

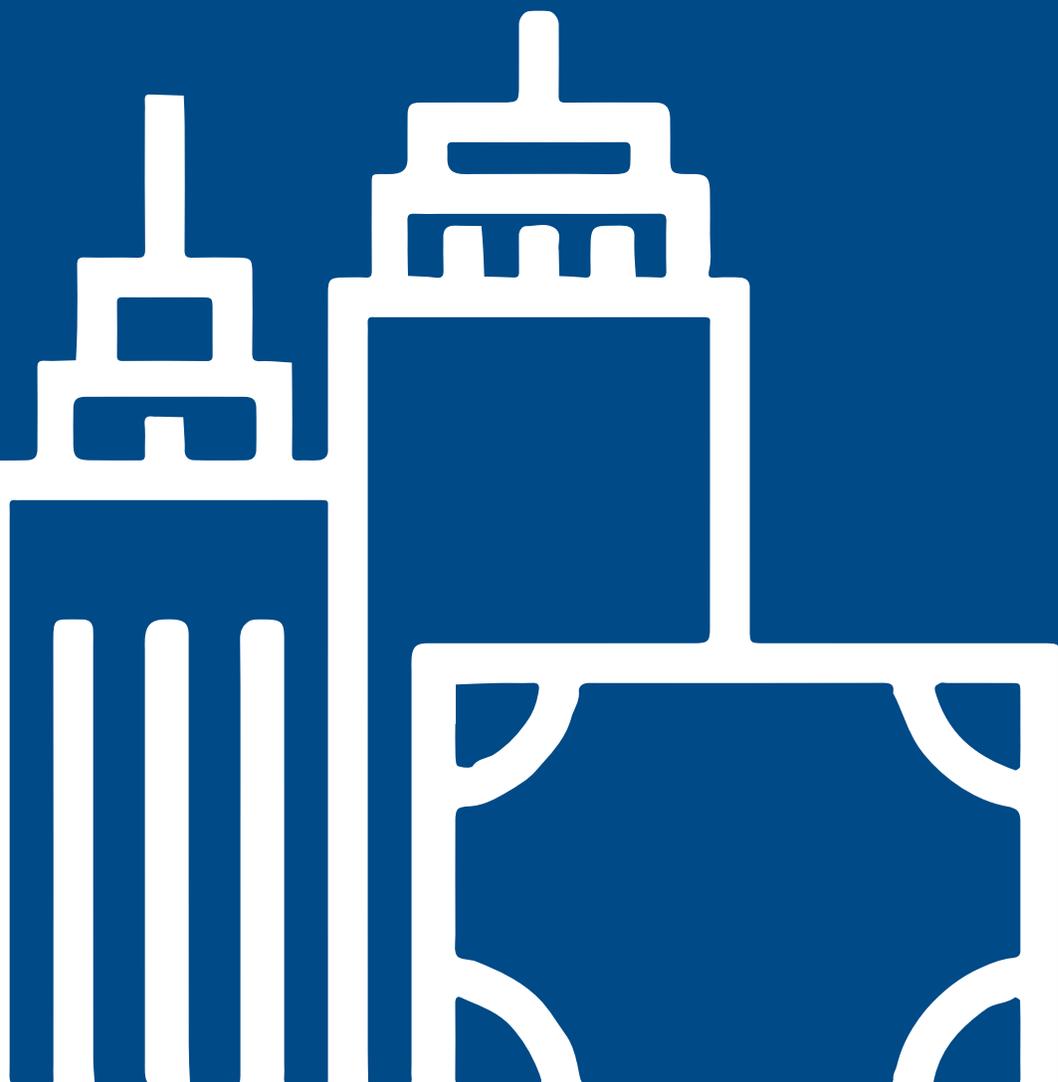


GROWING FORWARD  
EXPANDING  
REACH



YOUR  
**BOND DOLLARS**  
AT WORK

**Jackson**  
HEALTH SYSTEM  
*Miracles made daily.*



# Jackson Health System

## General Obligation Bond Project Update

In November 2013, more than 65 percent of Miami-Dade voters supported Jackson's Miracle-Building Bond program. At the time, Jackson envisioned using that \$830 million investment as the foundation of a \$1.1 billion capital plan, with most of the balance coming from Jackson's own operating revenues – our evidence to Miami-Dade taxpayers that we would share in the responsibility of building Jackson's future.

