outstanding local care partnerships and active participation by residents of our community. This involves open and collaborative dialogue between members of PMC's Board of Directors, its Administration, local care partners and the public. Parrish Medical Center has been proactive in positioning itself

as the premier IHS affiliate in Brevard County to be vetted by ACO's interested in serving this area.

Moving forward, it is essential that the members of PMC's Board of Directors clearly understand CMS's mandates, along with the specific health needs of our community and the resources available to us. While Board members do not need to know all the details of PMC daily operations, it is important to know what questions to ask, and what conversations are needed, in order to bring all the key players together. Health systems throughout the country are all grappling with this challenge right now. In my opinion, the way publicly-owned hospital boards inclusively conduct business places us at a distinct advantage, because we absolutely need our community to be informed and involved with us in the business of promoting population health and wellness.

3. Have you ever served on a hospital board or any other board of directors?

I have been a member of the PMC Board of Directors since 2016. The committees I have served on include: Executive Committee (now as Secretary), Finance Committee, Quality Committee (now as Chairperson), Audit Committee and Education Committee. I also served on the North Brevard Medical Support Board, as Physician Liaison from 1996-1999 and as a member of the Board from 1999 – 2000 and 2013-2018. Since September 2021, I have also served on the Board of Directors of the Space Coast Health Centers, a Federally Qualified look-alike system focused on providing primary care and mental health services to underserved populations in North Brevard. In the past, I also served on Parrish Medical Center's Health Net Board of Directors, and on the Doctor's Goodwill Foundation Board of Directors, including as president.

4. Do you have any experience reviewing corporate or governmental budgets?

Financial reports and budgets are reviewed at North Brevard Medical Support, Florida Health Net and Hospice of St. Francis board of directors meetings. As the Chief Medical Officer of Hospice of St. Francis (and St. Francis Pathways to Healthcare) for 23 years, I regularly reviewed the financial reports for the parent organization and individual services. Medical quality for our organization was my main responsibility, so my focus is on our efficient and effective use of resources, including pharmacy, durable medical equipment, supplies for field use and staffing.

5. Do you have any business affiliations with individuals or organizations in the medical field?

Yes, I am currently employed by St. Francis Reflections Lifestage Care (SFR) and have served as chief medical officer for 23 years, as well as continuing to serve full-time with SFR as a Hospice and Palliative Medicine Physician since 2020.

6. Are you now or have you ever been employed at Parrish Medical Center?

No.

7. Do you have any medical business or employment experience?

Yes. After completing my Internal Medicine residency, I served as a Major in the United States Air Force for four years during Desert Shield/Storm. I was one of only two Internal Medicine specialists with the 4<sup>th</sup> Medical Support Group at Seymour Johnson Air Force Base in North Carolina. My Curriculum Vitae outlines my various responsibilities, which included overseeing the Close Observation Unit of the hospital, the Emergency Response System for the Hospital and 6 months of Emergency Department oversight and staffing.

In 1993, I joined a private medical group in Titusville, Florida, where I practiced Internal Medicine for 5 years. I was then employed as the Medical Director for the Brevard County Detention Center for 5 years. In 1997, I was also employed part-time by Hospice of St. Francis as their Medical Director. In 2002, I accepted the offer to serve as their full-time Medical Director. Since then, Hospice of St. Francis has grown from serving an average daily census of 20 patients, to over 400 hospice and several hundred Palliative Care patients today, with over 3,000 admissions each year. We serve all of Brevard County as the only independent not-for-profit HPM organization. Our services now include North and South Inpatient Units (total 22 licensed beds) and Offices, Inpatient services at 3 hospitals (including PMC), and Outpatient (home and facility) services throughout Brevard County.

Our Palliative Service (St. Francis Pathways to Healthcare) is the only one of its kind in our county. Pathways serves patients who are not ready for hospice services, but who can benefit from an added layer of support in their homes to help them successfully manage their self-care. The target population includes residents dealing with serious illness(es), who are at high-risk for emergency room and hospital admissions. It is supported by a combination of billable services and donations to our Foundation. While hospice was considered something of a fringe service 24 years ago, it has now become fully mainstream, front and center in recent years. The Interdisciplinary Team (Physicians, ARNPs, RNs, LPNs, CNAs, Social Workers, Chaplains, Volunteers, Patients, Caregivers, Loved Ones) approach which is the core of hospice care, has become a model of what CMS expects from Integrated Health Networks, in order to effectively support community health and wellness across the care continuum. This January, I will have served our community through Hospice of St. Francis for 27 years. I am Board Certified in Internal Medicine, Geriatrics and Hospice and Palliative Medicine. I am also a Certified Hospice Medical Director, an additional qualification within the specialty of hospice.

The ultimate directive for us today is to provide the right service, by the right people, at the right time for our residents who are most likely to benefit. It must be pro-active, adaptable (as highlighted by the COVID-19 pandemic experience) and sustainable. This is the gauntlet which has been thrown down before the healthcare community. I feel uniquely equipped to help PMC meet this challenge, and look forward to my continued service as a member of the Parrish Medical Center Board of Directors.

