



HALIFAX HEALTH

**Audit & Finance
Committee**

Wednesday, January 4, 2017

Meeting Location

Halifax Health

France Tower, Conference Room A

4:00 p.m.

HALIFAX HEALTH
AUDIT & FINANCE COMMITTEE
4:00 p.m., Wednesday, January 4, 2017
AGENDA

I. CALL TO ORDER

II. MINUTES

- Audit & Finance Committee Minutes
- November 30, 2016

portal page 3, **action requested**

III. AUDIT COMMITTEE

Corporate Compliance, *Shelly Shiflet*

- Monthly Compliance Dashboard Report

portal page 6, **information only**

Internal Audit, *Bill Rushton*

- Audit Services Monthly Discussion & Analysis

portal page 8, **action requested**

IV. FINANCE COMMITTEE

Financial Report, *Eric Peburn*

- November 2016

portal page 14, **action requested**

Acquisitions, Leases and Disposals, *Kent Bailey*

- Capital Investment Strategy
- Capital Expenditures \$50,000 and over
 - Intrabeam Radiation System*
 - Fountain Building Waterproofing and Repairs*
 - New Smyrna Beach Family Practice*
- Operating Lease \$250,000 and over
 - Children's Medical Center, Palm Coast
- Disposals
- Comparison of Projected and Actual Financial Results for Significant Projects

portal page 38, **information only**

portal page 42, **action requested**

\$441,305

\$118,000

\$95,650

portal page 49, **action requested**

\$305,432 (*net present value, minimum lease payments*)

portal page 50, **action requested**

none

Old Business

- FY 2016 FINAL Audited Financial Statements, *Kathleen Dulko*
- Meeting Request Tracker/Checklist

separate portal, **information only**

none

New Business

Information Only

- Investment Performance Report, November 2016
- Capital Expenditures \$25,000 - \$50,000
 - Care at Home Software*
 - Delivery Carts for Patient Trays*
- Operating Lease \$50,000 - \$250,000
 - New Smyrna Beach Family Practice*

portal page 55, **information only**

portal page 60, **information only**

\$49,535

\$33,242

portal page 65, **information only**

\$239,750 (*net present value, minimum lease payments*)

V. OPEN DISCUSSION

VI. NEXT MEETING

WEDNESDAY, January 4, 2017, 4:00 p.m. – Regular scheduled meeting

VII. EXECUTIVE SESSION

VIII. ADJOURN

Halifax Hospital Medical Center
Audit and Finance Committee Meeting
303 N. Clyde Morris Blvd.
France Tower, Conference Room A
Monday, November 30, 2016

Present: Ted Serbousek, Chairman
Ammar Hemaïdan, MD, Member & Member, Medical Staff (via phone initially)
Daniel Francati, Member & Secretary, Board of Commissioners
Decker Youngman, Member

Not Present: Greg Motto, Member
Susan Schandel, Member & Treasurer, Board of Commissioners

Also Present: Jeff Feasel, President & CEO
Eric Peburn, Executive VP/Chief Financial Officer
Kent Bailey, Director of Finance
Kathleen Dulko, Corporate Controller
Bill Rushton, Director, Internal Audit
Shelly Shiflet, Chief Compliance Officer
Alberto Tineo, Vice President, Operations
Bob Williams, Vice President, Population Health & Business Development
Tom Stafford, Vice President and Chief Information Officer
Bill Griffin, Director, System Research and Planning
Mary Jo Allen, Executive Director, Halifax Health Hospice
Tony Trovato, Director of Business Operations, Halifax Health Hospice
Ben Eby, Director of Finance, Halifax Health Hospice
Bob Wade, Compliance Expert
Jill Wheelock, Associate General Counsel
Lisa Tyler, Manager, Accounting
Tyna Rodrigues, Manager, Treasury Services
Charlena Kowatch, Deputy Chief Compliance Officer
Ryan Weber, RSM
Brandon Slauter, RSM

The meeting was called to order at 4:04 p.m. by Ted Serbousek. Attendance was recorded. Mr. Serbousek requested to amend the agenda so the FY 2016 Draft Audited Financial Statements could be presented at the onset of the meeting.

AUDIT COMMITTEE

Audited Financial Statements

Discussion: Ms. Dulko introduced Mr. Weber and Mr. Slauter, RSM, to present the final draft of the audited 2016 Halifax Health Financial Statements.

Action: Mr. Youngman moved to approve the year-end 2016 Halifax Health Audited Financial Statements and recommends approval by the Board of Commissioners. Mr. Francati seconded the motion and it carried unanimously.

MINUTES

Discussion: Minutes from the August 8, 2016 Investment Committee Meeting and November 2, 2016 Audit & Finance Committee Meeting were reviewed.

Action: Mr. Youngman moved to approve the minutes as presented and recommends approval by the Halifax Health Board of Commissioners. Mr. Francati seconded the motion and it carried unanimously.

AUDIT COMMITTEE, continued

Corporate Compliance

Discussion: Monthly Compliance Program Update Dashboard
Ms. Shiflet presented the Compliance Dashboard for the month ended October 2016, citing the attendance of the Compliance Committee fell short of the 70% or greater internal target.

Action: None required.

Internal Audit

Discussion: Mr. Rushton presented and overview of Internal Audit Services, which included key tools and department staffing. Committee was updated FY 2017 audit projects and on ongoing management action plans and justification for past due action plans.

Action: Mr. Youngman moved to approve the Follow Up Summary as presented. Mr. Francati seconded the motion and it carried unanimously.

FINANCE COMMITTEE

FINANCIAL REPORT

Discussion: Mr. Peburn reviewed the October 2016 Financial Report, addressing volume, admissions and patient days compared to last year. He reported the impact from Hurricane Matthew and that of significance, cash collections, surgeries and admissions were lower for the month compared to last year.

Action: Ms. Youngman moved to approve the October 2016 Financial Report and recommends approval by the Board of Commissioners. Mr. Francati seconded the motion and it carried unanimously.

ACQUISITIONS, LEASES & DISPOSALS

Discussion: Capital Investment Strategy
Mr. Bailey presented the Capital Investment Strategy monthly update.

Action: None required.

Discussion: Capital Expenditures \$50,000 and over

• CVICU and CPCU Renovation	\$816,000
• SAN Software	\$593,985
• Endoscopic Ultrasound System for GI Lab	\$440,703
• Clinical Mobile Carts	\$198,168
• Patient Monitoring Network Switch Upgrade	\$140,503
• Pulmonary Function Machine for HHPO and Upgrade for Main Campus	\$68,384

Action: Mr. Youngman moved to approve the capital expenditures and recommends approval by the Board of Commissioners. Mr. Francati seconded the motion and it carried unanimously.

Discussion: Disposals (none)

Action: None required.

Discussion: Comparison of Projected and Actual Financial Results for Significant Projects (none)

Action: None required.

OLD BUSINESS

Discussion: None.

NEW BUSINESS

- Discussion: Proposed Investment Policy Changes
Mr. Peburn referred members to the proposed investment policy changes affecting the Halifax Health Pension Plan, Halifax Hospice and the Halifax Foundation. Mr. Peburn shared the discussion at the November 16, 2016 Investment Committee led to their recommendation to the Halifax Health Audit & Finance Committee and then to the Halifax Health Board of Commissioners to modify the allocation strategy such that fixed income investments may represent up to 60% of the total portfolio. The current limitation on fixed income investments is 50% of the total portfolio. With this revision, the permitted ranges of fixed income and equity investments would be as follows:
- Equities – 40% to 70%
 - Fixed income – 30% to 60%
- Action: Mr. Youngman moved to approve the proposed investment policy changes as proposed and recommends approval by the Board of Commissioners. Mr. Francati seconded the motion and it carried unanimously.
- Discussion: The following items were reviewed under the meeting tracker checklist:
- The comparison of FY 2016 physician practice visits to annualized FY 2015, as requested by Ms. Schandel;
 - The 2017 Capital Budget and Remaining 2016 Capital Projects for Committee and Board approval as requested by Mr. Francati; and,
 - The Hospice Market Share report over the last five years.
- Action: Mr. Francati requested a status update be provided regarding the 2017 Capital Budget at each meeting. Dr. Hemaïdan inquired about Hospice inpatient services and use of flex beds at the community care centers. Discussion ensued. No action required.

INFORMATIONAL REPORTS

- Discussion: The Investment Performance Report for October 2016 and the Capital Expenditures, \$25,000 - \$50,000 were presented under Information Only:
- *Infant Warmer Bed* \$26,861
- Action: None required.

OPEN DISCUSSION

- Discussion: None.

NEXT MEETING DATE: WEDNESDAY, January 4, 2017 4:00 p.m. – Regular scheduled meeting

EXECUTIVE SESSION

- Discussion: None.

ADJOURNMENT

- Action: There being no further business, a motion was made and seconded to adjourn.

Ted Serbousek, Chairman



HALIFAX HEALTH

To: Audit and Finance Committee and Board of Commissioners
Cc: Jeff Feasel, Chief Executive Officer
From: Shelly Shiflet, Vice President and Chief Compliance Officer
Date: December 19, 2016
Re: Compliance Dashboard Report for November 2016

Enclosed is the Compliance Program Dashboard Report for November 2016. Item III(2) did not meet the target defined on the report. The target is set for at least 10 (70%) of the 13 members to attend the Compliance Committee meeting. The following represents the attendance at the November 2, 2016 Compliance Committee meeting:

Members Present:

Shelly Shiflet, Vice President and Chief Compliance Officer;
Maria Crumlich, Director, Hospice;
Khalelah Jones, Privacy Officer;
Charlena Kowatch, Deputy Chief Compliance Officer;
Arvin Lewis, Senior Vice President and Chief Revenue Officer;
Alberto Tineo, Vice President, Operations;
Ann Martorano, Executive Vice President and Chief Operating Officer;
Bill Griffin, Director, System Research and Planning; and,
Jillian Wheelock, General Counsel Assistant (General Counsel Alternate).

Members Absent:

Dr. Margaret Crossman, Chief Medical Officer in training;
Kim Fulcher, Vice President and Chief Human Resources Officer;
Tom Stafford, Vice President and Chief Information Officer; and
Eric Peburn, Executive Vice President and Chief Financial Officer.

Feel free to contact the Board's Compliance Expert, Robert Wade, Esq., or me regarding any questions on this report.

Mr. Wade can be reached at: rwade@kdlegal.com
Office: 574.485.2002

I can be reached at: shelly.shiflet@halifax.org
Office: 386.425.4970

Recommended Action: None. Information only.

Halifax Health
Corporate Compliance Program
Board Report – 11/30/2016

ON TARGET ■

ALERT ■

I. EMPLOYEE AND BOARD EDUCATION – Halifax Health’s compliance program and Corporate Integrity Agreement requires most employees to acknowledge the Code of Conduct within 30 days of hire. Employees who are considered “Covered Persons” are required to complete 1 hour of general compliance training within 30 days of hire and annually thereafter. Managers and others who are considered “Arrangements Covered Persons” must complete an additional hour of general education and 2 hours of arrangements training within 30 days of becoming an “Arrangements Covered Person,” and annually thereafter. Members of the Board are required to complete 6 hours (2 hours general, 2 hours arrangements, and 2 hours governance) of training within 30 days of becoming a member. The following is the status of education for Halifax Health’s employees:

	➤	Code of Conduct Attestation¹
	1. 4,105	Number of Covered Persons and Board Members required to complete as of end of period
	2. 100%	% of Covered Persons who have completed (On Target at 100%)

	➤	CIA Required Training²
	1. 3,947	Number of Covered Persons and Board Members required to complete as of end of period
	2. 100%	% of Covered Persons who have completed (On Target at 100%)

II. SANCTION CHECKS - Halifax Health’s Corporate Integrity Agreement requires all “Covered Persons” be screened for exclusions from participation in federal programs monthly. During the period:

	➤	Sanction Check for Covered Persons³
	1. 4,839	Number of Covered Persons as of the end of the period
	2. 100%	% of Covered Persons above who had no sanctions, based on monthly sanction check results (On Target at 100%)

III. COMPLIANCE COMMITTEE – Halifax Health has a Compliance Committee responsible for regulatory compliance matters, which meets monthly. Members of senior leadership across service lines as well as representatives from Hospice and the Medical Staff are represented. During the period:

	1. 13	Number of members on <i>Compliance Committee</i>
	2. 69.2%	% of members who attended the meeting on 11/02/2016 (On Target at 70% or Greater)
	3. 3	Number of meetings in the last quarter (On Target if 2 or more)

IV. HELP LINE [844-251-1880] or halifaxhealth.ethicspoint.com

	1. 9 / 60	Number of Help Line calls received during month/past 12 months
	2. 8 / 43	Of calls in 1, how many related to Human Resource issues
	3. 0	Number of open Help Line calls rated as High Priority as of 10/31/2016
	4. 0	Number of open Help Line calls rated as High Priority as of 11/30/2016
	5. 2	Number of Help Line calls closed since last month

V. COMPLIANCE ISSUES

	1. 25	Number of issues open as of 10/31/2016
	2. 12	Of the issues in item 1, ___ remain open as of 11/30/2016
	3. 13	Number of issues from item 1 closed as of 11/30/2016
	4. 52%	Percent of open issues from item 1 closed (On Target at 25% or Greater)

VI. COMPLIANCE POLICIES – Halifax Health’s Compliance Program involves the development, implementation and monitoring of policies to ensure the organization conducts business compliant with applicable statutes, rules and regulations. During the period:

	1. 9	Number of Compliance Policies reviewed/ updated in the last month (On Target at 1)
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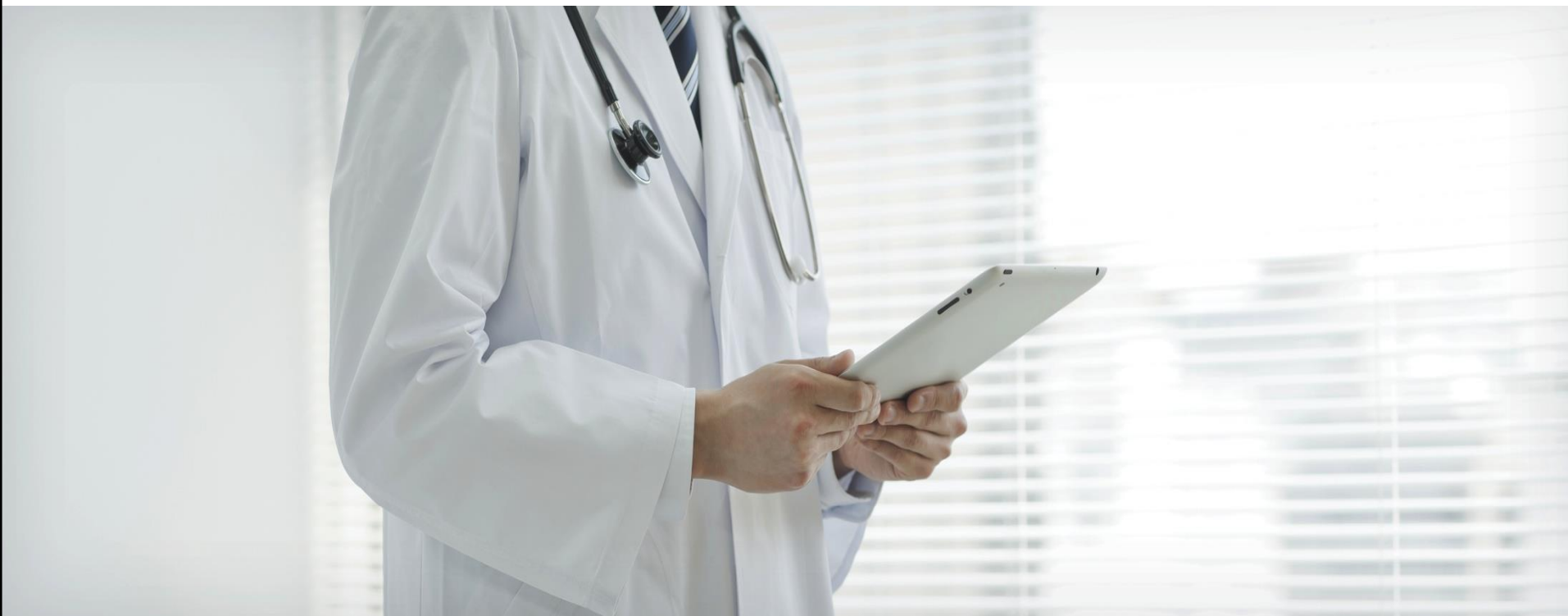
VII. BILLING AND CODING REVIEWS - Halifax Health will conduct reviews as part of scheduled audits or to investigate concerns brought to the attention of the Compliance Committee or the Compliance Officer.

	1. 2	Number of concerns related to billing/coding received during the month
	2. 1	Number of concerns from #1 that required a billing/ coding review
	3. 2	Number of reviews from #1 still being investigated
	4. 0	Number of reviews from #1 closed or pending Committee review
	5. 1	Number of reviews from #1 expected to require repayment/processing of claims

¹ Code of Conduct Attestation – employees and vendors who meet the definition of a *Covered Person* and new Board Members.

² CIA Required Training – employees (except for housekeeping, maintenance and foodservice employees), Medical Staff who are party to a *Focus Arrangement* and vendors who meet the definition of a *Covered Person* and new Board Members.

³ Sanction Check for Covered Persons - employees, Medical Staff and vendors who meet the definition of a *Covered Person*.



Audit Services Discussion & Analysis

Halifax Health Audit & Finance Committee

Presented January 4, 2017

For the period covering November 22, 2016 through December 28, 2016

Risk Assessment Methodology

- The risk assessment methodology must be communicated to Governance annually.
- Risk assessment aids Governance and Management in capturing a documented perspective of risks to strategic and business objectives and results in project priorities to be completed for them.
- Halifax Health's mission, strategy and goals provide context for valuing risk appropriately.
- The Risk Assessment process is an ongoing effort to identify changes in risk from Halifax Health and the healthcare industry.
- Audit and Finance Committee approval of the Risk Assessment results and Audit Plan is required. Documents presented include the coverage by entity, the Top Risks and areas not on the annual audit plan.
- Healthcare operations are ever-changing. As risks evolve, appropriate updates will be documented and communicated to Governance.
- The AD&A and meeting minutes demonstrating the communication of the process to allow outside agencies to properly assess Internal Audit Service's work on the behalf of Governance.