Almost seven years later, the program has exceeded every expectation. Dozens of projects have already been completed. A huge share of the bond dollars have already been reviewed by an independent Citizens' Advisory Committee (CAC) and assigned to projects by the Public Health Trust Board of Trustees, with more than half of the \$830 million already spent. Jackson's own contribution to the program has grown massively beyond the original vision, now more than matching the bond to form an unprecedented \$1.8 billion program. Success begets success, and Jackson is proud to be continually earning its reputation as one of the country's top academic medical centers while serving its more-than-a-century-old community mission of providing a single standard of care for every Miami-Dade resident.

New Jackson hospitals are nearing completion in the cities of Miami and Doral. Major renovations have been completed – with more underway – at all of our existing hospital campuses. A new network of UHealth Jackson Urgent Care centers has opened across the community, encompassing five locations from Miami Gardens to Cutler Bay. Long-neglected infrastructure improvements are taking place, the system's technology has been upgraded, and cutting-edge medical equipment is being delivered every month.

In addition to Jackson's permanent, recurring positive impact on the economy, Jackson's Miracle-Building Bond program, combined with the system's capital reinvestment, is expected to substantially increase our contributions during the decade it's underway. A 2018 study commissioned by Jackson and conducted by the Washington Economics Group estimated that the capital program will generate 20,411 jobs, \$1.1 billion in extra household income, \$1.5 billion in GDP, and \$2.7 billion in total economic impact. Our commitment to the community goes beyond caring for their health and wellbeing.

Jackson is proud to produce this report to show our patients, employees, and taxpayer-owners the ways in which we're honoring our promise to the community and to thank them for their continued support and commitment to their health system. Now in our 102nd year of care, Jackson is still growing forward.



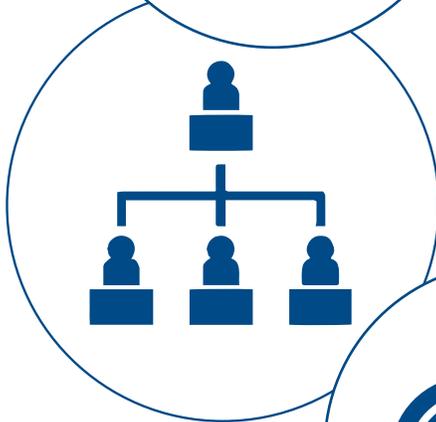
**August 2013**  
Public Meetings Begin



**November 5, 2013**  
Miami-Dade Voters  
Approve GOB by 65%  
in Countywide Election



**May 6, 2014**  
Jackson GOB  
CAC Created



**January 21, 2015**  
First Bonds Taken  
to the Market



Architect Engineer Requests  
for Qualifications Issued  
**June 2014** - Rehab Center  
**October 2015** - Other Signature Projects



Architect Engineer  
Negotiations/Selections  
**January to February 2015** - Rehab Center  
**January to February 2016** - Other Signature Projects



# General Obligation **BOND TIMELINE**

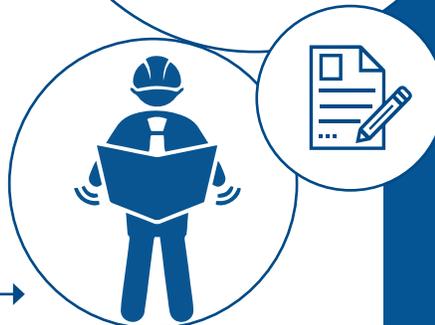
**August 2016**  
Construction Begins



**March to April 2016**  
Contractor Negotiations with Selections;  
Pairing of Mentors with Protégés



**December 2015**  
Construction Manager  
Requests for Proposals Issued;  
Jackson Mentor/Protégé Program Created



## **PROJECTS**

- UHealth Jackson Urgent Care
- Jackson Memorial Critical Care Tower
- Jackson Memorial Hospital  
Floor Modernizations
- Holtz Children's Hospital &  
The Women's Hospital  
at Jackson Memorial
- Christine E. Lynn Rehabilitation Center for  
The Miami Project to Cure Paralysis at  
UHealth/Jackson Memorial
- Jackson Behavioral Health Hospital
- Jackson North Medical Center
- Jackson West Medical Center
- Jackson South Medical Center