**Elizabeth T. Galfo, MD, FACP, FAAHPM, HMDC**  
**St. Francis Reflections Life Stage Care**  
**Hospice and Palliative Medicine**  
1250 B Grumman Place  
Titusville, FL 32780  
Phone: 321-269-4240 (866-269-4240)  
Email: egalfo@reflectionsisc.org

**QUALIFICATIONS:**

**Licensed to Practice Medicine in the State of Florida (1993)**  
**National Board of Medical Examiners Diplomate (1987)**  
**American Board of Internal Medicine Certified (1989)**  
**Fellow, American College of Physicians (1997)**  
**ABIM Geriatrics Board Certified (1994, 2004, 2014)**  
**ABHPM Hospice and Palliative Medicine Board Certified (2003)**  
**ABIM Hospice and Palliative Medicine Board Certified (2010, 2020)**  
**Fellow, American Academy of Hospice and Palliative Medicine (2013)**  
**Hospice Medical Director Certification (2015, 2020)**  
**BLS Certification (Jan 2022)**  
**ACLS Certification (Jan 2022)**  
**PALS Certification (Jan 2022)**

**EDUCATION:**

**Internal Medicine Residency:** Oral Roberts School of Medicine at  
City of Faith Hospital, Tulsa, OK (July 1986 – June 1989)  
Exams: ABIM Inservice Exam – top 2% (1988)  
National Boards, Part III – top 2% (1987)  
**M.D.:** Oral Roberts School of Medicine, Tulsa, OK (July 1982 – June 1986)  
Full 4-Year Air Force Scholarship  
Class Rank: 3            GPA: 3.82  
Awards:  
Janet Glaslow Memorial Achievement Citation (top 2 women)  
Top Internal Medicine Student Award  
Top OB-GYN Student Award  
Exams: National Boards, Part I – top 10%  
National Boards, Part II – top 11%  
**B.S.:** University of California, Davis. Davis, CA (Sept 1977 – June 1982)  
Major: Zoology    GPA: 3.92  
Awards: Edward Frank Kraft Prize (top 50 freshmen)  
Top 4 Zoology Seniors

**LEADERSHIP and WORK EXPERIENCE:**

**Hospice and Palliative Medicine Physician – St. Francis Reflections Lifestage Care:**  
Titusville, FL  
**Full-Time:** (March 2020 – Present)  
**Contracted Medical Director** (January 1997 - July 2002)  
**Chief Medical Officer of Hospice of St. Francis (HOSF)/Medical Director of HOSF:**  
Titusville, FL  
**Full-Time** (July 2002 – March 2020)



**Part-Time** (January 1997 - July 2002)  
**Medical Director - St. Francis Pathways to Healthcare (Palliative Care):**  
Titusville, FL (Feb 2015 – 2022)

**Medical Director of Brevard County Detention Center:** Sharpes, FL  
(February 1997 – July 2002)  
**Physician in Charge of Brevard County SWAT Team Annual Physicals:**  
Sharpes, FL (2000 – 2002)

**Parrish Medical Center (PMC) Medical Staff Member:**  
Titusville, FL (December 1993 - present)  
**PMC Employed/Contracted Physician:** FL (1994 - 2006)  
Physician for Firefighter, Police and Elite Security Officer  
Annual Physicals (2000-2006)  
Co-Medical Director, PMC Free Community Clinic (1996 - 2006)  
**PMC EKG/ETT Rotation Physician:** PMC, FL (1994 – 2006)

**Titusville Family Practice Center Partner- Private Practice:**  
Titusville, FL (Oct 1993 – December 1998)

**Staff Internist and Major, USAF:** Seymour-Johnson Air Force  
Base (SJAFB) 4<sup>th</sup> Medical Support Group, NC (July 1989 – July 1993)  
**Full-Time ER Physician Coverage:** (1993)  
**Director of the Close Observation Unit:** (1991 - 1993)  
**Officer in Charge of Cardiopulmonary Lab:** (1990 - 1993)  
**Officer in Charge of Quality Assurance - Internal Medicine:**  
(1990 – 1993)  
**Chief of Medical Services:** (1990 - 1991)  
**Chief of Quality Assurance:** (1990 - 1991)  
**Chief of Internal Medicine:** (1990 – 1991)  
**Chairman, Pharmacy and Therapeutics Committee:** (1991 – 1992)

**Internal Medicine Resident:** City of Faith Hospital, Tulsa, OK (July 1986-June 1989)  
**Chief Resident - Internal Medicine:** (July 1988 – June 1989)  
**Vice President - House Officers' Association:** (1988 – 1989)

**Full-Time Veterinary Assistant (5 Veterinarians):** Large, small and  
marine (Sea Life Park) animals. Kaneohe, HI (1978 – 1980)

**President, Local 4-H Club (Equestrian):** Kaneohe, HI (1975 – 1977)  
All-Island Annual Competition English and Western Champion  
(1977)

#### **SERVICE DEVELOPMENT:**

**Chief Medical Officer - Hospice of St. Francis (HOSF):** Titusville, FL  
Developed new organizational position for **Hospice of St. Francis, Inc.**  
(HOSF) and **St. Francis Pathways to Healthcare (SFPH)** services (2015)  
**CMO/Medical Director – HOSF/SFPH:** Titusville, FL  
Mayo Clinic Palliative Care Collaborative (1.5 years) with Parrish Medical

Center (PMC) and SFPH (2019-2020)  
 Inpatient Palliative Care Service (SFPH) – PMC (2015, 2017 and 2019)  
 Vetted and implemented SFPH EHR (MIPS criteria) – eClinicalWorks (2017)  
 Developed Medical Staff EHR program – Netsmart (2015)  
 Vetted and implemented SFPH EHR (+ ePrescribing) – RxNT (2015)  
 Hospice Inpatient Care Center with CHAP accreditation (2013)  
 Organization-wide CHAP accreditation (2013, 2016, 2019)  
 Developed Medical Staff EHR program - HealthWyse (2010)  
 Inpatient Hospice Services - Royal Oak Nursing and Rehab,  
 Titusville Rehab and Nursing Center, and Vista Manor (2006 – 2007)  
 First Inpatient Hospice Service in Brevard County and First Hospice  
 Inpatient Service in a Hospital Setting with Two Collaborating  
 Independent NFP Organizations in Central Florida (2003)  
 First Outpatient Palliative Care Consultative Service (in Hospice setting) with  
 in-home visits in Brevard County (2002)