Risk Assessment Timeline

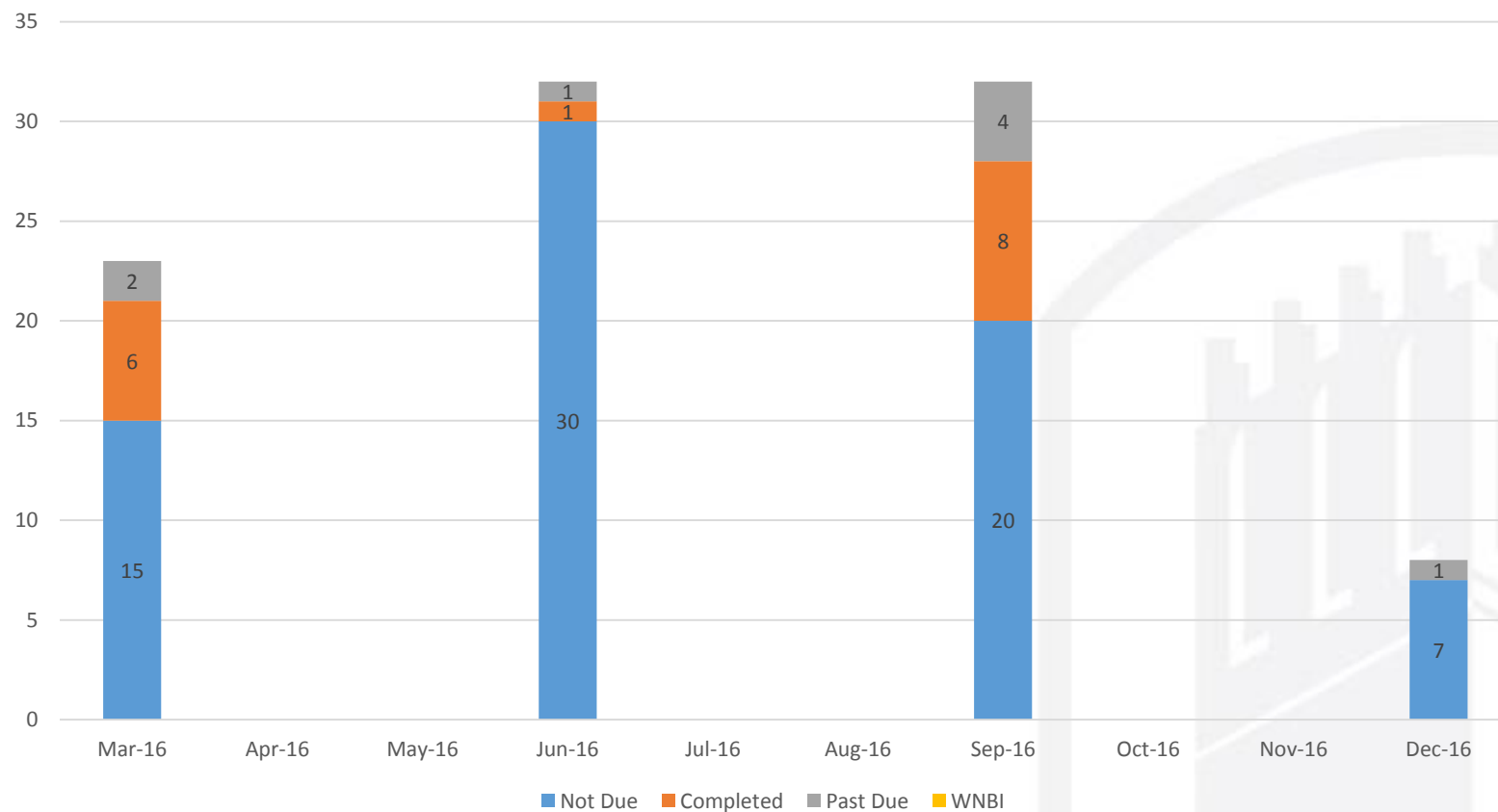
- ✓ Planning for Risk Assessment (12/2016)
- ✓ Communicate Methodology to Governance (1/2017)
 - ✓ Execute the Risk Assessment (1/2017)
 - ✓ Develop the Audit Plan (2/2017)
- ✓ Present Results and Audit Plan to Governance (3/2017)

Results: FY 17 Audit Projects

Audit Source	Project Name	Status
Year End Audit	At the direction of RSM Internal Audit provided assistance	Completed
Internal Audit	Pharmacy Controls Audit	Fieldwork

Audit Follow-Up

Audit Issue Follow-Up: Status of Management Action Plans
November 22, 2016



See Board Portal for Audit Follow Up detail.

Past Due Management Action Plans

Meditology
Security
Risk

- Later due date was required because it was more efficient for IT to combined Meditology with RSM follow up work.

Halifax Health
Summary Financial Narrative
For the two months ended November 30, 2016

The performance of Halifax Health compared to budget and long-range targets (S&P "A" rated medians) for key financial indicators is as follows.

Financial Indicator	YTD Actual FY 17	YTD Budget FY 17	YTD Actual vs. Budget	S&P "A"	YTD Actual FY 17 vs. S&P "A"
Total Margin	-2.0%	0.3%	Unfavorable	5.8%	Unfavorable
Operating Margin	-1.8%	-0.7%	Unfavorable	3.6%	Unfavorable
EBIDA Margin	5.9%	8.1%	Unfavorable	13.1%	Unfavorable
Operating EBIDA Margin	6.1%	7.2%	Unfavorable	10.8%	Unfavorable
Adjusted Operating EBIDA Margin *	5.3%	7.0%	Unfavorable	N/A	N/A
Days Cash on Hand	253	262	Unfavorable	249	Favorable
Cash to Debt	94.0%	98.9%	Unfavorable	189.9%	Unfavorable
Debt to Capitalization	57.1%	56.0%	Unfavorable	29.1%	Unfavorable
OG MADS Coverage	1.40	1.72	Unfavorable	4.50	Unfavorable
OG Debt to Capitalization	56.1%	55.0%	Unfavorable	29.1%	Unfavorable

* - Excludes investment income/loss of Foundation recorded as operating revenue.

Halifax Health Medical Center

Statistical Summary--

- Admissions for the month are less than budget and greater than last year; and for the fiscal year-to-date are less than budget and last year.
- Patient days for the month and fiscal year year-to-date are greater than budget and last year.
 - Observation patient days for the month and fiscal year-to-date are greater than budget and last year.
- Surgery volumes for the month and fiscal year-to-date are less than budget and last year.
- Emergency room visits for the month and fiscal year-to-date to date are less than budget and last year.

Financial Summary --

- Net patient service revenue for the fiscal year-to-date is 1.2% greater than budget.
- Total operating expenses for the fiscal year-to-date are 2.1% greater than budget.
- Loss from operations fiscal year-to-date of \$2.6 million compares unfavorably to budget by \$1.5 million.
- Nonoperating gains/(losses) fiscal year-to-date of negative \$1.3 million, primarily consisting of investment losses, compare unfavorably to the budgeted amount by \$395,000.
- The decrease in net position fiscal year-to-date of \$3.8 million compares unfavorably to budget by \$3.1 million.

Halifax Health Hospice

Statistical Summary --

- Patient days for the month and fiscal year-to-date are less than budget and last year.

Financial Summary --

- Net patient service revenue for the fiscal year-to-date is 7.1% less than budget.
- Loss from operations fiscal year-to-date of \$41,000 compares unfavorably to budget by \$47,000.
- Nonoperating gains fiscal year-to-date of \$1.1 million, including investment income of \$971,000, is greater than the budgeted amount by \$598,000.
- The increase in net position fiscal year-to-date of \$1.1 million compares favorably to budget by \$551,000.

Other Component Units - The fiscal year-to-date financial performance is consistent with budgeted expectations.

Halifax Health Statistical Summary

Month Ended November 30,					Two Months Ended November 30,			
<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>		<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>
<u>Inpatient Activity</u>								
1,496	1,505	1,512	-0.5%	HHMC Adult/Ped Admissions	3,194	3,083	3,198	-3.6%
131	123	147	-16.3%	HHMCPO Adult/Ped Admissions	252	275	310	-11.3%
147	140	135	3.7%	Adult Psych Admissions	268	286	287	-0.3%
54	66	51	29.4%	Rehabilitative Admissions	117	125	103	21.4%
1,828	1,834	1,845	-0.6%	Total Adult/Ped Admissions	3,831	3,769	3,898	-3.3%
7,776	8,276	7,575	9.3%	HHMC Adult/Ped Patient Days	16,185	17,113	16,015	6.9%
461	801	718	11.6%	HHMCPO Adult/Ped Patient Days	895	1,570	1,501	4.6%
1,467	1,339	1,480	-9.5%	Adult Psych Patient Days	3,027	2,873	3,054	-5.9%
886	793	838	-5.4%	Rehabilitative Patient Days	1,772	1,663	1,704	-2.4%
10,590	11,209	10,611	5.6%	Total Adult/Ped Patient Days	21,879	23,219	22,274	4.2%
5.2	5.5	5.0	9.8%	HHMC Average Length of Stay	5.1	5.6	5.0	10.8%
3.5	6.5	4.9	33.3%	HHMCPO Average Length of Stay	3.6	5.7	4.8	17.9%
5.1	5.6	5.0	11.5%	HHMC/ HHMCPO Average Length of Stay	5.0	5.6	5.0	11.4%
10.0	9.6	11.0	-12.8%	Adult Psych Average Length of Stay	11.3	10.0	10.6	-5.6%
16.4	12.0	16.4	-26.9%	Rehabilitative Length of Stay	15.1	13.3	16.5	-19.6%
5.8	6.1	5.8	6.3%	Total Average Length of Stay	5.7	6.2	5.7	7.8%
353	374	354	5.6%	Total Average Daily Census	359	381	365	4.2%
517	640	601	6.5%	HHMC Observation Patient Day Equivalents	1,068	1,233	1,199	2.8%
84	78	90	-13.33%	HHMCPO Observation Patient Day Equivalents	158	204	172	18.6%
601	718	691	3.9%	Total Observation Patient Day Equivalents	1,226	1,437	1,371	4.8%
20	24	23	4.3%	Observation Average Daily Census	20	24	22	9.1%
148	153	144	6.3%	HHMC Newborn Births	335	274	328	-16.5%
292	277	294	-5.8%	HHMC Nursery Patient Days	640	511	644	-20.7%
414	435	441	-1.4%	HHMC Inpatient Surgeries	887	886	949	-6.6%
1	4	1	300.0%	HHMCPO Inpatient Surgeries	2	7	1	600.0%
415	439	442	-0.7%	Total Inpatient Surgeries	889	893	950	-6.0%
<u>Inpatient Surgeries</u>								
148	172			Orthopedics	340	363		
73	66			General Surgery	165	133		
49	39			Neurosurgery	96	80		
24	26			Thoracic	44	55		
7	23			Podiatry	18	46		
114	113			All Other	226	216		
415	439	442	-0.7%	Total Inpatient Surgeries	889	893	950	-6.0%

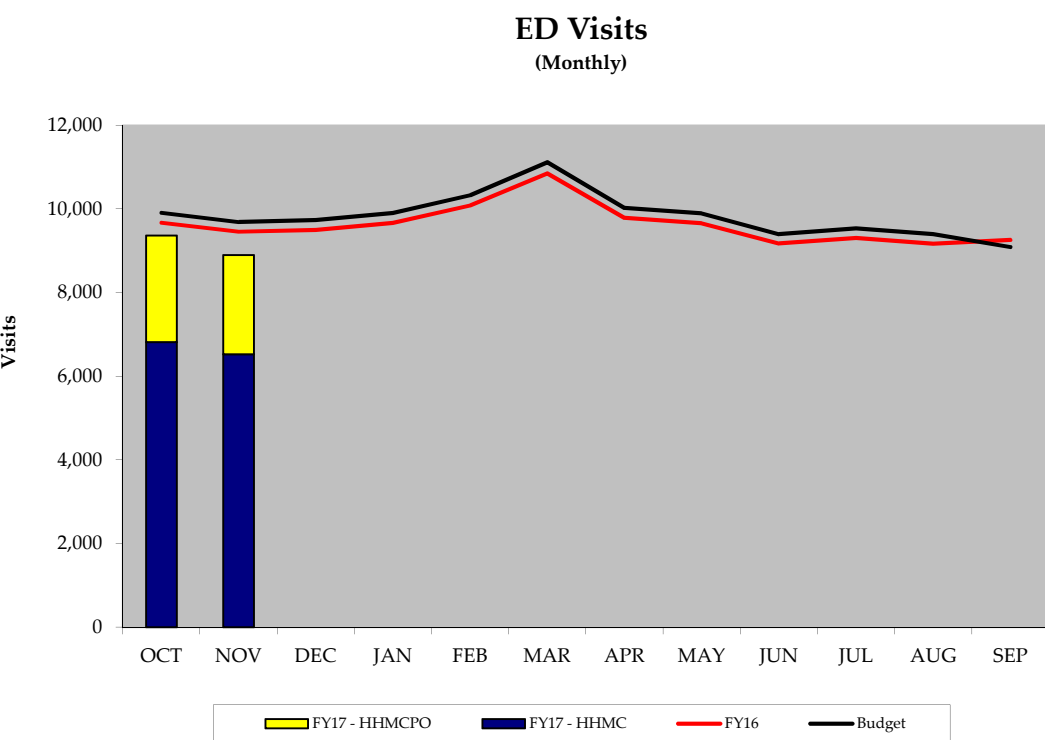
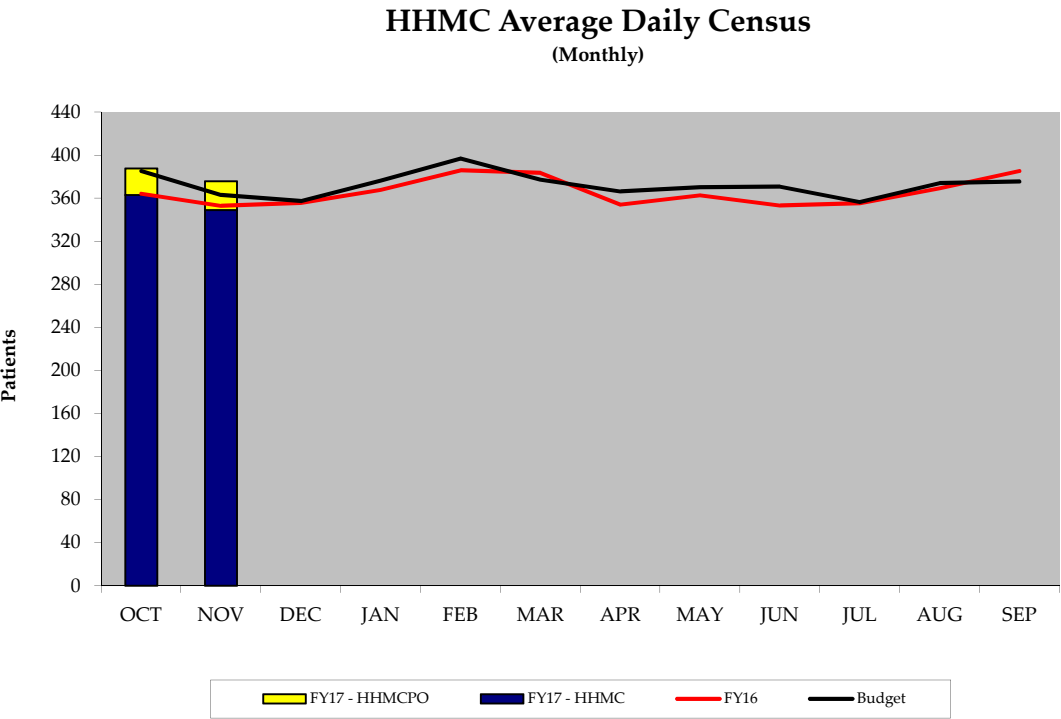
Halifax Health Statistical Summary

Month Ended November 30,					Two Months Ended November 30,			
<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>		<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>
				<u>Outpatient Activity</u>				
6,759	6,527	6,879	-5.1%	HHMC ED Registrations	13,800	13,348	14,045	-5.0%
2,698	2,375	2,811	-15.5%	HHMCPO ED Registrations	5,330	4,917	5,554	-11.5%
9,457	8,902	9,690	-8.1%	Total ED	19,130	18,265	19,599	-6.8%
385	408	370	10.3%	HHMC Outpatient Surgeries	780	787	749	5.1%
92	56	94	-40.4%	HPC Outpatient Surgeries	191	124	196	-36.7%
0	0	0	0.0%	HHMCPO Outpatient Surgeries	0	0	1	-100.0%
389	374	389	-3.9%	Twin Lakes Surgeries	769	722	768	-6.0%
866	838	853	-1.8%	Total Outpatient Surgeries	1,740	1,633	1,714	-4.7%
				<u>Outpatient Surgeries</u>				
197	148			Orthopedics	366	291		
173	190			General Surgery	340	372		
132	93			Gastroenterology	265	187		
74	82			OB/GYN	156	152		
51	55			Ophthalmology	122	107		
239	270			All Other	491	524		
866	838	853	-1.8%	Total Outpatient Surgeries	1,740	1,633	1,714	-4.7%
				<u>Cardiology Procedures</u>				
17	21			Open Heart Cases	32	36		
110	112			Cardiac Caths	238	251		
26	38			CRM Devices	71	67		
21	46			EP Studies	45	85		
174	217	200	8.5%	Total Cardiology Procedures	386	439	396	10.9%
				<u>Interventional Radiology Procedures</u>				
7	5	6	-16.7%	Vascular	17	12	15	-20.0%
236	147	191	-23.0%	Nonvascular	481	290	382	-24.1%
243	152	197	-22.8%	Total Interventional Radiology Procedures	498	302	397	-23.9%
186	182	169	7.7%	GI Lab Procedures	392	367	347	5.8%
				<u>HH Hospice Activity</u>				
				<u>Patient Days</u>				
16,541	14,876	16,500	-9.8%	Volusia/ Flagler	34,328	29,846	33,550	-11.0%
163.0	822	641	28.2%	Orange/ Osceola	368.0	1,611	1,261	27.8%
16,704	15,698	17,141	-8.4%	HH Hospice Patient Days	34,696	31,457	34,811	-9.6%
				<u>Average Daily Census</u>				
551	496	550	-9.8%	Volusia/ Flagler	563	489	550	-11.0%
5	27	21	28.2%	Orange/ Osceola	6	26	21	27.8%
556	523	571	-8.4%	HH Hospice Average Daily Census	569	516	571	-9.6%

