



# HALIFAX HEALTH

## Board of Commissioners and Audit & Finance Committee Budget Workshop

4:00 p.m., Monday, August 5, 2019

France Tower Conference Room A  
303 N. Clyde Morris Boulevard  
Daytona Beach, FL

HALIFAX HOSPITAL MEDICAL CENTER  
COMBINED BOARD OF COMMISSIONERS AND  
AUDIT & FINANCE COMMITTEE  
FISCAL YEAR 2020 BUDGET WORKSHOP

4:00 p.m., Monday, August 5, 2019

**AGENDA**

- I.** Call to Order
- II.** Roll Call
- III.** Management Presentation and Discussion
- IV.** Adjourn

# Fiscal Year 2020 Budget Workshop

Eric M. Peburn  
Chief Financial Officer

Presentation to the Board of Commissioners and the  
Audit and Finance Committee Members

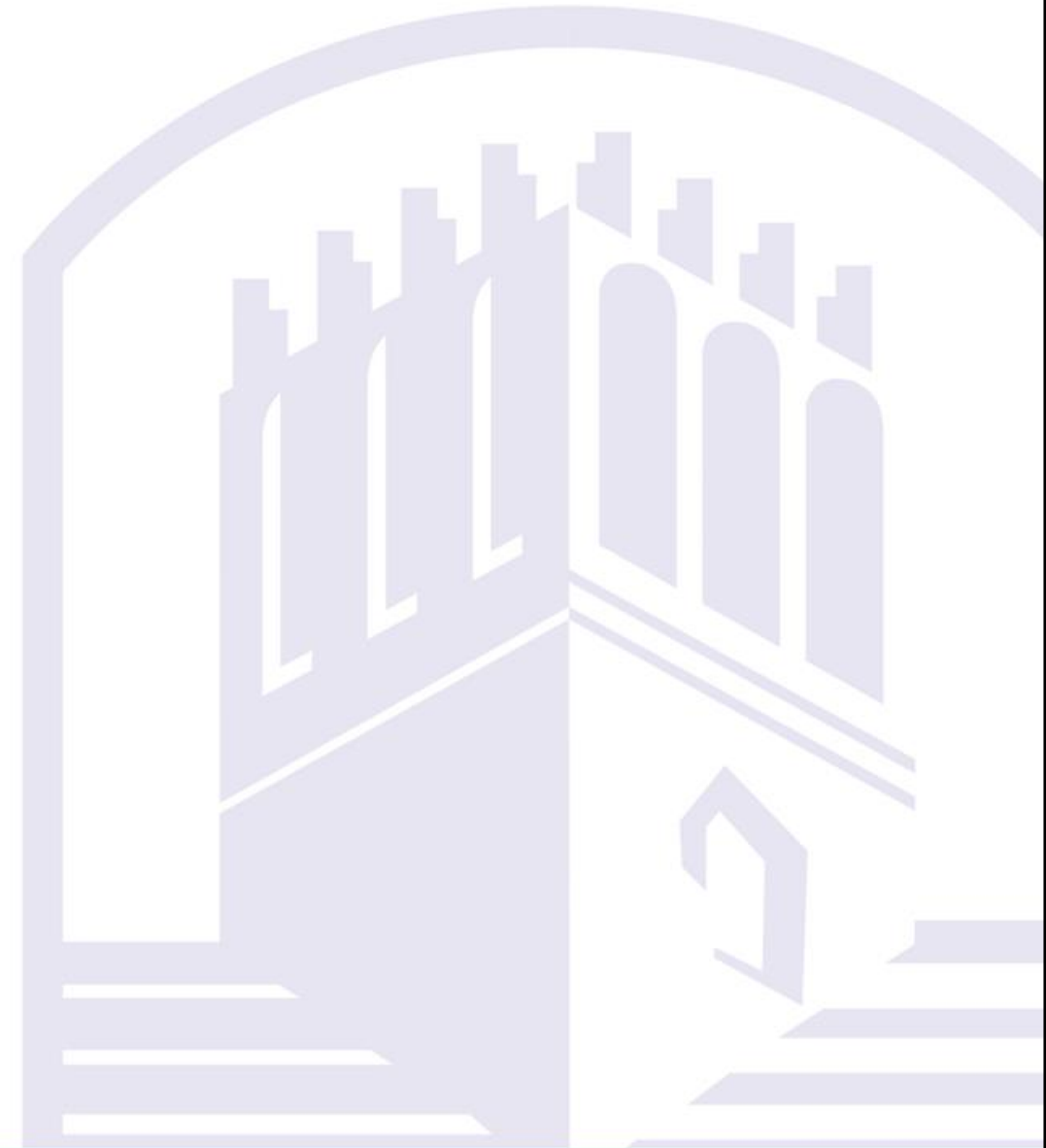
August 5, 2019

# Agenda

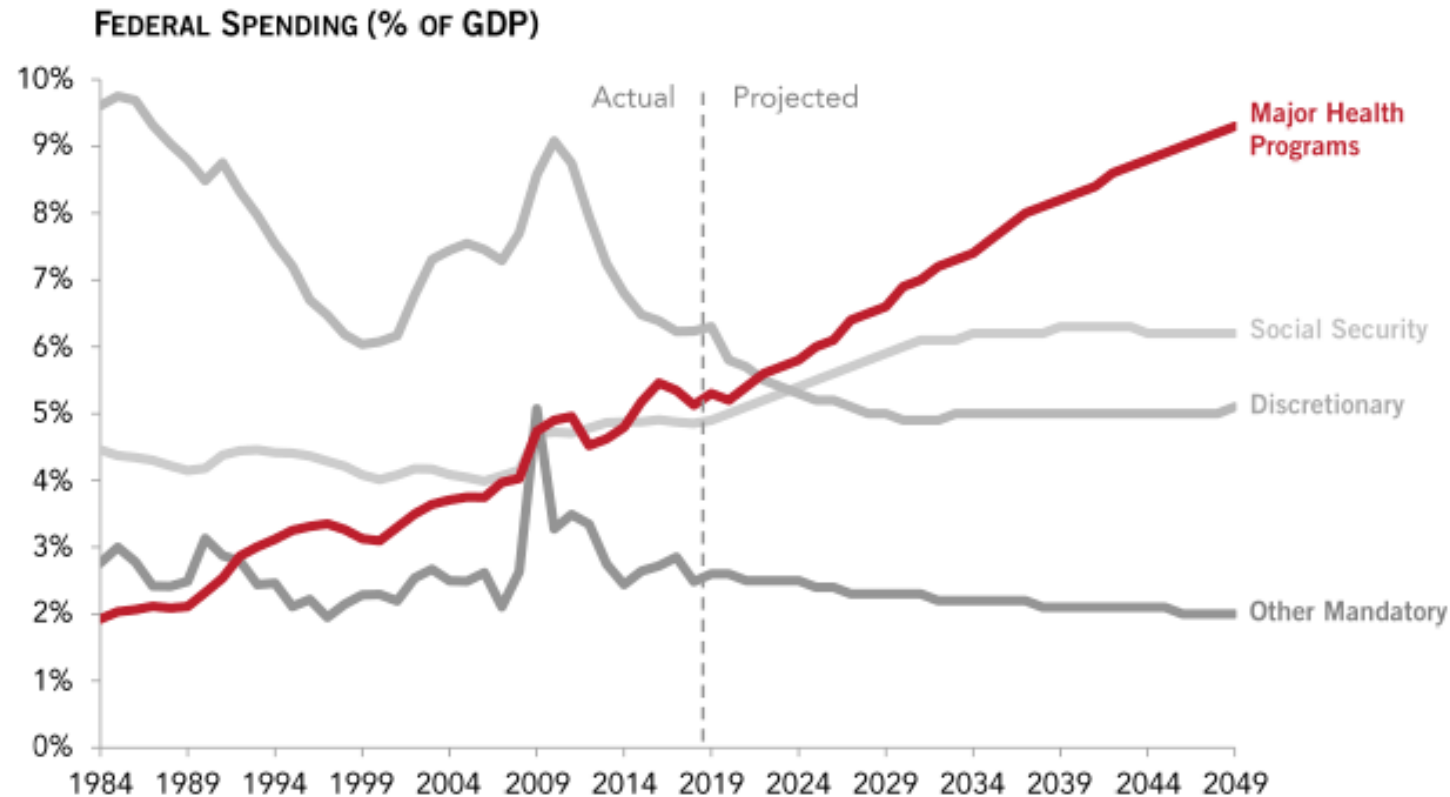
- National Perspective on Healthcare
- Historical Financial and Statistical Trends
- Benchmark Comparisons
- Preliminary FY 2020 Operating Budget
  - Budget Premise and Policy
  - Key Factors in Setting Budget
  - Medicare and Medicaid Assumptions
  - Preliminary Operating Budget Schedules
- Ad Valorem Tax Schedules
- Appendix



# National Perspective on Healthcare



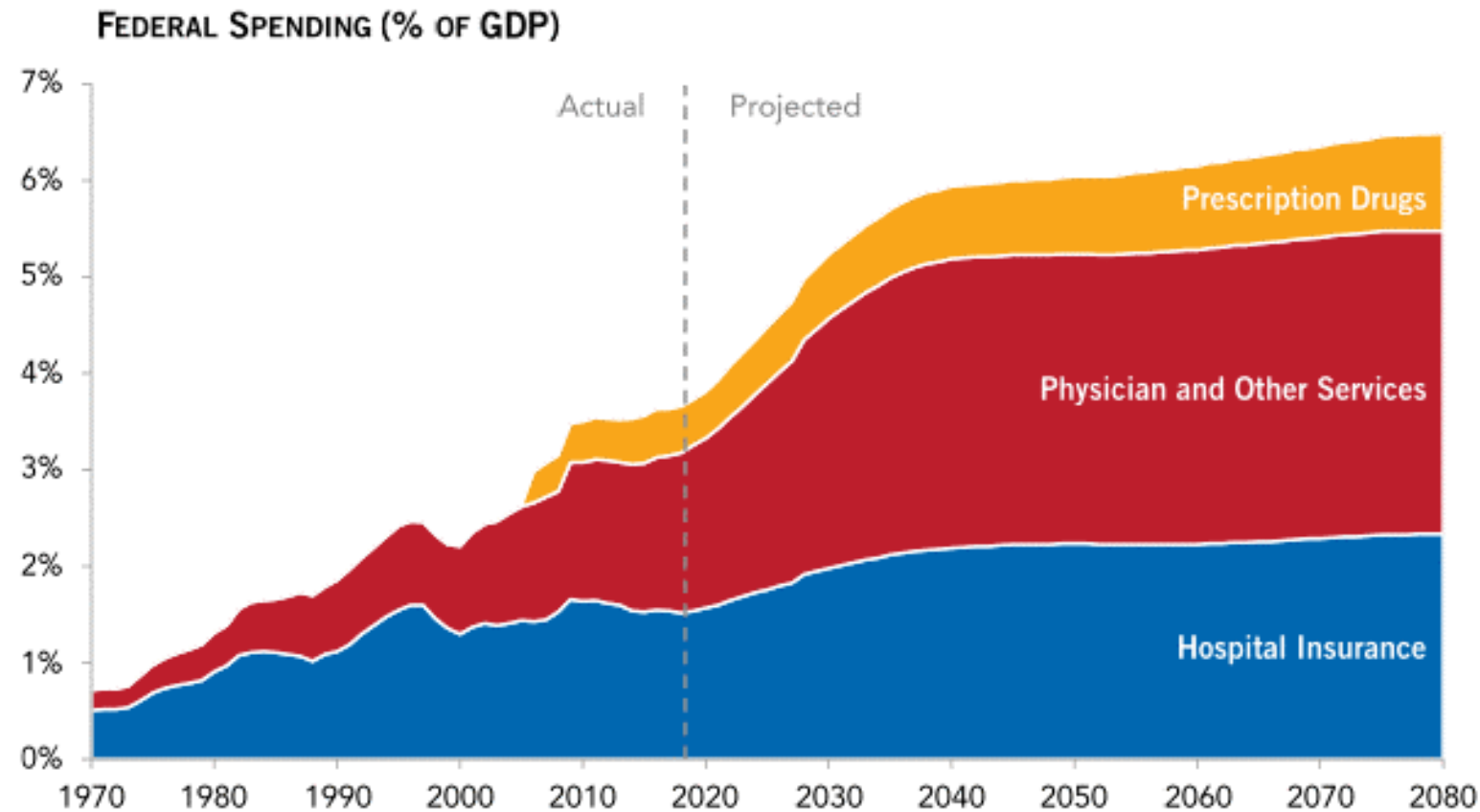
Healthcare is the major driver of the projected growth in spending over the long term