**Parrish Medical Center Palliative Care Program Medical**

**Director and Physician Champion:** Titusville, FL  
 Mayo Clinic Palliative Care Collaborative Physician Champion (May 2019-  
 January 2021)  
 Inpatient Palliative Care Service (2015, 2017, 2019 – present)  
 First hospital in the U.S. to receive Joint Commission Disease  
 Specific Certification in Palliative Care (2008)  
 Palliative Care Education Series, providing free  
 CME/CEU credits to community professionals (2003 – 2015)

**Parrish Medical Center Medical Director:**

First Free Community Clinic in Titusville, FL, with sponsorship by  
 Parrish Medical Center (1996-2006)

**COMMITTEES and BOARDS:**

**Space Coast Health Centers:**

**Board of Directors** (September 2021-present)  
**Committees: Executive** (September 2021-present)

**Parrish Medical Center (PMC):** Titusville, FL

**Clinical Alignment Committee** (2017 – 2021)  
**Care Coordination Committee** (2020-2021)  
**PMC Board of Directors (County Commissioners Seat)** (Jan 2016 -  
 present)  
**Secretary** (Jan 2021-present)  
**Member at Large** (Jan 2017 – Dec 2020)  
**Committees: Executive, Credentialing, Quality, Budget and Finance,  
 Audit, Education- Government- Community** (2016 – present)  
**Chairperson – Quality Committee** (2020-present)

**As Of 2019:**

- The Joint Commission awards integrated care recertification to **Parrish Medical Center, nation's first - and only - to earn integrated care recognition.**
  - The integrated health care system created by Parrish Medical Center (PMC) has earned recertification after an intensive review by America's premier health care accrediting body.
- Parrish Medical Center Earns an **'A' Grade for Patient Safety** from The LeapFrog Group as announced in the Spring 2019 Leapfrog Hospital Safety Grade.

- Parrish Medical Center earned an 'A' grade from [The Leapfrog Group](#) as announced today in the [spring 2019 Leapfrog Hospital Safety Grade](#). The designation recognizes Parrish Medical Center's efforts in protecting patients from harm and providing safer healthcare.
- Parrish Medical Center designated a **Breast Imaging Center of Excellence**.
  - Parrish Healthcare is marking 10 years as an accredited breast imaging center of excellence, a decade in which more than 92,000 exams have received the "highest level of image quality and safety," according to the nation's premier imaging accrediting organization. In 2009, Parrish Medical Center (PMC) first earned American College of Radiology (ACR) Breast Imaging Center of Excellence designation.
- **Parrish Medical Center Cancer Program Reaccredited by American College of Surgeons Commission on Cancer**. Parrish's program is area's longest continually accredited cancer program
  - Parrish Medical Center (PMC) has extended its streak as the area's longest continually accredited cancer program by again earning certification from the American College of Surgeons Commission on Cancer (CoC). The PMC program, first accredited in 1989, is one of only two CoC-recognized programs in Brevard County.

**Florida/Parrish Health Net Board of Directors – NBMS Liaison (2013 - 2018)**

**North Brevard Medical Support - Medical Director and Board**

**Member (1999 - 2000, 2013-2018)**

**Physician Liaison (1996 - 1999)**

**Board of Directors Education, Government and Community**

**Relations Committee – Member (2008 - present)**

**Pain Management/Palliative Care Committee:**

**Member/Physician Champion (2001 - 2005, 2014 – 2018)**

**Chairman (2005 – 2012)**

**Medical Staff Review Committee (2002 - 2003, 2012 - 2014)**

**Cancer Committee (2004 - 2021)**

**Doctor's Goodwill Foundation Board of Directors – Rotating Positions**

**of Leadership (President, Vice President, Secretary, Treasurer)**

**(2004 - 2010)**

**Ethics Committee (1997 – present) – Chairperson (2022)**

**Institutional Review Board – Chairman (1996-2001)**

**Steering Committee (Strategic Facilities Planning) (1996 - 1997)**

**Utilization Review Committee (1995)**

**Seymour-Johnson Air Force Base: Goldsboro, NC**

**Cardiopulmonary Emergency Response/Close Observation Unit**

**Committee – Chairman (1991 - 1993)**

**Medical Executive Committee – Member (1990 - 1991)**

**Records Review Committee – Chairman (1990 - 1991)**

## **TEACHING:**

**Orlando Medical News Article: Difficult Conversations During a Pandemic**

**(Published Oct 2021)**

**CME/CE Lecture Series: Palliative Care at EOL Quarterly Free CME**

**Series. Parrish Medical Center, FL (2003 - 2014)**

**Hospice and Palliative Medicine Clinical Rotation Preceptor: Medical**

**Students, Family Practice Residents and Geriatrics Fellows from Florida State**

**University and Florida Hospital. Hospice of St. Francis, FL**

**(2006 - present)**

**Community Presentations:** Palliative and EOL Care, FL (2003 - present)

**Training and Mentoring of HOSF/SFR Staff:**

(Physicians, ARNPs, Nursing and Admin). HOSF (2002 –present)

**Development of EMMI:** Assisted with Educational System for Patients and Families, PMC, FL (2010)

**ACLS Instructor:** OK - SJAFB in NC - FL (1988 - 2006)

**ACLS Program Director:** SJAFB in NC - FL (1991 - 1993, 1998-2006)

**Preceptor:** Medical Students in Introduction to Physical Diagnosis, OK (1987 - 1989)

**Computer Science TA:** University of California, Davis (1981)

**University Tutor:** Youngest tutor on staff (1978). Calculus, Chemistry, BioChemistry, PhysioChemistry and Equestrian Program Teacher, UC Davis (1978 – 1982)

