MAKING MIRACLES
2016
Report To The Community

Jackson Health System
Jackson Memorial Hospital • Jackson North Medical Center • Jackson South Community Hospital
Holtz Children’s Hospital • Jackson Behavioral Health Hospital • Jackson Rehabilitation Hospital

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More than 35 years ago, my youngest son was born at Jackson Memorial Hospital, weighing just over a pound—given only a whisper of a chance to survive. At any other facility, he would have been lost, but thanks to the doctors, nurses, and other caregivers in our public hospital, he has grown into a happy, healthy, and successful young man. At any other hospital, they would call it a miracle. At Jackson, we call it a Monday.

Stories like these take place at our hospitals every day, and they are the inspiration for our slogan: Miracles made daily.

From Ryder Trauma Center, which trains every one of the U.S. Army’s forward surgical teams and treats our most seriously injured neighbors, to Jackson Rehabilitation Hospital, where patients work toward a second chance at independent lives, Jackson Health System makes miracles.

Our entire team is deeply committed to carrying that work forward. The industry we represent and the community we serve will change substantially in the years ahead. Jackson must be strong enough, nimble enough, and smart enough to change with them, while still pushing themselves to deliver the world’s best medical care.

Last year, we finished some of the first projects in our Jackson Miracle-Building Program, a capital plan that will let us invest for the next decade to carry us into the next generation. We released designs for the new Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial, which will break ground this year. We also mobilized to open at least five new urgent care centers from Country Walk in the southwest to Arch Creek in the northeast.

In the year to come, we will continue growing stronger to serve even more of our neighbors. We are on target to open Jackson West, the system’s most ambitious project in a generation, bringing the City of Doral and others in Northwest Miami-Dade a 100-bed hospital, emergency room, children’s specialty center, and a wide range of outpatient services. Current renovations are already transforming the look and feel of our other hospitals to be more welcoming and patient-friendly. As always, Jackson will remain focused on those signature services that make us famous: transplant, trauma, neurosurgery and neurology, maternity, bariatrics, and pediatrics, particularly for the smallest and sickest children.

Jackson will soon celebrate its 100th anniversary, so today we are building the framework for a second century of making miracles.
From The Chairman Of The Public Health Trust
Board Of Trustees, Joe Arriola

There has never been a more exciting time for Jackson Health System and the community it serves. Thanks to the unwavering support of so many partners across Miami-Dade County, we are growing stronger and smarter to take our rightful place among the country’s top academic medical centers—all while holding fast to our cherished historic mission of serving all of our neighbors with a single high standard of care.

At a time when the science and business of health care is changing at astonishing speed, Jackson has built a framework that amplifies our global fame for cutting-edge care, embraces the evolving understanding of patient-focused treatment, and positions our team to nimbly evolve into a new level of sophistication.

Our commitment is to deliver the Jackson Miracle Experience for every patient who needs our help. That means delivering the safest care environment, the best clinical quality, the latest medical technology, and the warmest personal service.

The future of Jackson also depends upon growing the signature services that set us apart. We will build a new home for our Miami Transplant Institute, uniting inpatient and outpatient care for one of the world’s most sophisticated and experienced organ transplant teams.

We will also open a new rehabilitation hospital with facilities that match the globally admired clinical services provided by Jackson and UHealth—University of Miami Health System. Additionally, we will modernize our women’s and children’s facilities across Miami-Dade, because we offer the best care for mothers and babies, and pregnancy is only routine until the moment when it isn’t.

The guiding principles of our expansion plans are the belief that Jackson is owned by all of our neighbors, making us responsible for having Jackson accessible to everyone in the community. With expansions coming to areas such as Doral, North Miami Beach, Cutler Bay, South Beach, Miami Gardens, and Country Walk, we are giving life to that lofty vision.

On behalf of our Board of Trustees, thank you for your special role in fulfilling our mission.

Sincerely,

Joe Arriola
Chairman
Public Health Trust Board of Trustees

Just like our community, Jackson continues to evolve. As we’ve grown into the largest public hospital in the country, we’ve earned a long list of accolades and recognition that grow as quickly as our positive impact in Miami-Dade County.

