Miami-Dade’s Safety Net

More Than 2,600 Beds

County Owned

Seven Hospitals Plus Clinics & More

Academic Center

More Than 11,000 Staff
Academic Medicine

UHealth

UNIVERSITY OF MIAMI HEALTH SYSTEM

FIU

Herbert Wertheim College of Medicine

Miracles made daily.
Only Jackson
Acuity

<table>
<thead>
<tr>
<th>Year</th>
<th>National</th>
<th>Jackson Health System</th>
<th>Jackson Memorial Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
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</tbody>
</table>
Quality

Ventilator-Associated Pneumonia

National Healthcare Safety Network Goal
Quality

Central-Line Associated Blood Stream Infections

National Healthcare Safety Network Goal

2011 2014
Quality

Readmission Penalty

- National Average
Safety

Composite: Medication Errors, Falls, Pressure Ulcers

2012 2015

National Average
Evidence-Based Medicine

AMI: Acute Myocardial Infarction Composite
HF: Heart Failure Composite
PN: Pneumonia Composite
SCIP: Surgical Care Improvement Project Composite
Only Jackson
Financial Performance

Projected

<table>
<thead>
<tr>
<th>Year</th>
<th>Performance (Millions)</th>
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</thead>
<tbody>
<tr>
<td>2009</td>
<td>($244.0)</td>
</tr>
<tr>
<td>2010</td>
<td>($93)</td>
</tr>
<tr>
<td>2011</td>
<td>($81)</td>
</tr>
<tr>
<td>2012</td>
<td>$8</td>
</tr>
<tr>
<td>2013</td>
<td>$51.5</td>
</tr>
<tr>
<td>2014</td>
<td>$50.7</td>
</tr>
<tr>
<td>2015</td>
<td>$70.0</td>
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</tbody>
</table>
Aligning Staff to Volume

![Graph showing the alignment of staff to volume from 2011 to 2014. The graph compares equivalent admissions (solid blue line) and full-time equivalents (solid red line). The y-axis represents equivalent admissions ranging from 30,000 to 80,000, while the x-axis represents the years 2011 to 2014. The graph indicates a general decrease in equivalent admissions from 2011 to 2012, followed by an increase in 2013 and stabilization in 2014. The full-time equivalents show a similar trend, with a peak in 2014.](attachment:graph.png)
Liquidity

Days Cash On Hand

- 2011: 16.3
- 2012: 13.1
- 2013: 27.6
- 2014: 41.4
Liquidity

Days Cash On Hand

- 2011: 16.3
- 2012: 13.1
- 2013: 27.6
- 2014: 41.4
- Benchmark: 175
Efficiency

Cost Per Adjusted Patient Day

- 2011: $3,185
- 2012: $2,946
- 2013: $2,701
- 2014: $2,793
Public Funding Gap

Millions

2011 2012 2013

$71.8M $103.8M $139.2M

Community Benefit
- Indigent Care
- Nursing Homes
- Corrections
- Other Public Programs

Public Funding
- Sales Tax
- Property Tax
- MOE
- Medicaid/Medicare Supplements
## Liver Transplant Survival Rates, Florida*

<table>
<thead>
<tr>
<th>Miami Transplant Institute</th>
<th>One-Year Graft Survival</th>
<th>One-Year Patient Survival</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>73%</td>
<td>82%</td>
</tr>
<tr>
<td></td>
<td>84%</td>
<td>91%</td>
</tr>
<tr>
<td></td>
<td>88%</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td>89%</td>
<td>91%</td>
</tr>
<tr>
<td></td>
<td>90%</td>
<td>93%</td>
</tr>
<tr>
<td></td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Other Florida Transplant Centers**

Data sources: Scientific Registry of Transplant Recipients (7/1/2014-6/30/2015) and Organ Procurement & Transplantation Network (2012-2014)
Population Health

On-Site Utilization Review

Continuity of Care Planning

Social Worker

Nutritionist
Population Health

Jackson HEALTH SYSTEM

Post-Acute Care ➔ Primary Care

Hospitalization

Outpatient Specialty Care ➔ Urgent & Emergency Care

Miracles made daily.
Population Health

- 6 Hospitals
- 7 Clinics
- 2 Long-Term Care Centers
- 8 to 12 Urgent Care Centers
- Jackson West Outpatient Campus

COMING SOON

Jackson West Outpatient Campus

Jackson Facilities:
1. Jackson Memorial Hospital, Holtz Children's Hospital, Jackson Rehabilitation Hospital
2. Jackson Behavioral Health
3. Jackson North Medical Center
4. Jackson South Community Hospital
5. Downtown Medical Center
6. Jackson Memorial Long Term Care Center
7. Jackson Memorial Perdue Medical Center
8. Jackson Community Mental Health Center
9. Dr. Rafael A. Penielver Clinic
10. Jefferson Reeves, Sr. Health Center
11. North Dade Health Center
12. PET Center
13. Rosie Lee Wesley Health Center

FUTURE SITE: Jackson West
Our Second Century

Jackson Miracle-Building Bond Program