

Meeting Date
December 15, 2015



AGENDA	
Section	New Business
Item No.	VI.E.1

AGENDA REPORT
 BREVARD COUNTY BOARD OF COUNTY COMMISSIONERS

SUBJECT:	Appointment of North Brevard Hospital District Board Members.
DEPT/OFFICE:	Administrative Services / County Manager's Office

Requested Action:
 It is requested that the Board of County Commissioners review the applications and make appointments to the North Brevard Hospital District Board.

Summary Explanation & Background:

The Board of County Commissioners must make two appointments to the North Brevard Hospital District Board. One appointment is to be made by the Board (Seat 5) and one appointment is made by the Board and confirmed by the Titusville City Council (Seat 6).

Hospital Board Members must reside within the boundaries of the Hospital District Board and are appointed for four-year terms.

The application deadline was set for noon, November 20, 2015. As in the past, the Application Advertisement (Attached) includes 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 for the joint appointment at this meeting and advised them of the selection as the City will make their confirmation vote at their January 12, 2016 meeting.

Applications for the above seats are attached.

Seat 5 Board Appointment Elizabeth Galfo, M.D.	Seat 6 Joint Appointment Jerry L. Noffel
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Fiscal Impact: There is no fiscal impact associated with this action other than the cost of advertisement.

Clerk to the Board Instructions:

Exhibits Attached: Advertisement, Applications; voting tally

Contract /Agreement (If attached): Reviewed by County Attorney		Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	PR	<input type="checkbox"/>
County Manager		Assistant County Manager		Department Director / Extension County Manager's Office 633-2001			
Stockton Whitten		Assistant County Manager					



December 16, 2015

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

Telephone: (321) 637-2001

Fax: (321) 264-6972

Elizabeth Galfo
1250-B Grumman Place
Titusville, FL 32780

Dear Ms. Galfo:

Re: Appointment to North Brevard County Hospital District Board

The Board of County Commissioners, in regular session on December 15, 2015, acknowledged your appointment to the North Brevard County Hospital District Board. Said term of appointment expires December 31, 2019.

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 2015 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
SCOTT ELLIS, CLERK

Tammy Etheridge, Deputy Clerk

/af

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



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

Telephone: (321) 637-2001
Fax: (321) 264-6972

December 16, 2015

Jerry Noffel
5630 Bob White Trail
Mims FL 32754

Dear Mr. Noffel:

Re: Reappointment to North Brevard County Hospital District Board

The Board of County Commissioners, in regular session on December 15, 2015, 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, 2019.

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

Sincerely,

BOARD OF COUNTY COMMISSIONERS
SCOTT ELLIS, CLERK

Tammy Etheridge, Deputy Clerk

/af

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

Jerry L. Noffel

November 19, 2015

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

Attn: Stockton Whitten, County Manager

Dear Mr. Whitten:

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 fourth term in office. As I continue to gain experience in this complex industry I believe my value as a board member will be enhanced even further.

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 medical center. As you can see from my resume, I have extensive experience in health care management. Hospital administration and the study of health care delivery systems have not only been my vocation but also my avocation.

As my resume indicates, 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. Please see my resume for a partial listing of health related organizations on which I have served in various capacities.

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

If you deem additional information necessary, please do not hesitate to contact me.

Most sincerely,

A handwritten signature in blue ink, appearing to read "J. Noffel", with a long horizontal flourish extending to the right.

Jerry L. Noffel

Enclosures

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. My preference is the current format we follow which is that 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 place. 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 sixteen 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 breakeven. 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 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 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 was 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 and my attached resume.

EMPLOYMENT
(Hospital)

October, 1980 -December, 1998

General Partner- Developer, Freestanding Ambulatory Surgical Facilities

During this period I was influential in a pioneering movement (at this time in history) in developing, opening, and operating Freestanding Ambulatory Surgical Facilities. By this time I have sold all interest in these facilities, the last, a Louisville ASC, was sold in December 1998. The Lexington Facility was sold to Affiliated Surgical Associates as their flag ship unit. It was very successful from the first day of operation. Affiliated grew into an 80 facility corporate giant that was purchased by HealthSouth. HealthSouth grew into a small health care conglomerate until mismanagement overtook the corporation.

In addition to the surgery centers, I opened a home health agency that covered a five county area. I sold the agency to Upjohn Corporation about two and one-half years later.