SOURCES: Congressional Budget Office, *The 2019 Long-Term Budget Outlook*, June 2019 and *Updated Budget Projections: 2019 to 2029*, May 2019.  
NOTE: Major health programs include Medicare (net), Medicaid, the Children's Health Insurance Program, and spending to subsidize health insurance purchased through the marketplaces established under the Affordable Care Act and related spending.  
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# Long-Term Medicare Spending Projections



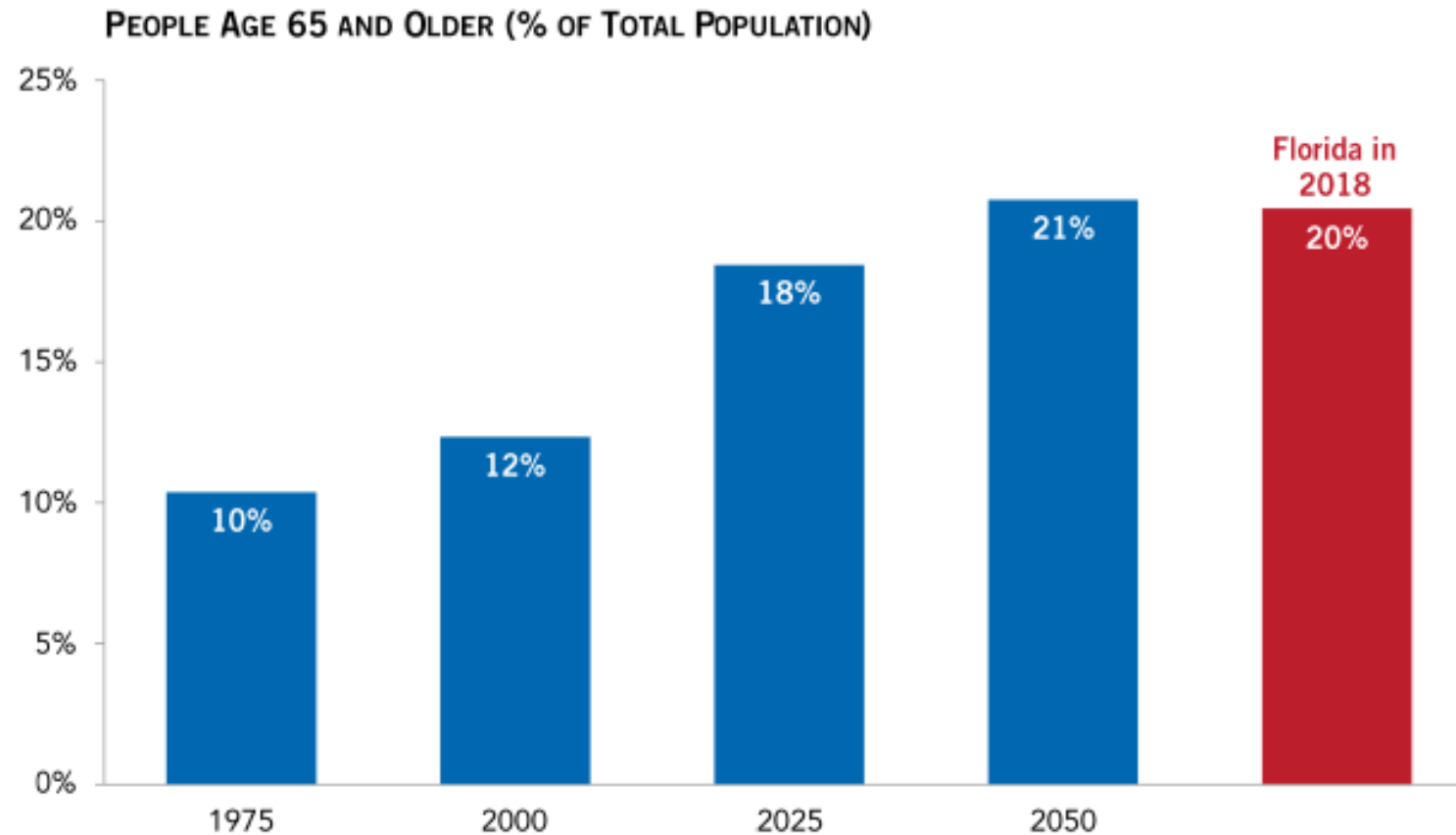
SOURCE: Centers for Medicare and Medicaid Services, 2019 Annual Report of the Boards of Trustees of the Federal Hospital Insurance and Federal Supplementary Medical Insurance Trust Funds, April 2019. Compiled by PGPF.

NOTE: The figures shown above are based on gross Medicare spending.

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The population of the United States is aging rapidly. Soon we will be a nation of Floridas.



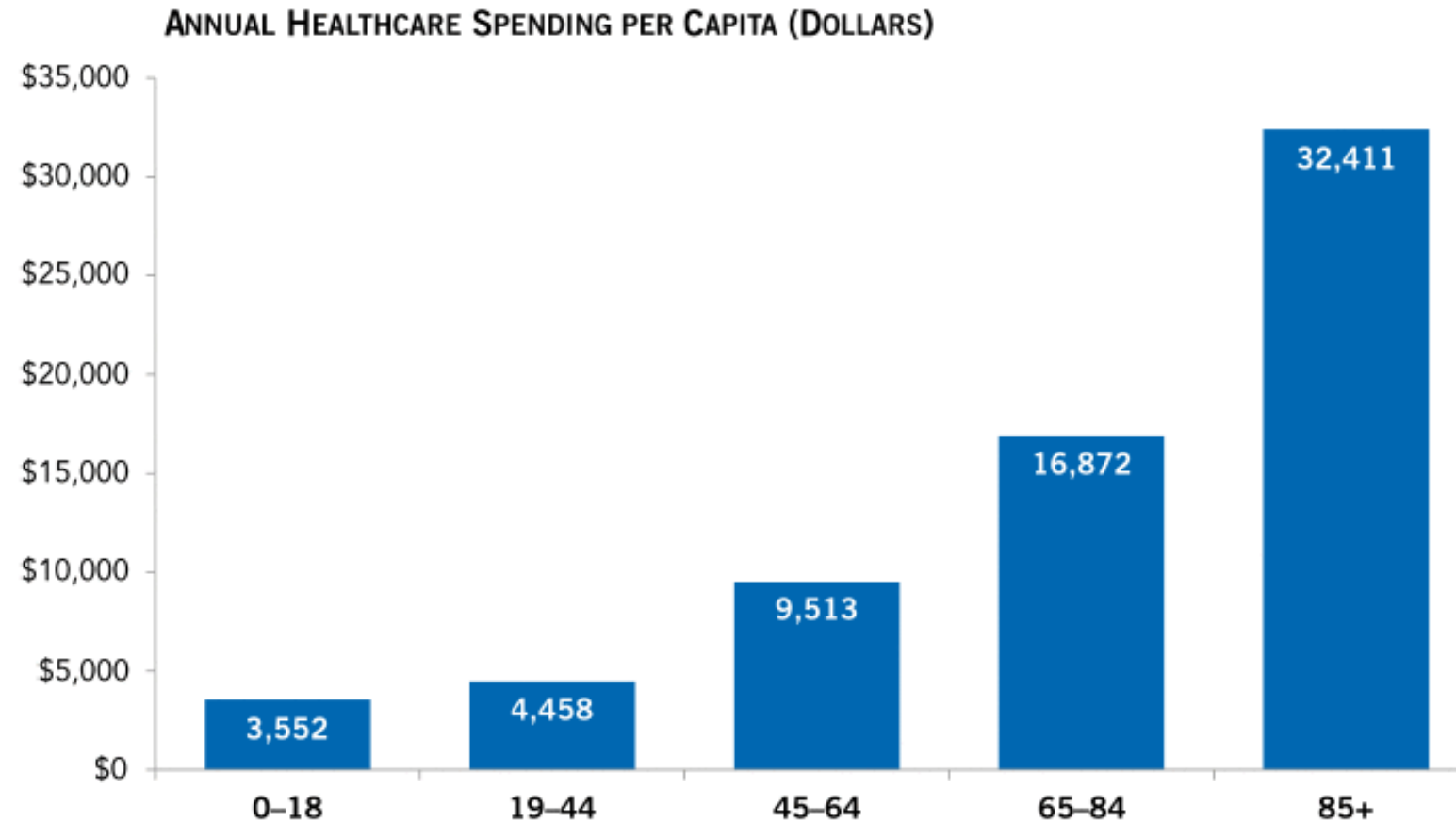
SOURCES: Social Security Administration, *The 2019 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds*, April 2019; and U.S. Census Bureau, *2018 Population Estimates* June 2019. Compiled by PGPF.

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## Medical spending increases rapidly with age

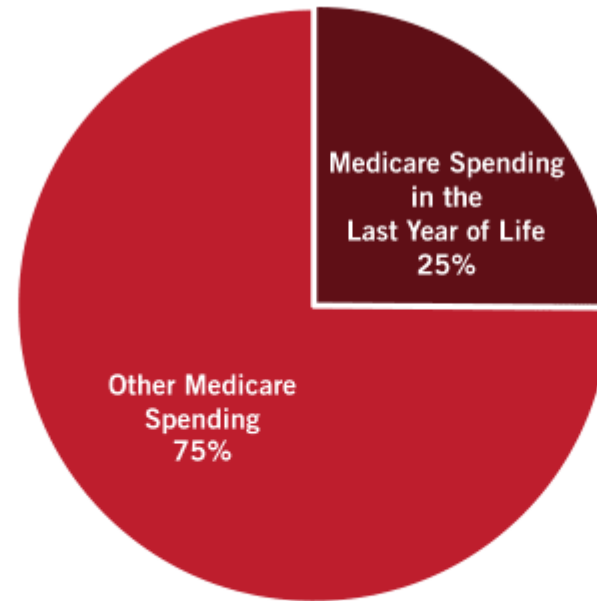


SOURCE: Centers for Medicare and Medicaid Services, *National Health Expenditures by Age and Gender*, August 2016. Data are for 2012. Compiled by PGPF.

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One in four Medicare dollars is spent on people who are in the last year of life

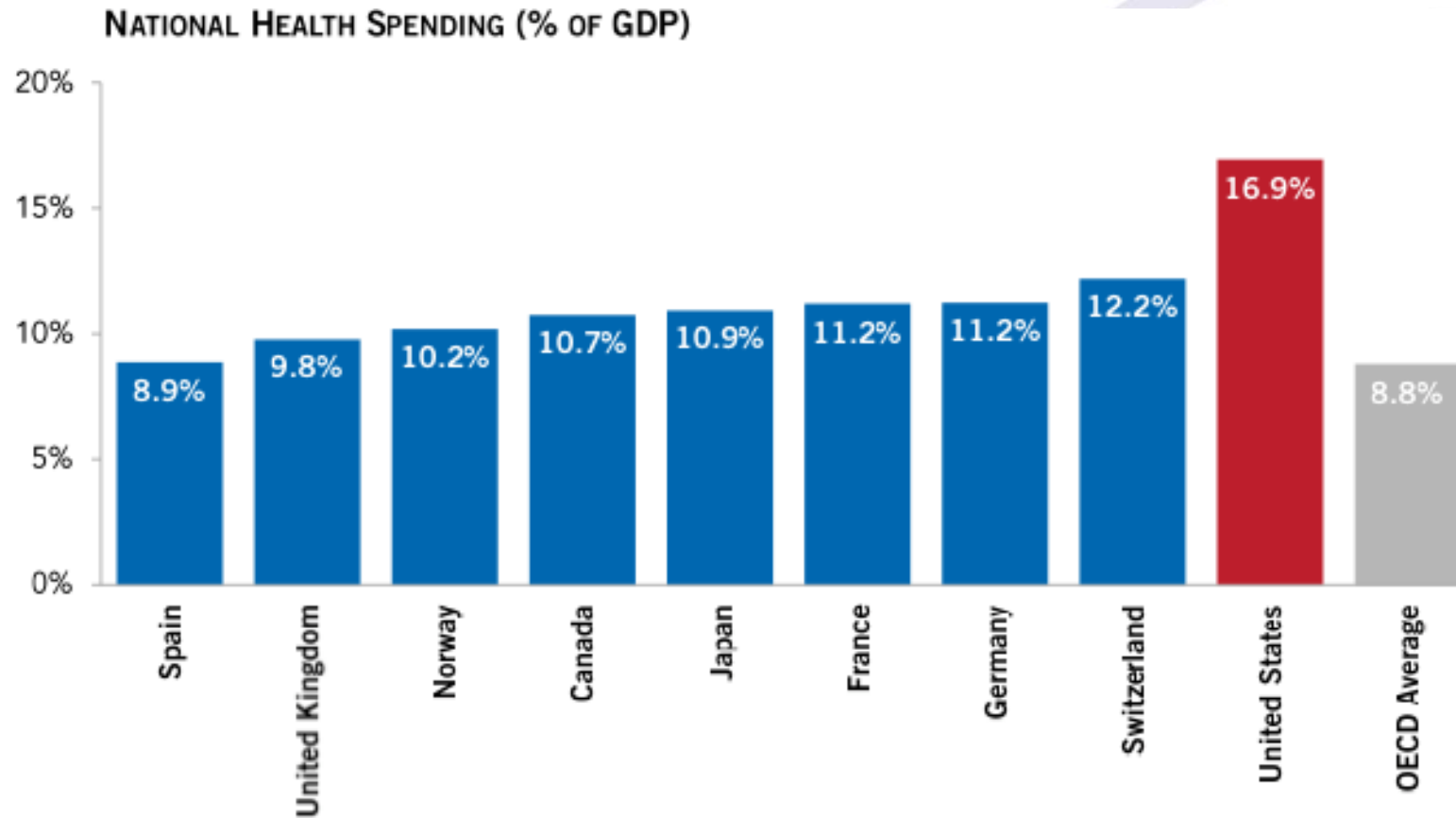


SOURCE: Health Services Research, *Long-Term Trends in Medicare Payments in the Last Year of Life*, April 2010. Compiled by PGPF.  
NOTE: Data are from 2006, the most recent available.