#### **RESEARCH:**

**Presentation:** “Collaborative Model of a Hospice Inpatient Service in a Community Hospital.” NHPCO Annual Conference. NV (2004)

**Presentation:** “Development of an Inpatient Hospice Program in an Acute Care Setting.” Lee Moffitt Cancer Center, FL. (2003)

**Presentation:** “Unusual presentations of sarcoidosis.” Poster Annual ACP Mtg. OK (1988)

**Presentation:** “H.flu sepsis secondary to an infected pseudocyst.” Poster Annual ACP Mtg. OK (1987)

**Multi-Center Trials:** Participated in 2 fibromyalgia studies. City of Faith Hospital. OK (1985 - 1989)

#### **COMMUNITY SERVICE:**

**Space Coast Honor Flight: Serve as Flight Physician** (October 2021 - Present)

#### **MEMBERSHIPS:**

Fellow, American College of Physicians

Fellow, American Academy of Hospice and Palliative Medicine

National Hospice and Palliative Care Organization

Alpha Omega Alpha Society

Phi Kappa Phi Society

# Boards Application Form

## Profile

If interested in one of these boards please fill out this application and submit.

### Which Boards would you like to apply for?

North Brevard County Hospital District Board: Submitted

Prefix	<u>Jerry</u>	<u>L</u>	<u>Noffel</u>
	First Name	Middle Initial	Last Name

jerry.noffel@att.net  
 Email Address

<u>5630 Bob White Trail</u>	
Home Address	Suite or Apt

<u>Mims</u>	<u>FL</u>	<u>32754</u>
City	State	Postal Code

<u>Home: (321) 383-8486</u>	
Primary Phone	Alternate Phone

### How long have you been a resident of Brevard County?

34 years

### To which Commissioner are you applying?

District 1

## Interests & Experiences

Please tell us about yourself and why you want to serve.

Are you currently serving on any State, Regional or Brevard County board, council, or committees? If so please name.

No

**Do you have or hold any employment or contractual relationship with any business or any agency which is subject to the regulation of or is doing business with Brevard County? If so, please explain.**

No

**Please explain your interests and experiences.**

I am currently completing my sixth term in office. I am very proud of the accomplishments of the board of directors during my time of service including receiving numerous distinctions from external organizations. I have been actively involved in leadership, strategy and direction-setting and would like to continue my service in this regard. I maintain that the duties and responsibilities expected of board members compare favorably with my background, education, training, and, experience; as such, I believe I recognize the nuances that determine the differences between a good hospital and a great health center.

**Please explain your background, including education, work experience, civic or community organization memberships and positions, and any professional licenses or memberships, and how this applies to the function of the Board, Council or Committee that you are interested in serving on.**

I was last employed as executive vice president of St. Joseph Hospital (SJH), Lexington, Kentucky for many years. SJH was a 436-bed non-profit, full-service, general acute care facility with approximately 600 physicians on staff and a complement of close to 3000 employees. I retired from SJH following an automobile accident that left me partially paralyzed (paraplegic) but not incapacitated in the least. Following my employment at SJH, I became a general partner in five outpatient surgical centers; I concurrently owned a home health agency and consulted for several physician groups. I have pioneered and have been on the cutting edge of several controversial health care-related programs that have become commonplace within the industry today. During my career in health care I have attained a deep knowledge in the field and as a result I have enjoyed great trust and responsibility in all positions that I have held. Additionally, I have had board and/or committee service for various types of public facilities. Based upon my cumulative experience in healthcare and the last twenty-four years of board service for the North Brevard County Hospital District, I believe I can remain a constructive and beneficial member of the board while contributing positively to the community.

**Brevard County Board of County Commissioners strives to promote diversity and provide reasonable accommodations for individuals with disabilities. If you are requesting an accommodation, please indicate below.**

no

Jerry Noffel - final 2023.doc

Upload a Resume

Question applies to North Brevard County Hospital District Board

**To which appointment are you applying? \***

Seat 6 which is appointed by the Brevard County Board of County Commissioners and confirmed by the City of Titusville

Question applies to North Brevard County Hospital District Board

**What do you feel the public's rights are in observing, monitoring and participating in the activities of the Hospital Board, and particularly the expenditure of funds?**

First, the public's right to observe and monitor the activities of the hospital board is undeniable and should be encouraged. There may, however, be discussions of the medical staff credential's committee and/or potential legal actions involving the hospital that the board, at its discretion, may legally and temporarily withhold from the public. Medical staff credentialing, legal issues, and strategic planning are discussed in executive session and outcomes released to the public in a proper manner at the proper time. As a matter of principle, I am uncomfortable with the notion of withholding information, even temporarily, from the public domain. Nevertheless, premature release of sensitive data could be unnecessarily damaging or impede the proper exchange of information. Accordingly, temporarily withholding sensitive subject matter from the public does not intrude on my primary philosophy of board transparency. I believe that a well-informed public is essential for the efficient operation of and support for institutions of government. Second, for practical reasons, actual participation in board meetings must be limited to those legally appointed to act in the public's stead. Free and open participation in board activities clearly impairs the orderly flow of board proceedings. Alternatively, I, as part of the board, have adopted mechanisms, which encourage real public participation in board activities in a format that can be reasonably accommodated and managed, such as an open forum during which the public may speak at board meetings. The board also holds public workshops as the need arises. Third, and perhaps the easiest part of the question to answer concerns the public's rights regarding the expenditure of public funds. The public has an inherent right to information regarding the expenditure of funds. In addition, I would go further to assert that it is incumbent on the board to disseminate audited financial statements to the public on at least an annual basis. Financial statements are presented at board meetings and made available to those in attendance in a format determined by the board. Additionally, financial statements are made available to the public on request. This is accomplished by posting updated copies on the hospital's Internet site and including them in the board books on a monthly basis