Concurrently, throughout these years, I performed consulting services to physicians for a myriad of opportunities and in designing and constructing office space, establishing office procedures, hiring key management personnel, setting up management general business practices billing, accounts receivables, etc.

February, 1968 -October, 1980

ST. JOSEPH HOSPITAL -Executive Vice President

Originally went to St. Joseph Hospital as Administrative Resident. Was recruited to stay on as Assistant Administrator upon completion of residency training with responsibility for nine (9) major departments. Except for two (2), admitting and personnel, all departments were income centers and patient oriented. In 1969, I was promoted to Associated Administrator and given the additional responsibility for a \$5 million expansion program. Additional responsibilities included overseeing the expansion project, selecting and purchasing capital equipment (capital equipment was removed from the general contract), programming departmental moves into the new sections of the hospital, selecting colors, furniture and accessories. Expanded to 436 beds, including expansion and renovation of several ancillary department (e.g. x-ray department, laboratory, central processing, emergency department, etc.). I attended all board of director meetings and participated freely in all matters brought before the board. I reported directly to the president of the hospital (a nun) who gave me great operational latitude. I attended and participated freely in all medical staff functions and selected membership on all committees. I negotiated all contracts with hospital based physicians, handled and made decisions on medical staff and general hospital legal problem, implemented systems and programs and initiated changes in organizational structures. Employed hospital attorney and served as liason officer between hospital and attorney.

I was responsible for assuring the integrity of the pricing structure and the eventual "bottom line" result enjoyed by the hospital. This also required that I negotiate all price increases with insurance companies. I initiated, devised, designed, and implemented the ancillary charging system used throughout the hospital, initiated the first hospital budget and introduced the hospital to computerization. Generally, as a result of my intensive and extensive experience while a general administrative officer in a key position with wide operational freedoms, I gained and possess a well-rounded knowledge of the total affairs of a major medical center.

RESULTS

Partially due to my efforts, St. Joseph Hospital has had a very successful expansion program, efficiency and effectiveness has been enhanced, new needed programs have been initiated and its goodname and reputation in the community has been advanced. Yet, the hospital continues to hold costs at a substantial level below other hospitals in the local community while providing more services to the community.

I established a good and cooperative working relationship with the medical staff, my subordinates and superiors. This relationship is built on mutual respect for objectives to provide high quality medical care at the lowest possible cost.

I developed many programs needed in the community and which were income producers for the hospital. Excess income over expenses improves annually.

December, 1965 -July, 1966

METHODIST-EVANGELICAL HOSPITAL -Personnel Director

Implemented employee orientation program, developed statistical reports useful to management, consulted with department heads regarding labor laws and labor problems, initiated employment testing program, initiated exit interview program and interviewed all applicants. Reported to Administrator.

RESULTS

The hospital was left with a good foundation on which to build additional programs.
Other Employment

GENERAL ELECTRIC COMPANY-Purchasing & Materials Control

G.V. VINE FOOD BROKER- Salesman

DARCO BUSINESS FORMS COMPANY- Salesman

U.S. ARMY RESERVE- Personnel Specialist (Advisor)

Education

1952 – 1956	Fulton High School	Fulton, Kentucky	Graduated
1956- 1959*	Murray State College	Murray, Kentucky	Business Administration
1962*- 1962	Murray State College	Murray, Kentucky	Business Administration (one semester)
1962- 1963*	Murray State College	Murray, Kentucky	Business Administration Graduated, BS
1966*- 1967	Xavier University	Cincinnati, Ohio	MBA program In Hospital, Administration
1967- 1968	St. Joseph Hospital	Lexington, Kentucky	Residency served
1968	Xavier University	Cincinnati, Ohio	Master Of Business Administration Program, Graduated, MBA w/emphasis in Hospital Administration

*Dates do not run consecutively due to interruptions for military service

Military Service

United States Army

First Stint: March 1959- January 1961/ September 1961-August 1962

Private E-1 rose to the rank of Specialist E-4. MOS: Administrative Specialist. Was honorably released from active duty and transferred to reserve duty. Rose to rank of Sergeant E-5 while on Reserve duty Second Stint:

Sergeant E-5 rose to rank of Sergeant First Class E-7. Recall from Reserve Duty in September 1961 during the "Berlin Crisis" and transferred to Active Duty for a period of 1 year. Honorably released from Active Duty August 1962 and transferred to Reserve Duty for the duration of my reserve requirement in 1967 to attend Graduate studies in hospital administration.