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Healthcare expenditures in the U.S. are significantly higher than those of other developed countries



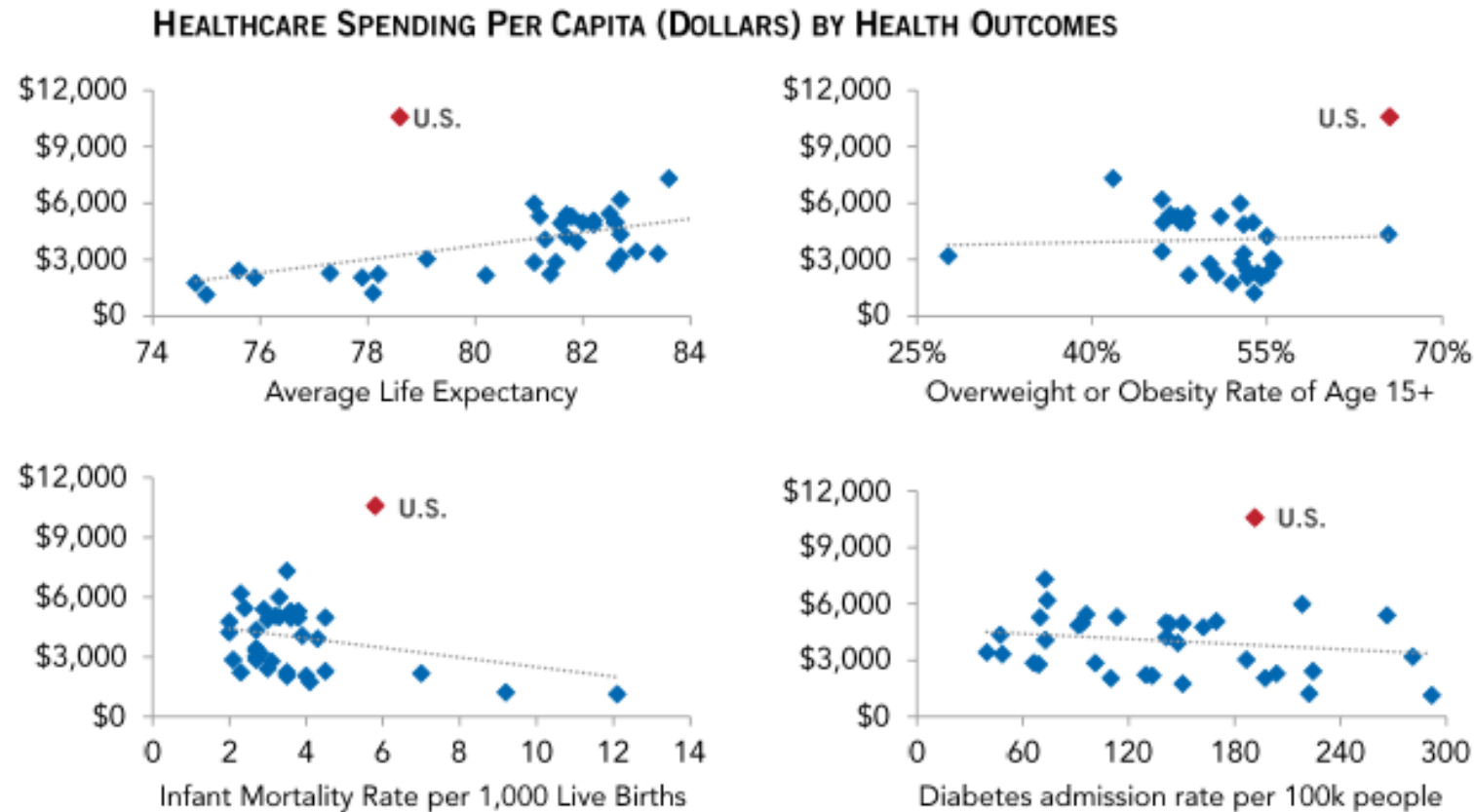
SOURCE: Organisation for Economic Cooperation and Development, OECD Health Statistics 2019, July 2019.

NOTE: Data are for 2018.

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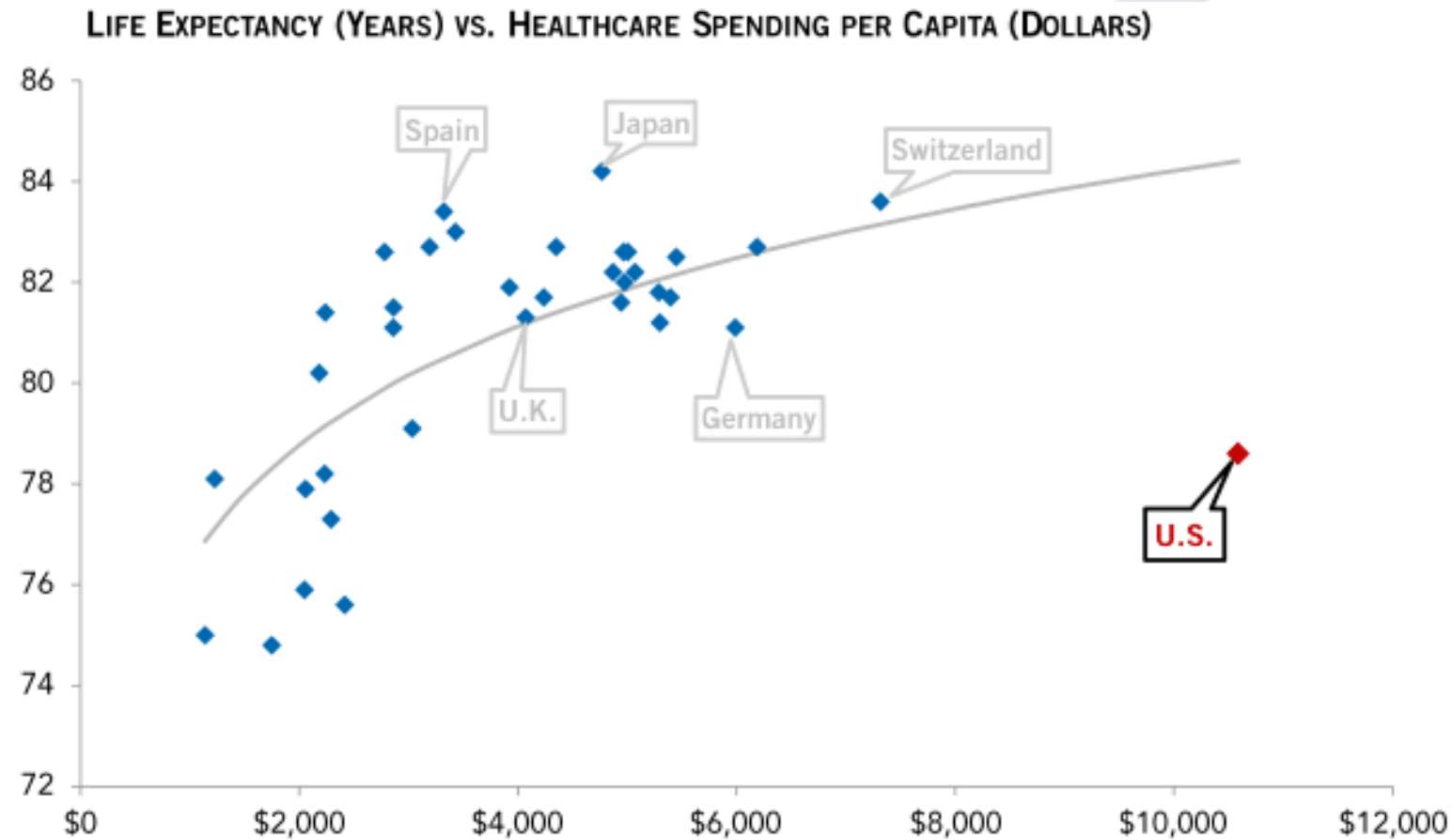
Despite higher healthcare spending per capita, the U.S. generally does not have better health outcomes



SOURCE: Organization for Economic Co-operation and Development, OECD Health Statistics 2019, July 2019.  
NOTES: Data are for 2018 or latest available for OECD countries. Data are not available for all countries for all metrics.  
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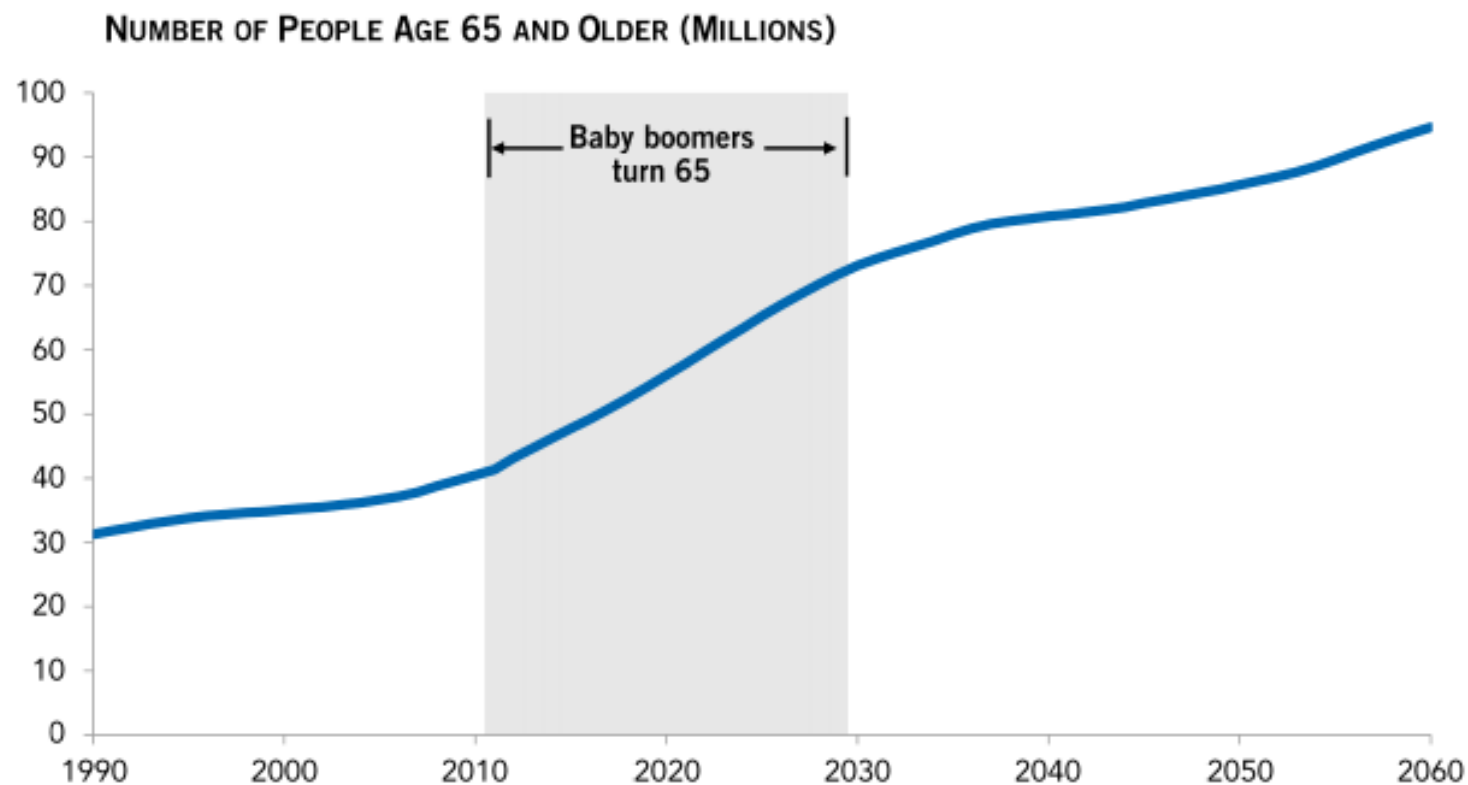
Life expectancy in the United States is lower than other developed countries, despite higher healthcare costs