Thanks to voter backing for our $830 million bond referendum, support from important partnerships, and continued local patronage, we are well on our way with significant expansion plans. As these plans become reality, we will be able to expand the range of services we deliver to our neighbors, and we will broaden our geographic presence through the establishment of new locations in more areas of our shared community.

With each change, Jackson enters a new chapter in our history.
A Century Of Milestones

1918 1926
The new, 13-bed Miami City Hospital opens on June 25.

1924
James M. Jackson Memorial Hospital treats more than 700 victims after a major hurricane and operates relief stations throughout the city.

1929
The Miami City Commission votes to rename Miami City Hospital in honor of Dr. James M. Jackson, a surgeon and prominent leader in the medical community.

1946
Jackson becomes the only hospital in the region to offer radium treatment for cancer.

1952
The University of Miami School of Medicine opens, beginning Jackson’s longtime affiliation with UM.

1956
The hospital performs cardiology bypass using a new heart-lung machine.

1960
Dr. Robert S. Littau, chief of thoracic surgery at Jackson, performs the first open-heart surgery in Florida.

1965
The hospital performs cardiopulmonary bypass using a new heart-lung machine.

1970
Jackson makes headlines by treating burn patients with an innovative silver nitrate treatment after the cruise ship Yarmouth Castle catches fire.

1973
The National Cancer Institute chooses Jackson as the Florida site for a Comprehensive Cancer Center, then one of only 20 in the nation.

1986
The hospital performs its first kidney transplant.

1989
Ryder Trauma Center opens just weeks before Hurricane Andrew devastates Miami-Dade.

1992
The Best in Medicine names Jackson Memorial Hospital one of the top 25 medical facilities in the U.S. – the only public hospital to make the list.

1996
The University of Miami School of Medicine opens, beginning Jackson’s longtime affiliation with UM.

2001
The Public Health Trust creates Jackson Health System and acquires Deering Hospital, which is renamed Jackson North Community Hospital.

2013
More than 68 percent of Miami-Dade voters support Jackson’s new $830 million Miracle-Building Bond Program.

2015
Jackson Health System purchases a 27-acre parcel of land in the City of Doral that will be home to a brand-new medical campus called Jackson West.

2016
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Mission
To build the health of the community by providing a single, high standard of quality care for the residents of Miami-Dade County.

Vision
To be a nationally and internationally recognized, world-class academic medical system and to be the provider of choice for quality care.

Values
Service Excellence and Quality Commitment Compassion Teamwork and Communication Respect Confidentiality Integrity and Stewardship Inclusion
Jackson Memorial Hospital is an accredited, non-profit, tertiary care hospital and the major teaching facility for the University of Miami Miller School of Medicine. With nearly 1,000 licensed beds, it’s a magnet for medical research and home to Ryder Trauma Center – the only verified adult and pediatric Level I trauma center in Miami-Dade County – and the Miami Transplant Institute (MTI), one of the nation’s top transplant programs.

Jackson North Medical Center is home to specialized centers for endovascular disease, fibroids, pain management, back pain, women’s health, wound care, and weight-loss surgery. Jackson North now features a renovated maternity wing, with a separate entrance to The Women’s Pavilion (shown left).

Jackson South Community Hospital offers a full spectrum of services and is staffed by nationally recognized, board-certified physicians and allied healthcare professionals who practice a wide array of specialties and subspecialties. It’s also home to the Urology Center of Excellence and accredited Gastric Sleeve Center.

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Jackson Behavioral Health Hospital provides a full continuum of care for children, adolescents, adults, and seniors. Additionally, we offer individual, couples, family, and group therapies. Whether inpatient or outpatient, from treatment through discharge, all services are delivered in a structured, supportive, and safe environment.