Community Service

Member of the board of directors of YMCA, Lexington, Kentucky

President of the Board of directors of Fayette County Hospital Council, Lexington, Kentucky

Member of various committees of the Kentucky Hospital Association, Lexington, Kentucky

Chairman of various committees of the Kentucky Certificate Of Need Council, Lexington

Member of the Board of the Hunter Foundation, Fayette, Kentucky

Member of the Board of the Fayette County Health Department, Lexington, Fayette, Kentucky

Treasurer of the Board of Parrish Medical Center and serve on several committees, Home Owners Assoc., Brevard County, Florida

November 6, 2015

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

Attn: Stockton Whitten
County Manager

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

Dear Mr. Whitten:

This letter is to serve as my application for 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 serve as a board member of Parrish Medical Center.

I am proud to have served the North Brevard medical community in many capacities over the past twenty-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 director's Education Committee since 2008, and served as a board member of North Brevard Medical Support, Inc. 1999 – 2000 and 2013 – present.

I am currently employed by Hospice of St. Francis as chief medical officer. In addition to several other medically-related leadership roles, I have been in primary practice (internal medicine) and served as staff internist while holding the office of Major in the United States Air Force.

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 class.

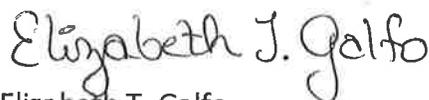
I have been very pleased and impressed with the board and administrative leadership of Parrish Medical Center. There is no doubt that the times are extremely

challenging for health care providers; reimbursement is diminishing, regulation is increasing; our entire delivery system is undergoing massive and unprecedented changes. 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 serve the community of North Brevard through the advancement of quality and continuity of health care. I will also support the financial integrity of Parrish Medical Center to provide for the long-term sustainability of medical care for the community.

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

Sincerely,

A handwritten signature in cursive script that reads "Elizabeth T. Galfo". The signature is written in black ink and is positioned above the printed name.

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

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, over the next few years, hospitals caring for Medicare and Medicaid recipients will be required to participate in Bundled Payment Care Improvement projects and other Alternative Payment Model initiatives, to the extent that 50% of their total revenue will come from these by the year 2020. CMS has targeted hospitals, because it recognizes the long-range vested interest that local health systems have in the overall health and wellness within their 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 new 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 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 North Brevard Hospital District's board of director's education committee since 2008, and served as a board member of North Brevard Medical Support, Inc. 1999 – 2000 and 2013 – present. I also serve on Parrish Medical Center's Health Net Board of Directors, and formerly served on 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, I regularly review the financial reports for the parent organization and individual services. Medical quality for our organization is 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 Hospice of St. Francis and have served as chief medical officer for 17 years.

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 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 20-25 patients, to about 300 patients today, with over 1,000 admissions each year. We serve all of Brevard County as a not-for-profit organization, and last year, opened a 12-bed inpatient care center on our 13-acre campus in south Titusville.

This year, I became the Chief Medical Officer of Hospice of St. Francis, and our new St. Francis Pathways to Healthcare, a unique not-for-profit Palliative Care service in Brevard 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. There is currently no other service like this in this area, and it is supported by a combination of billable services and donations to our Foundation. While hospice was considered something of a fringe service 20 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 as the Medical Director for Hospice of St. Francis for 19 years. I am Board Certified in Internal Medicine, Geriatrics and Hospice and Palliative Medicine. I am also a Certified Hospice Medical Director, a new 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 and sustainable. This is the gauntlet which has been thrown down before the healthcare community. I feel uniquely equipped to meet this challenge, and look forward to serving as a member of the Parrish Medical Center Board of Directors.