SOURCE: Organisation for Economic Cooperation and Development, *OECD Health Statistics 2019*, July 2019.  
NOTES: Data are for 2018 or latest available. The trend line comes from a logarithmic regression.  
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The aging of the Baby Boom Generation will boost the number of Americans age 65 and older



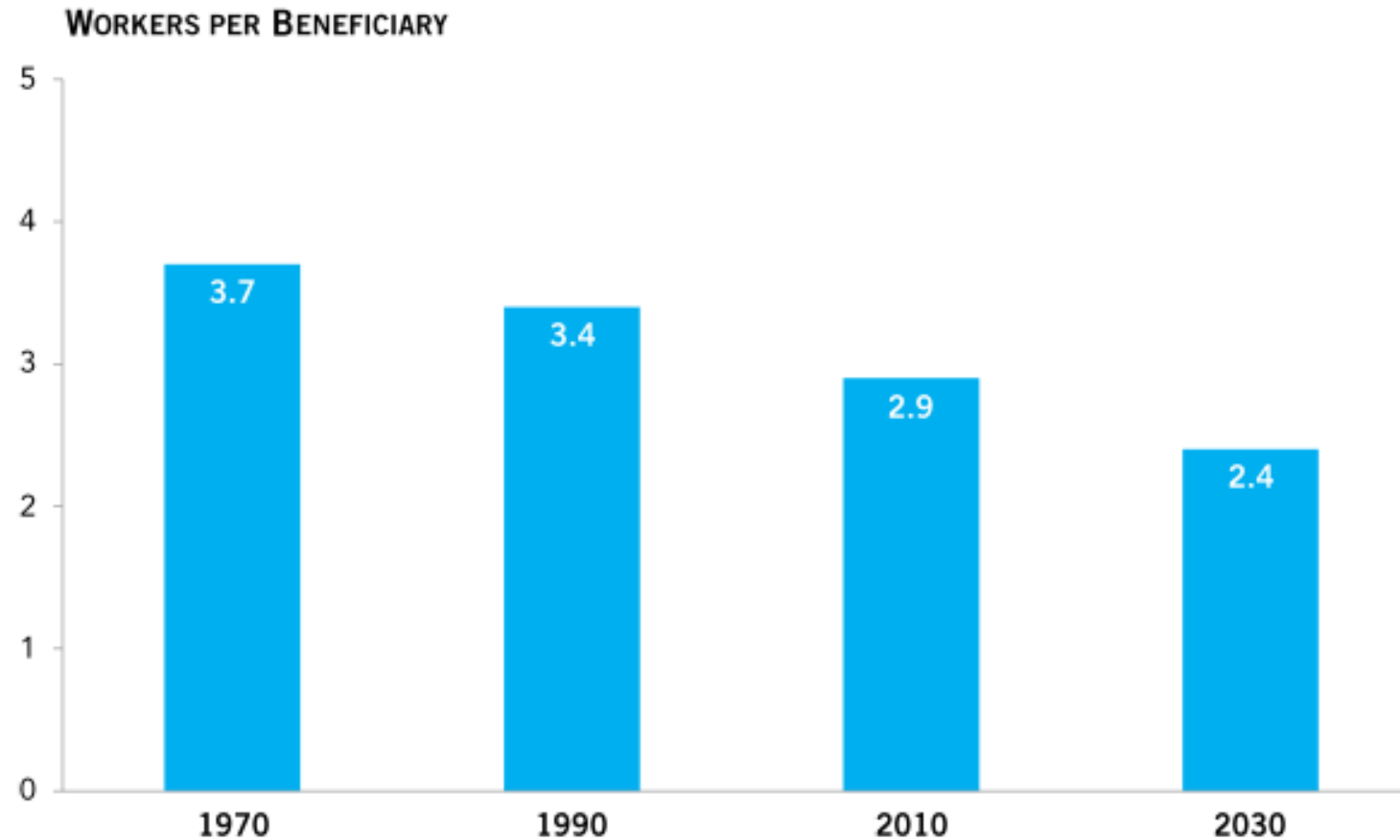
SOURCE: U.S. Census Bureau, *National Intercensal Estimates*; *2016 Population Estimates*, June 2017; and *2017 National Population Projections*, September 2018. Compiled by PGPF.

NOTE: The highlighted period represents the time span between the years when the oldest and when the youngest of the baby boom generation turn age 65.

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As the population ages, fewer workers will be paying taxes to support each Social Security beneficiary



SOURCE: Social Security Administration, *The 2019 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds*, April 2019. Compiled by PGPF.  
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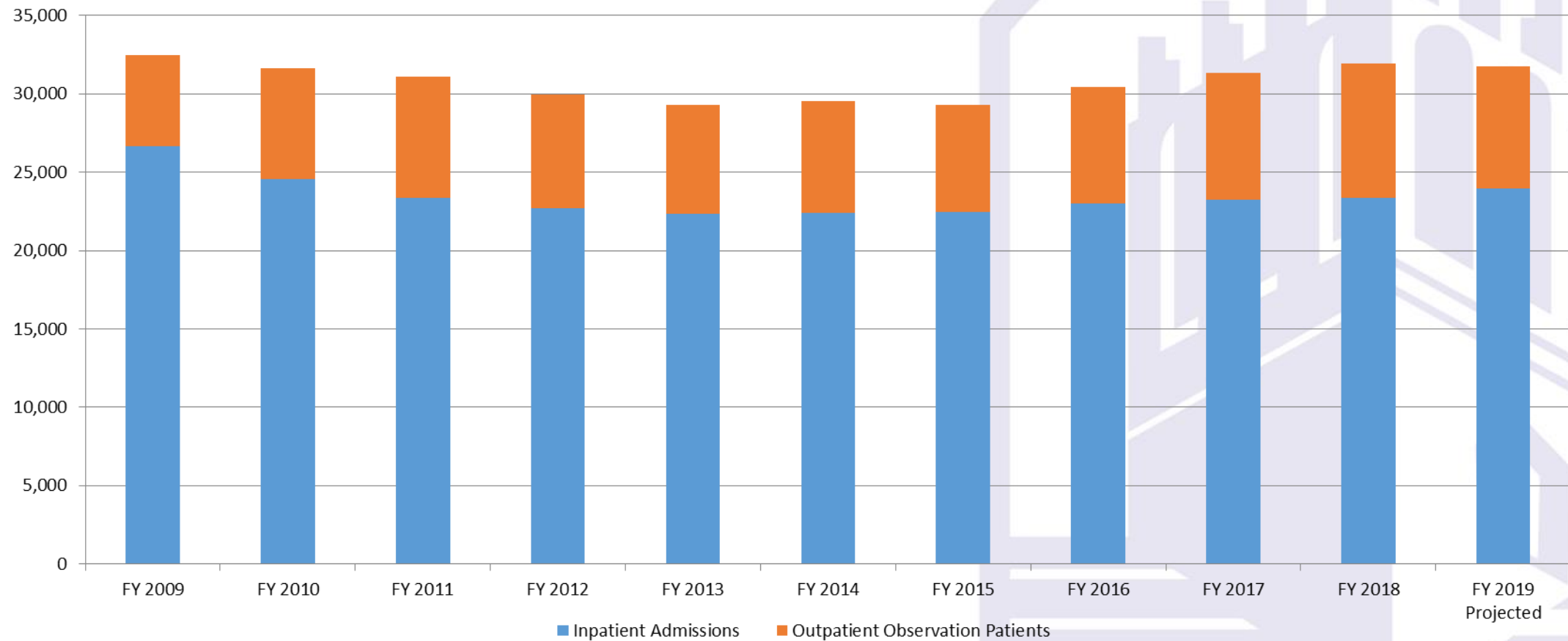
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# Historical Financial and Statistical Trends