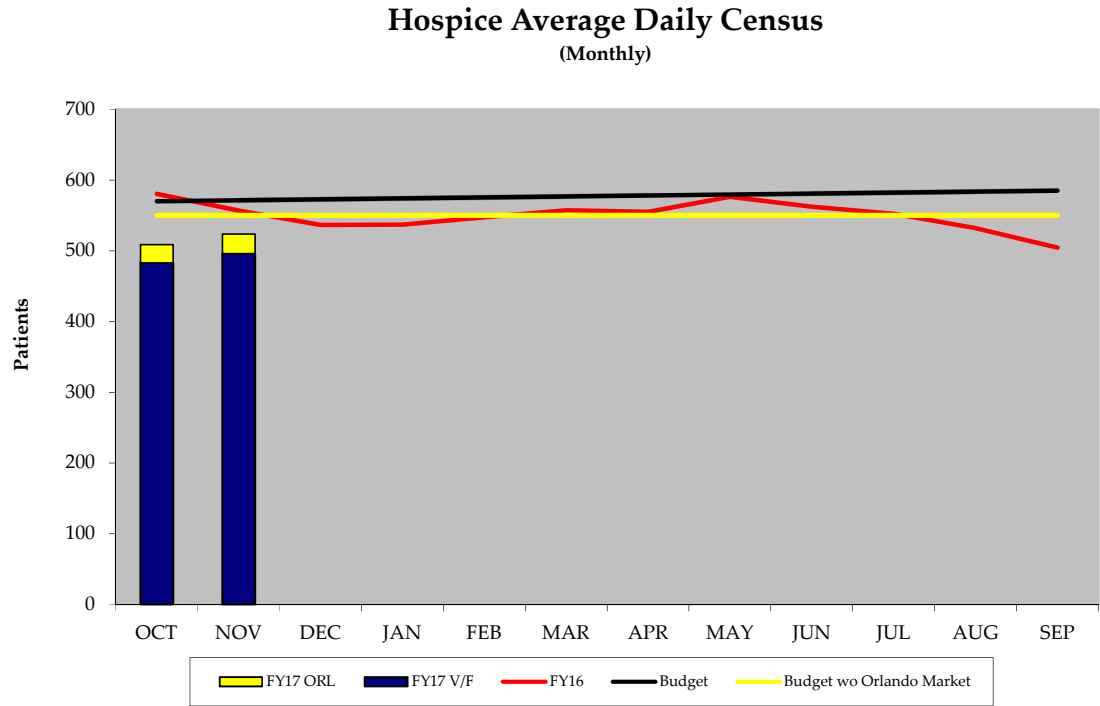
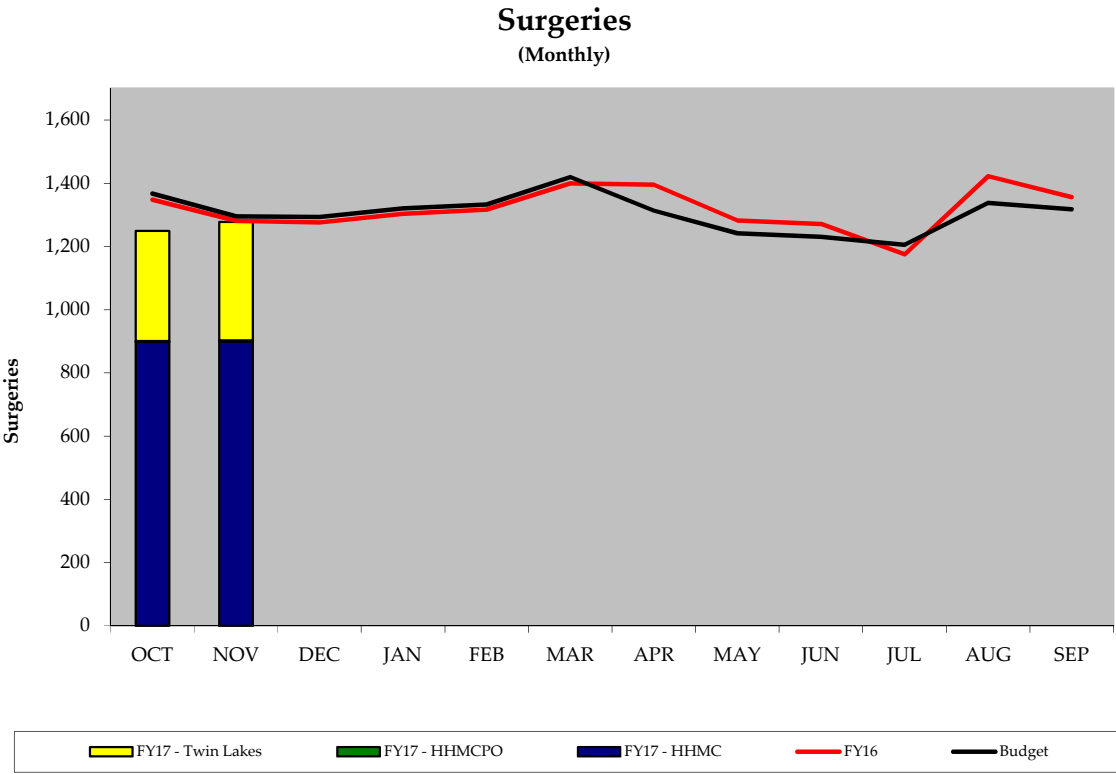
Halifax Health Statistical Summary

Month Ended November 30,				Two Months Ended November 30,			
<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>	<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>
<u>Physician Practice Activity</u>							
<u>Primary Care Visits</u>							
210	298	664	-55.1%	Ormond Beach	502	554	1,351 -59.0%
1,005	987	1,002	-1.5%	Daytona Beach	2,116	2,040	2,111 -3.3%
94	675	361	87.0%	Port Orange	181	1,334	695 91.9%
406	324	530	-38.9%	Deltona	865	640	1,130 -43.4%
323	491	723	-32.1%	Ormond Beach (Women's/OB)	655	912	1,466 -37.8%
2,038	2,775	3,280	-15.4%	Primary Care Visits	4,319	5,480	6,753 -18.8%
<u>Children's Medical Center Visits</u>							
601	974	945	3.1%	Ormond Beach	1,422	1,788	2,235 -20.0%
405	-	416	-100.0%	Palm Coast	874	293	897 -67.3%
449	506	475	6.5%	Port Orange	981	953	1,039 -8.3%
1,455	1,480	1,836	-19.4%	Children's Medical Center Visits	3,277	3,034	4,171 -27.3%
<u>Community Clinic Visits</u>							
315	381	298	27.9%	Keech Street	722	724	684 5.8%
393	221	393	-43.8%	Adult Community Clinic	856	428	856 -50.0%
708	602	691	-12.9%	Community Clinic Visits	1,578	1,152	1,540 -25.2%

Halifax Health
Statistical Summary - Graphic



Halifax Health Statistical Summary - Graphic



Halifax Health
Condensed Statement of Net Position
(\$ in thousands)

	November 30,		
	2016	2015	Change
<u>Assets</u>			
Cash and cash equivalents	\$39,347	\$44,664	(\$5,317)
Investments	267,437	249,607	17,830
Board designated assets	44,726	44,392	334
Accounts receivable	60,681	55,633	5,048
Restricted assets whose use is limited	19,164	26,852	(7,688)
Other assets	51,775	53,576	(1,801)
Deferred outflow - swap	39,308	33,268	6,040
Deferred outflow - loss on bond refunding	17,225	6,694	10,531
Deferred outflow - pension	58,096	29,544	28,552
Property, plant and equipment	354,747	364,767	(10,020)
Total Assets	\$952,506	\$908,997	\$43,509
<u>Liabilities and Net position</u>			
Accounts payable	\$29,644	\$32,131	(\$2,487)
Other liabilities	98,004	101,896	(3,892)
Net pension liability	131,108	128,468	2,640
Long-term debt	354,003	346,360	7,643
Premium on LTD, net	19,820	9,565	10,255
Long-term value of swap	39,308	33,268	6,040
Net position	280,619	257,309	23,310
Total Liabilities and Net position	\$952,506	\$908,997	\$43,509

Halifax Health
Statement of Cash Flows
(\$ in thousands)

Month ended November 30, 2016	Month ended November 30, 2015	Variance		Two Months ended November 30, 2016	Two Months ended November 30, 2015	Variance
			Cash flows from operating activities:			
\$42,633	\$43,579	(\$946)	Receipts from third party payors and patients	\$81,073	\$85,113	(\$4,040)
(21,877)	(20,015)	(1,862)	Payments to employees	(65,173)	(57,748)	(7,425)
(14,626)	(11,339)	(3,287)	Payments to suppliers	(31,676)	(31,355)	(321)
2,363	2,919	(556)	Receipt of ad valorem taxes	2,409	2,957	(548)
-	2,765	(2,765)	Receipt (payment) of State UPL funds, net	-	204	(204)
2,697	1,807	890	Other receipts	5,371	4,071	1,300
(3,532)	(3,647)	115	Other payments	(7,102)	(7,223)	121
7,658	16,069	(8,411)	Net cash provided by (used in) operating activities	(15,098)	(3,981)	(11,117)
			Cash flows from noncapital financing activities:			
53	47	6	Proceeds from donations received	137	144	(7)
-	-	-	Nonoperating gain (loss)	-	(8)	8
53	47	6	Net cash provided by noncapital financing activities	137	136	1
			Cash flows from capital and related financing activities:			
(952)	(5,750)	4,798	Acquisition of capital assets	(3,040)	(6,138)	3,098
(195)	(190)	(5)	Payment of long-term debt	(390)	(380)	(10)
(358)	(314)	(44)	Payment of interest on long-term debt	(738)	(622)	(116)
(1,505)	(6,254)	4,749	Net cash used in capital financing activities	(4,168)	(7,140)	2,972
			Cash flows from investing activities:			
683	425	258	Realized investment income (loss)	855	1,779	(924)
(733)	(506)	(227)	Purchases of investments/limited use assets	(980)	(4,927)	3,947
13	15	(2)	Sales/Maturities of investments/limited use assets	28	3,044	(3,016)
(37)	(66)	29	Net cash provided by (used in) investing activities	(97)	(104)	7
6,169	9,796	(3,627)	Net increase (decrease) in cash and cash equivalents	(19,226)	(11,089)	(8,137)
33,178	34,868	(1,690)	Cash and cash equivalents at beginning of period	58,573	55,753	2,820
<u>\$39,347</u>	<u>\$44,664</u>	<u>(\$5,317)</u>	Cash and cash equivalents at end of period	<u>\$39,347</u>	<u>\$44,664</u>	<u>(\$5,317)</u>

Halifax Health
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual Month Ended November 30, 2016	Actual Month Ended November 30, 2015	Favorable (Unfavorable) Variance		Actual Two Months Ended November 30, 2016	Actual Two Months Ended November 30, 2015	Favorable (Unfavorable) Variance
\$46,354	\$47,699	(\$1,345)	Operating revenues:			
(5,779)	(9,122)	3,343	Net patient service revenue, before provision for bad debts	\$96,028	\$96,990	(\$962)
40,575	38,577	1,998	Provision for bad debts	(15,007)	(18,318)	3,311
938	1,104	(166)	Net patient service revenue	81,021	78,672	2,349
3,156	2,242	914	Ad valorem taxes	1,875	2,209	(334)
44,669	41,923	2,746	Other revenue	4,358	5,607	(1,249)
			Total operating revenues	87,254	86,488	766
			Operating expenses:			
22,568	20,585	(1,983)	Salaries and benefits	47,183	42,256	(4,927)
5,849	6,920	1,071	Purchased services	11,843	13,223	1,380
7,669	7,193	(476)	Supplies	15,713	14,833	(880)
2,013	2,040	27	Depreciation and amortization	4,038	4,070	32
1,417	1,466	49	Interest	2,855	2,926	71
613	624	11	Ad valorem tax related expenses	1,227	1,224	(3)
702	769	67	Leases and rentals	1,424	1,546	122
2,273	2,295	22	Other	4,548	4,534	(14)
43,104	41,892	(1,212)	Total operating expenses	88,831	84,612	(4,219)
1,565	31	1,534	Excess (deficiency) of operating revenues over expenses	(1,577)	1,876	(3,453)
			Nonoperating revenues, expenses, and gains/(losses):			
683	425	258	Realized investment income/(losses)	855	1,779	(924)
362	(144)	506	Unrealized investment income/(losses)	(1,150)	1,342	(2,492)
72	47	25	Donation revenue	195	143	52
-	-	-	Interest - bond issue costs	-	-	-
(19)	-	(19)	Nonoperating gains/(losses), net	(58)	(8)	(50)
1,098	328	770	Total nonoperating revenues, expenses, and gains/(losses)	(158)	3,256	(3,414)
\$2,663	\$359	\$2,304	Increase (decrease) in net position	(\$1,735)	\$5,132	(\$6,867)

Halifax Health
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual	Static Budget	Favorable		Actual	Static Budget	Favorable
Month Ended	Month Ended	(Unfavorable)		Two Months Ended	Two Months Ended	(Unfavorable)
November 30, 2016	November 30, 2016	Variance		November 30, 2016	November 30, 2016	Variance
			Operating revenues:			
\$46,354	\$44,948	\$1,406	Net patient service revenue, before provision for bad debts	\$96,028	\$93,658	\$2,370
(5,779)	(5,590)	(189)	Provision for bad debts	(15,007)	(12,996)	(2,011)
40,575	39,358	1,217	Net patient service revenue	81,021	80,662	359
938	938	-	Ad valorem taxes	1,875	1,875	-
3,156	2,456	700	Other revenue	4,358	4,629	(271)
44,669	42,752	1,917	Total operating revenues	87,254	87,166	88
			Operating expenses:			
22,568	22,879	311	Salaries and benefits	47,183	46,642	(541)
5,849	5,810	(39)	Purchased services	11,843	11,645	(198)
7,669	7,503	(166)	Supplies	15,713	15,468	(245)
2,013	2,017	4	Depreciation and amortization	4,038	4,043	5
1,417	1,412	(5)	Interest	2,855	2,824	(31)
613	621	8	Ad valorem tax related expenses	1,227	1,242	15
702	700	(2)	Leases and rentals	1,424	1,403	(21)
2,273	2,241	(32)	Other	4,548	4,485	(63)
43,104	43,183	79	Total operating expenses	88,831	87,752	(1,079)
1,565	(431)	1,996	Excess (deficiency) of operating revenues over expenses	(1,577)	(586)	(991)
			Nonoperating revenues, expenses, and gains/(losses):			
683	385	298	Realized investment income/(losses)	855	771	84
362	-	362	Unrealized investment income/(losses)	(1,150)	-	(1,150)
72	60	12	Donation revenue	195	119	76
-	-	-	Interest - bond issue costs	-	-	-
(19)	-	(19)	Nonoperating gains/(losses), net	(58)	-	(58)
1,098	445	653	Total nonoperating revenues, expenses, and gains/(losses)	(158)	890	(1,048)
\$2,663	\$14	\$2,649	Increase (decrease) in net position	(\$1,735)	\$304	(\$2,039)

Halifax Health Medical Center
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual Month Ended November 30, 2016	Static Budget Month Ended November 30, 2016	Favorable (Unfavorable) Variance		Actual Two Months Ended November 30, 2016	Static Budget Two Months Ended November 30, 2016	Favorable (Unfavorable) Variance
			Operating revenues:			
\$42,983	\$41,331	\$1,652	Net patient service revenue, before provision for bad debts	\$89,237	\$86,314	\$2,923
(5,729)	(5,491)	(238)	Provision for bad debts	(14,852)	(12,798)	(2,054)
37,254	35,840	1,414	Net patient service revenue	74,385	73,516	869
938	938	-	Ad valorem taxes	1,875	1,875	-
1,496	1,740	(244)	Other revenue	2,511	3,197	(686)
39,688	38,518	1,170	Total operating revenues	78,771	78,588	183
			Operating expenses:			
20,534	20,762	228	Salaries and benefits	42,979	42,334	(645)
4,949	4,733	(216)	Purchased services	10,045	9,467	(578)
7,462	7,275	(187)	Supplies	15,285	15,006	(279)
1,875	1,879	4	Depreciation and amortization	3,762	3,767	5
1,405	1,400	(5)	Interest	2,831	2,800	(31)
613	621	8	Ad valorem tax related expenses	1,227	1,242	15
546	537	(9)	Leases and rentals	1,109	1,074	(35)
2,042	1,994	(48)	Other	4,107	3,987	(120)
39,426	39,201	(225)	Total operating expenses	81,345	79,677	(1,668)
262	(683)	945	Excess (deficiency) of operating revenues over expenses	(2,574)	(1,089)	(1,485)
			Nonoperating revenues, expenses, and gains/(losses):			
629	197	432	Realized investment income/(losses)	750	395	355
(1,406)	-	(1,406)	Unrealized investment income/(losses)	(2,016)	-	(2,016)
-	-	-	Donation revenue	15	-	15
(777)	197	(974)	Total nonoperating revenues, expenses, and gains/(losses)	(1,251)	395	(1,646)
(\$515)	(\$486)	(\$29)	Decrease in net position	(\$3,825)	(\$694)	(\$3,131)

Halifax Health Medical Center
Net Patient Service Revenue
(\$ in thousands)

Actual Month Ended November 30, 2015		Actual Month Ended November 30, 2016		Static Budget Month Ended November 30, 2016			Actual Two Months Ended November 30, 2015		Actual Two Months Ended November 30, 2016		Static Budget Two Months Ended November 30, 2016	
\$131,137	100.00%	\$148,174	100.00%	\$138,663	100.00%	Gross charges	\$266,646	100.00%	\$292,769	100.00%	\$285,427	100.00%
(7,039)	-5.37%	(11,011)	-7.43%	(8,074)	-5.82%	Charity	(11,539)	-4.33%	(19,673)	-6.72%	(16,619)	-5.82%
(79,992)	-61.00%	(94,180)	-63.56%	(89,258)	-64.37%	Contractual adjustments	(165,587)	-62.10%	(183,859)	-62.80%	(182,494)	-63.94%
44,106	33.63%	42,983	29.01%	41,331	29.81%	Gross charges, before provision for bad debts	89,520	33.57%	89,237	30.48%	86,314	30.24%
(9,070)	-6.92%	(5,729)	-3.87%	(5,491)	-3.96%	Provision for bad debts	(18,268)	-6.85%	(14,852)	-5.07%	(12,798)	-4.48%
\$35,036	26.72%	\$37,254	25.14%	\$35,840	25.85%	Net patient service revenue	\$71,252	26.72%	\$74,385	25.41%	\$73,516	25.76%

