

2024 REPORT TO THE COMMUNITY

# Building a **healthier** **tomorrow**

**Jackson**  
HEALTH SYSTEM

*Miracles made daily.*



# Meeting the needs of tomorrow today

A note from the President and Chief Executive Officer

**What does the future of health care look like in our community, particularly as we move past the COVID-19 pandemic? Maybe the more important question: what should the future of health care look like?**

These are the questions we ask at Jackson Health System, whether at the bedside or in the boardroom. We don't pretend to have all the answers—rather, we believe this kind of thinking drives us to provide better care for individual patients and all of Miami-Dade County.

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**“We are aligning with the best local non-profit organizations and leveraging community health worker models to be true partners in compassionately and efficiently meeting our patients where they work and live.”**

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That means changing the way we think about population health by providing more holistic and individualized programs that help our neighbors prevent illness instead of waiting to treat it.

That means recruiting and retaining the best caregivers in the world to lead clinical teams that provide cutting-edge care... providing hope for critically ill patients who have been turned away from other hospitals.

That means building next-generation facilities to meet tomorrow's needs, like constructing one of the nation's largest adult and pediatric emergency rooms at Jackson Memorial Hospital and Holtz Children's Hospital.

And it means understanding the ways social determinants of health impact the full picture of wellness. More than ever before, we are aligning with the best local non-profit organizations and leveraging community health worker models to be true partners in compassionately and efficiently meeting our patients where they work and live.

From the day I arrived as Jackson's CEO in 2011, I knew our world-class team of nurses, therapists, doctors, techs, and other healthcare professionals deserved programs and facilities worthy of their excellence. Time and again, they have elevated their commitment to their patients through Jackson's CARE values: compassion, accountability, respect, and expertise. This report to the community celebrates their accomplishments and is a tribute to their love of making miracles daily.

**Carlos A. Migoya**  
**President and Chief Executive Officer**  
**Jackson Health System**



# Expertise and compassion countywide

A note from the Chairman of the Board of Trustees

**We are blessed in Miami-Dade County to have access to many top-quality medical providers. Many hospital systems, physician practices, wellness centers, and specialty programs offer excellent service close to home.**

In this robust space, though, only Jackson Health System is truly and organically integrated into the community it serves.

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**“Jackson Health System is truly and organically integrated into the community it serves.”**

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It’s certainly true physically. We are anchored at Jackson Memorial Medical Center, home to four of our hospitals and many of our most renowned programs. Thousands of patients visit every week to receive care at world-famous facilities such as Ryder Trauma Center, the Miami Transplant Institute, and the Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial.

We also have hospital campuses serving all of Miami’s suburbs: Jackson North Medical Center in North Miami Beach, Jackson West Medical Center in Doral, and Jackson South Medical Center near Palmetto Bay. Each of these hospitals features emergency care, surgical programs, and physical rehabilitation, with signature specialties at each location.

From an outpatient perspective, Jackson reaches even further into our neighborhoods. Our UHealth Jackson Urgent Care network expanded again in 2023, with a new Coral Gables location joining

our centers in Keystone Point, Cutler Bay, Country Walk, Miami Gardens, and Doral.

We also operate primary care centers in South Beach, Little Havana, Miami Gardens, South Miami, and Overtown, as well as long-term care centers in Miami and Cutler Bay.

Maybe even more importantly, Jackson is an integral part of South Florida’s fabric. With more than 105 years’ experience, we are Miami-Dade County’s only taxpayer-owned healthcare system. Our healthcare professionals live and grow in the same neighborhoods as the patients we serve. We have no stockholders or share prices: every dollar of revenue is reinvested in our services, facilities, and people.

To put it differently: across this huge and diverse community, I never fail to meet people who have a Jackson story. Someone they love has been saved. Someone important to them received care when others have turned them away. Someone in need was touched by our expertise and compassion.

This is why I’ve so proudly served on the Public Health Trust Board of Trustees, which governs Jackson. We are not just in Miami-Dade. We are of Miami-Dade.

**Walter T. Richardson**  
**Chairman**  
**Public Health Trust Board of Trustees**

# World-class care in our corner of the world



## Maternal-fetal medicine team delivers excellent outcomes

### Top clinical support from pre-birth interventions to delivery

When little Wesley was born at The Women's Hospital at Jackson Memorial, he had a team of 13 specialists and three doctors standing by, ready to intervene at the slightest complication. Diagnosed with a congenital diaphragmatic hernia, as well as a piece of abnormal lung tissue, Wesley would need surgery immediately after birth.