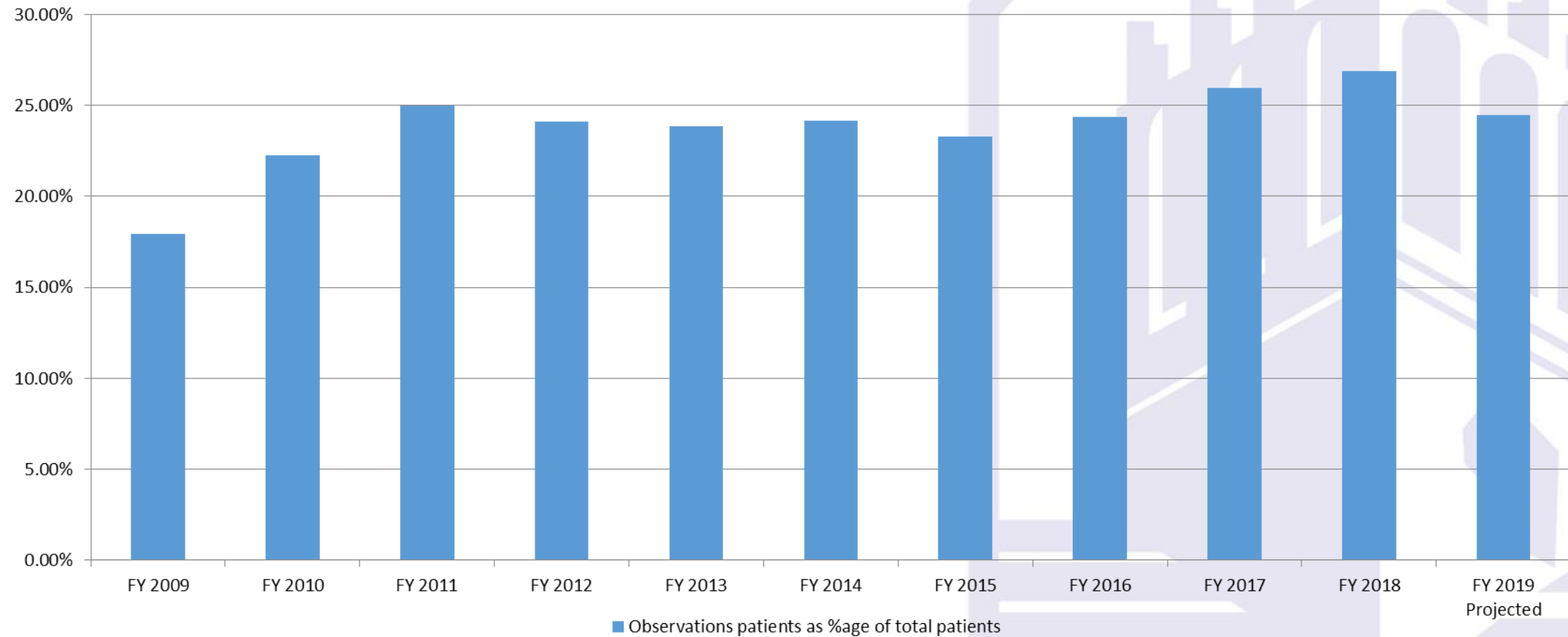


# Halifax Health Medical Center Inpatient Admissions and Outpatient Observation Patients

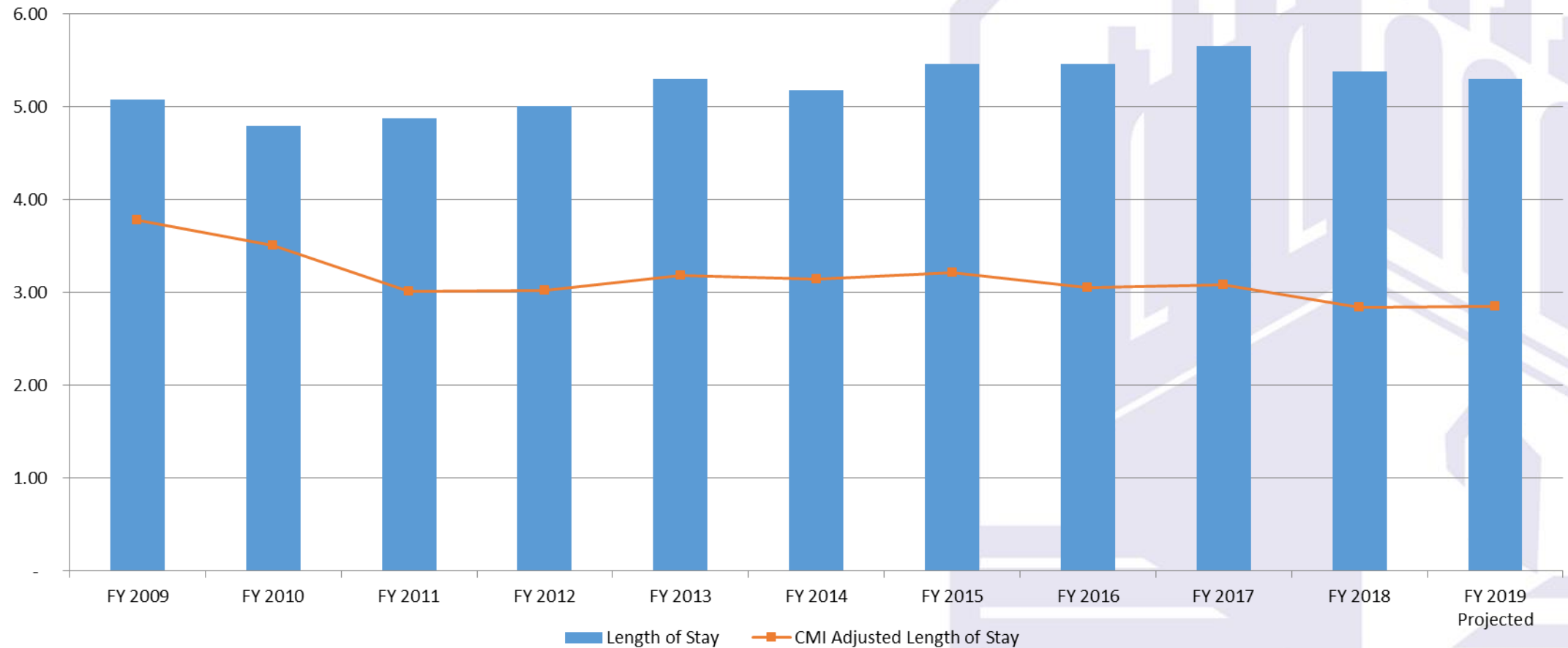


# Halifax Health Medical Center

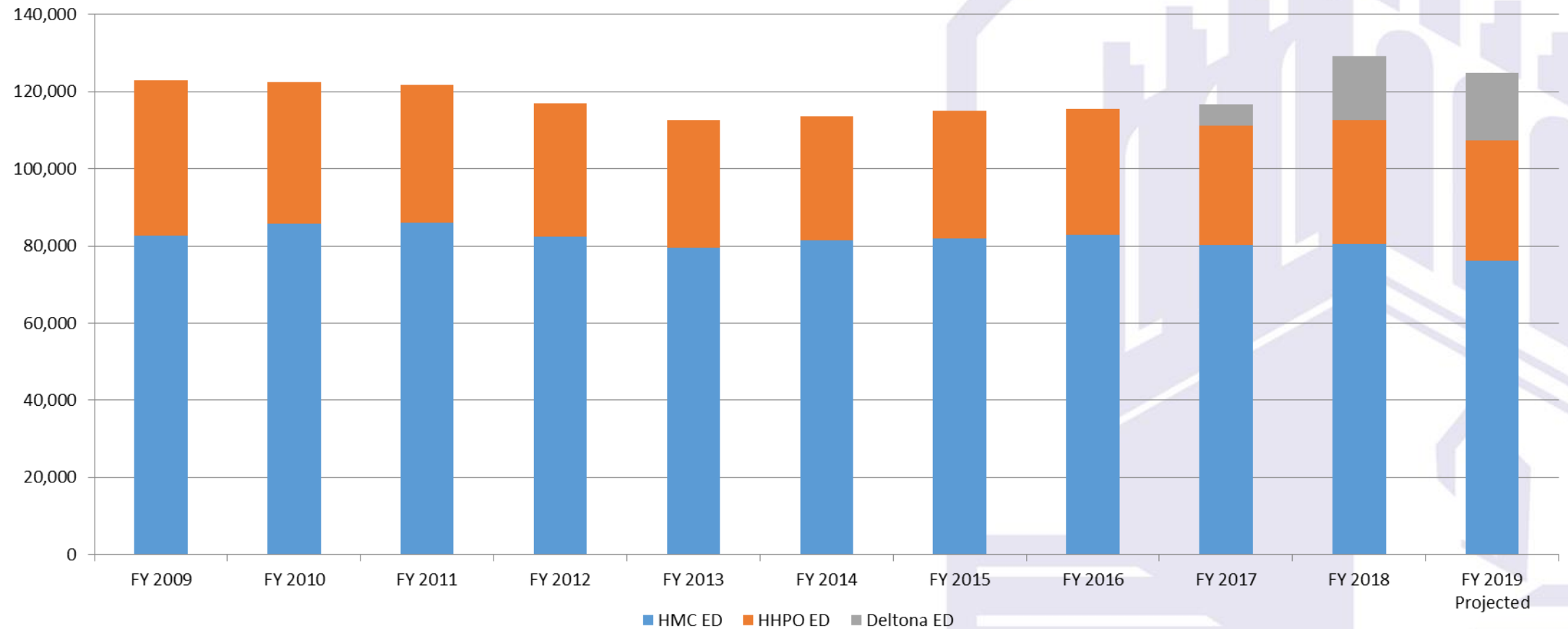
## Percentage of Observation Patients to Total Patients



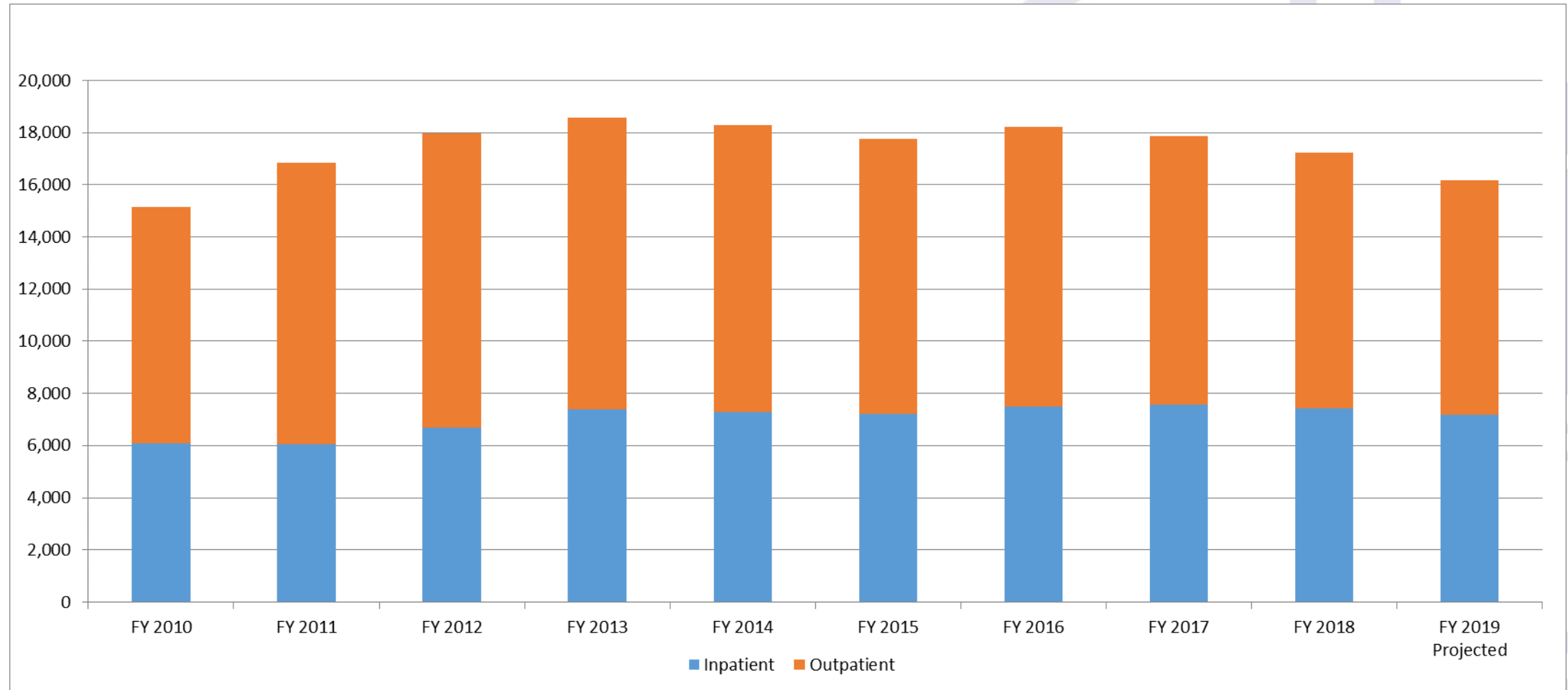
# Halifax Health Medical Center Discharged Based Length of Stay Case Mix Adjusted Excluding Adult Psych, IP Rehab & Newborns



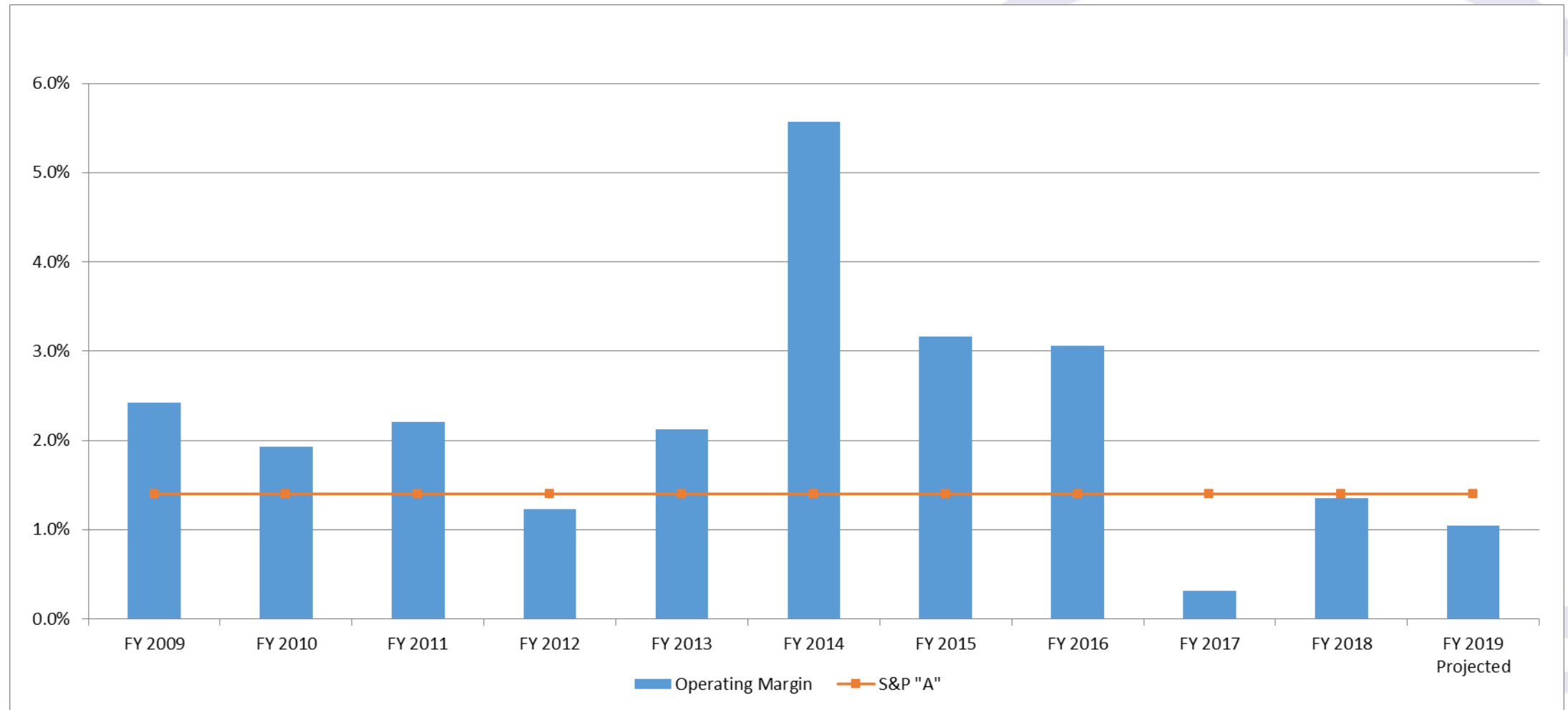
# Halifax Health Medical Center Emergency Registrations



