



GROWING FORWARD

Promises Made, Promises Kept

Jackson Health System Miracle-Building
Bond Program Executive Summary 2023

Jackson
HEALTH SYSTEM

Miracles made daily.



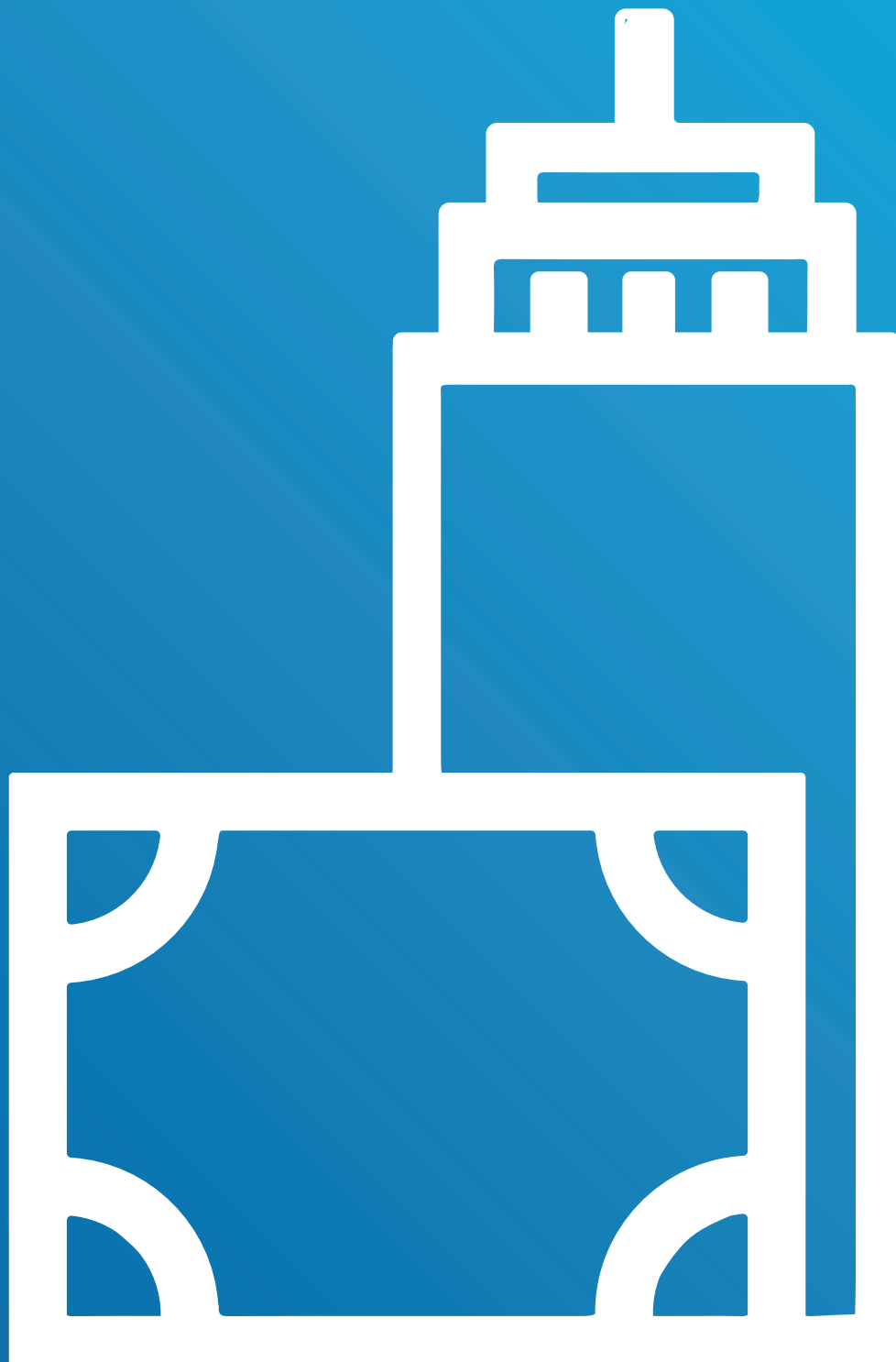


Jackson Memorial Hospital

Ira C. Clark
TREATMENT CENTER

DO NOT
ENTER

GROWING
FORWARD
FORGING
BONDS
Jackson
Memorial
Hospital



Jackson Health System

General Obligation Bond

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.

In less than a decade, the program is complete and has exceeded every expectation. New Jackson hospitals have opened 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 have taken place, the system's technology has been upgraded, and cutting-edge medical equipment is the norm throughout our facilities.

All of the bond spending - \$830 million - has been reviewed by an independent Citizens' Advisory Committee (CAC) and the Public Health Trust Board of Trustees. Jackson has completed dozens of projects, large and small, that have been funded through the bond. Jackson's own contribution to the program grew massively beyond the original vision, more than matching the bond to form an unprecedented \$2 billion program. Success begets success, and Jackson is proud to continually earn its reputation as one of the nation's top academic medical centers while serving its more than century old community mission of providing a single standard of quality care for every Miami-Dade resident.