Elizabeth J. Galfo

Elizabeth T. Galfo, MD, FACP, FAAHPM, HMDC
Chief Medical Officer
Hospice of St. Francis and St. Francis Pathways to Healthcare
1250-B Grumman Place
Titusville, FL 32780
Phone: 321-269-4240 (866-269-4240)
Email: meddir@hospiceofstfrancis.com

QUALIFICATIONS:

Licensed to Practice Medicine in the State of Florida (1993)
National Board of Medical Examiners Diplomat (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)
Fellow, American Academy of Hospice and Palliative Medicine (2013)
Hospice Medical Director Certification (2015)

EDUCATION:

Internal Medicine Residency: Oral Roberts School of Medicine at
City of Faith Hospital, Tulsa, OK (1986 – 1989)
Exams: ABIM Inservice Exam – top 2% (1988)
National Boards, Part III – top 2% (1987)
M.D.: Oral Roberts School of Medicine, Tulsa, OK (1982 – 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 (1977 – 1982)
Major: Zoology GPA: 3.92
Awards: Edward Frank Kraft Prize (top 50 freshmen)
Top 4 Zoology Seniors

LEADERSHIP and WORK EXPERIENCE:

Chief Medical Officer of Hospice of St. Francis (HOSF):
Titusville, FL (Feb 2015 – present)
Medical Director of HOSF: FL
Full-Time (July 2002 - Feb 2015)
Part-Time (1997 - July 2002)
Medical Director of Brevard County Detention Center: Sharpes, FL
(1997 – 2002)
Physician in Charge of Brevard County SWAT Team Annual Physicals:
Sharpes, FL (2000 – 2002)

Parrish Medical Center (PMC) Medical Staff Member:

Titusville, FL (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 (1993 - 1998)

Staff Internist and Major, USAF: Seymour-Johnson Air Force

Base (SJAFB) 4th Medical Support Group, NC (1989 - 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 (1986 - 1989)

Chief Resident - Internal Medicine: (1988 - 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. and St. Francis Pathways to Healthcare services (2015)

Medical Director - HOSF: Titusville, FL

Hospice Inpatient Care Center with CHAP accreditation (2013)

Organization-wide CHAP accreditation (2013)

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 with in-home visits

in Brevard County (2002)

Parrish Medical Center Palliative Care Program Medical

Director and Physician Champion: Titusville, FL

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 - present)

Parrish Medical Center Medical Director:

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

COMMITTEES and BOARDS:

Parrish Medical Center: Titusville, FL

Florida Health Net Board of Directors – NBMS Liaison (2013 - present)

North Brevard Medical Support - Medical Director and Board

Member (1999 - 2000, 2013-present)

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 – present)

Chairman (2005 – 2012)

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

Cancer Committee (2004 - present)

Doctor's Goodwill Foundation Board of Directors – Rotating Positions

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

(2004 - 2010)

Ethics Committee (1997 – present)

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:

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 all HOSF Medical Staff:

(7 HOSF physicians and 3 ARNPs - HPM Certified). 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: 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)

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

NORTH BREVARD COUNTY HOSPITAL DISTRICT
operating
PARRISH MEDICAL CENTER
Titusville, Florida

Board Seat	Name	Expiration Date	Appointing Authority
1	Peggy Crooks	12-31-13	City
2	Robert Jordan, Jr., C.M.	12-31-16	City
3	Herman A. Cole, Jr.	12-31-15	City
4	Maureen Rupe	12-31-13	County
5	J. J. Parrish III	12-31-15	County
6	Jerry L. Noffel	12-31-15	Joint
7	Ashok C. Shah, M.D.	12-31-16	County
8	Billie N. Fitzgerald	12-31-13	Joint
9	Stanley E. Retz, CPA	12-31-16	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.

December 14, 2012

NORTH BREVARD COUNTY HOSPITAL DISTRICT BOARD APPLICATIONS

The Brevard County Board of County Commissioners is soliciting applications for two appointments to the North Brevard County Hospital District Board. The City of Titusville must confirm one of the appointments. 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.

Applications in the form of resumes and/or letters of interest with qualifications should be submitted no later than noon, on **November 20, 2015**. Applicants should indicate whether they are applying for the appointment that requires City of Titusville confirmation, the Board of County Commissioners appointment, or have no preference with regard to appointment. The Brevard County Board of County Commissioners will make their selection at the regular meeting on **December 15, 2015** and the City of Titusville will take action on the jointly appointed position at their **January 12, 2016** meeting.

Additionally, as part of the application process the Board of County Commissioners requires each applicant to answer, in writing 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 employment experience?

Please submit all application materials to the following address:

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

Attn: Stockton Whitten, County Manager

FY-000004408