Question applies to North Brevard County Hospital District Board

**What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?**

As a former hospital administrator, my long-standing personal philosophy as to how boards for publicly owned facilities should conduct business is in an open forum and in the best interest of the public. There are few occasions in which meetings should be conducted in executive sessions (see discussion in paragraph 1, above). I believe transparency in all matters public is an imperative of public service. The public should expect and the board should deliver openness in board transactions, fairness consistent with good business practices, and coherent policies operating in the best interest of the public. During my twenty year tenure on the board, these are the practices we consistently follow. Parrish Medical Center is a public not-for-profit general acute care hospital. Although it is public and non-profit does not mean that it should operate in the red or at break even. All hospitals must make a reasonable profit to be able to sustain themselves under inflationary conditions, pay salaries, hire personnel as needed, purchase supplies and equipment, etc. Parrish Medical Center, as a public hospital, is one of a few public hospitals in the state that has not taxed for over twenty-nine years.

Question applies to North Brevard County Hospital District Board

**Have you ever served on a hospital board or any other board of directors?**

Yes: North Brevard County Hospital District Board (Parrish Medical Center), Board of the Lexington/Fayette County Health Department; Chairman, Certificate of Need and Licensure Committee; Legislative Committee, President & V.P. Lexington Hospital Council Board; and member of various local and state boards and committees. I have served as Chairman of the Credentials Committee, Vice Chairman of the Finance Committee, and also serve on the Quality Committee, Joint Conference Committee, Audit Committee and the Patient Care Improvement Committee.

Question applies to North Brevard County Hospital District Board

**Do you have any experience reviewing corporate or governmental budgets?**

Yes, both. I have been in both the for-profit and non-profit sides of the medical business. I have owned for-profit ambulatory surgery centers and a home health agency. I have been employed in not-for-profit hospitals. I no longer hold an interest in any medical business nor am I employed in the medical field. Neither of my businesses nor my employment were located in Florida.

Question applies to North Brevard County Hospital District Board

**Do you have any business affiliation with individuals or organizations in the medical community?**

No

Question applies to North Brevard County Hospital District Board

**Are you now, or have you ever been employed at Parrish Medical Center?**

No

Question applies to North Brevard County Hospital District Board

**Do you have any medical business or medical employment experience?**

Yes. See number 4 above.

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## **Agreement**

Advisory committees are subject to the Florida open meetings (Sunshine) and public records laws; your response with a completed application with your contact information is a public record; if chosen as a member of the committee, any communications to you from the County or from you to the County in regard to the committee will be a public record.

### **Please Agree with the Following Statement**

**I understand the responsibilities and commitment of time associated with an appointment to a Brevard County board, council or committee.**

I Agree



# Jerry L. Noffel

October 25, 2023

Office of the County Manager  
2725 Judge Fran Jamieson Way, Bldg. C  
Viera, Florida 32940

Attn: Frank Abbate

Dear Mr. Abbate:

I am submitting this application for joint County/City reappointment to Seat 6 of the North Brevard County Hospital District board. I am currently completing my sixth term in office. I am very proud of the accomplishments of the board of directors during my time of service including receiving numerous distinctions from external organizations. I have been actively involved in leadership, strategy and direction-setting and would like to continue my service in this regard.

I maintain that the duties and responsibilities expected of board members compare favorably with my background, education, training, and, experience; as such, I believe I recognize the nuances that determine the differences between a good hospital and a great health center.

Please note some of the many accomplishments Parrish Medical has made over the last two years:

- Parrish Medical Center **Board Votes No Taxes for 29th year** in a row.
- Parrish Wound Healing Centers Receive National Awards for Excellence in Wound Care.
  - Parrish Wound Healing Centers in Titusville and Port St. John have been recognized with national awards for continued clinical excellence in wound healing by Healogics, Inc., the nation's largest provider of advanced wound care services. Both centers were recognized as Centers of Distinction, and the Port St. John center was also named a Center of Excellence.
- Parrish Medical Center Receives the 2017 Women's Choice Award® as one of **America's Best Hospitals for Patient Safety** from the Women's Choice Award®
  - America's trusted referral source for the best in healthcare. The award signifies that PMC is in the top 15 percent of 3,005 U.S. hospitals for patient safety and recognizes safe surgery practices and lower rates for complications and infections.

I was last employed as executive vice president of St. Joseph Hospital (SJH), Lexington, Kentucky for many years. SJH was a 436-bed non-profit, full-service, general acute care facility with approximately 600 physicians on staff and a complement of close to 3000 employees. I retired from SJH following an automobile accident that left me partially paralyzed (paraplegic) but not incapacitated in the least. Following my employment at SJH, I became a general partner in five outpatient surgical centers; I concurrently owned a home

health agency and consulted for several physician groups. I have pioneered and have been on the cutting edge of several controversial health care-related programs that have become commonplace within the industry today. During my career in health care I have attained a deep knowledge in the field and as a result I have enjoyed great trust and responsibility in all positions that I have held. Additionally, I have had board and/or committee service for various types of public facilities.

Based upon my cumulative experience in healthcare and the last twenty-four years of board service for the North Brevard County Hospital District, I believe I can remain a constructive and beneficial member of the board while contributing positively to the community.

Most sincerely,  
Jerry L. Noffel  
(enclosure)

ANSWERS TO

## NORTH BREVARD COUNTY HOSPITAL

### DISTRICT BOARD APPLICATIONS

By Jerry Noffel

1. What do you feel the public's rights are in observing, monitoring, and participating in the activities of the Hospital Board, and particularly the expenditure of funds?