Wesley's doctor, Rodrigo Ruano, MD, PhD, director of the UHealth Jackson Fetal Care Center and division chief of UHealth Jackson Maternal-Fetal Medicine, leads the only academic-based fetal program in South Florida, an impressive multidisciplinary group of specialists delivering high-risk pregnancy care, fetal surgery and interventions, and care for premature or high-risk newborns in one location.

### Support every step of the way

The close proximity of high-risk pregnancy care to the largest neonatal intensive care unit in Florida is one of the many reasons the team is a community leader in perinatal medicine. Alfonso Perez, MD, a neonatal surgeon at Holtz Children's, who operated on Wesley, says the readily available multidisciplinary collaboration is a game-changer.

"This level of care and expertise only exists at a place like Holtz Children's because we have so many specialists always at the ready," Dr. Perez said.

Our team is comprised of board-certified experts who work hand in hand with a multidisciplinary group of pediatric specialists, including geneticists, neonatologists, surgeons, neurosurgeons, nephrologists, urologists, cardiologists, anesthesiologists, cardiac surgeons, obstetricians, nurses, and social workers.



**Miracle Baby.**  
Read Wesley's story.



# World-class **comprehensive maternal-fetal care**

## Providing hope and celebrating miracles one mother and baby at a time

The UHealth Jackson Maternal-Fetal Medicine specialists serve two to three times more patients with clinically complex conditions than any other maternal-fetal medicine program in South Florida. There are countless success stories of parents who found answers at Jackson; but for the families we serve, only one miracle baby matters.

“When we walked into The Women’s Hospital and saw the tagline ‘little miracles,’ we thought, ‘oh wow, that’s so cute,’” Davila said. “Now, we really do feel like Wesley is our little miracle and the work that the doctors do there is miraculous. It’s so much more than a tagline for the parents of babies born at Holtz Children’s.”



## Health equity in maternal-fetal health

As part of our commitment to improve health outcomes by understanding the social determinants of health, The Women’s Hospital at Jackson Memorial has created a task force to study the factors that contribute to high morbidity in underserved areas in our community, and address indicators that lead to disparities in health.

## Safe and family-friendly births for all

As an academic medical center, we provide special expertise in high-risk pregnancies and the resources of one of the largest Level IV neonatal intensive care units in the southeast in one location. We also facilitate routine births.

All Jackson hospitals that offer maternity care have been awarded the international Baby-Friendly Hospital designation, which recognizes our efforts to empower mothers with the highest level of breastfeeding and bonding support.

Parents can expect advanced maternity care while choosing from a wide variety of birthing options and birthing suites. Customized birthing plans ensure mom has a say.



**Empowered Parents**  
Hypnobirthing changed this mother’s journey.



# Neurosurgery team **untangles rare brain disorder**

## Rehabilitation puts young patient on track to normalcy

Eleven-year-old Mikey is happy to be running again. He is not as fast as he used to be, but considering he woke up from emergency brain surgery unable to speak or walk, he'll take it.

Mikey suffered from a stroke, the result of a ruptured arteriovenous malformation (AVM) – often described as a “tangle of blood vessels.” The UHealth Jackson team of neurosurgeons has contributed extensively to international medical literature on cerebral and spinal AVMs. The team is at the forefront of surgical treatments for cerebrovascular disorders, as well as hard-to-treat tumors at the base of the skull in children and adults.

Mikey's recovery also includes intensive rehabilitation at the Christine E. Lynn Rehabilitation Center for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial.



**Mikey's remarkable**  
recovery story.



# Surgery gives young mother **her life back**



## Bariatric surgery is transformational

Whether it is complicated emergency brain surgery, a traumatic injury, or something more routine, every surgical patient has a story to tell on the other side. The weight loss surgeries performed at the Bariatric Surgery Centers at Jackson North Medical Center, Jackson South Medical Center, and Jackson West Medical Center are transformational for patients and those who love them.



**Learn more** about Daniella's  
transformational story.

# A match made in medicine



Fabiana and Enrique

Michael and Astrid

## Love, fate, and a medical first

Stories of living kidney donations are inspiring tales of selflessness, whether a child wants to donate to a child, sibling to sibling, or spouse to spouse. Despite their best intentions, however, these donors are sometimes eliminated as a match. That's where the kidney exchange program at the Miami Transplant Institute (MTI), an affiliation between Jackson Health System and UHealth – University of Miami Health System comes into play.