Halifax Health Hospice
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual Month Ended November 30, 2016	Static Budget Month Ended November 30, 2016	Favorable (Unfavorable) Variance		Actual Two Months Ended November 30, 2016	Static Budget Two Months Ended November 30, 2016	Favorable (Unfavorable) Variance
			Operating revenues:			
\$3,371	\$3,617	(\$246)	Net patient service revenue, before provision for bad debts	\$6,791	\$7,344	(\$553)
(50)	(99)	49	Provision for bad debts	(155)	(198)	43
3,321	3,518	(197)	Net patient service revenue	6,636	7,146	(510)
182	199	(17)	Other revenue	337	398	(61)
3,503	3,717	(214)	Total operating revenues	6,973	7,544	(571)
			Operating expenses:			
1,962	2,043	81	Salaries and benefits	4,057	4,158	101
865	1,038	173	Purchased services	1,732	2,101	369
207	227	20	Supplies	428	460	32
71	71	-	Depreciation and amortization	143	143	-
151	158	7	Leases and rentals	305	319	14
179	177	(2)	Other	349	357	8
3,435	3,714	279	Total operating expenses	7,014	7,538	524
68	3	65	Excess (deficiency) of operating revenues over expenses	(41)	6	(47)
			Nonoperating revenues, expenses, and gains/(losses):			
54	188	(134)	Realized investment income/(losses)	105	376	(271)
1,768	-	1,768	Unrealized investment income/(losses)	866	-	866
72	60	12	Donation revenue	180	119	61
(19)	-	(19)	Nonoperating gains/(losses), net	(58)	-	(58)
1,875	248	1,627	Total nonoperating revenues, expenses, and gains/(losses)	1,093	495	598
1,943	251	1,692	Increase in net position	1,052	501	551

Volusia Health Network / Halifax Management Systems
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual	Static Budget	Favorable		Actual	Static Budget	Favorable
Month Ended	Month Ended	(Unfavorable)		Two Months Ended	Two Months Ended	(Unfavorable)
November 30, 2016	November 30, 2016	Variance		November 30, 2016	November 30, 2016	Variance
			Operating revenues:			
\$0	\$0	\$0	Net patient service revenue, before provision for bad debts	\$0	\$0	\$0
-	-	-	Provision for bad debts	-	-	-
-	-	-	Net patient service revenue	-	-	-
336	341	(5)	Other revenue	679	682	(3)
336	341	(5)	Total operating revenues	679	682	(3)
			Operating expenses:			
60	64	4	Salaries and benefits	125	129	4
32	35	3	Purchased services	63	70	7
-	1	1	Supplies	-	2	2
67	67	-	Depreciation and amortization	133	133	-
12	12	-	Interest	24	24	-
5	5	-	Leases and rentals	10	10	-
1	3	2	Other	2	7	5
177	187	10	Total operating expenses	357	375	18
159	154	5	Excess of operating revenues over expenses	322	307	15
			Nonoperating revenues, expenses, and gains/(losses):			
-	-	-	Realized investment income/(losses)	-	-	-
-	-	-	Unrealized investment income/(losses)	-	-	-
-	-	-	Donation revenue	-	-	-
-	-	-	Nonoperating gains/(losses), net	-	-	-
-	-	-	Total nonoperating revenues, expenses, and gains/(losses)	-	-	-
\$159	\$154	\$5	Increase in net position	\$322	\$307	\$15

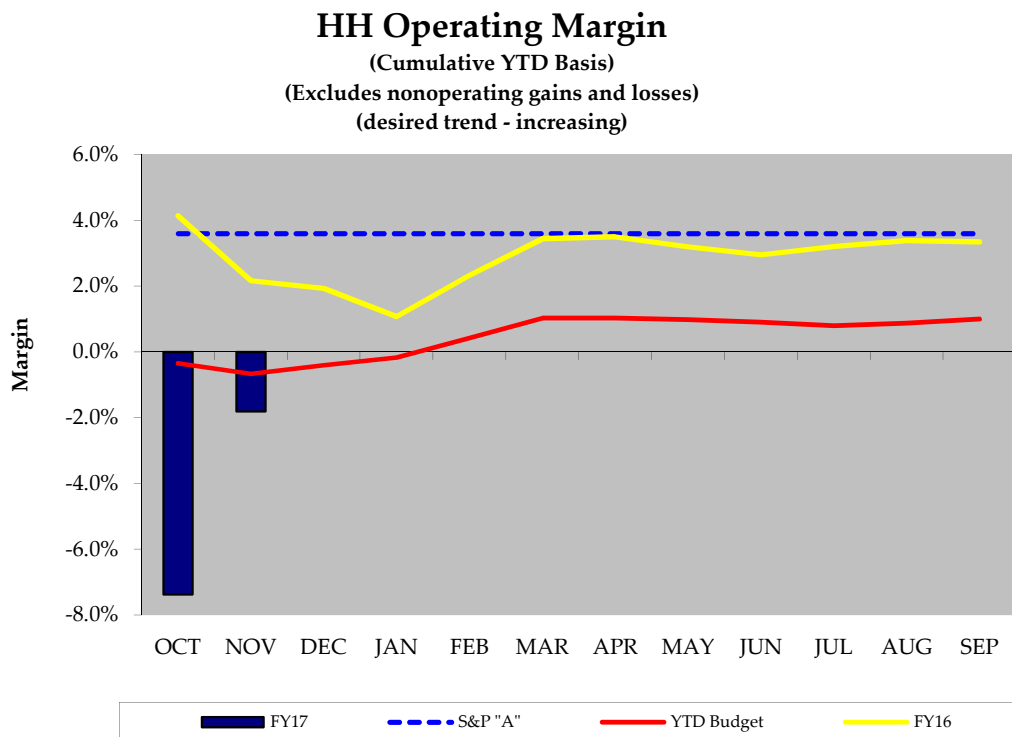
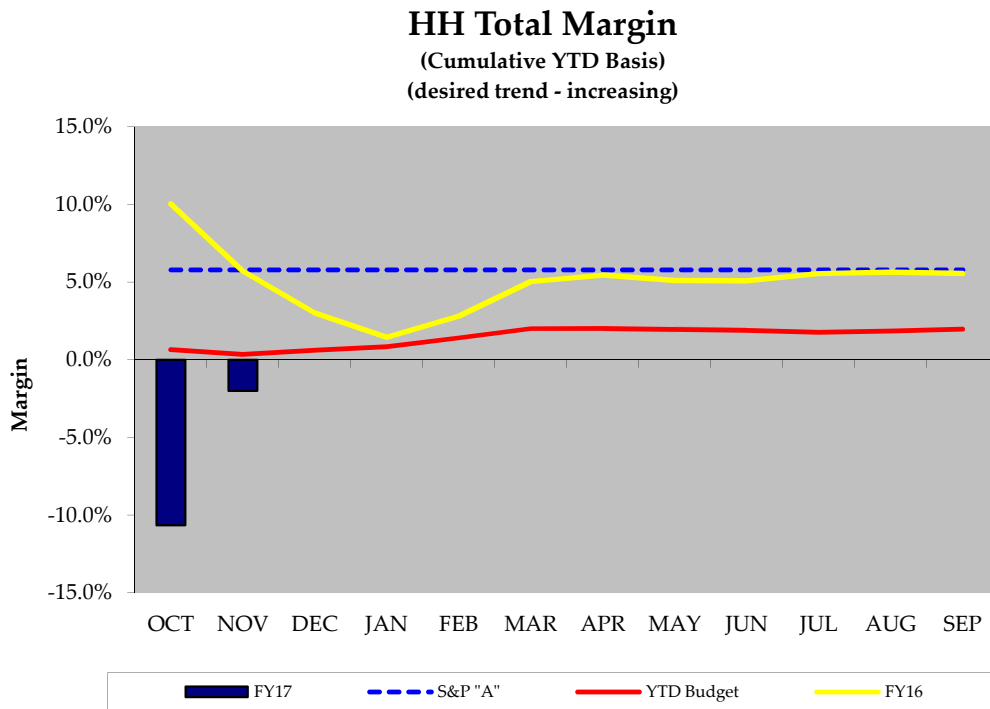
Halifax Health Foundation
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual	Static Budget	Favorable		Actual	Static Budget	Favorable
Month Ended	Month Ended	(Unfavorable)		Two Months Ended	Two Months Ended	(Unfavorable)
November 30, 2016	November 30, 2016	Variance		November 30, 2016	November 30, 2016	Variance
			Operating revenues:			
\$0	\$0	\$0	Net patient service revenue, before provision for bad debts	\$0	\$0	\$0
-	-	-	Provision for bad debts	-	-	-
-	-	-	Net patient service revenue	-	-	-
33	105	(72)	Realized investment income/(losses)	64	210	(146)
1,036	-	1,036	Unrealized investment income/(losses)	629	-	629
73	71	2	Donation revenue	138	142	(4)
-	-	-	Other revenue	-	-	-
1,142	176	966	Total operating revenues	831	352	479
			Operating expenses:			
12	10	(2)	Salaries and benefits	22	21	(1)
3	4	1	Purchased services	3	7	4
-	-	-	Supplies	-	-	-
-	-	-	Depreciation and amortization	-	-	-
-	-	-	Interest	-	-	-
-	-	-	Leases and rentals	-	-	-
51	67	16	Other	90	134	44
66	81	15	Total operating expenses	115	162	47
\$1,076	\$95	\$981	Increase in net position	\$716	\$190	\$526

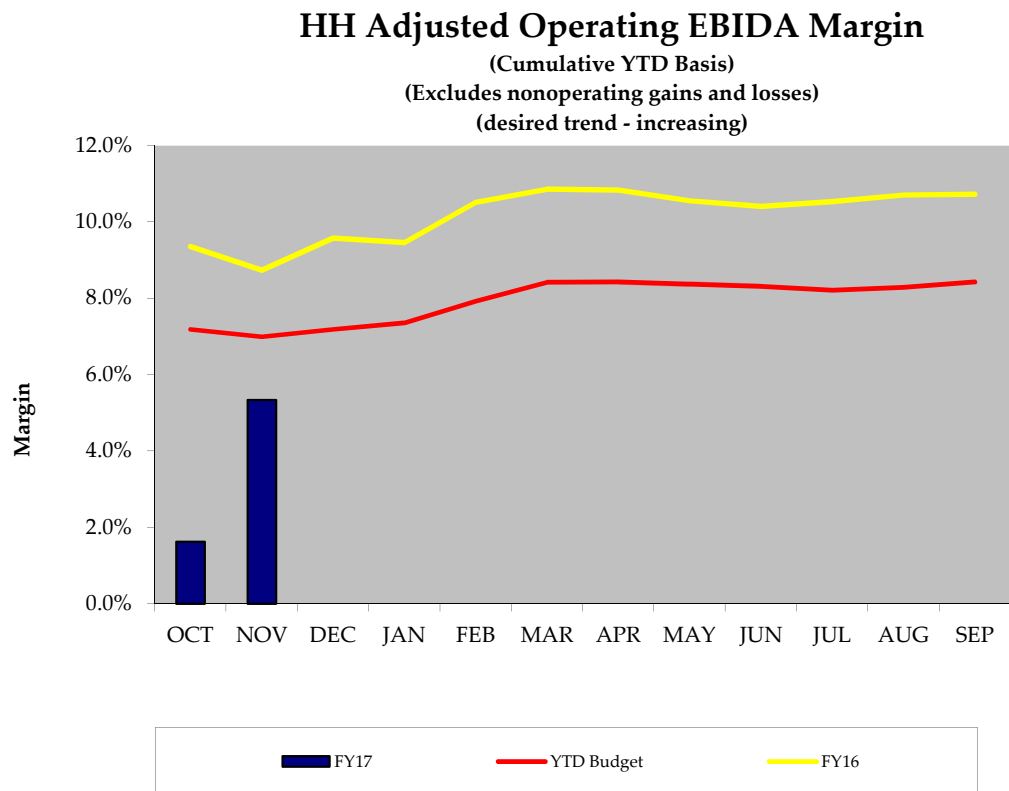
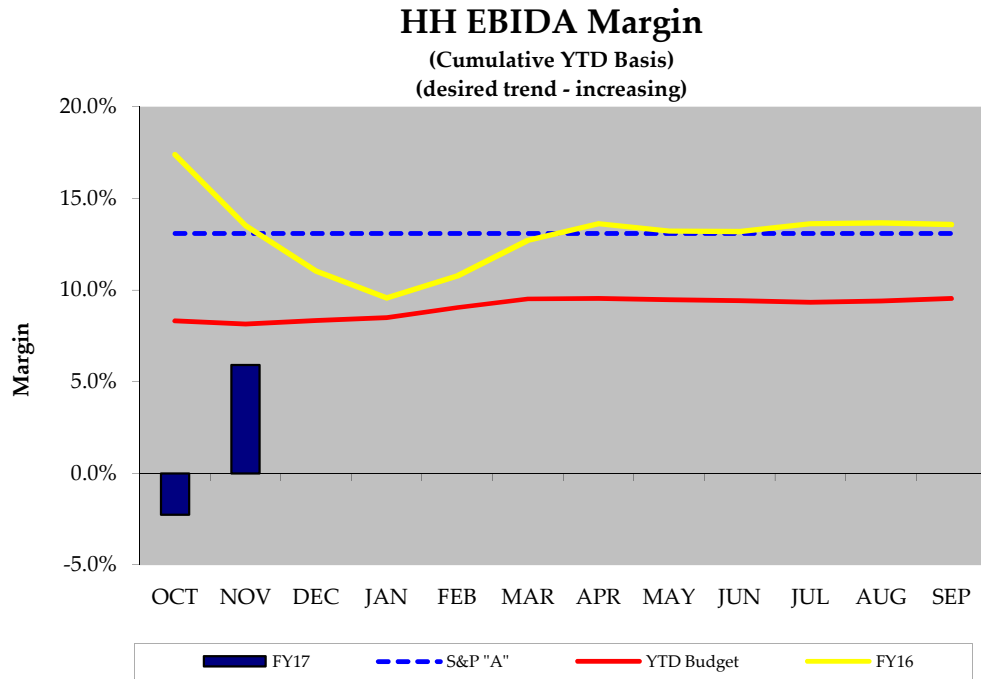
Halifax Health Medical Center (Obligated Group)
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual Month Ended November 30, 2016	Static Budget Month Ended November 30, 2016	Favorable (Unfavorable) Variance		Actual Two Months Ended November 30, 2016	Static Budget Two Months Ended November 30, 2016	Favorable (Unfavorable) Variance
			Operating revenues:			
\$42,983	\$41,331	\$1,652	Net patient service revenue, before provision for bad debts	\$89,237	\$86,314	\$2,923
(5,729)	(5,491)	(238)	Provision for bad debts	(14,852)	(12,798)	(2,054)
37,254	35,840	1,414	Net patient service revenue	74,385	73,516	869
938	938	-	Ad valorem taxes	1,875	1,875	-
1,496	1,740	(244)	Other revenue	2,511	3,197	(686)
39,688	38,518	1,170	Total operating revenues	78,771	78,588	183
			Operating expenses:			
20,534	20,762	228	Salaries and benefits	42,979	42,334	(645)
4,949	4,733	(216)	Purchased services	10,045	9,467	(578)
7,462	7,275	(187)	Supplies	15,285	15,006	(279)
1,875	1,879	4	Depreciation and amortization	3,762	3,767	5
1,405	1,400	(5)	Interest	2,831	2,800	(31)
613	621	8	Ad valorem tax related expenses	1,227	1,242	15
546	537	(9)	Leases and rentals	1,109	1,074	(35)
2,042	1,994	(48)	Other	4,107	3,987	(120)
39,426	39,201	(225)	Total operating expenses	81,345	79,677	(1,668)
262	(683)	945	Excess (deficiency) of operating revenues over expenses	(2,574)	(1,089)	(1,485)
			Nonoperating revenues, expenses, and gains/(losses):			
629	197	432	Realized investment income/(losses)	750	395	355
(1,406)	-	(1,406)	Unrealized investment income/(losses)	(2,016)	-	(2,016)
-	-	-	Donation revenue	15	-	15
-	-	-	Interest - Bond issue costs	-	-	-
-	-	-	Nonoperating gains/(losses), net	-	-	-
(777)	197	(974)	Total nonoperating revenues, expenses, and gains/(losses)	(1,251)	395	(1,646)
(515)	(486)	(29)	Decrease in net position before other changes in net position	(3,825)	(694)	(3,131)
3,178	500	2,678	Income from affiliates	2,090	998	1,092
\$2,663	\$14	\$2,649	Increase (decrease) in net position	(\$1,735)	\$304	(\$2,039)

Halifax Health Financial Summary - Graphic



Halifax Health Financial Summary - Graphic



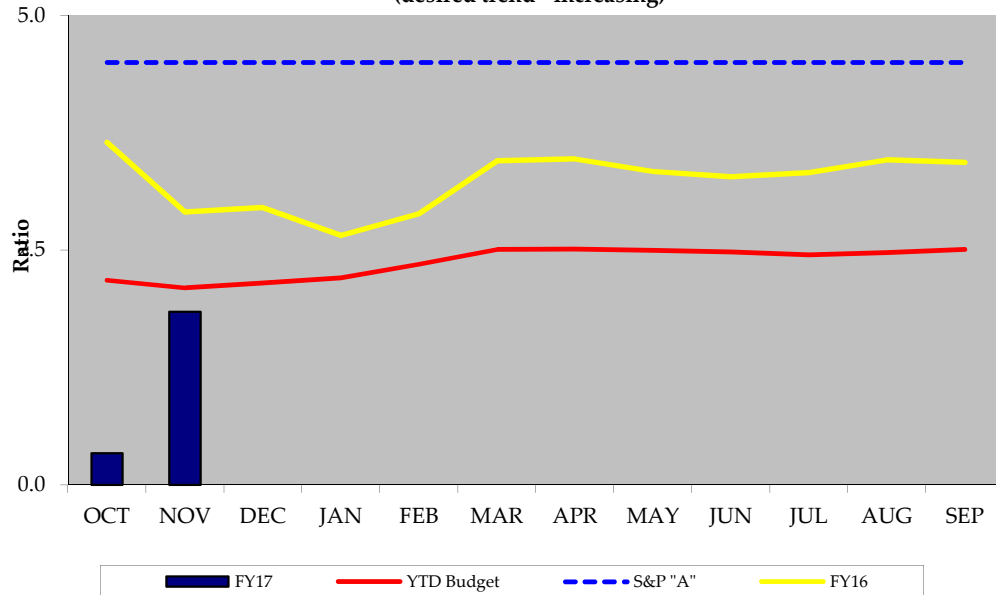
Halifax Health Financial Summary - Graphic

HH MADS Coverage Ratio

(Annualized Basis)

(Excludes unrealized investment gains/losses in accordance with covenant requirements)

(desired trend - increasing)