Jackson Rehabilitation Hospital provides comprehensive rehabilitative care to adults, adolescents, and children, while helping patients and their families through the recovery process. Led by a multidisciplinary team, Jackson Rehabilitation Hospital delivers inpatient and outpatient care, as well as support services for patients with spinal cord injury, brain injury, and a broad spectrum of medical and physical conditions.

In April 2015, a ceremonial groundbreaking took place for the Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial. The 100-bed facility will feature state-of-the-art rehabilitation equipment and treatment – combined with translational research – to treat spinal cord and brain injuries.

In spring of 2015, Jackson purchased a 27-acre parcel of land located in the City of Doral, just west of the Palmetto Expressway and north of Northwest 25th Street. Jackson West will become a leading-edge medical center with a 100-bed hospital, freestanding emergency room for adults, and a children’s ambulatory center for specialized pediatric care.

Holtz Children’s Hospital is one of the largest children’s hospitals in the Southeast and is the exclusive home to pediatric specialists who are part of UHealth. Holtz Children’s Hospital has access to breakthrough treatment for complex medical problems often considered untreatable.
Jackson’s Urgent Care Network Takes Shape

Last year, we announced plans to develop a network of urgent care centers. This year, we will see those plans take shape with the opening of our first two urgent care locations: one in North Miami at Arch Creek, and another in Southwest Miami-Dade at Country Walk. The next two locations, Miami Beach and Cutler Bay, will open soon after.
More Than Six Decades And Counting

For over sixty years, Jackson Health System has worked closely with the University of Miami Miller School of Medicine, delivering leading-edge medical care to patients who come to Jackson from across the globe.

This unique collaboration gives our patients more – more treatment options, more expertise, and more access to the newest and most promising therapies, some of which are still in the clinical trial phase.

Awards And Honors

- Holtz Children’s Hospital: Among the nation’s top children’s hospitals according to U.S. News & World Report’s 2015-16 specialty rankings.
- Holtz Children’s Hospital: Named as “Accredited Pediatric Heart Failure Institute” by The Healthcare Colloquium in 2015. Holtz Children’s is 8th in the nation and the first in Florida to earn this accreditation.
- Miami Transplant Institute: Performed first four-way paired kidney exchange in Florida in April 2015.
- Jackson Health System: Six facilities recognized by the Human Rights Campaign as “Lairds to Healthcare Equality” for policies and practices related to lesbian, gay, bisexual, and transgender (LGBT) patients and their families.
- Ryder Trauma Center: Verified as a Level I trauma center by the American College of Surgeons (ACS). One of just two centers in Florida to earn this distinction.
- UMI/Jackson Memorial Burn Center: The only verified burn center in South Florida and one of just 63 in the nation, certified by the American Burn Association and the American College of Surgeons.
- Jackson Memorial Hospital and Jackson North Medical Center: Recipients of “Get with the Guidelines” Stroke Gold Plus Award from the American Heart Association. Jackson Memorial Hospital also received the Target: Stroke Honor Roll award in 2015.
- Jackson South Community Hospital: Became a STEMI Heart Attack Receiving Center.
Imagining A Healthier Miami-Dade

Much has happened since Miami-Dade residents voted in favor of Jackson’s Miracle-Building Bond Program to ensure our health system’s future and the healthcare future of our community.

We’ve already moved forward with major construction projects to modernize and upgrade our hospitals, as well as made headway toward building new facilities, including Jackson West in Doral.

Jackson West will be an entirely new complex of medical resources to serve the growing communities of western Miami-Dade, including Doral. It will include a 100-bed hospital, emergency center, doctors’ offices, and access to advanced pediatric specialists. The City of Doral recognized our new plan as one that will provide essential access to important services and amenities that are vital for its continued growth.

Jackson West, along with the many aspects of the Miracle-Building Bond Program, allow us to fulfill our mission to provide high-quality care to all residents of Miami-Dade County.

