

South Broward Hospital District

BOARD OF COMMISSIONERS

Elizabeth Justen, *Chairwoman* • **Steven Harvey**, *Vice Chairman* • **Douglas A. Harrison**, *Secretary Treasurer*
Brad Friedman • **Violet N. Lowrey** • **Laura Raybin Miller** • **Diana L. Taub**
Shane S. Strum, *Interim President and Chief Executive Officer*

MINUTES

REGULAR MEETING OF THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT INCLUDING REPRESENTATIVES OF THE MEDICAL STAFF OF EACH OF ITS HOSPITALS

February 26, 2026

A Regular Meeting of the Board of Commissioners of the South Broward Hospital District (S.B.H.D.) was held in person, and by video and telephone conference, on Thursday, February 26, 2026, at 5:30 p.m., in the Perry Board Room, 3111 Stirling Road, Hollywood, Florida, 33312.

1. CALL TO ORDER / NOTICE

There being a physical quorum present, Chairwoman Justen called the meeting to order at 5:31 p.m. and confirmed for the record that the meeting had been duly noticed.

2. ROLL CALL

Present:

Commissioner Brad Friedman
Commissioner Violet N. Lowrey
Commissioner Laura Raybin Miller
Commissioner Diana L. Taub
Secretary Treasurer Douglas A. Harrison
Vice Chairman Steven Harvey
Chairwoman Elizabeth Justen

Executive Leadership

Present:

Shane Strum	Interim President and Chief Executive Officer
Alan Whaley	Interim Chief Operating Officer
Linda Epstein	Interim General Counsel
Irfan Mirza	Interim Chief Financial Officer

3. PLEDGE OF ALLEGIANCE

At the request of Chairwoman Justen, Vice Chairman Harvey led the Pledge of Allegiance.

4. PUBLIC COMMENTS

Chairwoman Justen opened the floor for public comments, of which there were none.

5. APPROVAL OF MINUTES

5.1 Regular Board Meeting Held on January 26, 2026.

5.1.1 Request Board Approval of the Minutes of the Regular Board Meeting Held on January 26, 2026.

MEMORIAL HEALTHCARE SYSTEM

MEMORIAL REGIONAL HOSPITAL • MEMORIAL REGIONAL HOSPITAL SOUTH • JOE DIMAGGIO CHILDREN'S HOSPITAL
MEMORIAL HOSPITAL WEST • MEMORIAL HOSPITAL MIRAMAR • MEMORIAL HOSPITAL PEMBROKE • MEMORIAL MANOR

Without objection, Chairwoman Justen approved the Minutes of the Regular Board Meeting dated January 26, 2026.

Motion *carried* without dissent.

6. MEDICAL STAFF EXECUTIVE COMMITTEE REPORTS

- 6.1 Report from the President of the Medical Staff, Memorial Regional Hospital, Memorial Regional Hospital South, and Joe DiMaggio Children's Hospital; Maria Gutierrez, M.D., in the absence of Nigel Spier, M.D.
- 6.2 Report from the Chief of Staff, Memorial Hospital West, Fausto De La Cruz, M.D.
- 6.3 Report from the Chief of Staff, Memorial Hospital Miramar, Alvaro Visbal-Ventura, M.D.
- 6.4 Report from the Chief of Staff, Memorial Hospital Pembroke; Holly Neville, M.D., in the absence of Narendra Upadhyaya, M.D.
- 6.5 Request Board Approval of the Medical Executive Committee Reports Regarding Recommendations for Appointments, Advancements, etc.

Vice Chairman Harvey *moved, seconded* by Secretary Treasurer Harrison, that:

THE BOARD OF COMMISSIONERS APPROVES THE MEDICAL EXECUTIVE COMMITTEE REPORTS REGARDING RECOMMENDATIONS FOR APPOINTMENTS, ADVANCEMENTS, ETC., FOR MEMORIAL REGIONAL HOSPITAL, MEMORIAL REGIONAL HOSPITAL SOUTH, JOE DIMAGGIO CHILDREN'S HOSPITAL, MEMORIAL HOSPITAL WEST, MEMORIAL HOSPITAL MIRAMAR, AND MEMORIAL HOSPITAL PEMBROKE.

Motion *carried* unanimously.