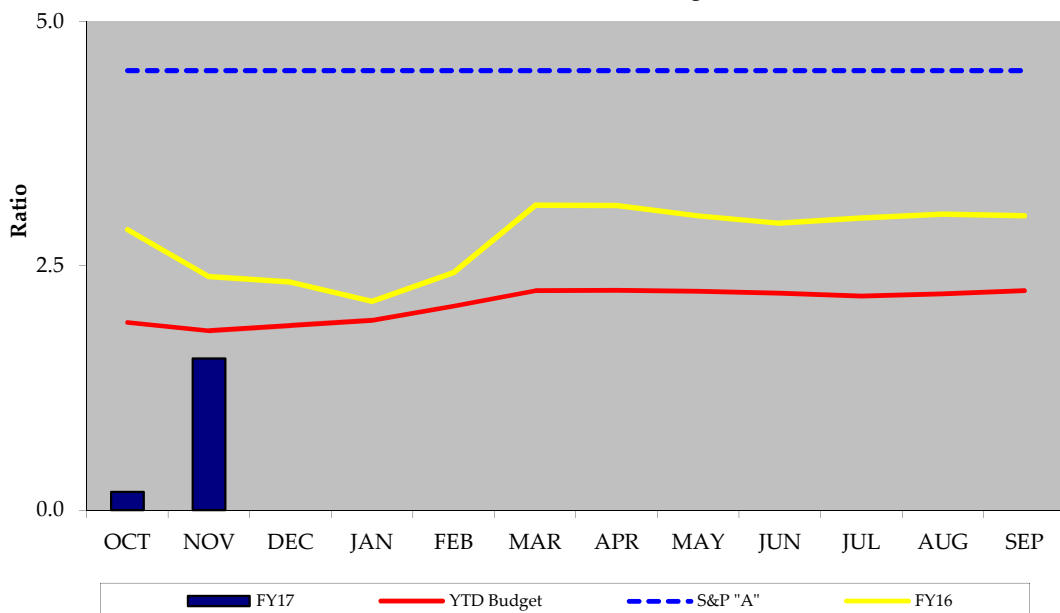


HH MADS Coverage Ratio - Operations Only

(Annualized Basis)

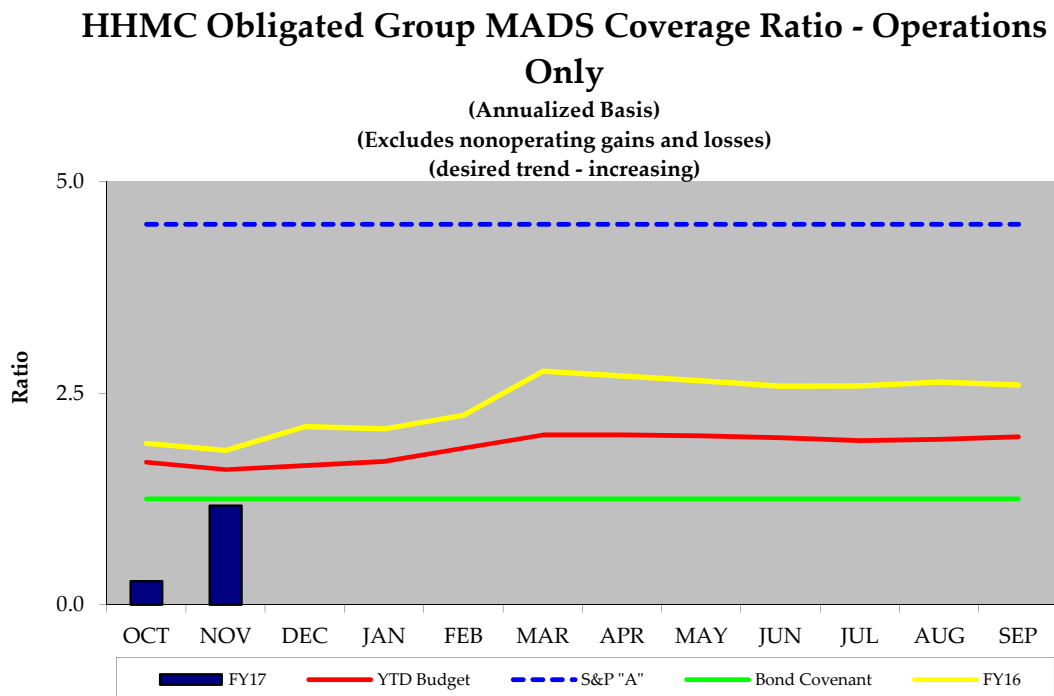
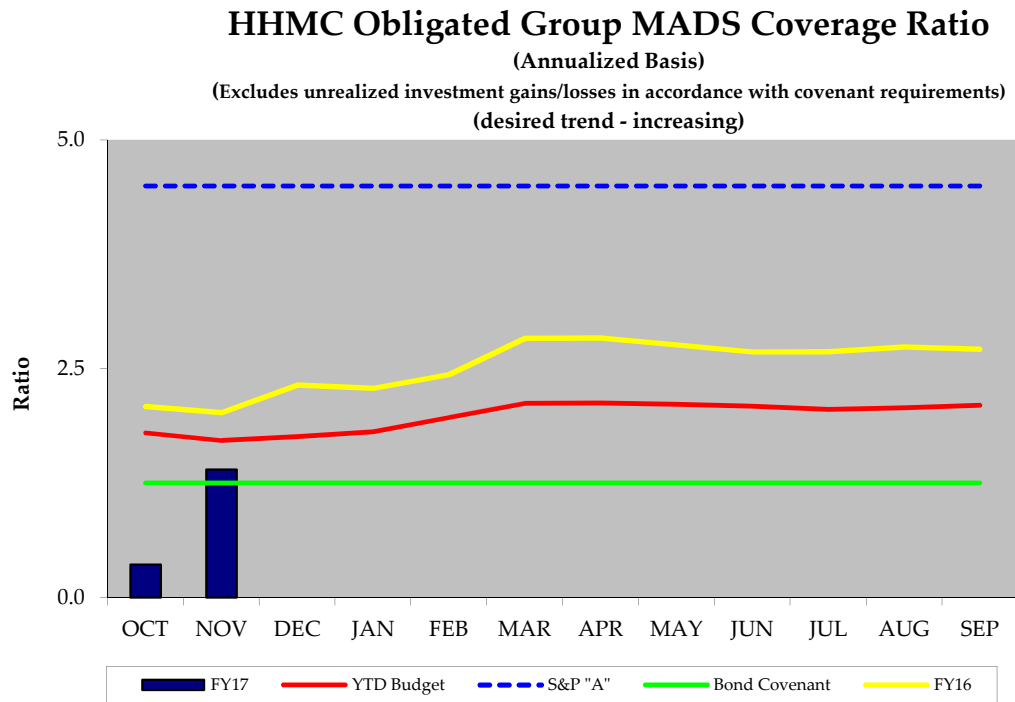
(Excludes nonoperating gains and losses)

(desired trend - increasing)



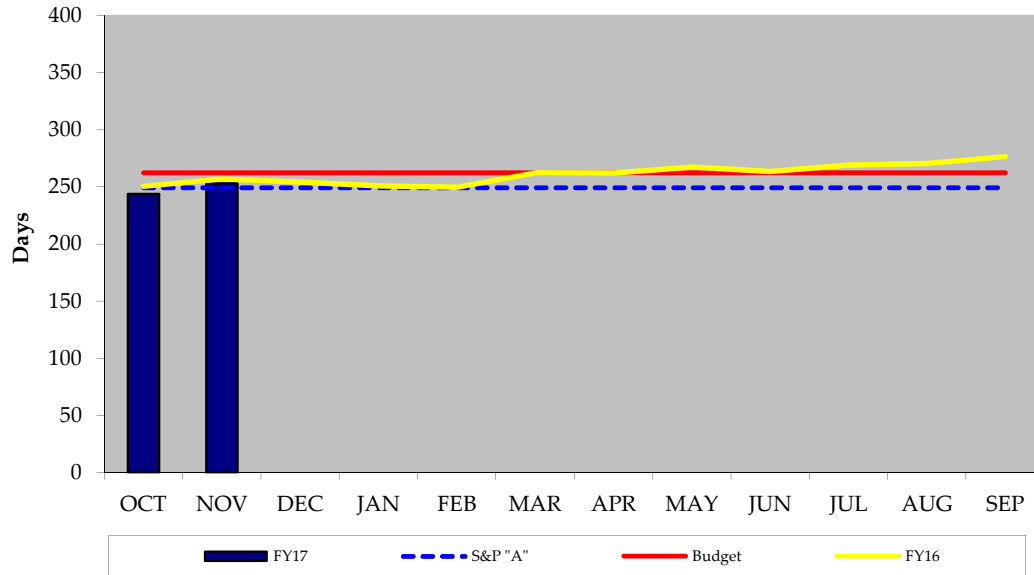
Halifax Health

Financial Summary - Graphic

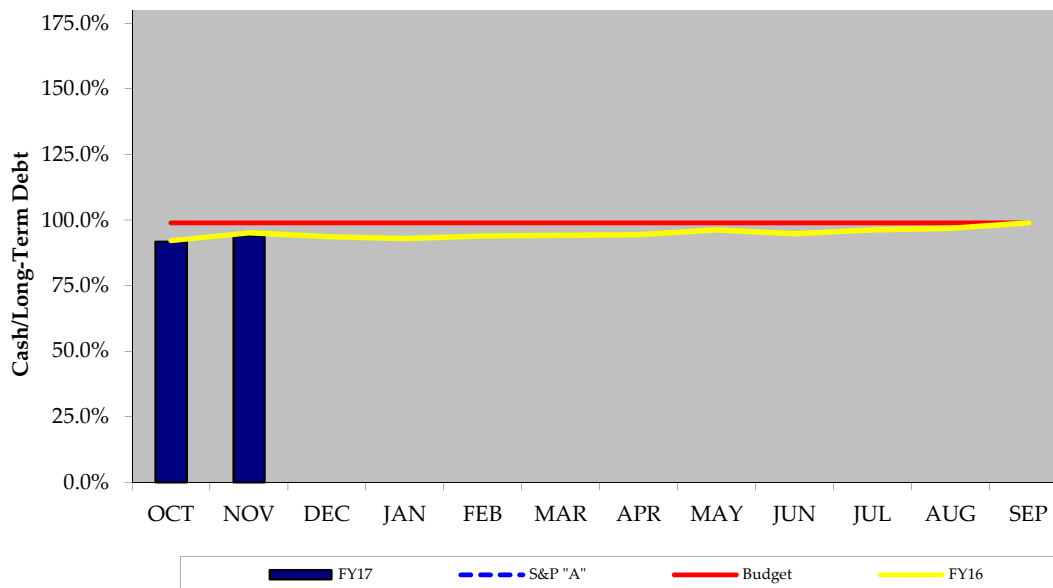


Halifax Health Financial Summary - Graphic

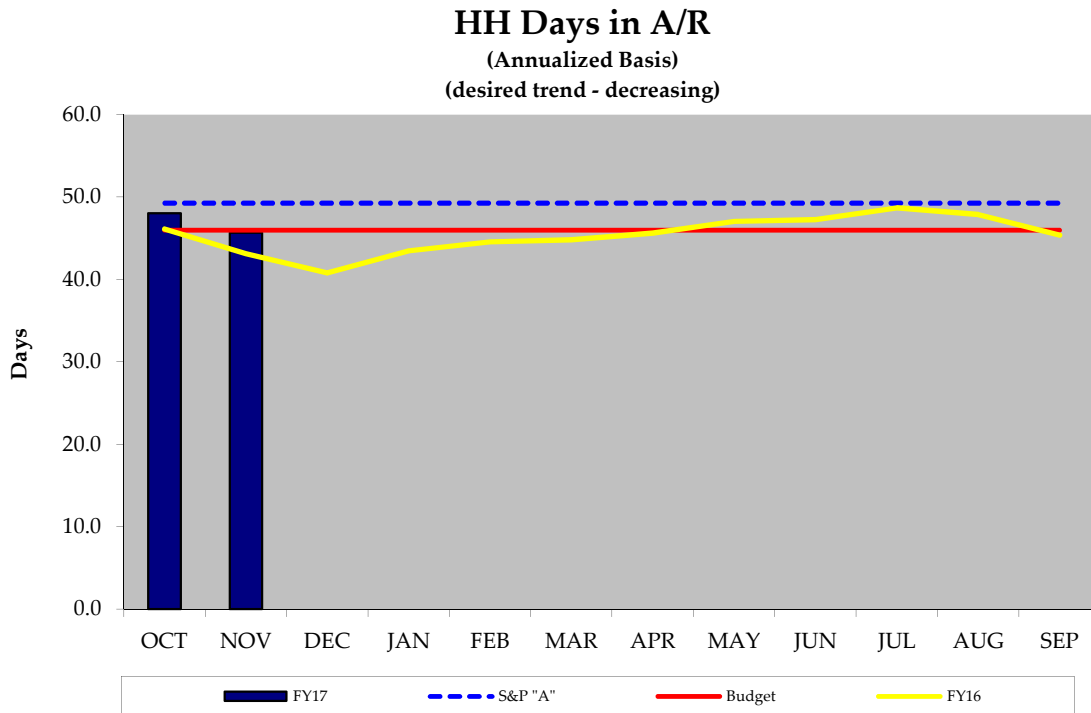
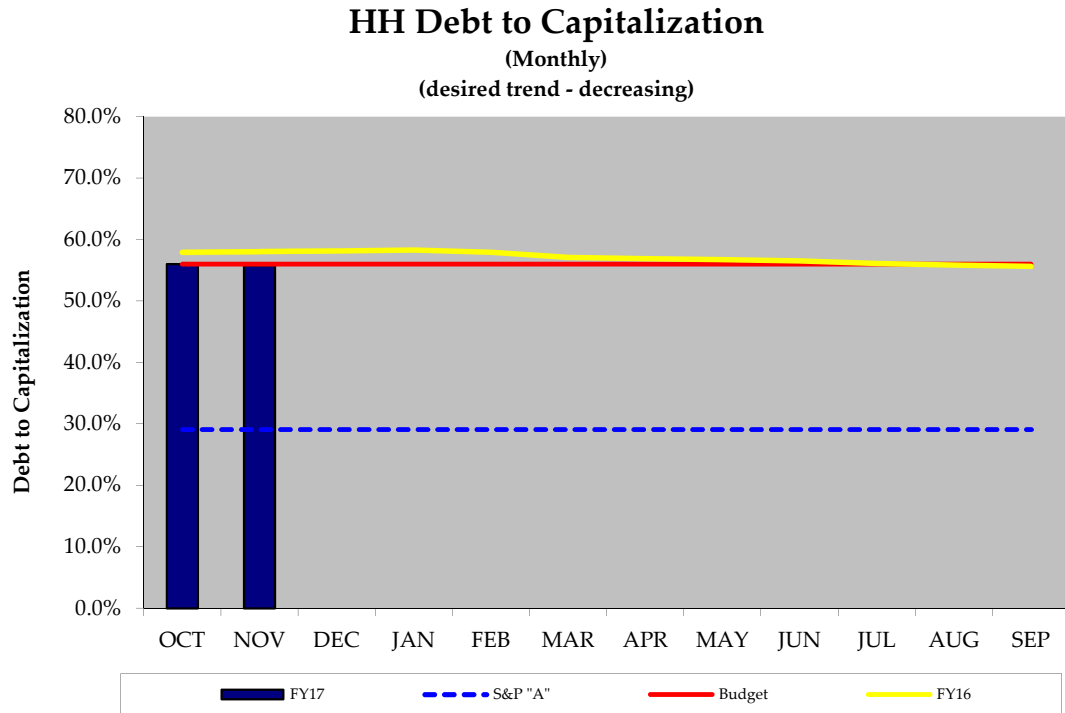
HH Days Cash on Hand
(Annualized Basis)
(desired trend - increasing)



HH Cash/Debt
(Monthly)
(desired trend - increasing)

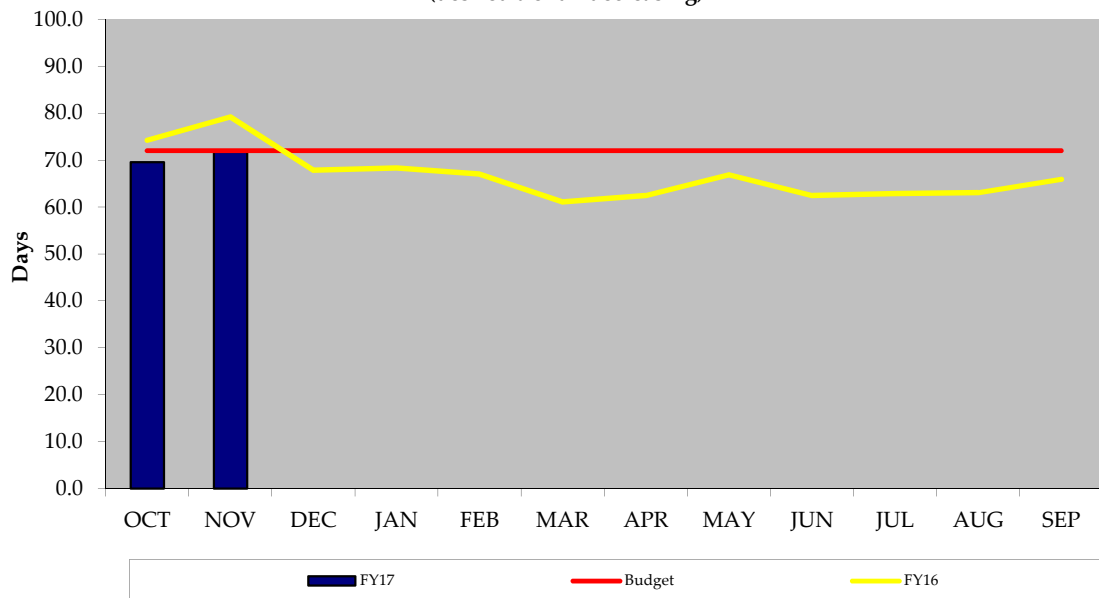


Halifax Health Financial Summary - Graphic

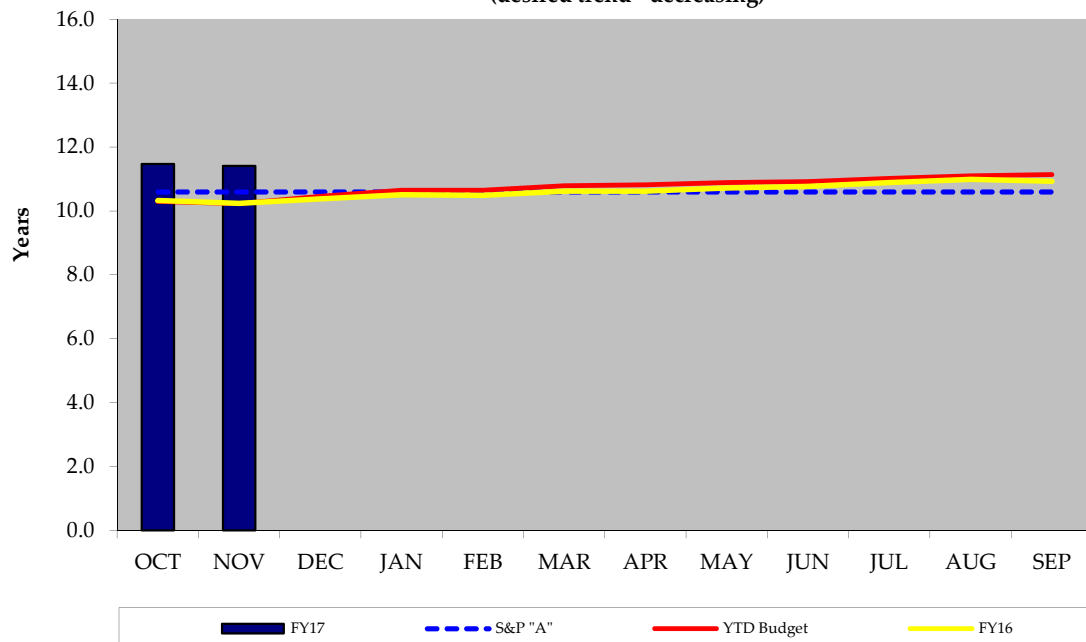


Halifax Health Financial Summary - Graphic

HH Average Payment Period (Annualized Basis) (desired trend - decreasing)