Our Miracle-Building Bond Program Continues To Make Its Mark

Funded by proceeds from the $830 million Jackson Miracle-Building Bond, as well as reinvestment of record-setting surpluses, our 10-Year Capital Plan will support a multitude of projects, including:

• Modernization of all facilities, like The Woman’s Pavilion at Jackson North Medical Center
• Renovation of patient units, emergency rooms, and operating rooms
• Construction of Jackson West in Doral
• Development of a network of urgent care centers throughout Miami-Dade County
• Construction of a world-class rehabilitation hospital
• Investment in new equipment and IT systems
• Construction of a new, state-of-the-art home for the Miami Transplant Institute
Comfort And Support For Every Little Miracle

Jackson is here for patients – for life. Hundreds of thousands of Miamians have entered the world at Jackson, where their parents have received a continuum of care from birth through adulthood. With three full-service hospitals in Miami, our maternity patients know they have all the support they need.

As part of our system-wide upgrades, our maternity units at Jackson North, Jackson South, and Jackson Memorial feature private postpartum rooms. From beautiful views to mommies-only perks, our patients recover from delivery in comfort. We also offer classes and tours for expectant parents at all three of our hospitals.

Our patients can rest easy knowing Jackson is prepared for every little miracle, including some of the most delicate newborns. Just steps away from our maternity unit at Jackson Memorial is the Neonatal Intensive Care Unit (NICU) at Holtz Children’s Hospital – the largest Level III NICU in the region. In addition, Jackson North also has a Level II NICU and Jackson South recently added a helipad to enable transfer patients for lifesaving care.

Meet #MiraclesDelivered

When babies are born at Jackson, we invite new parents to submit their little miracles’ portraits to feature on billboards, on our website, and on social media. Our #MiraclesDelivered initiative was picked up by local media, making it a recognizable county-wide campaign in a matter of weeks.

Having such a wide reach – in addition to thriving maternity programs – has enabled us to publish photos of hundreds of babies from all over Miami-Dade County.

Find us on Instagram at @JacksonForKids to see the new little faces of Miami, one baby at a time.

2016 REPORT TO THE COMMUNITY
Deanna Anderson, and her mother, Heidi - Miami Transplant Institute and Holtz Children's Hospital patient.

Sometimes The Tiniest Miracles Are The Biggest

Hello World, Hello Holtz Children's

When it comes to Deanna Anderson’s health, a tiny organ was required to make a big miracle. At three months old, she was diagnosed with life-threatening biliary atresia, or BA, and she was put on the waiting list for a liver transplant. Because of her young age, there were special restrictions on the size of the organ she could receive.

In February 2014, Deanna received the gift of life at Holtz Children’s and the Miami Transplant Institute. She now has a bright future in front of her as every child deserves. Her parents continue to spread awareness about Deanna’s rare condition as they watch her grow up, healthy and happy, alongside her two big brothers.

They may not know it, but our newest little miracles are in the most capable hands. At Holtz Children’s, we provide the highest level of neonatal care available, seamlessly integrating services for mom and baby. With specialists available to treat the most critically ill neonates, including preterm infants and babies born with congenital defects, parents can be sure their babies receive top-ranked, leading-edge pediatric care.
When 26-year-old Isabel Vinueza woke up with sudden paralysis in half her body, she turned to Jackson – and it was the stroke team’s fast actions that helped Isabel overcome a rare, life-threatening event.

When Isabel arrived at Jackson Memorial Hospital, she was quickly diagnosed with acute ischemic stroke, which occurs when a clot blocks an artery that carries blood to the brain. A scan revealed that a clot was blocking the largest blood vessel that supplied blood, oxygen, and nutrients to the left side of Isabel’s brain. Using a recently proven, minimally invasive procedure to clear the blockage – with the only FDA-approved drug to treat acute ischemic stroke – she avoided permanent paralysis and speech deficits.

Today, Isabel is fully recovered.

Fast Action Saves Lives

Timing: When it comes to stroke and cardiac care, every second counts. At Jackson Memorial, our specialized stroke team is available 24/7 – because the faster a stroke is diagnosed, the more likely patients will experience a full recovery. Our stroke program, recognized by the American Heart Association and American Stroke Association, offers specialized services, including novel interventions not available in other settings.