“Even when a family member or friend’s kidney is not a match, a suitable living donor may still be an option with our paired kidney exchange program,” said Giselle Guerra, MD, medical director of the kidney transplant program at MTI. “Through this program, we

can match willing donors for one patient with willing donors for another patient, swapping the kidneys, and saving two lives at once.”

Michael and Astrid Deitado and Fabiana Castro Troya and her husband, Enrique Gonzalez Abarca, say their stories are genuinely a case of love at first sight. **Now both couples can tout another first: the kidney transplant team at MTI performed a 2-way paired kidney exchange robotically – the first time this method was used in a kidney exchange surgery at Jackson Memorial Hospital.**

**Unconditional love saves two couples** with first-ever robotic kidney pair exchange.



# Jackson building community



## Community connections

### The doctor will see your bear now

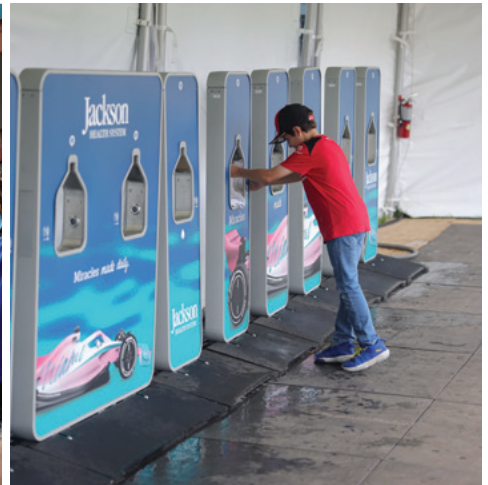
The UHealth Jackson Children's Care Teddy Bear Clinic at Feria Estilo Mama gave young doctors the chance to mend and care for their beary good friends. The expo featured health and lifestyle

services for families, and provided Jackson with an opportunity to highlight its vast services to our community.



## A winning team

As the official medical provider for the Formula 1 Miami Grand Prix, Jackson Health System had its world-renowned physicians, nurses, and staff from Ryder Trauma Center onsite to ensure the safety of drivers and Formula 1 employees.

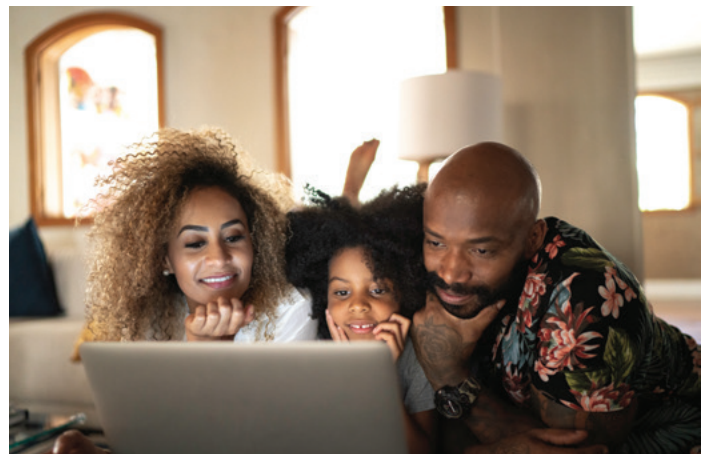


## Raising healthy and happy children

The popular Parental Guidance webinar series offers family-friendly interactive episodes featuring UHealth Jackson Children's Care pediatric experts, providing parents across South Florida with advice on topics related to raising healthy and happy children.



Learn more  
about our parental guidance series.



## Improving lives of families

As part of The Children's Trust Family Expo, the Jackson Health System team was part of a community-wide initiative to share information on a wide range of services that improve the lives of children and families in Miami-Dade County.

# Jackson Health Foundation: Philanthropy with impact

## Foundation donors give hope

Jackson Health Foundation, the fundraising arm of Jackson Health System, gives hope to patients like Noah, who was diagnosed with cancer just after his first birthday and was treated at Holtz Children's Hospital. The generosity of countless donors help Jackson improve the health of our community through innovation and world-class care.