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, substantially increased our contributions over the past decade. A 2018 study commissioned by Jackson and conducted by the Washington Economics Group estimated that the capital program would 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 honored our promise to the community and to thank them for their continued support and commitment to their health system. Now in our 105th year of care, Jackson is stronger than ever.

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 were 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 surpassed this participation goal: the Jackson West Medical Center project, with two protégé firms totaling 12.62 percent, and the Jackson North Medical Center protégé 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 community has been realized: more than \$139 million in opportunities have been awarded to Miami-Dade County small businesses.

Small and diverse vendors interested in doing business with Jackson are encouraged to visit www.JacksonSmallBusiness.org for more information about our programs and initiatives.



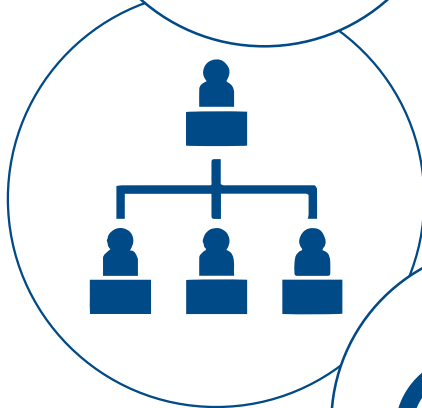
August 2013
Public Meetings Begin



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



May 6, 2014
Jackson GOB
Citizens' Advisory
Committee Created



January 21, 2015
First Bonds Taken to
the Financial Market



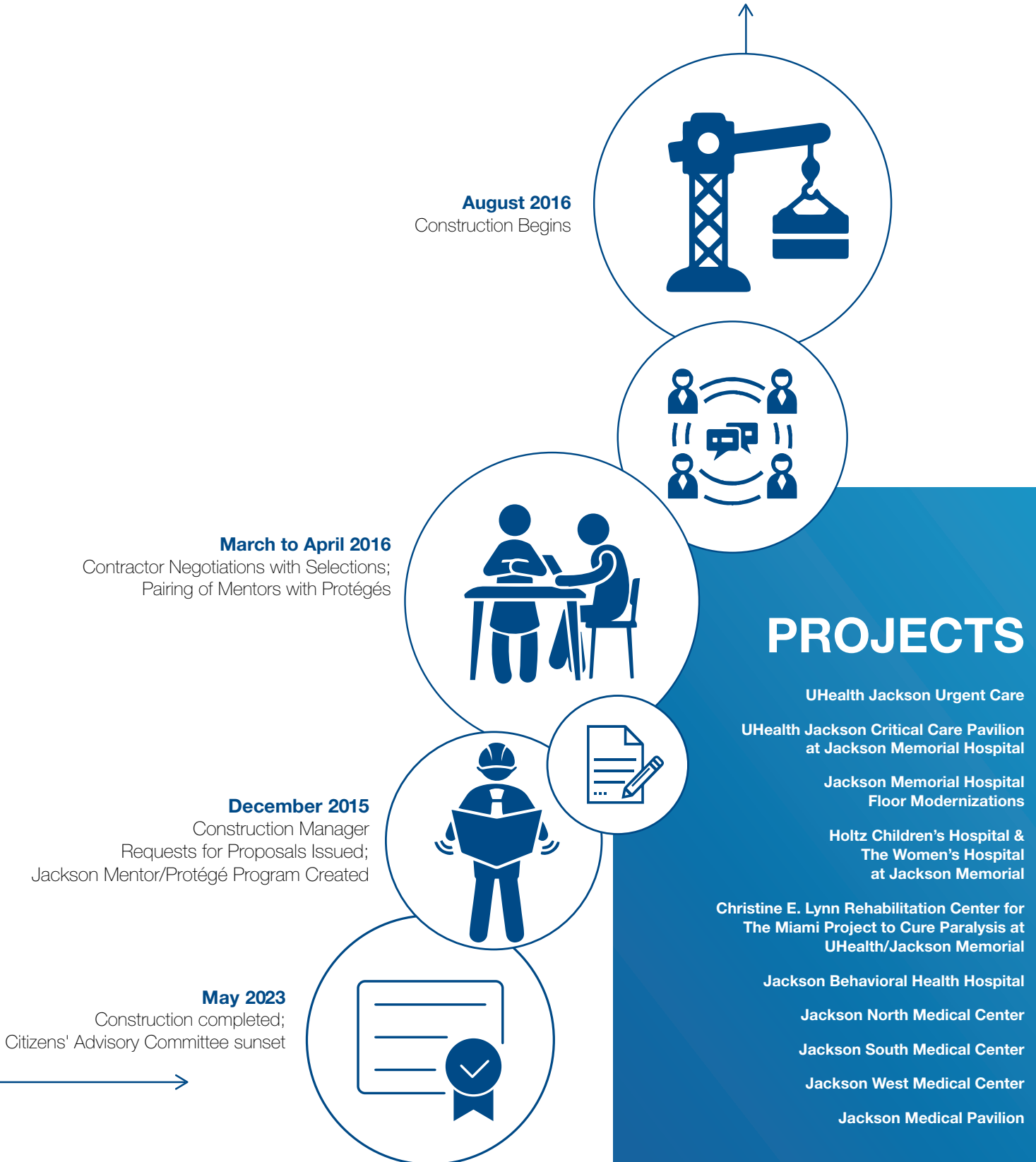
Architect Engineer Requests
for Qualifications Issued
June 2014 - Rehab Center
October 2015 - Signature Projects