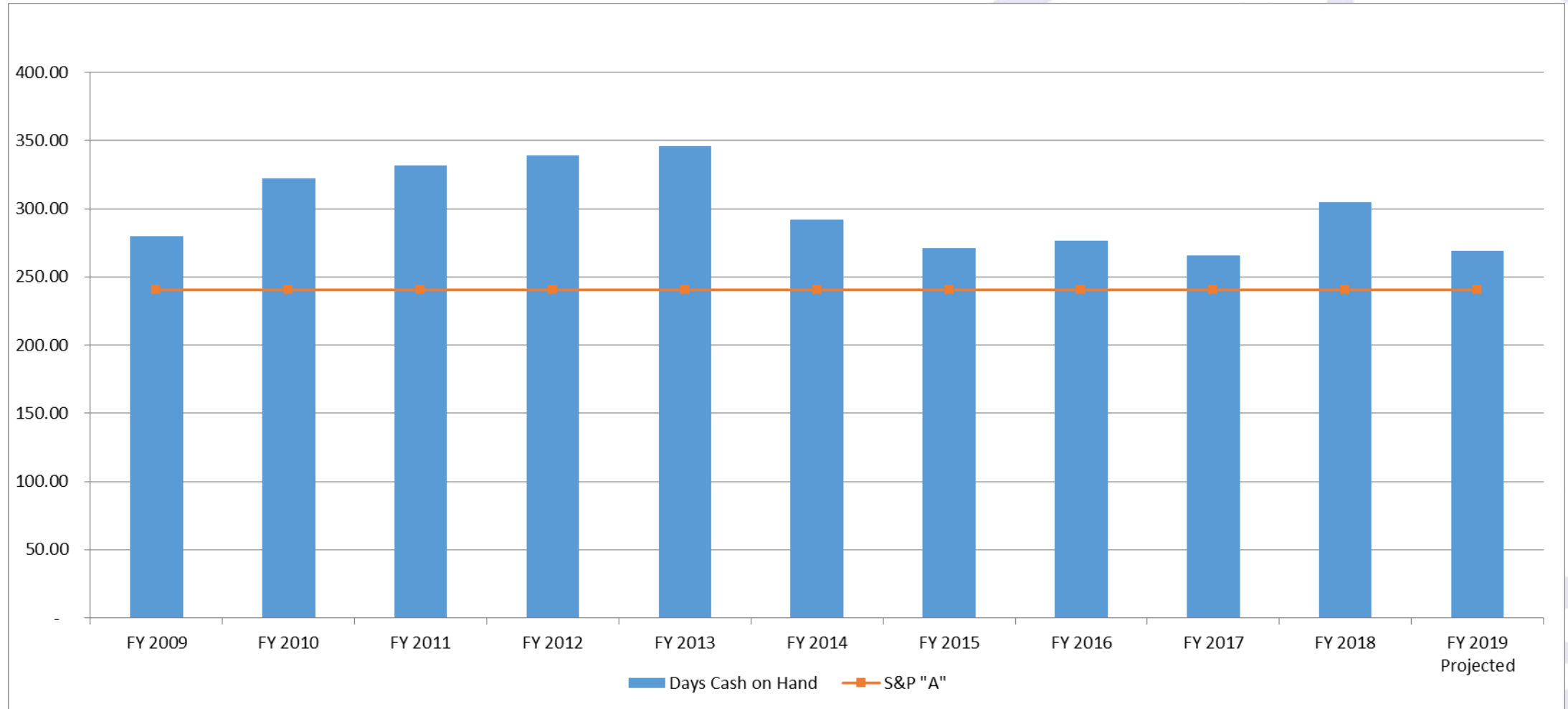
# Halifax Health Medical Center Surgical Cases