**\$11  
million**

raised in  
philanthropic  
support  
for 2022-2023



## Golden Angels Gala Raises \$3.5 million

The Golden Angel Society, the Foundation's premier giving group, plays a vital role in advancing Jackson's mission. The annual Golden Angels Gala brought more than 900 philanthropists and community leaders together, raising \$3.5 million to support vital health initiatives at Jackson Health System.



Faith, family, and teamwork  
saved Noah's life.





Javier Holtz, Nicole Holtz, Andrew Holtz, Fana Holtz, Andria Ares Holtz, Matthew Holtz, Grace Holtz, Josh Spielman

## Guardian Angels Raise \$750,000 for Holtz Children’s Hospital

The 23rd Annual Guardians of the Children Luncheon and Fashion Show featured Miami-based and internationally acclaimed fashion designer, Silvia Tcherassi. Hosted by the Guardian Angels, a membership group within the Jackson Health Foundation, the luncheon raised \$750,000 for programs at Holtz Children’s Hospital and throughout Jackson Health System.

## Mind Your Health 2023

Jackson Health Foundation participated in the annual Mind Your Health run/walk presented by FPL to raise awareness about mental health. More than \$107,000 was raised to support programs, services, and initiatives at Jackson Behavioral Health Hospital.



## Grateful transplant patient remembers Jackson in will years later

Grateful for the many healthy years provided to him following an organ transplant, Carl Rossetti made a charitable contribution to Jackson Health Foundation in his will. Carl was a grateful patient who received a life-saving transplant at the Miami Transplant Institute years ago.

Carl’s sister, Donna, shared a heartfelt note expressing her gratitude: “Thank you, thank you, thank you, I had more time with my brother because of you!”

# Emergency department gifts meet growing needs

## For our adult and pediatric emergency room expansion

Upon completion in 2027, the 178,000-square-foot emergency department will be larger than many hospitals. **This facility will be among the largest emergency rooms in the United States.**

Through generous donations, \$1.5 million to date, the rebuilt and reimagined emergency department at Jackson Memorial Hospital will be a role model facility, that will help a population that mirrors the nation's most underserved patient demographics: many are

uninsured or underinsured and people suffering from multiple complicating factors, and not served by routine wellness and primary care. Specially trained, world-renowned medical experts treat approximately 127,000 patients (adult and pediatric) annually through the emergency department. From the routine to the most extraordinary medical cases, we will continue to help the community 24/7 with this growth.



A 12-bed fast-track unit will discharge low-acuity patients in under two hours. The department will have its own pharmacy, radiology reading room, MRI, CT scanners, ultrasounds, and other imaging. With a new location on the Jackson Memorial campus, this facility will be easily accessible, with a driveway in the front of the building and convenient parking nearby. The facility is expected to cost \$300 million to build. Construction is underway.

Once complete, this newly constructed and expanded pediatric emergency department will increase in size to 30 beds. The full service emergency department will include comfortable treatment areas for children and their parents, access to full diagnostics, and the highest level of compassionate, expert care.

## Rehabilitation adaptive golf program:

Jackson Health Foundation expresses profound gratitude to the Performance Center in Doral, the Adaptive Golf Association (AGA), expert Brandon Canesim, and the dedicated volunteers and mentors. Their collective efforts created an unforgettable experience for our patients and their families during the Jackson Adaptive Golf Program via recreational therapy at Lynn Rehabilitation Center. Volunteer coaches and mentors learned about their role in the program and helped participants, while patients learned about the game of golf.



## Holiday Toy Drive 2022

Our 2022 Holiday Toy Drive, sponsored by Ocean Bank and powered by FPL, was bigger and better than ever. More than 4,000 toys were donated and over 100 volunteer “elves” helped us sort, wrap, and add holiday cheer to our pediatric patients at

Holtz Children’s Hospital and UHealth Jackson Children’s Care facilities. Thank you to all who supported, donated, and helped spread joy to our pediatric patients, we could not have done it without you.