Answer:

First, the public's right to observe and monitor the activities of the hospital board is undeniable and should be encouraged. There may, however, be discussions of the medical staff credential's committee and/or potential legal actions involving the hospital that the board, at its discretion, may legally and temporarily withhold from the public. Medical staff credentialing, legal issues, and strategic planning are discussed in executive session and outcomes released to the public in a proper manner at the proper time. As a matter of principle, I am uncomfortable with the notion of withholding information, even temporarily, from the public domain. Nevertheless, premature release of sensitive data could be unnecessarily damaging or impede the proper exchange of information. Accordingly, temporarily withholding sensitive subject matter from the public does not intrude on my primary philosophy of board transparency. I believe that a well-informed public is essential for the efficient operation of and support for institutions of government.

Second, for practical reasons, actual participation in board meetings must be limited to those legally appointed to act in the public's stead. Free and open participation in board activities clearly impairs the orderly flow of board proceedings. Alternatively, I, as part of the board, have adopted mechanisms, which encourage real public participation in board activities in a format that can be reasonably accommodated and managed, such as an open forum during which the public may speak at board meetings. The board also holds public workshops as the need arises.

Third, and perhaps the easiest part of the question to answer concerns the public's rights regarding the expenditure of public funds. The public has an inherent right to information regarding the expenditure of funds. In addition, I would go further to assert that it is incumbent on the board to disseminate audited financial statements to the public on at least an annual basis. Financial statements are presented at board meetings and made available to those in attendance in a format determined by the board. Additionally, financial statements are made available to the public on request. This is accomplished by posting updated copies on the hospital's Internet site and including them in the board books on a monthly basis

2. What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?

Answer: As a former hospital administrator, my long-standing personal philosophy as to how boards for publicly owned facilities should conduct business is in an open forum and in the best interest of the public. There are few occasions in which meetings should be conducted in executive sessions (see discussion in paragraph 1, above). I believe transparency in all matters public is an imperative of public service. The public should expect and the board should deliver openness in board transactions, fairness consistent with good business practices, and coherent policies operating in the best interest of the public. During my twenty year tenure on the board, these are the practices we consistently follow.

Parrish Medical Center is a public not-for-profit general acute care hospital. Although it is public and non-profit does not mean that it should operate in the red or at break even. All hospitals must make a reasonable profit to be able to sustain themselves under inflationary conditions, pay salaries, hire personnel as needed, purchase supplies and equipment, etc. Parrish Medical Center, as a public hospital, is one of a few public hospitals in the state that has not taxed for over twenty-nine years.

3. Have you ever served on a hospital board or any other board of directors?

Answer: Yes: North Brevard County Hospital District Board (Parrish Medical Center), Board of the Lexington/Fayette County Health Department; Chairman, Certificate of Need and Licensure Committee; Legislative Committee, President & V.P. Lexington Hospital Council Board; and member of various local and state boards and committees.

I have served as Chairman of the Credentials Committee, Vice Chairman of the Finance Committee, and also serve on the Quality Committee, Joint Conference Committee, Audit Committee and the Patient Care Improvement Committee.

4. Do you have any experience reviewing corporate or governmental budgets?

Answer: Yes, both. I have been in both the for-profit and non-profit sides of the medical business. I have owned for-profit ambulatory surgery centers and a home health agency. I have been employed in not-for-profit hospitals (See attached resume). I no longer hold an interest in any medical business nor am I employed in the medical field. Neither of my businesses nor my employment were located in Florida.

5. Do you have any business affiliations with individuals or organizations in the medical community?

Answer: No.

6. Are you now, or have you ever been employed at Parrish Medical Center?

Answer: No.

7. Do you have any medical business or employment experience?

Answer: Yes. See number 4 above.

# Boards Application Form

## Profile

If interested in one of these boards please fill out this application and submit.

### Which Boards would you like to apply for?

North Brevard County Hospital District Board: Submitted

Prefix	Dan	Middle Initial	Aton
	First Name		Last Name

dan@danaton.com  
Email Address

8850 Grissom Parkway	
<small>Home Address</small>	<small>Suite or Apt</small>

Titusville	FL	32780
<small>City</small>	<small>State</small>	<small>Postal Code</small>

Home: (407) 687-6766	
<small>Primary Phone</small>	<small>Alternate Phone</small>

### How long have you been a resident of Brevard County?

33

### To which Commissioner are you applying?

District 1

## Interests & Experiences

Please tell us about yourself and why you want to serve.

### Are you currently serving on any State, Regional or Brevard County board, council, or committees? If so please name.

North Brevard Economic Development Zone North Brevard Medical Support

**Do you have or hold any employment or contractual relationship with any business or any agency which is subject to the regulation of or is doing business with Brevard County? If so, please explain.**

No

**Please explain your interests and experiences.**

Through my service on the North Brevard Medical Support (NBMS) board of directors, I have gained significant knowledge and understanding of the complexities of health care delivery and finance, preparing me as an ideal candidate for service on the North Brevard Hospital District Board of Directors. The NBMS oversees physician recruitment; joint ventures; Parrish Health Network that works to coordinate care among multiple entities throughout the community; the very successful non-profit Captive insurance company; and the Children's Center.

**Please explain your background, including education, work experience, civic or community organization memberships and positions, and any professional licenses or memberships, and how this applies to the function of the Board, Council or Committee that you are interested in serving on.**

I have been an entrepreneur and technology executive with over 30 years of experience in the technology arena with a special concentration on sports. I have founded two significant companies in the sport technology market serving over 300 college and sports professional organizations generating revenues of more than \$500 million. I have raised over \$80 million in capital, and have been involved in over ten mergers and acquisitions totaling well over \$100 million in value. I was named Entrepreneur of the Year by Orlando Business Journal in 2006 and also received the William C Schwartz Industry Innovation Award by the Metro Orlando Economic Development Commission in 2011.