# Halifax Health Operating Margin

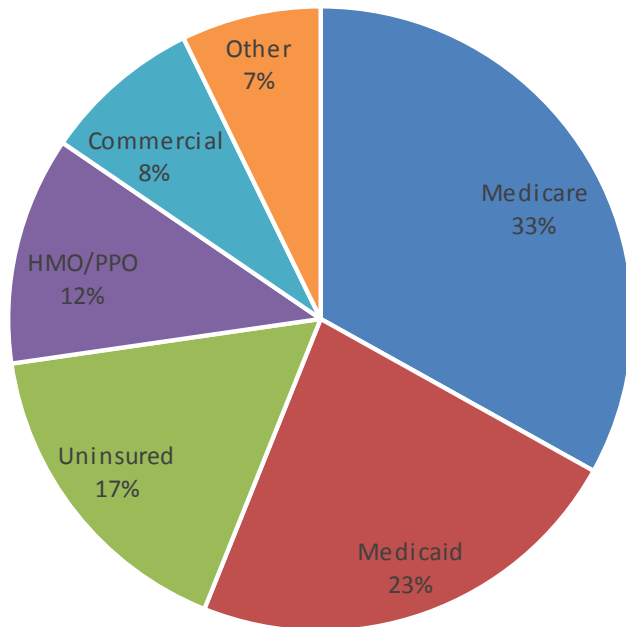


# Halifax Health Days Cash on Hand

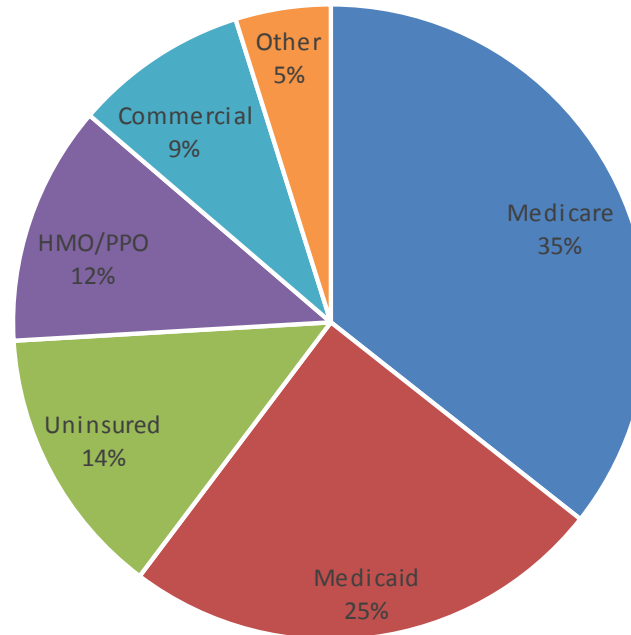


# Payor Mix (based on cases/visits)

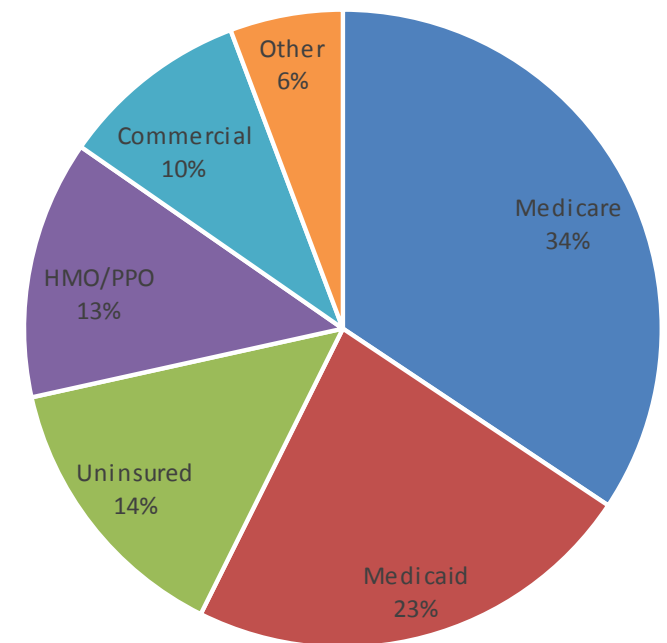
FY 2010



FY 2014



FY 2019 YTD



■ Medicare ■ Medicaid ■ Uninsured ■ HMO/PPO ■ Commercial ■ Other



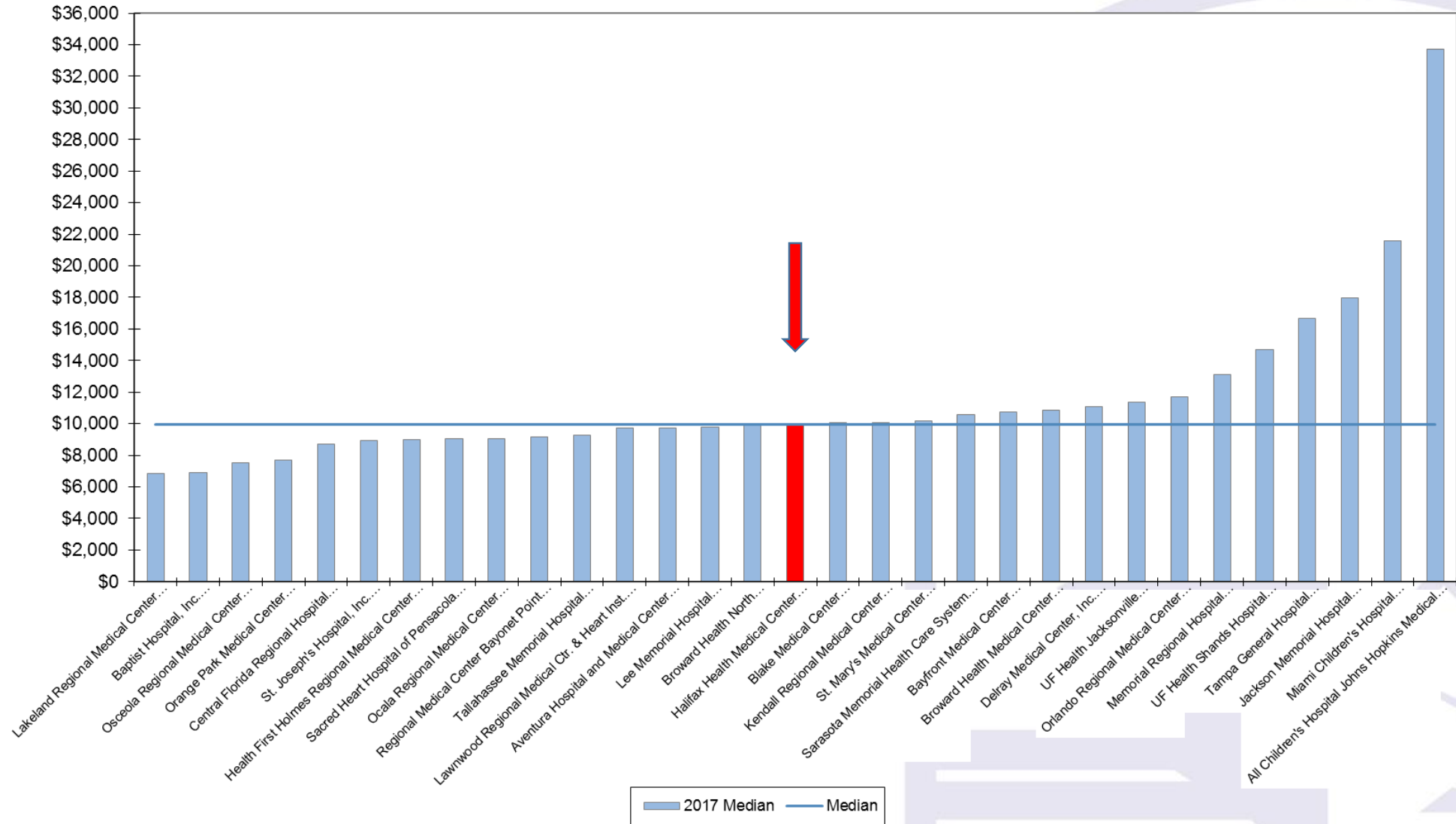
# Benchmark Comparisons



# Florida Hospitals with Trauma Centers

## Total operating expense per adjusted admission

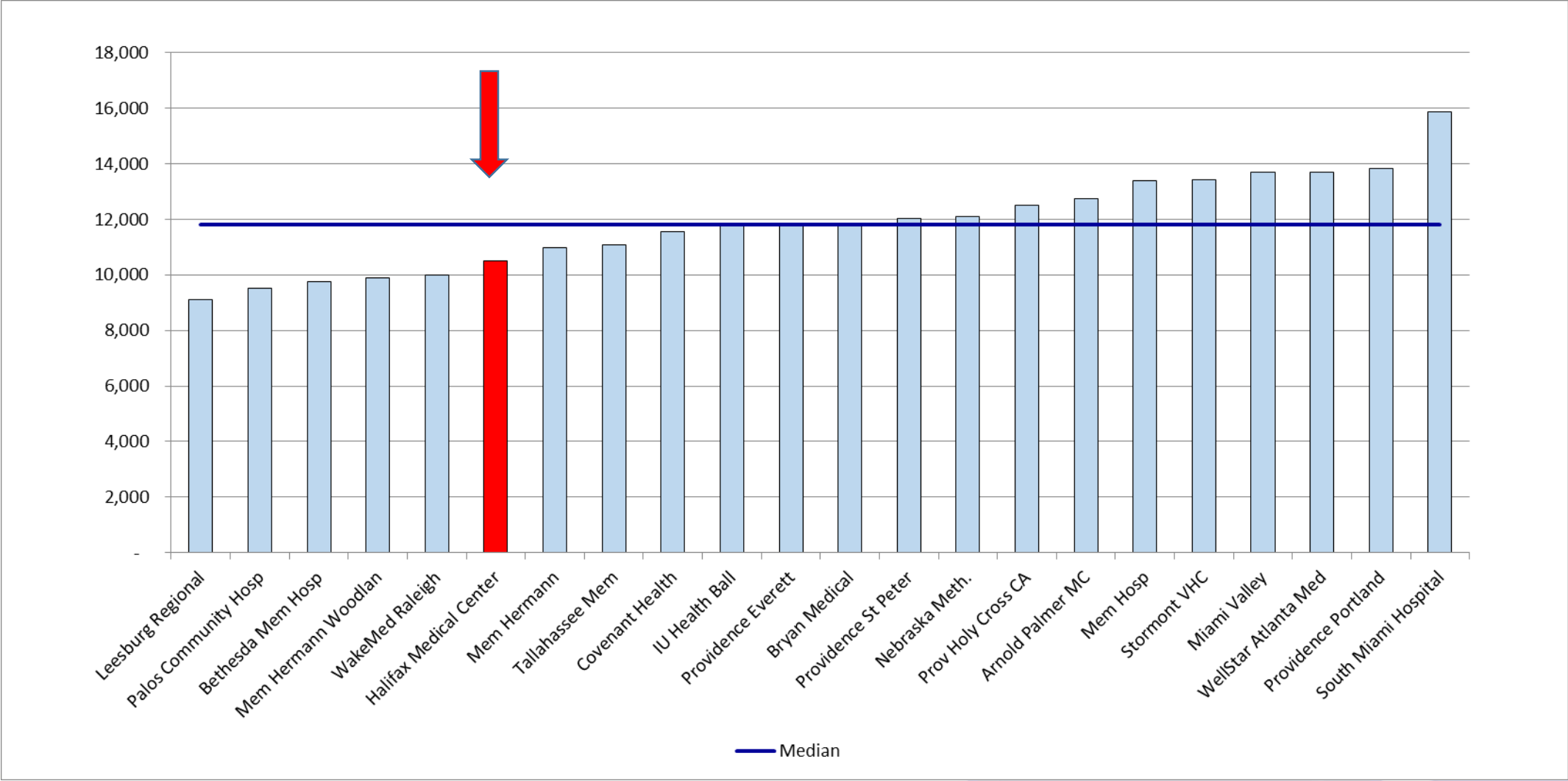
### FY 2017



- Operating Expense excludes bad debt, interest, depreciation, provider and tax related expense
- Source: AHCA Financial Data, Release Date – August 2018

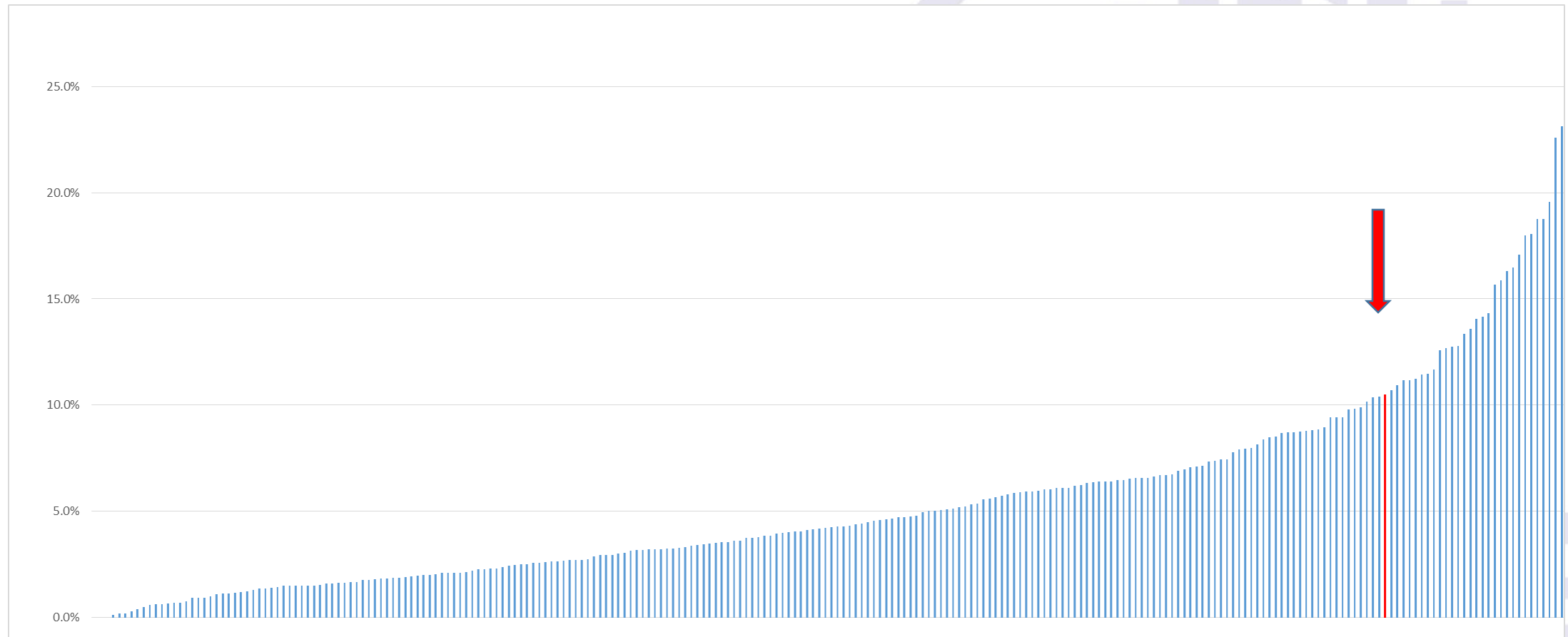
# Vizient Hospitals FY 2018

## Total Expense per Adjusted Admission



Source: IBM ActionOI database – FY 2018  
Vizient hospitals nationwide  
ADC -- 200-450  
CMI -- 1.00 – 2.00  
Includes Depreciation & Interest Expense

Hospitals in the State of Florida  
Uncompensated care charges as percentage of Total Gross charges  
FY 2017



# Preliminary FY 2020 Operating Budget



# Budget Premise and Policy

## Premise:

- Generating fiscally sound policy while maintaining quality patient care is our commitment to the future of Halifax Health and the community we serve.

## Policy:

- To maintain employee salaries and benefits at competitive levels and allocate financial resources consistent with the standards, guidelines and parameters of nursing care required for patients
- To replace and enhance existing facilities and equipment with new and expanded services and technologies
- To develop a financial operation that is sufficiently flexible to react to the anticipated changes in the healthcare environment
- To sustain the Cornerstone initiative for our patients, our employees and our community

# FY 2020 Budget

## Key Factors in Setting Budget

- Continuation of critical community services and benefits
- Achieve positive cash flow after capital and pension funding
- Targeting at least a 2% operating margin excluding Deltona Hospital
- Restructuring patient care management along with consultant (Clinical Intelligence) to improve operating margin at a sustainable level above 3%

# FY 2020 Budget

## Medicare and Medicaid Assumptions

- Medicare
  - Proposed Inpatient/Outpatient rates
    - Assuming a \$2.1 million increase based on proposed rule
  - Medicare DSH payments
    - Assuming increase of \$600k based on proposed rule
- Medicaid
  - Annual decrease of \$2.1 million between rates and special payments
    - Rates - \$123k increase
    - DSH - \$702k increase
    - LIP - \$2.9M decrease



**Halifax Health**  
**Statements of Revenues, Expenses and Changes in Net Position**  
**FY 2020 Operating Budget**

	COL A	COL B	COL C = A + B	COL D	COL E = C + D
	FY 2020 Budget	Margin	Budget without	Deltona	Management
	Initial Budget	Improvements	Deltona Hospital	Hospital	Proposed Budget
<b>Operating revenues:</b>					
Net patient service revenue	\$530,951	\$4,948	\$535,899	\$24,084	\$559,983
Ad valorem tax revenue	6,580	-	6,580	-	6,580
Other revenue	28,051	162	28,213	42	28,255
Total operating revenues	565,582	5,110	570,692	24,126	594,818
<b>Operating expenses:</b>					
Salaries and Benefits	288,391	(6,761)	281,630	15,582	297,212
Purchased Services	89,784	(1,688)	88,095	3,814	91,909
Supplies	107,931	(1,836)	106,096	2,983	109,079
Depreciation and Amortization	25,096	-	25,096	3,722	28,818
Interest Expense	16,243	-	16,243	4,105	20,348
Ad valorem tax related expenses	6,352	-	6,352	-	6,352
Lease/Rentals	8,846	(186)	8,660	1,122	9,782
Other	27,394	(372)	27,021	3,843	30,864
Total operating expenses	570,038	(10,844)	559,194	35,171	594,365
<b>Income (loss) from operations</b>	<b>(4,456)</b>	<b>15,954</b>	<b>11,498</b>	<b>(11,045)</b>	<b>453</b>
Nonoperating revenues, expenses, and gains/(losses)					
Investment income	7,659	-	7,659	-	7,659
Donation revenue	705	-	705	-	705
Nonoperating gains (losses), net	674	-	674	-	674
Total Nonoperating revenues, expenses, and gains/(losses)	9,038	-	9,038	-	9,038
<b>Increase/(decrease) in net position</b>	<b>\$4,582</b>	<b>\$15,954</b>	<b>\$20,536</b>	<b>(\$11,045)</b>	<b>\$9,491</b>
<b>Operating Margin</b>	<b>-0.8%</b>		<b>2.0%</b>		<b>0.1%</b>
<b>Operating EBIDA</b>	<b>6.5%</b>		<b>9.3%</b>		<b>8.3%</b>
<b>Total Margin</b>	<b>0.8%</b>		<b>3.6%</b>		<b>1.6%</b>