GOB

**Project Highlights**

# UHealth Jackson Urgent Care

A network of UHealth Jackson Urgent Care centers, staffed by UHealth – University of Miami Health System expert, board-certified physicians and Jackson's top-notch nurses and support staff, have opened throughout Miami-Dade County. With five sites – in Cutler Bay, southwest Miami-Dade County, Doral, North Miami, and Miami Gardens - and one additional facility slated to open in the future, these centers cater to patients with urgent care needs, such as ailments like the flu or common cold, fever, vomiting, earaches, simple bone fractures, rashes, and minor allergic reactions. This delivers on our promise to bring Jackson's world-class medicine deeper into the communities we serve.

Capital Contribution	\$8,910,718
Miracle-Building Bonds	\$17,017,780
Other	\$7,500,000
<b>Total</b>	<b>\$33,428,498</b>
<b>Expected Completion</b>	<b>2021</b>



# Jackson Memorial Hospital

## Floor Modernizations

Modernizing the facilities at Jackson Memorial Hospital have been a top priority. Renovations of patient units have already been completed on in the West Wing and Central buildings. The first floor of the Jackson Professional Center was transformed into a one-stop shop for nearly all of our pre- and post-transplant clinic visits for patients at the Miami Transplant Institute. Our central sterile supply, where all medical equipment and surgical tools are sterilized, also underwent a complete renovation into a state-of-the-art facility. Other projects include upgrades to the central energy plant, cardiac catheterization labs, operating rooms, imaging equipment, cutting-edge procedure rooms, and exterior walkways for patients, visitors, and employees.

Capital Contribution	\$23,567,757
Miracle-Building Bonds	\$ 71,923,038
Other	\$ 13,582,780
<b>Total</b>	<b>\$ 109,073,575</b>
<b>Expected Completion</b>	<b>Ongoing</b>





## Jackson Memorial Hospital Critical Care Tower

This three-story, 80,500 square-foot vertical expansion to the Ira C. Clark Diagnostic Treatment Center building at Jackson Memorial Hospital will be able to house up to 81 intensive care unit beds to support our transplant, cardiac surgery, and neurosurgery services. The expansion will also be home to visitor lounges, nursing administrative offices, support areas, and a satellite pharmacy.

Capital Contribution	\$28,892,861
Miracle-Building Bonds	\$48,644,316
<b>Total</b>	<b>\$77,537,177</b>
<b>Expected Completion</b>	<b>2021</b>

# Holtz Children’s Hospital and The Women’s Hospital at Jackson Memorial

Nearly all patient areas that serve our pediatric patients at Holtz Children’s Hospital and women at The Women’s Hospital at Jackson Memorial have undergone complete renovations. The Batchelor Foundation Pediatric Hematology/Oncology Suites on East Tower 6B is a bright, beautiful, and welcoming space for children battling cancer; with the renovation of East Tower 3A, all new parents welcome their babies in our luxurious M.B. Fernandez Family Little Miracles Maternity Suites; renovations, including new elevators at our Ambulatory Care Center outpatient clinics, are ongoing; and we are planning a complete overhaul of our labor and delivery unit.

Capital Contribution	\$1,350,681
Miracle-Building Bonds	\$15,622,288
Other	\$2,692,000
<b>Total</b>	<b>\$19,664,968</b>
<b>Expected Completion</b>	<b>2021</b>



# Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial

The comprehensive rehabilitation hospital will be 250,000 square feet, housing 80 inpatient rehabilitation beds with space to add an additional 16 in the future, as well as clinics, designated research space, diagnostic and treatment areas, outpatient therapy space, pools for aquatic therapy, and faculty offices. The hospital will deliver inpatient care, as well as outpatient services for patients with spinal cord injuries, brain injuries, and a broad spectrum of medical and physical conditions. This building will also allow for the integration of medical research via the academic partnership between Jackson Health System, UHealth – University of Miami Health System, and The Miami Project to Cure Paralysis.

Capital Contribution	\$26,205,408
Miracle-Building Bonds	\$120,113,298
Other	\$23,000,000
<b>Total</b>	<b>\$169,318,706</b>
<b>Expected Completion</b>	<b>2020</b>



# Jackson Behavioral Health Hospital

Renovations and upgrades at Jackson Behavioral Health Hospital include the completion of a new emergency department, intake, and referral center, as well as new equipment, including air handler units.