**Brevard County Board of County Commissioners strives to promote diversity and provide reasonable accommodations for individuals with disabilities. If you are requesting an accommodation, please indicate below.**

none

[Dan Aton - final.docx](#)

Upload a Resume

Question applies to North Brevard County Hospital District Board

**To which appointment are you applying? \***

**Seat 6 which is appointed by the Brevard County Board of County Commissioners and confirmed by the City of Titusville**

Question applies to North Brevard County Hospital District Board

**What do you feel the public's rights are in observing, monitoring and participating in the activities of the Hospital Board, and particularly the expenditure of funds?**

I believe in government in the Sunshine. I believe the public has an absolute right to observe and participate in the activities of the hospital board. I believe that the public is entitled to be present and be heard any time there is a meeting of two or more Board members. It is the hospital Board's responsibility to approve a budget, following two public meetings with the board, and ensure that prudent hospital business policies and practices are in place for the optimal operation of the hospital.

Question applies to North Brevard County Hospital District Board

**What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?**

Citizen boards should be conducted in the Sunshine both in fact and perception. The board should conduct themselves under Robert's Rules of Order and under the appropriate Governance of the Sunshine rules. One of the basic tenants of any board, whether public or private, is to ensure the financial stability of the organization to meet the needs of the community for public boards and stockholders for private boards. In addition, since this is a health care institution, we also have the responsibility of ensuring that quality and safe care are provided to the community.

Question applies to North Brevard County Hospital District Board

**Have you ever served on a hospital board or any other board of directors?**

I have participated in board membership of the North Brevard Medical Support, the North Brevard Economic Development Zone, Greater Titusville Renaissance, Titusville YMCA, and Hope for North Brevard Charities. Today's Board member must have a keen understanding of the business factors that influence the entity in which he or she wishes to serve. A broader experience provides more clearly delineated policy recommendations. I have a good understanding of the medical community through my involvement in community organizations such as North Brevard Medical Support and through pertinent reading as well as discussion with hospital executives.

Question applies to North Brevard County Hospital District Board

**Do you have any experience reviewing corporate or governmental budgets?**

I have founded and managed two significant companies and been the Board Chairman and CEO of both. Through that experience, and my education at BCC/UCF, I am very familiar with all of the documents and processes related to commercial financials. I have had some experience with government and medical finances through my time on the North Brevard Medical Support (NBMS) board of directors.

Question applies to North Brevard County Hospital District Board

**Do you have any business affiliation with individuals or organizations in the medical community?**

No.

Question applies to North Brevard County Hospital District Board

**Are you now, or have you ever been employed at Parrish Medical Center?**

No.

Question applies to North Brevard County Hospital District Board

**Do you have any medical business or medical employment experience?**

I have served on the North Brevard Medical Support board of directors for five years. My cover letter specifically delineates how my experiences have led me to have the necessary qualifications for the hospital board.

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## **Agreement**

Advisory committees are subject to the Florida open meetings (Sunshine) and public records laws; your response with a completed application with your contact information is a public record; if chosen as a member of the committee, any communications to you from the County or from you to the County in regard to the committee will be a public record.



**Please Agree with the Following Statement**

---

**I understand the responsibilities and commitment of time associated with an appointment to a Brevard County board, council or committee.**

---

I Agree

October 25, 2023

Board of County Commissioners  
Attn: Frank Abbate  
Office of County Manager  
2725 Judge Fran Jamieson Way, Bldg C  
Vieira, FL 32940

Re: Appointment to the Board of the North Brevard County Hospital District

Dear Mr. Abbate:

This letter is to serve as my application to the County for appointment to the Board of Directors of the North Brevard County Hospital District d.b.a. Parrish Medical Center.

Through my service on the North Brevard Medical Support (NBMS) board of directors, I have gained significant knowledge and understanding of the complexities of health care delivery and finance, preparing me as an ideal candidate for service on the North Brevard Hospital District Board of Directors. The NBMS oversees physician recruitment; joint ventures; Parrish Health Network that works to coordinate care among multiple entities throughout the community; the very successful non-profit Captive insurance company; and the Children's Center.

Other community service includes participation as a board member of the North Brevard Economic Development Zone, Titusville Planning and Zoning Commission and have served on boards for Greater Titusville Renaissance, Titusville YMCA, Hope for North Brevard Charities and other civic organizations.

I would like to share some of my professional background to further your understanding of how my being a NBMS board member coupled with my career path puts me in an excellent position to serve the citizens of North Brevard County as a hospital board member.

I have been an entrepreneur and technology executive with over 30 years of experience in the technology arena with a special concentration on sports. I have founded two significant companies in the sport technology market serving over 300 college and sports professional organizations generating revenues of more than \$500 million. I have raised over \$80 million in capital, and have been involved in over ten mergers and acquisitions totaling well over \$100 million in value. I was named Entrepreneur of the Year by Orlando Business Journal in 2006 and also received the William C Schwartz Industry Innovation Award by the Metro Orlando Economic Development Commission in 2011.

Thank you for your consideration of my application to the North Brevard County Hospital board of directors. Should you need additional information, I may be reached at 407-687-6766.

Sincerely,



Dan Aton

**Addendum to District Board Application**  
**North Brevard County Hospital District**  
**Dan Aton**

Question 1: What do you feel the public's rights are in observing, monitoring, and participating in the activities of the hospital Board, and particularly the expenditure of funds?

I believe in government in the Sunshine. I believe the public has an absolute right to observe and participate in the activities of the hospital board.