In affiliation with UHealth, Jackson Memorial is recognized as a Comprehensive Stroke Center by the Florida Agency for Health Care Administration (AHCA), just one of 17 stroke centers in Florida with this designation. Jackson Memorial has additionally earned certification as an Advanced Primary Stroke Center designation by The Joint Commission.
The Miami Transplant Institute, an affiliation between Jackson Health System and UHealth, is a shining example of how we make miracles daily. As the only center in South Florida that performs every type of organ transplant, MTI has delivered the gift of life to thousands of patients facing the most dire diagnoses.

The Miami Transplant Institute performs more than 500 transplants each year, making it one of the most active transplant centers in the nation, and the leading center in the U.S. for the number of kidney transplants performed. In addition, MTI has earned recognition for some of the best survival rates, including a chart-topping 93 percent for both adult and pediatric patients who received liver transplants.1

The Miami Transplant Institute is home to many firsts. In 2015, a four-way paired kidney exchange, or “swap,” allowed four patients to receive lifesaving kidney transplants from four strangers. The groundbreaking procedure was made possible by MTI’s Paired Kidney Exchange Program, the only initiative of its kind in the region that helps a donor/recipient pair exchange kidneys with another donor/recipient pair who is a better clinical match.

Bonnie Glover was on dialysis for her failing kidneys when her husband, Craig, discovered the Paired Kidney Exchange Program at the Miami Transplant Institute. Demonstrating his unconditional love for his wife of 35 years, Craig was ready to donate a kidney to his wife, but he wasn’t a strong clinical match.

MTI’s special program allowed Craig to donate his kidney to a stranger, so that Bonnie could receive one from another donor that was a better match. A total of eight donors/recipients participated in this “kidney swap” – the first four-way paired kidney exchange transplant in Florida.

“I wanted to help her live a full, long life that would allow her to be a part of our sons’ lives for many, many years to come,” Craig said.

A New Home For More Miracles

With a new facility in the works, the Miami Transplant Institute plans to perform even more transplants resulting from its Paired Kidney Exchange Program. It’s just one of the many services that will be housed in the future transplant building.

1Scientific Registry of Transplant Recipients, Actual Results from 7/1/2014-6/30/15. Liver.
When our patients look for a healthier future, they don’t get a one-size-fits-all solution for weight loss. Jackson’s surgical solutions are tailored to suit patients’ personal health circumstances, weight, and surgical history. For patients who have previously had weight-loss surgery, we also provide revision procedures to help achieve safe weight loss.

Our programs at Jackson North Medical Center and Jackson South Community Hospital are monitored closely for quality, with special improvement projects aimed at better safety, surgical effectiveness, and improved patient experiences. That’s why the Gastric Sleeve Centers at Jackson North and Jackson South have both earned the American Society for Metabolic and Bariatric Surgery Center of Excellence® (ASMBS) designation, which is based on the high number of surgeries our centers have performed, as well as for our high standards of quality.

Jackson South is also designated by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program as a Comprehensive Center with Adolescent Accreditation, that formally acknowledges a commitment to providing and supporting multidisciplinary, patient-centered care for all ages.

In addition, our Gastric Sleeve Centers have an active schedule of programs for our bariatric “graduates.” Patients participate in our community through support groups, online forums, and sharing their experiences with other program participants.

Choosing A Healthier Future

Sharmin Skeete  |  Lost 102 lbs.  
With gastric sleeve surgery*

David Strickland  |  Lost 120 lbs.  
With gastric sleeve surgery*

The Gift Of Time

David Strickland had tried every diet, but his career as a chef made it even more difficult to lose weight. He knew that he would struggle for as long as he worked in the kitchen, but he didn’t want to sacrifice his livelihood.

David decided that if weight-loss surgery gave him even one more day with his family, it would be worth it. After gastric sleeve surgery at Jackson South, he lost more than 35 percent of his body weight, or 120 pounds. More importantly, David finally received the gift of time.