# Facts and Statistics **FY 2022/2023**

## **Jackson Memorial Hospital** **2022** **2023**

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### **Inpatient Services**

Number of Licensed Beds	849	874
Hospital Admissions (excluding newborn)	21,366	22,687

### **Emergency Services**

Visits to Emergency Department (adult)	83,429	90,039
Ryder Trauma Center Cases (adult and pediatric)	4,649	4,659

## **Holtz Children's Hospital** **2022** **2023**

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### **Inpatient Services**

Births (deliveries)	4,003	4,491
Number of Licensed Beds	379	379
Hospital Admissions	8,298	8,981

### **Outpatient Services**

Visits to Emergency Department (pediatric)	24,943	27,105
Visits to Outpatient Clinics (pediatric)	12,878	13,198

## **Jackson North Medical Center** **2022** **2023**

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### **Inpatient Services**

Number of Licensed Beds	382	382
Hospital Admissions (excluding newborn)	10,910	10,682
Births (deliveries)	1,375	1,354

### **Emergency Services**

Visits to Emergency Department (adult and pediatric)	53,423	63,396
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## **Jackson South Medical Center** **2022** **2023**

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### **Inpatient Services**

Number of Licensed Beds	262	262
Hospital Admissions (excluding newborn)	12,092	11,585
Births (deliveries)	966	735

### **Emergency Services**

Trauma Cases	1,248	1,180
Visits to Emergency Department (adult and pediatric)	40,096	44,099

## **Jackson West Medical Center** **2022** **2023**

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### **Inpatient Services**

Number of Licensed Beds	98	98
Hospital Admissions (excluding newborn)	3,640	4,998
Births (deliveries)	322	422

### **Emergency Services**

Visits to Emergency Department (adult and pediatric)	27,229	36,085
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<b>Jackson Behavioral Health Hospital</b>	<b>2022</b>	<b>2023</b>
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**Inpatient Services**

Number of Licensed Beds	180	180
Hospital Admissions (adult and pediatric)	6,775	6,761

**Outpatient Services**

Visits to Emergency Department (adult and pediatric)	12,350	11,972
Visits to Outpatient Clinics (adult and pediatric)	29,511	29,400

<b>Lynn Rehabilitation Center</b>	<b>2022</b>	<b>2023</b>
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**Inpatient Services**

Number of Licensed Beds	80	80
Hospital Admissions (adult and pediatric)	1,855	1,862

**Outpatient Services**

Rehabilitation Clinic Physician Visits (adult and pediatric)	13,860	14,727
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<b>Ambulatory Care Services</b>	<b>2022</b>	<b>2023</b>
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**Health Clinic Visits**

Ambulatory Care Center (East and West)	96,605	100,434
Downtown Medical Center	1,273	1,286
Dr. Rafael A. Peñalver Clinic	13,699	13,000
Jefferson Reaves, Sr. Health Center	10,956	9,511
North Dade Health Center	13,867	14,177
Prevention, Education, & Treatment (PET) Center	998	775
Miami Hope Center	1,230	827
South Dade Homeless Assistance Ctr HC	700	723
Rosie Lee Wesley Health Center	9,793	8,772

<b>Jackson Memorial Long-Term Care Center</b>	<b>2022</b>	<b>2023</b>
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Number of Licensed Beds	180	180
Average Daily Census	169.8	168.1

<b>Jackson Memorial Perdue Medical Center</b>	<b>2022</b>	<b>2023</b>
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Number of Licensed Beds	163	163
Average Daily Census	168.7	151.7

## Financial Information

<b>Jackson Health System</b>	<b>2022</b>	<b>2023</b>
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<b>Total Revenue</b>	\$2,792,135,809	\$2,840,803,765
Patient Services	\$6,694,561,853	\$7,088,767,776
Deductions	\$5,169,914,738	\$5,485,330,168
Patient Services	\$1,524,647,115	\$1,603,437,608
Half-Penny Sales Tax	\$386,729,832	\$394,661,494
County Tax Support	\$237,687,000	\$263,532,000
Other Revenue	\$656,802,358	\$592,651,035
Interest Expenses	\$13,730,496	\$13,478,371
Other Revenue	\$643,071,862	\$579,172,664

<b>Total Expenses</b>	\$2,671,215,145	\$2,813,012,401
Compensation and Benefits	\$1,631,952,011	\$1,716,994,085
Operational Expenses	\$570,323,918	\$613,779,274
PMATF Assessment, Insurance Premium	\$23,735,048	\$21,674,827
Operational Expenses	\$594,058,966	\$635,454,101
Supplies	\$445,204,168	\$460,564,216

Bond Reimbursements	\$36,820,807	\$17,704,379
Excess Revenue	\$84,099,857	\$10,086,985
Charity Care	\$156,211,688	\$165,198,432

**Jackson**  
HEALTH SYSTEM

*Miracles made daily.*

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