I believe that the public is entitled to be present and be heard any time there is a meeting of two or more Board members. It is the hospital Board's responsibility to approve a budget, following two public meetings with the board, and ensure that prudent hospital business policies and practices are in place for the optimal operation of the hospital.

Question 2: What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?

Citizen boards should be conducted in the Sunshine both in fact and perception. The board should conduct themselves under Robert's Rules of Order and under the appropriate Governance of the Sunshine rules.

One of the basic tenants of any board, whether public or private, is to ensure the financial stability of the organization to meet the needs of the community for public boards and stockholders for private boards. In addition, since this is a health care institution, we also have the responsibility of ensuring that quality and safe care are provided to the community.

Question 3: Have you ever served on a hospital board or any other board of directors?

I have participated in board membership of the North Brevard Medical Support, the North Brevard Economic Development Zone, Greater Titusville Renaissance, Titusville YMCA, and Hope for North Brevard Charities.

Today's Board member must have a keen understanding of the business factors that influence the entity in which he or she wishes to serve. A broader experience provides more clearly delineated policy recommendations. I have a good

understanding of the medical community through my involvement in community organizations such as North Brevard Medical Support and through pertinent reading as well as discussion with hospital executives.

Question 4: Do you have any experience reviewing corporate or governmental budgets?

I have founded and managed two significant companies and been the Board Chairman and CEO of both. Through that experience, and my education at BCC/UCF, I am very familiar with all of the documents and processes related to commercial financials. I have had some experience with government and medical finances through my time on the North Brevard Medical Support (NBMS) board of directors.

Question 5: Do you have any business affiliations with individuals or organizations in the medical community?

No.

Question 6: Are you now, or have you ever been employed at Parrish Medical Center?

No.

Question 7: Do you have any medical business or employment experience?

I have served on the North Brevard Medical Support board of directors for five years. My cover letter specifically delineates how my experiences have led me to have the necessary qualifications for the hospital board.

COLUMN SOFTWARE, PBC

STATE OF FLORIDA

COUNTY OF BREVARD COUNTY

Before the undersigned authority personally appeared Stefan Edward Pla, who on oath says that he or she is an authorized agent of Column software, PBC; that the attached copy of advertisement, being a legal advertisement or public notice in the matter of NB Hospital District Board Applications, was published on the publicly accessible website of Brevard County County, hosted by Column Software, PBC on Oct. 4, 2023

Affiant further says that the website complies with all legal requirements for publication in chapter 50, Florida Statutes.

**PUBLICATION DATES:**

Oct. 4, 2023

**Notice ID:** sONmoyBaLuoZXlmmw8qH

**Notice Name:** NB Hospital District Board Applications

**PUBLICATION FEE:** \$0.00

Signed by:

*Stefan Pla*

\_\_\_\_\_, as authorized signatory of Column  
Software, PBC

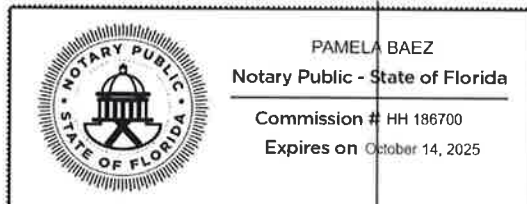
**VERIFICATION**

State of Florida  
County of Orange

Signed or attested before me on this: 10/05/2023

*Pamela Baez*

\_\_\_\_\_  
Notary Public  
Notarized online using audio-video communication





**NORTH BREVARD COUNTY HOSPITAL  
DISTRICT BOARD APPLICATIONS**

The Brevard County Board of County Commissioners is soliciting applications for two volunteer appointments to the North Brevard County Hospital District Board. Seat 5 which is appointed by the Brevard County Board of County Commissioners and Seat 6 which is appointed by the Brevard County Board of County Commissioners and confirmed by the City of Titusville. Hospital Board members must reside within the boundaries of the Hospital District and are appointed for four-year terms.

Some of the major duties and responsibilities of the Hospital Board are to 1) Determine the roles, mission, and major objectives of the hospital, 2) Determine major institutional policies, 3) Approve hospital organization and major authority delegation patterns, 4) Select, appoint, and evaluate the Chief Executive Officer, and 5) Maintain a qualified medical staff.

Please submit all applications through the Brevard County Advisory Board portal at <https://www.brevardfl.gov/AdvisoryBoardAgendasAndMinutes>. Applications should be submitted no later than noon, on **Friday, October 27, 2023**. The Brevard County Board of County Commissioners will make their selection at the regular meeting on **November 14, 2023** and the City of Titusville will act on the jointly appointed position at their **December 12, 2023** meeting.

Additionally, as part of the application process the Board of County Commissioners requires each applicant to answer each of the following questions:

1. What do you feel the public's rights are in observing, monitoring, and participating in the activities of the Hospital Board, and particularly the expenditure of funds?
2. What is your philosophy on how citizen boards for publicly owned facilities should conduct their business?
3. Have you ever served on a hospital board or any other board of directors?
4. Do you have any experience reviewing corporate or governmental budgets?
5. Do you have any business affiliation with individuals or organizations in the medical community?
6. Are you now, or have you ever been employed at Parrish Medical Center?
7. Do you have any medical business or medical employment experience?
8. Indicate whether you are applying for Seat 5 which is appointed by the Brevard County Board of County Commissioners, Seat 6 which is appointed by the Brevard County Board of County Commissioners and confirmed by the City of Titusville or have no preference with regard to the appointment.

All applications should be submitted through the Board County Advisory Board portal at <https://www.brevardfl.gov/AdvisoryBoardAgendasAndMinutes>. You will have an opportunity to upload any additional documentation, if desired.

For public notices online, go to <http://brevardfl.column.us>