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



General Obligation **BOND TIMELINE**



GOB

Project Highlights

\$830 Million Miracle-Building Bond Distribution

New Facilities:	\$308,567,092
Infrastructure:	\$73,098,214
Hospital Upgrades:	\$196,446,796
Technology & Equipment:	\$251,887,898

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. Five sites are currently open – in Cutler Bay, southwest Miami-Dade County, Doral, North Miami, and Miami Gardens - and a sixth center is scheduled to open in Coral Gables in the summer of 2023. 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	\$3,200,307
Miracle-Building Bonds	\$10,796,023
Other	\$0
Total	\$13,996,330
Completion	2023



Jackson Medical Pavilion

This facility - set to open in the summer of 2023 - will house a UHealth Jackson Urgent Care center and eventually a multi-specialty physician office, where patients can have outpatient visits with Jackson doctors. This will be the first time in Jackson's 105-year history that it has a presence in the City of Coral Gables.

Capital Contribution	\$8,069,660
Miracle-Building Bonds	\$5,427,455
Other	\$10,700,000
Total	\$24,197,115
Completion	2023



Jackson Memorial Hospital

Floor Modernizations

Modernizing the facilities at Jackson Memorial Hospital has been a top priority. From the moment visitors drive up to our front entrance, they see a new, eye-catching façade, beautiful landscaping, and a new driveway, plus an updated lobby and atrium. Renovations of several patient units were completed 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 pre- and post- transplant clinic visits for patients at the Miami Transplant Institute. We also updated our Ambulatory Care Center clinics. 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 included 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	\$24,794,741
Miracle-Building Bonds	\$76,907,422
Other	\$13,907,936
Total	\$115,610,099
Completion	2023





UHealth Jackson Critical Care Pavilion at Jackson Memorial Hospital

This three-story, 80,500 square-foot vertical expansion to the Ira C. Clark Diagnostic Treatment Center building at Jackson Memorial Hospital houses 79 all-private intensive care suites to support our transplant and neurosurgery services. The expansion also includes visitor lounges, nursing administrative offices, support areas, and a satellite pharmacy.



Capital Contribution	\$40,928,607
Miracle-Building Bonds	\$74,702,784
Other	\$14,313,288
Total	\$129,944,679
Completion	2023

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

Nearly all patient areas that serve patients at Holtz Children’s Hospital and 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 and 3B, all new parents welcome their babies in our luxurious M.B. Fernandez Family Little Miracles Maternity Suites; our labor and delivery unit 4B has been completely redesigned and renovated.

Capital Contribution	\$2,641,862
Miracle-Building Bonds	\$15,622,288
Other	\$2,692,000
Total	\$20,956,150
Completion	2021



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

Our comprehensive rehabilitation hospital is 250,000 square feet, and houses 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 delivers 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 allows 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	\$20,755,407
Miracle-Building Bonds	\$120,113,299
Other	\$23,000,000
Total	\$163,868,706
Completion	2020





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.

Capital Contribution	\$1,332
Miracle-Building Bonds	\$1,142,726
Other	\$0
Total	\$1,144,058
Completion	2019



Jackson North Medical Center

From one end of the hospital to the other, Jackson North Medical Center has undergone 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, plus the addition of a new pediatric emergency department; upgrades to the exterior of the building façade, including repainting and a public art installation.

Capital Contribution	\$31,509,722
Miracle-Building Bonds	\$58,796,510
Other	\$5,846,965
Total	\$96,153,197
Completion	2021



Jackson West Medical Center

Jackson West Medical Center, a medical complex in the City of Doral, is home to the José Milton Memorial Hospital, an acute care hospital featuring designated emergency departments for adults and children, state-of-the-art surgical facilities, and 100 all-private inpatient rooms. The campus also includes specialty physician clinics for patients of all ages. 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	\$221,412,469
Miracle-Building Bonds	\$97,527,531
Other	\$13,000,000
Total	\$331,940,000
Completion	2021



Jackson South Medical Center

Jackson South Medical Center's expansion and modernization project consisted of renovations to various patient care areas in the first and second floors of the East Building and West Tower. The project included 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	\$15,523,099
Miracle-Building Bonds	\$44,536,280
Other	\$4,835,470
Total	\$64,894,849
Completion	2021



Critical Elevators & Air Handlers

Throughout the Jackson Memorial Medical Center campus, elevators have been modernized with updated cabs and several new elevators have been installed to better accommodate our patients, visitors, and employees. This modernization project also included the replacement of multiple air handlers throughout the campus.

Capital Contribution	\$6,072,152
Miracle-Building Bonds	\$11,479,565
Other	\$0
Total	\$17,551,717
Expected Completion	2023





Building *Miracles Daily* — 2015-2023 —







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JacksonHealth.org