HH Average Age of Plant (Annualized Basis) (desired trend - decreasing)



Halifax Health
Financial Ratios and Operating Indicators
Definitions and Calculations

Indicator	Definition	Calculation
Total Margin *	Gauges the relative efficiency with which the System produces its output.	$\frac{\text{Net Income}}{\text{Total Revenues}}$
EBIDA Margin *	Gauges the relative efficiency excluding capital costs with which the System produces its output.	$\frac{\text{Net income} + \text{Int} + \text{Depr} + \text{Amort}}{\text{Total Revenues}}$
MADS Coverage Ratio *	Measures profitability relative to the Maximum Principal and Interest Payment of Debt	$\frac{\text{Net Income} + \text{Depr} + \text{Amort} + \text{Int}}{\text{Maximum Annual Debt Service}}$
Days Cash on Hand	Measures the number of days of average cash expenses that the System maintains in cash and cash equivalents and unrestricted investments.	$\frac{\text{Unrestricted Cash and Investments}}{(\text{Total Expenses} - \text{Depr}) / \text{Days in Period}}$
Cash to Long-term Debt	Measures the percentage of unrestricted cash and investments to long-term debt.	$\frac{\text{Unrestricted Cash and Investments}}{\text{Long-term Debt}}$
Long-term Debt to Capitalization	Measures the reliance on long-term debt financing and ability to issue new debt.	$\frac{\text{Long-term Debt}}{\text{Long-term Debt} + \text{Net Position}}$
Days in Accounts Receivable	Measures the average time that receivables are outstanding, or the average collection period.	$\frac{\text{Accounts Receivable}}{\text{Net Patient Service Revenue} / \text{Days in Period}}$
Average Payment Period	Provides a measure of the average time that elapses before current liabilities are paid.	$\frac{\text{Current Liabilities}}{(\text{Total Expenses} - \text{Depr}) / \text{Days in Period}}$
Average Age of Plant	Provides a measure of the average age in years of the System's fixed assets.	$\frac{\text{Accumulated Depreciation}}{\text{Depreciation Expense}}$
Operating Margin	Gauges the relative operating efficiency with which the System produces its output.	$\frac{\text{Excess of Operating Revenues}}{\text{Total Operating Revenues} + \text{Bad Debt}}$
* Operations Only Indicators	Excludes realized and unrealized investment income, donations, and nonoperating gains and losses	

Halifax Health
FY2016 Capital Investment Strategy
Executive Summary
As of November 30, 2016
(\$ in thousands)

Targeted Unrestricted Cash and Investments - September 30, 2017 (262 days cash on hand)	\$ 362,668
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Projected FY 2017 funds available for capital expenditures - based on current level of unrestricted cash and investment, plus amounts expected to be derived from operations and other sources	\$ 30,489	=	This amount is greater than the projected capital expenditures for FY 2017
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Capital Strategy Justifications for Approval of Proposed Capital Projects:

1. The targeted unrestricted cash and investments for September 30, 2017 (and related days cash on hand) continues to be considered appropriate.
2. The capital requirements of the projects proposed for Board of Commissioners' approval are within the scope of the FY 2017 capital budget.

Halifax Health
FY2017 Capital Investment Strategy
As of November 30, 2016
(\$ in thousands)

	Hospital Only	HH Holdings	HH Obligated Group	Foundation	Hospice	Total Halifax Health*
Unrestricted Cash and Investments and days cash on hand						
Actual unrestricted Cash and Investments as of November 30, 2016	\$84,957	\$165,786	\$250,743	\$33,451	\$67,316	\$351,510
Days cash on hand (excluding settlement and legal fees) [S&P Calculation]	66.8	N/A	197.2	N/A	597.7	252.9
Days cash on hand including bad debt (excluding settlement and legal fees) [Bond Compliance Calculation]	56.1	N/A	165.5	N/A	584.5	214.9
Projection of Cash Available for Capital Investment - FY 2017						
Actual Cash and Investments as of November 30, 2016	\$84,957	\$165,786	\$250,743	\$33,451	\$67,316	\$351,510
Budgeted Cash and Investments at September 30, 2017	88,924	168,474	257,398	34,422	70,848	362,668
Cash and Investments in excess of Budget	(3,967)	(2,688)	(6,655)	(971)	(3,532)	(11,158)
Calculation of Cash from Operations Available for Capital Investment						
Gain from operations - budgeted FY 2017- Remaining	\$5,295	\$443	\$5,737	\$944	\$681	\$5,932
GASB 68 pension accounting - budgeted FY 2017- Remaining	9,355	799	10,154	-	506	10,660
Depreciation expense - budgeted FY 2017- Remaining	18,528	-	18,528	-	652	19,847
Expected cash from operations- budgeted FY 2017- Remaining	33,178	1,242	34,419	944	1,839	36,439
Donations and nonoperating gains, net- budgeted FY 2017- Remaining	-	-	-	-	596	596
Investment gains- budgeted FY 2017- Remaining	\$688	\$1,288	\$1,975	\$0	\$1,880	\$3,855
Portion being made available for capital expenditures	100% 688	100% 1,288	100% 1,975	100% -	100% 1,880	100% 3,855
Adjustment to cash from Bond Proceeds	13,116	-	13,116	-	-	13,116
Pension Funding	(361)	-	(361)	-	(40)	(401)
Expected changes in working capital through September 30, 2017	(4,432)	-	(4,432)	-	-	(4,432)
Principal payments on debt	(7,526)	-	(7,526)	-	-	(7,526)
Total expected cash and investments available for capital expenditures	(A) \$30,695	(A) (\$159)	(A) \$30,536	(A) (\$27)	(A) \$743	(A) \$30,489
Projected Capital Investments FY 2017						
Capital projects approved in FY 2016 and prior - not expended at September 30, 2016	\$18,044	\$0	\$18,044	\$0	\$108	\$18,152
FY2017 Capital Budget	19,700	-	19,700	-	300	20,000
Adjustments (FY 2017 Budgeted Projects approved in FY 2016)	(1,681)	-	(1,681)	-	-	(1,681)
Estimated carryover of approved projects to FY 2017	(12,000)	-	(12,000)	-	-	(12,000)
Projected capital expenditures	(B) 24,063	(B) -	(B) 24,063	(B) -	(B) 408	(B) 24,471
Projected funds available in excess of capital expenditures	(A)-(B) \$6,633	(A)-(B) (\$159)	(A)-(B) \$6,474	(A)-(B) (\$27)	(A)-(B) \$335	(A)-(B) \$6,018
Summary of Capital Approvals						
FY 2017 Capital Budget	\$19,700	\$0	\$19,700	\$0	\$300	\$20,000
Projected funds available in excess of FY 2017 Capital Investment	6,633	(159)	6,474	(27)	335	6,018
FY 2015 Capital Budget plus projected excess funds	(C) 26,333	(C) (159)	(C) 26,174	(C) (27)	(C) 635	(C) 26,018
FY2017 Board of Commissioners approved projects	5,172	-	5,172	-	-	5,172
FY 2017 CIC approved projects, net of those subsequently approved by the Board	1,437	-	1,437	-	-	1,437
Approved capital projects	(D) 6,609	(D) -	(D) 6,609	(D) -	(D) -	(D) 6,609
Adjustments (FY 2017 board approvals, approved by CIC in FY 2016)	(E) (4,113)	(E) -	(E) (4,113)	(E) -	(E) -	(E) (4,113)
Available for new projects	(C)-(D)-(E) 23,836	(C)-(D)-(E) (159)	(C)-(D)-(E) 23,677	(C)-(D)-(E) (27)	(C)-(D)-(E) 635	(C)-(D)-(E) 23,522
Project(s) proposed for Board of Commissioners approval:						
Intrabeam Radiation System	(\$441)	\$0	(\$441)	\$0	\$0	(\$441)
Fountain Building Waterproofing and Repairs	(118)	-	(118)	-	-	(118)
New Smyrna Family Practice Equipment and X-Ray Upgrade	(96)	-	(96)	-	-	(96)
Available Capital if Proposed Projects are Approved	\$23,181	(\$159)	\$23,022	(\$27)	\$635	\$22,867

* Includes VHN and HMS. Amounts are not reflected individually.

Halifax Health
Capital Budget
FY 2017 Budget - November 30, 2016 Evaluation
(in Thousands)

		(A)	(B)	(C)	(A)+(B)+(C)		
		FY 17 Capital Budget	FY17 Adjustments	FY 17 Activity/ Approvals	Remaining Balance as of 11/30/16	Current CIC Submitted Projects	Remaining Capital with CIC Projects Approved
Item	Information Technology						
1	IT Enterprise Projects	\$1,700		(\$667)	\$1,033		\$1,033
2	IT Internal Resource Capitalization	700			700		700
3	Laptop/Desktop Replacement (rolling 4-5 year cycle)	300			300		300
4	WOW Replacement (rolling 7 year cycle) - 50/yr.	200		(198)	2		2
5	Enterprise Infrastructure	100			100		100
	Total Information Technology	\$3,000	\$0	(\$865)	\$2,135	\$0	\$2,135
Item	Medical Equipment						
6	Cath Lab Replacement	\$1,841			\$1,841		\$1,841
7	Vendor Neutral Archive (VNA) for Enterprise Imaging *	1,500		(1,500)	0		0
8	Power equipment (Ortho)	500		(488)	12		12
9	Intraoperative Radiation Therapy - Breast site	425		(441)	(16)		(16)
10	CT Scanner- Big Bore	350			350		350
11	Critical Care Beds	281			281	(338)	(57)
12	OeC O.R. C-Arm (One Machine)	225			225		225
13	Power equipment (Neuro)	225		(181)	44		44
14	Replace obsolete surgical tables (6)	220			220		220
15	Prostate Biopsy	170			170		170
16	Med/Surg Beds	163			163	(153)	10
17	IRIS Replacement	150			150		150
18	Robotics Single Site	125			125		125
19	Medical Equipment Emergency Purchases	1,000			1,000	(122)	878
20	Medical Equipment Projects under \$100,000	1,000		(190)	810	(111)	698
	Total Medical Equipment	\$8,174	\$0	(\$2,801)	\$5,373	(\$723)	\$4,650
Item	Infrastructure/Facilities						
21	T-Zone AHU (Fountain 5, 6, 7)	\$1,000			\$1,000		\$1,000
22	CVICU/ CPCU Renovation	816		(816)	-		-
23	Bronch Renovation	381			381		381
24	GI Lab Renovation	280			280		280
25	Lab Roof	265			265		265
26	Ophthalmology Microscope and Room Renovation	258			258		258
27	Infrastructure Emergency Purchases	1,000		(118)	882		882
28	Infrastructure Projects under \$100,000	1,000		(91)	909	(231)	677
	Total Infrastructure/Facilities	\$5,000	\$0	(\$1,025)	\$3,975	(\$231)	\$3,743
Item	Hospice Capital Expenditures						
29	SE Volusia Air Conditioning Units	\$175			\$175		\$175
30	Remaining Hospice Capital	125			125		125
	Total Hospice Capital Expenditures	\$300	\$0	\$0	\$300	\$0	\$300
Item	Other						
31	Service Expansion	\$3,526			\$3,526		\$3,526
	Subtotal Other Projects	\$3,526	\$0	\$0	\$3,526	\$0	\$3,526
	Total HH Capital Expenditures	\$20,000	\$0	(\$4,692)	\$15,308	(\$955)	\$14,354

* VNA was approved August 8, 2016 and will be funded over three fiscal years (\$0.3M in FY2016, \$1.5M in FY2017, and \$1.4M in FY2018)

Halifax Health
FY 2017 and Prior Approved Capital Projects and Expenditures
As of November 30, 2016
(\$ in thousands)

	Project Approval Date	Total Carryover and Approved	Spent During FY 2017	HMC Remaining to be Spent	HH Holdings Remaining to be Spent	Hospice Remaining to be Spent
Capital funds required for projects approved in FY 2016 and prior						
Deltona FSED	6/6/2016	\$ 3,843	(681)	\$ 3,162		
Vendor Neutral Archive (VNA) for Enterprise Imaging	8/8/2016	3,239	(132)	3,107		
Cardiac Cath & Electrophysiology Lab Replacement	10/3/2016	1,841	-	1,841		
Boiler Replacement (3)	8/8/2016	1,605	(149)	1,457		
Patient Monitors- PACU, Holding, L&D	10/3/2016	950	-	950		
Port Orange Equipment Refresh	2/17/2016	746	(241)	504		
Fire Alarm System	3/16/2016 *	700	-	700		
SAN Software	10/3/2016 *	594	-	594		
Med Psych Construction & Furnishings-4-South Fountain Tower	11/2/2015	489	(355)	134		
Endoscopic Ultrasound for GI with Video Scopes (Qty 4)	8/24/2016 *	470	-	470		
AHU (x2) for Ormond ROC	6/6/2016	328	-	328		
Air Handling Units (Qty 2) for HHPO	6/6/2016	320	(186)	134		
Access Control System - Replacement of WinPak	11/2/2015	243	(122)	121		
Air Handling Unit #5 for Facility Expansion Roof	8/24/2016 *	231	(0)	231		
Bronchoscopes (Qty 3) and Navigation Cart	6/6/2016	200	(200)	-		
Hemodynamic Patient Monitors (x10)	8/8/2016	198	-	198		
Laptops (x50) and Desktops (x200) Replacement	10/3/2016	190	-	190		
Air Handling Unit #1 for SPD Area	8/24/2016 *	189	-	189		
Chiller #1 for HHPO	3/7/2016	183	-	183		
Neurosurgical Power Equipment	9/21/2016 *	181	-	181		
Data Center Cooling Replacement	9/21/2016 *	163	-	163		
Outpatient Rehab JV Renovations	6/6/2016	137	-	137		
Ormond Beach Urgent Care Construction & Equipment	12/7/2015	111	(111)	-		
Hospice Ormond Beach Resale Shop	8/8/2016	108	-	108		
Ormond Beach Resale Shop	8/24/2016 *	108	-	-		108
GI Lab for HHPO	1/8/2016	106	(65)	40		
Pump Speed Controls for Heart-Lung Machines (Qty 3)	9/21/2016 *	100	-	100		
Electrical Panel Replacement (x18)	11/2/2015	94	(50)	44		
Video System for Vessel Harvest-CVOR	12/7/2015	85	-	85		
Ultrasound for OB Diagnostics	10/3/2016	74	-	74		
OneView Physician Quality Reporting Software	6/6/2016	72	(24)	48		
Pulmonary Function Tester	8/24/2016 *	68	-	68		
Keech Pediatric Clinic Renovations	8/8/2016	68	(41)	27		
Carescape Patient Monitor Upgrade	8/8/2016	64	-	64		
Kronos Time & Attendance and Workforce Scheduler	6/1/2015	54	(44)	10		
Subtotal of approved items less than \$50k		713	(824)	(163)	-	52
Total Capital funds required for projects approved in FY 2016 and prior		\$ 18,152	\$ (2,400)	\$ 15,644	\$ -	\$ 108
FY2017 Board Approved Capital Projects						
Cardiac Cath & Electrophysiology Lab Replacement	11/7/2016 ^	\$ 1,841	\$ -	\$ 1,841		
Patient Monitors- PACU, Holding, L&D	11/7/2016 ^	950	-	950		
Laptops (x50) and Desktops (x200) Replacement	11/7/2016 ^	190	-	190		
Ultrasound for OB Diagnostics	11/7/2016 ^	74	-	74		
CVICU & CPCU Renovation	12/5/2016	816	-	816		
SAN Software	12/5/2016	594	-	594		
Endoscopic Ultrasound for GI with Video Scopes (Qty 4)	12/5/2016 ^	441	-	441		
WOW Carts (Qty 55)	12/5/2016	198	-	198		
Pulmonary Function Tester	12/5/2016 ^	68	-	68		
Total FY 2016 Board Approved Capital Projects		\$ 5,172	\$ -	\$ 5,172	\$ -	\$ -
FY 2017 Other Approved Capital Projects						
Surgical Power Equipment- Small Bone Orthopedics	10/19/2017 *	\$ 488	-	\$ 488		
SAN Hardware	11/16/2017 *	477	-	477		
Network Switches & Installation for Patient Monitoring	10/22/2017 *	134	-	134		
Mini C-Arm for Hand Surgery	11/16/2017 *	80	-	80		
Subtotal of approved items less than \$50k		257	(10)	198	50	-
Total FY 2016 Other Approved Capital Projects		\$ 1,437	\$ (10)	\$ 1,378	\$ 50	\$ -
Projects proposed for Board of Commissioners approval						
Intrabeam Radiation System	11/16/2017 *	\$ 441	-	\$ 441		
Fountain Building Waterproofing and Repairs	11/16/2017 *	118	-	118		
New Smyrna Family Practice Equipment and X-Ray Upgrade	11/16/2017 *	96	-	96		
Total Project(s) proposed for Board approval		\$ 655	\$ -	\$ 655	\$ -	\$ -

* Project approved by CIC Committee. Project not yet submitted to Board for approval.