Miracle-Building Bonds	\$1,612,159
<b>Total</b>	<b>\$1,612,159</b>
<b>Expected Completion</b>	<b>2019</b>



# Jackson North Medical Center

From one end of the hospital to the other, Jackson North Medical Center is undergoing a major renovation. The scope of work includes cosmetic upgrades of the patient tower on floors 2 through 7; upgrades to the labor-delivery-recovery area; renovations of all of the public corridors and lobbies; a complete remodel of the main entrance lobby and registration area; a renovation of the surgical suite and emergency department; upgrades to the exterior of the building façade, including repainting and a public art installation.

Capital Contribution	\$31,523,731
Miracle-Building Bonds	\$58,796,528
Other	\$5,848,115
<b>Total</b>	<b>\$96,168,374</b>
<b>Expected Completion</b>	<b>2021</b>



# Jackson West Medical Center

Jackson West Medical Center, a medical complex under construction in the City of Doral, will be home to the 100-bed José Milton Memorial Hospital, a diagnostic center, outpatient clinics, an adult and a pediatric emergency room, and a children's ambulatory pavilion. Jackson West is Jackson's newest medical complex in more than a generation, and is custom-tailored to meet the unique needs of communities growing in Doral, Miami Springs, Sweetwater, West Miami, and Virginia Gardens.

Capital Contribution	\$214,472,469
Miracle-Building Bonds	\$97,527,531
Other	\$13,000,000
<b>Total</b>	<b>\$325,000,000</b>
<b>Expected Completion</b>	<b>2021</b>



# Jackson South Medical Center

Jackson South Medical Center's expansion and modernization project consists of renovations to various patient care areas in the first and second floors of the East Building and West Tower. The projects include the build-out of existing shell space on the second floor of the tower to accommodate a new, 12-bed intensive care unit; the modernization of existing second-floor, acute care units to include the addition of new, private rooms and support areas; the renovation of the existing maternity unit to provide eight new labor-delivery-recovery-postpartum rooms and a four-bed holding nursery; the modernization of the behavioral health unit and support functions; the creation of a new, four-bed pediatric emergency department; infrastructure upgrades to the central energy plants, elevators, and roofs.

Capital Contribution	\$5,493,684
Miracle-Building Bonds	\$48,287,906
Other	\$4,858,317
<b>Total</b>	<b>\$58,639,907</b>
<b>Expected Completion</b>	<b>2020</b>



# Mentor-Protégé Development Program

Jackson Health System established the Mentor-Protégé Development Program to provide Miami-Dade County Small Business Enterprise – Construction (SBE-C) firms an opportunity to obtain healthcare construction management experience. Construction managers, serving as mentors, were required to identify an SBE-C protégé to assist in the management of one of the six signature Miracle-Building Bond projects. Seven SBE-C firms were contracted as protégés, of which five were Black-owned, two were Hispanic-owned, and five were women-owned businesses.

To ensure the mentor-protégé partnership achieved certain training benchmarks, Jackson developed a Healthcare Construction Learning curriculum. From pre-construction to construction, each protégé firm was required to demonstrate knowledge in each of the 29 learning categories. Mentors have been charged with providing specific training to include value engineering, estimating, project budget management, design team construction administration, and site logistics.

In support of this program, Jackson included an SBE-C participation requirement for each project at 6.31 percent. Two projects have surpassed this participation goal: the Jackson West Medical Center project has two protégé firms totaling 12.62 percent, and the Jackson North Medical Center protégé has almost tripled the SBE participation goal for construction management at 20 percent.