7. CONSENT AGENDA

- 7.1 Approval of a New Agreement with Dr. Ramon Chiong, Pediatrics.
- 7.2 Approval of a Renewal Agreement with Dr. Christopher Chang, Chief, Pediatric Allergy and Immunology; Medical Director, Pediatric Medical Clinical Research Program; Director, Allergy and Immunology Fellowship Program; Associate Program Director, Transitional Year Residency Program.
- 7.3 Approval of a Renewal Agreement with Dr. Chao-wen Lee, Cardiology.
- 7.4 Approval of the Lowest Responsive and Responsible Bidder, Lee Construction, in the Amount of \$1,374,155.00, for the Memorial Regional Hospital South HVAC AHU #3, and Allocate \$274,831 as Contingency, to be Controlled by Memorial Healthcare System.
- 7.5 Approval of the Selection Committee's Recommendations to Award Architectural Design Continuing Contract Services Agreements to the Following Firms, Subject to Successful Contract Negotiations: Bermello Ajamil, Gresham Smith & Partners, Gurri Matute, HKS Architects, Perkins & Will, PBK, and Saltz Michelson Architects.
- 7.6 Approval of the Selection Committee's Recommendations to Select HKS Architects to Provide Design Services for Individual or Multiple Freestanding Emergency Departments, Subject to Successful Contract Negotiations.
- 7.7 Approval of the Selection Committee's Recommendations to Select Turner Construction to Provide Construction Management Services for Individual or Multiple Freestanding Emergency Departments, Subject to Successful Contract Negotiations.

- 7.8 Approval of the Quality Quarterly Reports, Data Q3, CY 2025, to Include Environment of Care, Geometric Length of Stay Index, Infection Prevention, National Performance Goals, Grievances, Patient Experience, Medicare Readmissions, Medicare Mortalities, Patient Safety Indicators, and Risk Management and Safety Reports.
- 7.9 Approval of the Risk Management Plan for Memorial Healthcare System.
- 7.10 Approval of the Quarterly Investment Reports, to Include the – Operating Funds, Retirement Plan, and Defined Contribution Plans, and the Quarterly Due Diligence and Security Monitoring Reports for – Q4, Ending December 31, 2025.
- 7.11 Approval of Revisions to the Asset Allocation for the Operating Funds, to Include an Increase from 30% to 40% for Equity Exposure; and for Real Assets, the Establishment of a New 6% Allocation to Liquid Real Assets.
- 7.12 Approval of the Financial Reports for the Month of January 2026.

Commissioner Lowrey *moved, seconded* by Commissioner Friedman, that:

***THE BOARD OF COMMISSIONERS APPROVES ITEMS 7.1 THROUGH 7.12
ON THE CONSENT AGENDA.***

Motion *carried* unanimously.

8. FINANCIAL REPORT

Mr. Irfan Mirza, Interim Chief Financial Officer, presented the financial reports for the month of January 2026. These were approved by the Board under the Consent Agenda above.

9. PRESIDENT AND CHIEF EXECUTIVE OFFICER REPORT

Mr. Shane Strum began by listing achievements across the System, noting that it has been one year since the Better Together collaboration with Broward Health was launched. The collaboration addresses primary and maternal care access, together with food insecurity, in the county.

Memorial saw over 1.4 million patient encounters during the fiscal year 2026, which is a 2.34% increase over the prior year. Other things of note included Memorial's Community Services team receiving a \$100K grant to support seniors' programs, and Memorial Primary Care receiving a five star rating for member experience from CAHPS (Consumer Assessment of Healthcare Providers and Systems).

Mr. Strum recognized and thanked Mr. Manny Sarduy for his exceptional dedication, having completed 1,000 hours of voluntary service for Memorial Hospital Miramar.

Details of finance and growth were given, including an admission increase of 12.9% over the prior year for the System.

Memorial has received a proclamation from the City of Pembroke Pines for playing a vital role in providing lifesaving cardiac care and emergency services to the residents of Pembroke Pines.

Finally, a video of various news reports was shown, showcasing Memorial's strengths throughout the System.

10. COMMISSIONERS' COMMENTS

Closing comments were given by the Commissioners.

11. NEXT BOARD OF COMMISSIONERS' MEETING

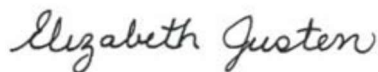
11.1 The next regularly scheduled Board of Commissioners' Meeting will be held on Thursday, March 26, 2026, at 5:30 p.m., in the Perry Board Room, 3111 Stirling Road, Hollywood, Florida 33312.

Chairwoman Justen confirmed the next regularly scheduled Board of Commissioners' Meeting will be held on Thursday, March 26, 2026, at 5:30 p.m., in the Perry Board Room, 3111 Stirling Road, Hollywood, Florida 33312.

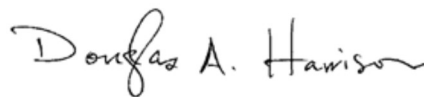
12. ADJOURNMENT

There being no further business on the agenda, Chairwoman Justen adjourned the meeting at 6:01 p.m.

THE BOARD OF COMMISSIONERS OF THE SOUTH BROWARD HOSPITAL DISTRICT



BY: _____
Elizabeth Justen, Chairwoman



ATTEST: _____
Douglas Harrison, Secretary Treasurer