^ CIC approved project in FY 2016

CAPITAL EXPENDITURES & OPERATING LEASES

Audit & Finance Committee

January 4, 2017

Capital Expenditures \$50,000 and over

DESCRIPTION	DEPARTMENT	SOURCE OF FUNDS	TOTAL
Intrabeam Radiation System	Center for Oncology	Working Capital	\$441,305
Fountain Building Waterproofing and Repairs	Facility Operations	Working Capital	\$118,000
New Smyrna Beach Practice Asset Purchase (Dr. Samano)	New Smyrna Beach Family Practice, HH Primary Care	Working Capital	\$95,650

Operating Leases \$250,000 and over

DESCRIPTION	DEPARTMENT	REPLACEMENT Y/N	LEASE TERMS	INTEREST RATE	MONTHLY PAYMENT
Halifax Health Children's Medical Center lease in Palm Coast (2,241 square feet, including 6 exam rooms)	HH Children's Medical Center	Y	5 years	3.3%	\$4,108.50; \$22/sf Net Present Value of Minimum Payments: \$305,432



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Mark Billings, Executive Vice President and Chief Operating Officer
CC: Eric Peburn, Executive Vice President and Chief Financial Officer
Alberto Tineo, Vice President Operations
DATE: December 15, 2016
RE: Intrabeam Radiation System

Halifax Health Center for Oncology is requesting funds for the purchase of an Intrabeam Radiotherapy System. This early stage breast cancer treatment modality enables a precise, high-dose radiation treatment at the time of surgical resection. The system is used to irradiate the tumor where the risk of recurrence is highest immediately following resection, during the surgery.

The effectiveness of low-energy X-rays is very high as a result of the higher ionization density of radiation in tissue. The mobile miniaturized linear accelerator permits easy, safe operation, and simple integration into the existing surgical workflow.

We will deploy this technology at our Twin Lakes Ambulatory location. The technology will be managed by a surgical team and the Halifax employed radiation oncology physician team. The system will generate additional revenue and is expected to achieve payback of capital costs in 3.8 years.

The project was approved at the Capital Investment Committee meeting on November 16, 2016.

TOTAL CAPITAL COSTS \$441,305



Halifax Health Project Evaluation

Intrabeam Radiation Therapy

Chief Operating Officer:	Mark Billings
Vice President, Operations:	Alberto Tineo
Service Line Administrator, Oncology:	Debra Trovato
Finance Analysis by:	Steve Mach

Summary

Purpose:

The purpose of the project is to add Intrabeam Radiation technology in breast cancer surgical procedures. This technology allows the administration of radiation therapy during the surgical procedure.

Strategic Plan Core Competency Achievement:

Physician Integration	X
Care Coordination	X
Cost Management	
Information Technology	
Service Distribution	
Financial Position	X
Scale	X
Managed Care Contracting	
Competitive Position	X

Cornerstone:

Safety	X
Compassion	X
Image	X
Efficiency	

Investment/Return:

	Investment Cash Flow	Operations Cash Flow	Cumulative Cash Flow
Year 0 ¹	(\$441,305)	\$0	(\$441,305)
Year 1	\$0	\$133,870	(\$307,435)
Year 2	\$0	\$139,265	(\$168,170)
Year 3	\$0	\$143,443	(\$24,727)
Year 4	\$0	\$147,746	\$123,019
Year 5	\$0	\$152,179	\$275,197
Terminal Value ²	\$0	\$0	\$275,197

Decision Metrics	
Required rate of Return	12.1%
Internal Rate of Return (IRR)	18.2%
5 Year Net Present Value (NPV)	\$70,694
Payback Period (in Years)	3.8

Investment Request for Approval \$441,305

¹ Includes capital acquisition and project startup costs

² Terminal value is estimated at 0, assumes technology is obsolete after 5 years



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer
CC: Jacob Nagib, Director Engineering and Construction
Don Barnett, Manager, Facility Operations
DATE: December 15, 2016
RE: Fountain Building Waterproofing and Repairs

Halifax Health Facility Operations is requesting funds to repair, restore and waterproof the masonry walls of the Fountain Building facade.

This restoration is designed to stop water intrusion that currently takes place due to the deteriorated condition of the facade. Two windows will also be replaced on the third floor.

The project was approved at the Capital Investment Committee meeting on November 16, 2016.

TOTAL CAPITAL COSTS \$118,000



Halifax Health Project Evaluation

Fountain Building Waterproofing and Repairs

Chief Financial Officer:	Eric Peburn
Director Engineering:	Jacob Nagib
Manager, Facility Operations:	Don Barnett
Finance Analysis by:	Steve Mach

Summary

Purpose:

This project will repair, seal, and waterproof masonry walls at Fountain Tower entrance to prevent water intrusion.

Strategic Plan Core Competency Achievement:

Physician Integration	
Care Coordination	
Cost Management	X
Information Technology	
Service Distribution	
Financial Position	
Scale	
Managed Care Contracting	
Competitive Position	

Cornerstone:

Safety	X
Compassion	
Image	X
Efficiency	X

Investment Request for Approval **\$118,000**

Recommendation for approval of the project is not based upon incremental return on investment.



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer
CC: Jeanne Connelly, Executive Director of Physician Services
DATE: December 15, 2016
RE: Dr. Gregory Samano (NSB Family Practice) Asset Purchase and Lease

We are requesting approval to acquire assets and enter into a lease for 2,340 square feet of physician office space located at 807 S.R. 44, New Smyrna Beach (NSB). In addition, this request includes the cost to upgrade an x-ray machine, which is a part of the assets to be acquired, and provide for IT infrastructure within the newly leased space.

The acquired assets and the office suite to be leased will be used to operate a primary care practice that will serve the residents of NSB, and be part of the Halifax Health primary care network. The assets to be acquired and office space to be leased are currently owned by Dr. Gregory Samano. Dr. Samano will enter into an employment agreement and continue to provide medical services in the leased office. The lease agreement also includes a right of first refusal for Halifax Health to rent additional space owned by Dr. Samano that is adjacent to the above identified space.

During fiscal year 2016, Dr. Samano's practice had 7,544 patient visits.

TOTAL CAPITAL COSTS

Acquisition of equipment	\$14,150
Radiology equipment upgrade (x-ray)	43,500
IT infrastructure costs	<u>38,000</u>
Total	<u>\$95,650</u>

LEASE TERMS FOR APPROVAL

Exam rooms	7
Square Footage	2,340
Term	5 Years
Monthly lease payment	\$4,387.50; \$22.50/ sf
Discount rate	3.3%
NET PRESENT VALUE OF MINIMUM LEASE PAYMENTS	\$239,750



Halifax Health Project Evaluation

New Smyrna Family Practice Equipment and X-Ray Upgrade

Chief Financial Officer:	Eric Peburn
Executive Director, Physician Services:	Jeanne Connelly
Director, Outpatient Physician Services:	Barbara Zdanis
Finance Analysis by:	Steve Mach

Summary

Purpose:

The purpose of this project is to purchase equipment and upgrade X-Ray technology for New Smyrna Family Practice office.

Strategic Plan Core Competency Achievement:

Physician Integration	X
Care Coordination	X
Cost Management	
Information Technology	
Service Distribution	X
Financial Position	
Scale	X
Managed Care Contracting	
Competitive Position	X

Cornerstone:

Safety	
Compassion	
Image	X
Efficiency	X

Investment Request for Approval \$95,650

Recommendation for approval of the project is not based upon incremental return on investment.



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer
CC: Jeanne Connelly, Executive Director of Physician Services
DATE: December 15, 2016
RE: Halifax Health Children's Medical Center Palm Coast Lease

We are requesting approval to lease 2,241 square feet of office space located at 57 Town Court, Palm Coast. The office suite will be used to relocate our existing Halifax Health Children's Medical Center office currently located at 1 Florida Park Dr South Suite 201 Palm Coast. The size and amenities of the current location no longer meets the needs for Halifax Health. The lease includes an allowance for renovation of the new office space.

The current lease ends in March 2017 and our request is to move to the new location in lieu of renewal. In fiscal year 2016, the Palm Coast practice had 5,292 visits and a contribution margin of \$11,711.

LEASE TERMS FOR APPROVAL:

Exam rooms	6
Square Footage	2,241
Term	5 Years
Estimated CAM	\$933.75; \$5.00/sf
Build-out allowance for renovations	\$145,665.00; 65.00/sf
Annual insurance and taxes	\$4,211.52
Monthly lease payment (2% annual escalator)	\$4,108.50; \$22.00/ sf
Discount rate	3.3%
NET PRESENT VALUE OF MINIMUM LEASE PAYMENTS	\$305,432

Halifax Health Medical Center

Capital Disposals

January 2017

The Board hereby deems the following property to be surplus in that: the items are obsolete, their continued use would be uneconomical or inefficient, or they serve no useful function. Disposition of said property is therefore authorized pursuant to Florida Statutes, Chapter 274.

Asset #	Description	Department	Date Purchased	Original Cost	Book Value
0022154	Cart staple/lap	OR	07/01/76	535.00	-
0028823	Microscope, cieling mounted	HPC	09/01/82	81,911.10	-
0032630	Savary gilliard dilators	OR	10/01/85	1,200.00	-
0033101	Sonotrolde uterine cannula	OR	06/01/86	3,731.00	-
0033137	Sonotrolde ureteral dilator	OR	08/01/86	9,034.79	-
0034090	Cart- depuy	OR	05/01/87	2,205.01	-
0034091	Cart - howm	OR	05/01/87	1,791.00	-
0034092	Cart - ambi	OR	05/01/87	1,755.00	-
0034100	Lens - long, microscope	OR	05/01/87	2,800.00	-
0034101	Lens - long, microlens	OR	05/01/87	2,800.00	-
0035281	Table chick	OR	01/01/88	22,680.00	-
0035635	Closed-circuit TV camera	Security	02/01/88	1,497.00	-
0036321	Cart plaster	OR	05/01/88	1,625.32	-
0036322	Cart delta lite	OR	05/01/88	1,625.32	-
0037599	Generator bipolar	HPC	08/01/88	1,454.00	-
0038109	Generator bipolar	HPC	01/01/89	1,454.00	-
0038361	Cystoscope pedi, 0 degree	OR	01/01/89	1,248.55	-
0038362	Cystoscope pedi, 30 degree	OR	01/01/89	1,278.55	-
0038417	Cystoscope pedi, 70 degree	OR	02/01/89	1,286.10	-
0038458	Sony 3/4" player	Radiology	04/01/89	1,388.00	-
0038480	Uretero reno fiberscope	OR	02/01/89	9,500.00	-
0038577	Cystoscope	OR	05/01/89	1,800.00	-
39403	Phantom w/ water through	Radiology Ultrasound	01/30/90	1,924.38	-
39779	ACL rear entry drill guide	OR	03/17/90	3,626.25	-
41135	Patient arm support	OR	12/14/90	1,650.00	-
41382	Telescope pediatric, 0 degree	OR	03/19/91	2,495.00	-
41646	Telescope infant, 0 degree	OR	03/06/91	2,497.00	-
41748	Mayfield cross bar	OR	08/01/91	1,245.00	-
41857	Telescope, 30 degree forward	OR	07/31/91	2,430.00	-
41869	Cystofiberscope	OR	05/07/91	6,545.00	-
42528	Crank frame retractor	OR	02/12/92	3,295.00	-
42662	Cardiac/apnea monitor	Peds	04/21/92	2,415.85	-
42682	Sinuscope Hopkins, 90 degree	OR	02/27/92	2,613.59	-
42685	Upgrade to chick table	OR	03/25/92	1,105.01	-
42957	Cervical spine lock plate	OR	04/10/92	9,788.80	-
43064	Unicell tall	OR	06/23/92	1,296.00	-
43313	Grossman set lamenectomy	OR	09/02/92	3,629.00	-
43517	Bronchoscope	OR	10/05/92	9,880.00	-
43528	Headwall 2	NICU	10/30/92	11,676.00	-
43529	Headwall 2	NICU	10/30/92	11,676.00	-
43530	Headwall 3	NICU	10/30/92	26,920.00	-
43531	Headwall 3	NICU	10/30/92	15,088.00	-

43532	Headwall 3	NICU	10/30/92	15,088.00	-
43533	Headwall 3	NICU	10/30/92	21,332.00	-
43534	Headwall 3	NICU	10/30/92	21,376.00	-
44037	Cell storage deep/tall	NICU	01/05/93	2,437.00	-
44070	Cystoscope ped, 0 degree	OR	01/14/93	3,122.98	-
44417	Instrument tray	OR	04/30/93	14,246.21	-
44756	Stryker micro drill set	OR	05/21/93	10,016.54	-
44861	Acetabular screw set	OR	08/18/93	2,683.49	-
44869	Concept rotator cuff set	HPC	08/20/93	3,359.40	-
44946	Cranitome kit	OR	09/19/93	6,690.00	-
44994	Telescope	OR	11/05/93	3,550.38	-
45312	Hyperthermia blanketrol	HPC	01/07/94	1,449.90	-
45346	Telescope	OR	02/17/94	3,204.90	-
45409	Headlight acralite	OR	05/24/94	4,745.50	-
46026	Pediatric nasal set	OR	06/06/94	1,054.52	-
46618	Dental drill	OR	10/26/94	2,030.73	-
46656	Tray retractor	OR	12/07/94	7,640.00	-
46752	TV w/mobile cart	Talent development	01/05/95	1,069.97	-
47004	Midas Rex dissecting tool	OR	04/13/95	1,861.42	-
47318	Cardan screwdriver/adaptor	OR	05/14/96	1,990.50	-
47357	Sterilizer	OR	09/30/96	12,367.50	-
47358	Sterilizer	OR	09/30/96	12,367.50	-
47432	Sutherland forcep	OR	12/12/96	1,538.00	-
47504	Washer decontamination	OR	12/30/96	44,004.00	-
47505	Ultrasonic cleaner	OR	12/30/96	22,492.00	-
47533	Refurb washer	OR	01/13/97	8,099.56	-
47565	Sofa	OR	12/23/96	1,267.14	-
47566	Sofa	OR	12/23/96	1,267.14	-
47567	Sofa	OR	12/23/96	1,267.14	-
47584	Loveseat	OR	12/23/96	1,052.70	-
47585	Loveseat	OR	12/23/96	1,052.70	-
47641	Instrument tray	OR	02/25/97	7,145.06	-
47642	Instrument tray	OR	02/25/97	6,132.56	-
47643	Instrument tray	OR	02/25/97	6,638.81	-
47814	Nichols-veronikis carrier	OR	04/27/97	1,495.00	-
47869	Upgrade allen stirrup	OR	06/27/97	2,038.67	-
47878	Credenza	OR	01/31/97	1,176.93	-
47896	Upgrade to microscope foot pedal	HPC	06/17/97	5,042.40	-
47968	Refurb washer	OR	01/13/97	8,099.56	-
48012	Gyn Lap tray	OR	08/13/97	3,007.95	-
48017	Rib instrument tray	OR	08/13/97	1,494.00	-
48061	Pediatric crib	Pediatrics	10/01/97	2,288.00	-
48075	Dermatome zimmer	OR	10/01/97	3,702.00	-
48264	Blood pump speed controller	CVOR	10/27/97	22,037.92	-
48528	Oneac line conditioner	Radiology Ultrasound	05/30/94	1,500.00	-
48629	Curettes	HPO OR	11/28/94	2,298.84	-
48751	Arthroscopy concept grasper	HPO OR	11/28/94	15,387.66	-
48768	Dermatome	OR	11/28/94	3,379.74	-
48864	Headlight 20000 arclite	OR	08/19/96	4,947.50	-
49732	Table attachment	OR	08/31/01	1,750.00	-
49765	Retractor esophageal	OR	09/26/01	1,331.57	-

49767	Kerrison micro, 2-4mm	OR	09/26/01	3,388.52	-
49773	Infant warmer	PICU	10/03/01	9,380.00	-
49783	Infant warmer	PICU	09/27/01	3,424.00	-
49868	Elliptical stepper	Health Fitness	01/22/02	3,175.00	-
50231	Shock advisory adaptor	OR	01/13/03	1,015.75	-
50297	Sonosite 180 plus ultrasound	Radiology SP	03/13/03	28,111.50	-
50479	Arthroscope, 30 degree	OR	05/11/98	3,019.80	-
50480	Arthroscope, 30 degree	OR	05/11/98	3,019.80	-
50481	Arthroscope, 30 degree	OR	05/11/98	3,019.80	-
50482	Arthroscope, 30 degree	OR	05/11/98	3,019.80	-
50483	Arthroscope, 30 degree	OR	05/11/98	3,019.80	-
50484	Arthroscope, 30 degree	OR	05/11/98	3,019.80	-
50485	Arthroscope, 70 degree	OR	05/11/98	3,019.80	-
50486	Arthroscope, 70 degree	OR	05/11/98	3,019.80	-
50621	Iglesia working element	OR	09/09/98	1,775.02	-
50628	HP Laser printer	OR	10/01/98	1,269.00	-
50632	Blood pump speed controller	CVOR	10/01/98	22,457.04	-
50838	Bridge for PR 50833	OR	06/16/99	1,063.25	-
50839	Forcep grasping tool	OR	06/16/99	1,146.25	-
50840	Forcep biopsy	OR	06/16/99	1,153.50	-
51081	5mm articulating grasper	OR	06/13/00	1,422.78	-
51482	Bronchoscope	OR	11/13/99	1,108.80	-
52301	Infant scale	NICU	03/13/03	1,178.25	209.43
52444	Pixy radiologic phantom	Radiology	03/01/76	3,495.00	-
54042	Pediatric crib	Pediatrics	11/13/03	2,169.49	349.58
54275	CRW Nashold biopsy needle kit	OR	03/25/04	2,819.11	-
54379	Laryngoscope 3pc	OR	02/25/04	1,725.73	-
54408	Autoclave sinuscope	OR	08/25/04	4,295.73	-
54796	Copier Minolta	HHPO Med Surg	07/25/05	4,437.00	-
55001	Steam sterilizer 16x16	HPC	08/10/05	16,595.00	1,176.95
55088	TPS Long ANG attachment	OR	12/06/05	1,186.55	-
55089	TPS Long ANG attachment	OR	12/06/05	1,186.55	-
55090	TPS Long ANG attachment	OR	12/06/05	1,186.55	-
55137	Compressed air dryer	Facility Operations	02/23/08	4,138.44	-
55403	Dental X-ray developer	OR	04/19/06	2,050.00	-
55496	BIS complete anesthesia module	HPO OR	01/31/07	33,861.68	-
55497	BIS complete anesthesia module	HPO OR	01/31/07	33,861.68	-
55498	BIS complete anesthesia module	HPO OR	01/31/07	33,861.68	-
55499	BIS complete anesthesia module	HPO OR	01/31/07	33,861.68	-
55715	Dianmap Procure	HHPO Med Surg	11/24/06	2,913.90	-
55820	Steris system/accessory pkg	HPO OR	11/02/06	14,228.09	-
55823	Steris system/accessory pkg	HPO OR	11/02/06	14,228.08	-
56054	MedFusion 3500 syringe pump	NICU	02/09/07	2,496.00	167.80
56466	Precalibrated spine probe set	OR	06/15/07	7,136.00	-
56526	42" LCD TV	HHPO Med Surg	08/20/07	1,389.00	-
56624	Universal nail extraction tray	OR	10/10/07	14,817.61	-
56912	Transducer	Radiology Ultrasound	08/29/08	4,998.50	499.30
56933	Lusic Microbite forceps	OR	09/19/08	1,974.34	-
58348	Obesity retractor system	OR	06/30/09	15,700.00	-
59203	Forced applier, 180 mm	OR	07/01/12	1,165.14	-
59204	Forced applier, 180 mm	OR	07/01/12	1,165.14	-