David Strickland  |  Lost 120 lbs.  
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Jackson Medical Group Expands Our Reach

We are always out and about in the community – and we have been since 1918, when we opened our first hospital to meet local needs. We reach every corner of Miami-Dade through clinics and health education programs, as well as our participation in many events.

Our collaboration in the community helps raise awareness for important wellness issues, such as heart health, diabetes, burn safety, poison control, smoking cessation, and nutrition.

In addition to our participation in wellness fairs and community events, we operate preventive care outreach programs including a digital mobile mammogram unit and grant-funded education programs.

Jackson invests time in special programs for our diverse community. Whether we’re collaborating with civic leaders, coordinating local health fairs, or building long-term relationships with public schools, nonprofit, and chambers of commerce across our county. We’re doing it inclusively, justly, and transparently.

From sponsorships to partnerships, we make sure our roots in the community never stop growing. In fact, our work with the LGBT community resulted in special recognition, including designation by the Human Rights Campaign as a “Leader in LGBT Healthcare Equality” for six years running and for our six major hospitals.

Our Community

Our Miracles

Jackson Around Town

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### Jackson Memorial Hospital
**Inpatient Services**
- Number of Licensed Beds: 920
- Hospital Admissions (excluding newborns): 27,230
- Births (alive and dead): 3,569
- Emergency Services: 92,083
- Visits to Emergency Department (adult): 92,083
- Ryder Trauma Center Cases: 4,179

### Holtz Children’s Hospital
**Inpatient Services**
- Number of Licensed Beds: 254
- Hospital Admissions: 4,502
- Outpatient Services: 22,530
- Visits to Emergency Services: 6,818
- Visits to Outpatient Clinics (pediatric): 22,530

### Jackson North Medical Center
**Inpatient Services**
- Number of Licensed Beds: 382
- Hospital Admissions (excluding newborns): 8,503
- Births (alive and dead): 1,737
- Outpatient Services: 44,099
- Visits to Emergency Services (adult and pediatric): 44,099

### Jackson South Community Hospital
**Inpatient Services**
- Number of Licensed Beds: 226
- Hospital Admissions (including births): 981
- Outpatient Services: 40,480
- Visits to Emergency Services (adult and pediatric): 40,480

### Jackson Behavioral Health Hospital
**Inpatient Services**
- Number of Licensed Beds: 239
- Hospital Admissions (adult and pediatric): 8,143
- Outpatient Services: 159,004
- Visits to Outpatient Clinics (adult and pediatric): 159,004

### Jackson Rehabilitation Hospital
**Inpatient Services**
- Number of Licensed Beds: 80
- Hospital Admissions (adult and pediatric): 664
- Outpatient Services: 15,176
- Rehabilitation Clinic (physician visits): 15,176

### Ambulatory Care Services
**Health Clinic Visits**
- Downtown Medical Center: 13,546
- Dr. Rafael A. Poletti Clinic: 11,764
- Jefferson Reeves Sr. Health Center: 18,743
- North Dade Health Center: 17,490
- Prevention, Education and Treatment (PET) Center: 2,111
- Rosie Lee Wesley Health Center: 12,042

### Jackson Memorial Long Term Care Center
**Inpatient Services**
- Number of Licensed Beds: 180
- Average Daily Census: 171

### Jackson Memorial Perdue Medical Center
**Inpatient Services**
- Number of Licensed Beds: 163
- Average Daily Census: 142

Facts And Statistics FY2015
Financial Information  FY2015

Leadership  2016

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José “Pepe” Diaz, District 12

Total Revenue: $1,720,407,000
- Patient Services: $930,663,000
- Half Penny Sales Tax: $242,080,000
- County Tax Support: $1,177,220,000
- Other Revenue: $400,444,000

Total Expenses: $1,588,329,000
- Compensation and Benefits: $925,030,000
- Operational Expenses: $436,093,000
- Drugs and Other Supplies: $229,036,000

Bond Reimbursement: $18,079,000
Excess Revenue: $64,000,000
Charity Care: $340,465,000