# Jackson's

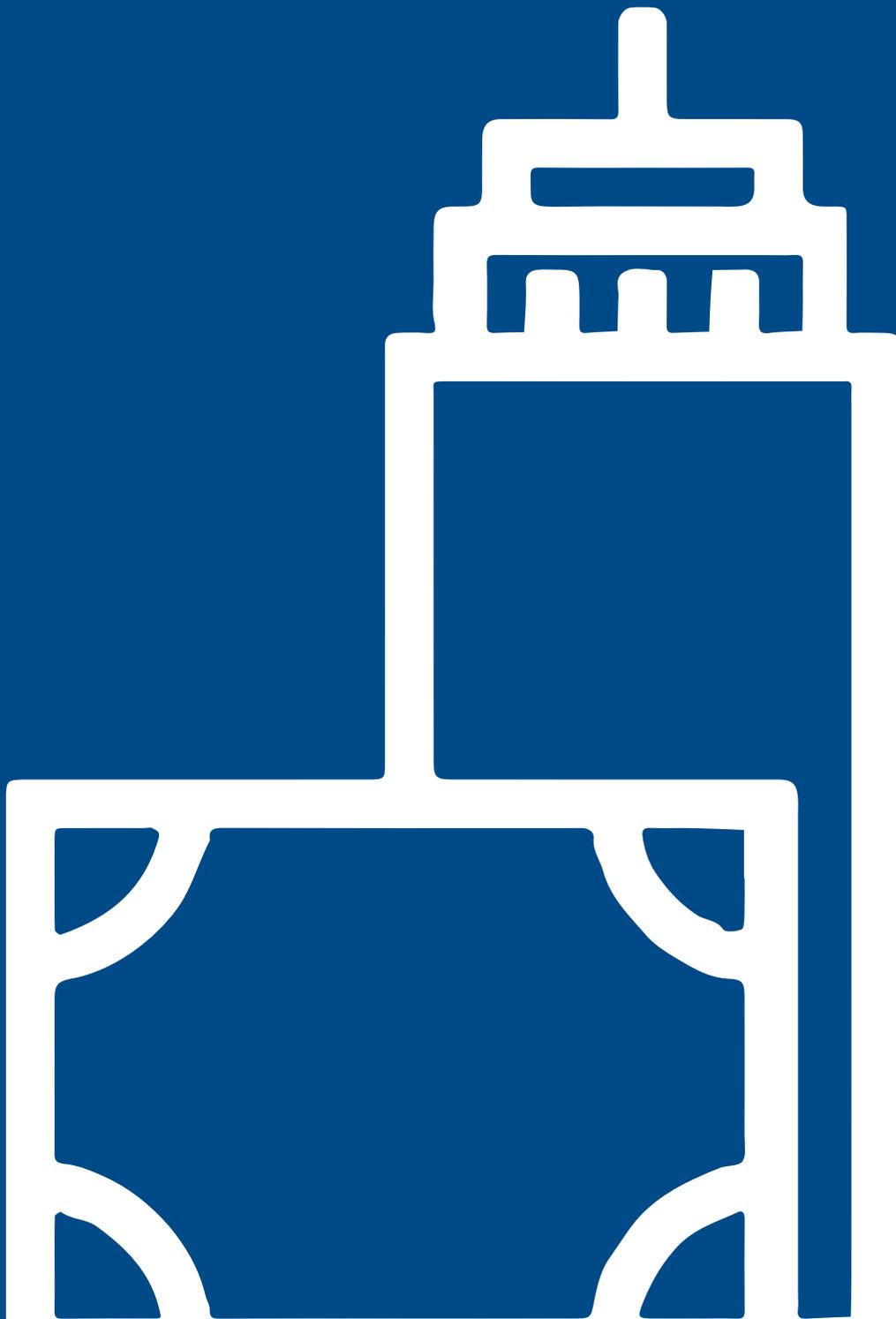
## Small Business Program

At the start of the capital program, Jackson embarked on an ambitious outreach effort to connect with community organizations representing Miami-Dade County's small and diverse businesses. Our Jackson staff joins, participates in, and listens to the concerns of these organizations, while also keeping the vendor community informed about opportunities to do business with one of the nation's largest public health systems. Jackson continually expands that outreach, assisting small businesses in their pursuit of contracts.

In support of our efforts to expand outreach to the small and diverse vendor community, Jackson has held outreach roundtables where construction managers and Jackson leadership provide organizations with progress updates of the signature projects, as well as vital dates for pre-qualification events for subcontractors. We have also hosted numerous technical workshops, providing vendor education on best practices and contract requirements.

Jackson's promise to the local business community is being realized: more than \$80 million in opportunities have been committed to Miami-Dade County small businesses.

Small and diverse vendors interested in doing business with Jackson are encouraged to visit [www.JacksonSmallBusiness.org](http://www.JacksonSmallBusiness.org) for more information about our programs and initiatives.







1611 N.W. 12th Avenue  
Miami, FL 33136

[www.JacksonHealth.org](http://www.JacksonHealth.org)