59274	Babcock grasper D-jaw ratchet	OR	09/01/12	1,093.31	209.32
59281	Expansion cutter	OR	02/01/12	3,296.75	-
59290	Babcock grasper D-jaw ratchet	OR	09/01/12	1,093.31	200.02
59304	Pediatric Broselow ALS organizer	Twin Lakes Surgery	12/01/14	1,982.00	-
59646	Tray sterilization instrument	OR	10/02/12	1,200.00	-
59647	Tray sterilization instrument	OR	10/02/12	1,200.00	-
59694	Starter finisher w/ heads	OR	10/08/12	5,684.71	1,136.94
59695	Starter finisher w/ heads	OR	10/08/12	4,695.56	939.08
59696	Delin heads	OR	10/08/12	2,678.92	714.32
201171	ATT Legend F3	OR	12/13/10	1,303.40	-
305844	Laparoscope 10mm	OR	10/01/00	2,598.44	-
556787	Sagittal saw	OR	04/15/08	1,640.27	300.63
556788	Sagittal saw	OR	04/15/08	1,640.27	300.63
2007034	Brainlab vectorvision software	OR	03/08/07	13,530.00	-
2007035	Brainlab vectorvision interface	OR	03/08/07	39,390.00	-
2011137	Narrow screw remover pliers	OR	04/12/11	2,689.39	-
2011138	Narrow screw remover pliers	OR	04/12/11	2,689.39	-
2011139	Narrow screw remover pliers	OR	04/12/11	2,689.39	-
2011155	EMC centera	Radiology	06/07/11	191,078.73	-
2011903	Stealth ACF side-loading retractor	OR	10/01/10	21,750.00	-

Total to be Disposed	\$ 1,285,109.18	\$ 6,204.00
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Halifax Health Audit & Finance Committee

Request Tracker/Checklist

Meeting Date	Request	Projected Timeline	Frequency of Future Updates/Reports	Completed (Y/N)	Other
November 2, 2016	Comparison of FY 2016 physician practice visits to annualized FY 2015	November 30, 2016 Meeting	One Time Request	Y	
November 2, 2016	2017 Capital Budget and Remaining 2016 Capital Projects for Committee and Board Approval	November 30, 2016 Meeting	One Time Request	Y	
November 2, 2016	Hospice Market Share Report Over Last Five Years	November 30, 2016 Meeting	One Time Request	Y	

Halifax Health
Investment Manager Performance Report - through November 30, 2016

		November Performance	Calendar YTD	Calendar 2015	Fiscal Year
Fixed Income					
VFSIX - Vangaurd Short-Term Investment Gr.	Perf	-0.86%	2.78%	1.16%	-0.89%
	BMK	-0.95%	1.51%	0.97%	-1.11%
VSGDX - Vanguard Short-Term Federal	Perf	-0.74%	1.26%	0.83%	-0.82%
	BMK	-0.95%	1.00%	0.93%	-1.16%
Ponder Short-term Government/Corporate	Perf	-1.08%	1.91%	1.93%	-1.38%
	BMK	-0.95%	1.51%	0.97%	-1.11%
Ponder US Treasury Account	Perf	-0.25%	0.21%	n/a	-0.27%
	BMK	-0.95%	-0.49%	n/a	-0.99%
Ponder Short-Term Government	Perf	-0.70%	0.88%	0.74%	-0.83%
	BMK	-0.95%	1.00%	0.93%	-1.16%
Ponder 2016 Project Fund	Perf	0.02%	0.39%	n/a	0.41%
	BMK	-0.41%	0.23%	n/a	-0.45%
Weighted Composite	Perf	-0.71%	1.91%	1.18%	-0.76%
	BMK	-0.93%	1.01%	0.96%	-1.07%
Equities					
DFSVX - DFA Small Cap Value	Perf	14.87%	24.03%	-7.81%	11.26%
	BMK	13.27%	26.52%	-7.47%	9.54%
DFLVX - DFA Large Cap Value	Perf	7.85%	16.01%	-3.49%	5.99%
	BMK	5.71%	14.48%	-3.83%	4.07%
DFIVX - DFA International Value	Perf	0.49%	4.96%	-6.31%	1.74%
	BMK	-1.60%	-0.50%	-3.04%	-3.51%
DFEVX - DFA Emerging Markets	Perf	-3.50%	19.32%	-18.77%	-1.40%
	BMK	-4.60%	10.94%	-14.92%	-4.37%
VGELX - Vanguard Energy	Perf	7.03%	31.17%	-21.44%	3.86%
	BMK	4.62%	22.98%	-22.20%	3.51%
VENAX - Vanguard Energy Index	Perf	9.81%	26.70%	-24.16%	5.71%
	BMK	4.62%	22.98%	-22.20%	3.51%
VIGIX -Vanguard Large-Cap Growth	Perf	1.19%	4.99%	3.33%	-1.49%
	BMK	2.18%	5.77%	5.67%	-0.22%
VGHAX - Vanguard Health Care	Perf	1.52%	-9.24%	12.71%	-6.26%
	BMK	-0.05%	-8.18%	6.33%	-6.83%
VSGIX - Vanguard Small-Cap Growth	Perf	6.55%	10.05%	-2.52%	0.79%
	BMK	8.95%	9.82%	-1.38%	2.18%
Weighted Composite	Perf	5.56%	12.90%	-4.34%	3.35%
	BMK	4.55%	11.16%	-3.49%	1.69%

Halifax Health
Investment Manager Performance Report - through November 30, 2016

	Invested Balance	November Performance	Calendar YTD	Fiscal YTD
HH Holdings				
VFSIX - Vanguard Short-Term Invest Grade	\$ 52,552,111	Perf -0.86% BMK -0.95%	2.78% 1.51%	-0.89% -1.11%
Ponder Short-Term Gov't/Corporate	31,655,174	Perf -1.08% BMK -0.95%	1.91% 1.51%	-1.38% -1.11%
Ponder US Treasury Account	80,163,350	Perf -0.25% BMK -0.95%	0.21% -0.49%	-0.27% -0.99%
Total HH Holdings	<u>\$ 164,370,635</u>	Composite Budget	-0.60% 2.44%	-0.68% 0.17%
HHMC				
Ponder Short-Term Government	\$ 41,960,553	Perf -0.70% BMK -0.95%	0.88% 1.00%	-0.83% -1.16%
VSGDX - Vanguard Short-Term Federal	64,012	Perf -0.74% BMK -0.95%	1.26% 1.00%	-0.82% -1.16%
Wells Fargo Halifax Hospital Trust	599,504	Perf 0.01% BMK -0.95%	0.30% 1.00%	0.04% -1.16%
Ponder 2016 Project Fund	12,676,027	Perf 0.02% BMK -0.41%	0.39% 0.23%	0.41% -0.45%
Total HHMC	<u>\$ 55,300,096</u>	Composite Budget	-0.53% 1.44%*	-0.54% 0.17%

**Includes performance thru 3/31/16 for Wells Fargo Repurchase Agreements*

Halifax Health
Investment Manager Performance Report - through November 30, 2016

	Invested Balance	November Performance	Calendar YTD	Fiscal YTD
Foundation				
VFSIX - Vanguard Short-Term Invest Grade	\$ 21,062,503	Perf -0.86% BMK -0.95%	2.78% 1.51%	-0.89% -1.11%
DFSVX - DFA Small Cap Value	3,974,560	Perf 14.87% BMK 13.27%	24.03% 26.52%	11.26% 9.54%
DFIVX - DFA International Value	1,812,963	Perf 0.49% BMK -1.60%	4.96% -0.50%	1.74% -3.51%
DFEVX - DFA Emerging Markets	629,287	Perf -3.50% BMK -4.60%	19.32% 10.94%	-1.40% -4.37%
DFLVX - DFA Large Cap Value	7,740,489	Perf 7.85% BMK 5.71%	16.01% 14.48%	5.99% 4.07%
VGELX - Vanguard Energy	483,234	Perf 7.03% BMK 4.62%	31.17% 22.98%	3.86% 3.51%
VENAX - Vanguard Energy Index	229,823	Perf 9.81% BMK 4.62%	26.70% 22.98%	5.71% 3.51%
VIGIX -Vanguard Large-Cap Growth	3,447,417	Perf 1.19% BMK 2.18%	4.99% 5.77%	-1.49% -0.22%
VGHAX - Vanguard Health Care	624,385	Perf 1.52% BMK -0.05%	-9.24% -8.18%	-6.26% -6.83%
VSGIX - Vanguard Small-Cap Growth	3,626,653	Perf 6.55% BMK 8.95%	10.05% 9.82%	0.79% 2.18%
Total Foundation	<u>\$ 43,631,314</u>	Composite Budget	3.09% 8.44%	1.64% 0.67%

Halifax Health
Investment Manager Performance Report - through November 30, 2016

	Invested Balance	November Performance	Calendar YTD	Fiscal YTD
Hospice				
VFSIX - Vanguard Short-Term Invest Grade	\$ 32,422,095	Perf -0.86% BMK -0.95%	2.78% 1.51%	-0.89% -1.11%
DFSVX - DFA Small Cap Value	6,149,947	Perf 14.87% BMK 13.27%	24.03% 26.52%	11.26% 9.54%
DFIVX - DFA International Value	2,802,917	Perf 0.49% BMK -1.60%	4.96% -0.50%	1.74% -3.51%
DFEVX - DFA Emerging Markets	1,124,628	Perf -3.50% BMK -4.60%	19.32% 10.94%	-1.40% -4.37%
DFLVX - DFA Large Cap Value	11,391,452	Perf 7.85% BMK 5.71%	16.01% 14.48%	5.99% 4.07%
VGELX - Vanguard Energy	106,780	Perf 7.03% BMK 4.62%	31.17% 22.98%	3.86% 3.51%
VENAX - Vanguard Energy Index	612,557	Perf 9.81% BMK 4.62%	26.70% 22.98%	5.71% 3.51%
VIGIX - Vanguard Large-Cap Growth	5,650,585	Perf 1.19% BMK 2.18%	4.99% 5.77%	-1.49% -0.22%
VGHAX - Vanguard Health Care	542,924	Perf 1.52% BMK -0.05%	-9.24% -8.18%	-6.26% -6.83%
VSGIX - Vanguard Small-Cap Growth	5,998,249	Perf 6.55% BMK 8.95%	10.05% 9.82%	0.79% 2.18%
Total Hospice	<u>\$ 66,802,134</u>	Composite Budget	3.05% 8.37%	1.63% 0.67%

Halifax Health
Investment Manager Performance Report - through November 30, 2016

	Invested Balance	November Performance	Calendar YTD	Fiscal YTD
Pension				
VFSIX - Vanguard Short-Term Invest Grade	\$ 123,280,873	Perf -0.86% BMK -0.95%	2.78% 1.51%	-0.89% -1.11%
DFSVX - DFA Small Cap Value	20,187,516	Perf 14.87% BMK 13.27%	24.03% 26.52%	11.26% 9.54%
DFIVX - DFA International Value	30,775,137	Perf 0.49% BMK -1.60%	4.96% -0.50%	1.74% -3.51%
DFEVX - DFA Emerging Markets	10,486,310	Perf -3.50% BMK -4.60%	19.32% 10.94%	-1.40% -4.37%
DFLVX - DFA Large Cap Value	26,959,606	Perf 7.85% BMK 5.71%	16.01% 14.48%	5.99% 4.07%
VGELX - Vanguard Energy	4,456,032	Perf 7.03% BMK 4.62%	31.17% 22.98%	3.86% 3.51%
VENAX - Vanguard Energy Index	5,408,115	Perf 9.81% BMK 4.62%	26.70% 22.98%	5.71% 3.51%
VIGIX - Vanguard Large-Cap Growth	13,787,893	Perf 1.19% BMK 2.18%	4.99% 5.77%	-1.49% -0.22%
VGHAX - Vanguard Health Care	8,122,394	Perf 1.52% BMK -0.05%	-9.24% -8.18%	-6.26% -6.83%
VSGIX - Vanguard Small-Cap Growth	14,955,423	Perf 6.55% BMK 8.95%	10.05% 9.82%	0.79% 2.18%
Wells Fargo Cash	2,973,514			
Total Pension	<u>\$ 261,392,813</u>	Composite 2.28% Assumed	7.81%	1.17% 1.13%
Total Halifax Health, including Pension	<u>\$ 591,496,992</u>			
Total Halifax Health, excluding Pension	<u>\$ 330,104,179</u>			

INFORMATIONAL REPORT

January 4, 2017

Capital Expenditures \$25,000 -- \$50,000

DESCRIPTION	DEPARTMENT	SOURCE OF FUNDS	TOTAL
Care at Home Software	Halifax Health Care at Home	Working Capital	\$49,535
Delivery Carts for Patient Trays	Food and Nutrition	Working Capital	\$33,242

Operating Leases \$50,000 -- \$250,000

DESCRIPTION	DEPARTMENT	REPLACEMENT Y/N	LEASE TERMS	INTEREST RATE	MONTHLY PAYMENT
New Smyrna Beach Practice Lease (Dr. Samano)	HH Primary Care	N	5 years	3.3%	\$4,387.50; \$22.50/sf Net present value of minimum lease payments: \$239,750



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer
CC: Mary Jo Allen, Executive Director-Halifax Health Hospice
DATE: December 15, 2016
RE: Care at Home Software

Halifax Health Care at Home is requesting funds to purchase software to replace the current medical record and billing software. The current system will be discontinued by the vendor in June 2017 and does not meet the documentation needs of the agency.

The new system will provide retrieval, viewing, printing and management of documents. The improved scanning software will allow scanning of 30 pages of documents per minute.

The project was approved at the Capital Investment Committee meeting on November 16, 2016.

TOTAL CAPITAL COSTS \$49,535



Halifax Health Project Evaluation

Care at Home- Netsmart

Chief Financial Officer:	Eric Peburn
Executive Director, Hospice:	Mary Jo Allen
Project Manager:	Maybelle Denoncourt
Finance Analysis by:	Steve Mach

Summary

Purpose:

This project is to purchase new Care at Home medical record and billing software.

Strategic Plan Core Competency Achievement:

Physician Integration
Care Coordination
Cost Management
Information Technology
Service Distribution
Financial Position
Scale
Managed Care Contracting
Competitive Position

X
X

Cornerstone:

Safety
Compassion
Image
Efficiency

X

Investment/Return:

	Investment Cash Flow	Operations Cash Flow	Cumulative Cash Flow
Year 0 ¹	(\$49,535)	\$0	(\$49,535)
Year 1	\$0	(\$54,511)	(\$104,046)
Year 2	\$0	\$69,423	(\$34,624)
Year 3	\$0	\$69,164	\$34,540
Year 4	\$0	\$68,898	\$103,438
Year 5	\$0	\$68,623	\$172,061
Terminal Value ²	\$0	\$0	\$172,061

Decision Metrics

Required rate of Return	8.1%
Internal Rate of Return (IRR)	41.7%
5 Year Net Present Value (NPV)	\$111,334
Payback Period (in Years)	2.5

Investment Request for Approval **\$49,535**

¹ Includes capital acquisition and project startup costs

² Terminal value is estimated at 0, assumes technology is obsolete after 5 years



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Mark Billings, Executive Vice President and Chief Operating Officer
CC: Eric Peburn, Executive Vice President and Chief Financial Officer
Alberto Tineo, Vice President Operations
DATE: December 15, 2016
RE: Delivery Carts for Patient Trays

Halifax Health Food and Nutrition is requesting funds to purchase 10 patient tray delivery carts to replace 10 older carts. The carts that are being retired are beyond repair.

The project was approved at the Capital Investment Committee meeting on November 16, 2016.

TOTAL CAPITAL COSTS \$33,242



Halifax Health Project Evaluation

Delivery Carts for Patient Trays (10)

Chief Operating Officer:	Mark Billings
Vice President, Operations:	Alberto Tineo
Manager, Food and Nutrition:	Deborah Moore
Finance Analysis by:	Steve Mach

Summary

Purpose:

This project will replace ten patient tray delivery carts that have reached end of life.

Strategic Plan Core Competency Achievement:

Physician Integration	
Care Coordination	X
Cost Management	
Information Technology	
Service Distribution	X
Financial Position	
Scale	
Managed Care Contracting	
Competitive Position	

Cornerstone:

Safety	X
Compassion	
Image	X
Efficiency	

Investment/Return:

	Investment Cash Flow
Year 0 ¹	(\$33,242)
Year 1	\$0
Year 2	\$0
Year 3	\$0
Year 4	\$0
Year 5	\$0
Terminal Value ²	\$0

Investment Request for Approval \$33,242

¹ Includes capital acquisition and project startup costs

² Terminal value is estimated at 0, assumes technology is obsolete after 5 years



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer
CC: Jeanne Connelly, Executive Director of Physician Services
DATE: December 15, 2016
RE: Dr. Gregory Samano (NSB Family Practice) Asset Purchase and Lease

We are requesting approval to acquire assets and enter into a lease for 2,340 square feet of physician office space located at 807 S.R. 44, New Smyrna Beach (NSB). In addition, this request includes the cost to upgrade an x-ray machine, which is a part of the assets to be acquired, and provide for IT infrastructure within the newly leased space.

The acquired assets and the office suite to be leased will be used to operate a primary care practice that will serve the residents of NSB, and be part of the Halifax Health primary care network. The assets to be acquired and office space to be leased are currently owned by Dr. Gregory Samano. Dr. Samano will enter into an employment agreement and continue to provide medical services in the leased office. The lease agreement also includes a right of first refusal for Halifax Health to rent additional space owned by Dr. Samano that is adjacent to the above identified space.

During fiscal year 2016, Dr. Samano's practice had 7,544 patient visits.

TOTAL CAPITAL COSTS

Acquisition of equipment	\$14,150
Radiology equipment upgrade (x-ray)	43,500
IT infrastructure costs	<u>38,000</u>
Total	<u>\$95,650</u>

LEASE TERMS FOR APPROVAL

Exam rooms	7
Square Footage	2,340
Term	5 Years
Monthly lease payment	\$4,387.50; \$22.50/ sf
Discount rate	3.3%
NET PRESENT VALUE OF MINIMUM LEASE PAYMENTS	\$239,750