**Halifax Health**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**FY 2020 Budget**  
(\$ in thousands)

	Medical Center	Hospice	Foundation	VHN & HMS	Total wo/Deltona	Deltona Hospital	Total w/Deltona
<b>Operating revenues:</b>							
Net patient service revenue	\$489,726	\$46,174	\$0	\$0	\$535,899	\$24,084	\$559,983
Ad valorem tax revenue	6,580	-	-	-	6,580	-	6,580
Other revenue	19,281	2,277	2,503	4,151	28,213	42	28,255
Total operating revenues	515,587	48,450	2,503	4,151	570,692	24,126	594,818
<b>Operating expenses:</b>							
Salaries and Benefits	256,131	24,759	125	615	281,630	15,582	297,212
Purchased Services	73,442	14,290	9	355	88,095	3,814	91,909
Supplies	103,599	2,492	-	4	106,096	2,983	109,079
Depreciation and Amortization	23,483	787	-	826	25,096	3,722	28,818
Interest Expense	16,243	-	-	-	16,243	4,105	20,348
Ad valorem tax related expenses	6,352	-	-	-	6,352	-	6,352
Lease/Rentals	5,906	2,092	-	661	8,660	1,122	9,782
Other	24,068	2,130	806	17	27,021	3,843	30,864
Total operating expenses	509,225	46,550	940	2,479	559,194	35,171	594,365
<b>Income from operations</b>	<b>6,362</b>	<b>1,900</b>	<b>1,563</b>	<b>1,672</b>	<b>11,498</b>	<b>(11,045)</b>	<b>453</b>
Nonoperating revenues, expenses, and gains/(losses)							
Investment income	4,437	3,222	-	-	7,659	-	7,659
Donation revenue	-	705	-	-	705	-	705
Minority Interest	-	-	-	-	-	-	-
Nonoperating gains (losses), net	674	-	-	-	674	-	674
Total Nonoperating revenues, expenses, and gains/(losses)	5,112	3,927	-	-	9,038	-	9,038
<b>Increase in net position</b>	<b>\$11,474</b>	<b>\$5,827</b>	<b>\$1,563</b>	<b>\$1,672</b>	<b>\$20,536</b>	<b>(\$11,045)</b>	<b>\$9,491</b>
<b>Operating Margin</b>	<b>1.2%</b>	<b>3.9%</b>	<b>62.5%</b>	<b>40.3%</b>	<b>2.0%</b>	<b>-45.8%</b>	<b>0.1%</b>
<b>Total Margin</b>	<b>2.2%</b>	<b>11.3%</b>	<b>62.5%</b>	<b>40.3%</b>	<b>3.6%</b>	<b>-45.8%</b>	<b>1.6%</b>

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

	<b>September 30, 2020</b>			<b>September 30, 2019</b>	
	<b>HH System w/o</b>				
	<b>Deltona</b>	<b>Deltona</b>	<b>Total</b>	<b>Total</b>	<b>Change</b>
<b><u>Assets</u></b>					
Cash and cash equivalents	\$43,600	\$12,677	\$56,277	\$48,771	\$7,506
Investments	322,314	-	322,314	301,054	21,260
Board designated assets	29,006	-	29,006	28,437	569
Accounts receivable	68,239	3,957	72,196	68,239	3,957
Restricted assets whose use is limited	6,257	-	6,257	6,134	123
Other assets	44,046	-	44,046	41,546	2,500
Deferred outflow - swap	33,674	-	33,674	33,674	-
Deferred outflow - loss on bond refunding	13,711	-	13,711	14,635	(924)
Deferred outflow - pension	36,346	-	36,346	21,029	15,317
Property, plant and equipment	313,491	122,229	435,720	429,201	6,519
Total Assets	\$910,684	\$138,863	\$1,049,547	\$992,720	\$56,827
<b><u>Liabilities and Net position</u></b>					
Accounts payable	\$35,000	\$4,495	\$39,495	\$45,418	(\$5,923)
Other liabilities	76,282	3,184	79,466	84,455	(4,989)
Net pension liability	69,349	-	69,349	61,863	7,486
Long-term debt	328,847	122,229	451,076	419,642	31,434
Discount/Premium on LTD, net	17,249	-	17,249	17,921	(672)
Long-term value of swap	33,674	-	33,674	33,674	-
Net position	350,283	8,955	359,238	329,747	29,491
Total Liabilities and Net position	\$910,684	\$138,863	\$1,049,547	\$992,720	\$56,827

**Halifax Health  
FY 2020 Budget  
Cash Flow Statement**

	<b>COL A HH System w/o Deltona Hospital</b>	<b>COL B Deltona Hospital</b>	<b>COL C = A + B FY 2020 Budget</b>
<b>Sources of Cash:</b>			
Excess of Revenues over Expenses from Operations	\$11,498	(\$11,045)	\$453
Net Nonoperating Income, Excluding Investment Income	1,379	-	1,379
Items Not Affecting Working Capital:			
Depreciation	25,096	3,722	28,818
GASB 68 pension expense	13,633	-	13,633
Deltona Hospital debt issue	-	122,229	122,229
Payment for assets of Deltona hospital and related costs	122,229	-	122,229
Working capital contribution for Deltona Hospital - UF Health	-	10,000	10,000
Working capital contribution for Deltona Hospital - Halifax Health	-	10,000	10,000
<b>Total Sources of Cash</b>	<b>173,834</b>	<b>134,906</b>	<b>308,741</b>
<b>Uses of Cash:</b>			
Change in Working Capital, Excluding Current portion of debt	7,560	-	\$7,560
Additions (reductions) to Property, Plant & Equipment:			
Carryover from FY 2019 approved projects and prior	10,000	-	10,000
FY 2020 approved projects (50% of \$20M)	10,000	-	10,000
Deltona Hospital asset transfer	-	122,229	122,229
Remaining Deltona Hospital construction costs	13,337	-	13,337
	<b>33,337</b>	<b>122,229</b>	<b>155,566</b>
Refund bonds from 2018 debt issue (FRN transaction)	85,000	-	85,000
Working capital contribution for Deltona Hospital - Halifax Health	10,000	-	10,000
Pension Funding	23,144	-	23,144
Long Term Debt Principal Repayments	5,795	-	5,795
<b>Total Uses of Cash</b>	<b>164,836</b>	<b>122,229</b>	<b>287,065</b>
Cash Used Prior to Investment Income	8,998	12,677	21,676
Cash Provided from Investment Income	7,659	-	7,659
Cash Used	16,658	12,677	29,335
Cash Balance, beginning of period	378,262	-	378,262
<b>Cash and Unrestricted Investments, end of period</b>	<b>\$394,920</b>	<b>\$12,677</b>	<b>\$407,597</b>

## Halifax Health Financial Ratio Calculations

	FY 2020 Budget		Actual/Projected	S&P A-rated
	System w/o Deltona	System with Deltona	FY 2019	
Total Margin	3.5%	1.6%	3.0%	4.1%
Operating Margin	2.0%	0.1%	1.0%	1.4%
Operating EBIDA Margin	9.3%	8.3%	9.2%	8.0%
Adjusted Operating EBIDA Margin <sup>1</sup>	9.0%	8.1%	8.8%	N/A
EBIDA Margin	10.7%	9.7%	11.0%	11.7%
Days Cash on Hand	270.6	263.8	259.1	240.5
Unrestricted Cash to Debt	114.1%	87.0%	86.4%	221.6%
Long-term Debt to Capitalization	49.7%	58.0%	57.0%	26.4%
OG MADS coverage ratio	2.28	2.28	1.94	3.80

<sup>1</sup> -Excludes investment income/loss of Foundation recorded as operating income.

# Ad Valorem Tax Schedules



**Halifax Hospital Medical Center**  
**Schedule of Tax Bases, Tax Levies and Millage Rates**  
**FY 2007 - 2020**  
**(\$ in thousands)**

	Actual													Preliminary Budget
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 *
Tax Base (DR 420)	\$19,152,904	\$20,292,636	\$18,481,578	\$15,359,834	\$13,403,649	\$12,487,804	\$12,207,295	\$12,431,762	\$13,149,276	\$13,876,457	\$14,881,556	\$15,752,386	\$17,285,583	\$18,581,089
Gross Tax Levy	\$52,735	\$50,732	\$41,584	\$34,560	\$26,807	\$21,854	\$15,259	\$12,432	\$13,149	\$13,252	\$11,252	\$5,955	\$6,129	\$6,589
Millage Rate	2.750	2.500	2.250	2.250	2.000	1.750	1.250	1.000	1.000	0.9550	0.7561	0.3781	0.3546	0.3546

\* FY 2020 Millage rate is estimated based on the information provided from the preliminary tax value.

**Haliux Health Medical Center  
Schedule of Uses of Property Taxes  
FY 2020 Preliminary Budget \***

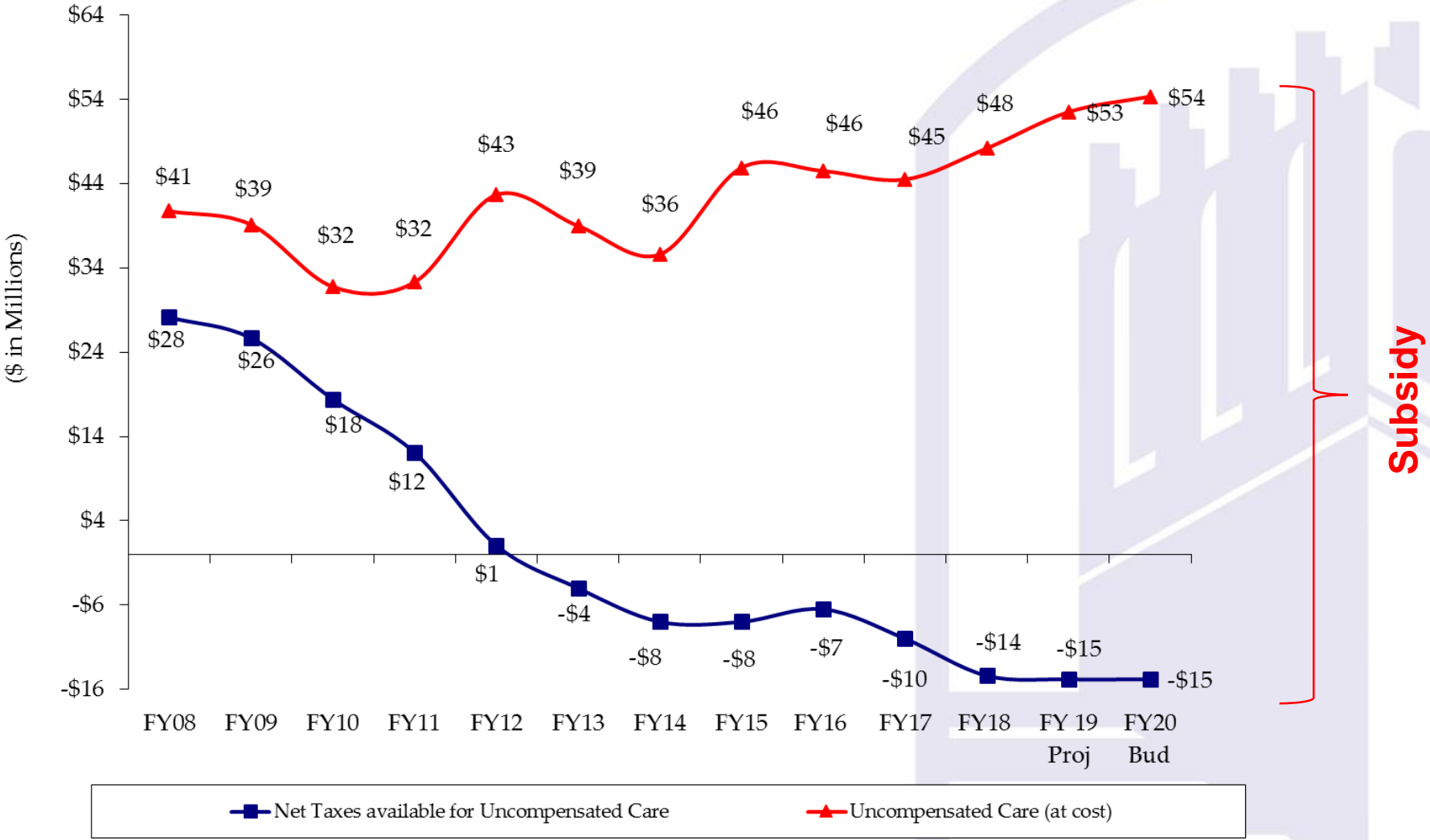
	<b>FY 2019 Actual/Projected 0.3546 Mill</b>	<b>FY 2020 Budget 0.3546 Mill</b>
Gross property tax levy	\$6,129,468	\$6,588,854
Tax discounts and uncollectible taxes	(108,996)	(117,000)
Net property taxes collected	6,020,472	6,471,854
Amounts paid to Volusia County and Cities:		
Tax collector and appraiser commissions	(204,996)	(220,000)
Volusia County Medicaid matching assessment	(3,118,788)	(3,150,000)
Redevelopment taxes paid to Cities	(321,252)	(345,329)
Subtotal	(3,645,036)	(3,715,329)
<b>Net taxes available for community health, wellness and readiness</b>	<b>2,375,436</b>	<b>2,756,525</b>
Amounts paid for community health and wellness services:		
Preventive health services (clinics, Healthy Kids, etc.)	(687,056)	(700,000)
Physician services	(8,820,874)	(8,950,000)
Trauma services	(6,355,646)	(6,500,000)
Pediatric and neonatal intensive care services	(429,962)	(450,000)
Child and adolescent behavioral services	(905,612)	(950,000)
Subtotal	(17,199,150)	(17,550,000)
Deficiency of net taxes available to fund hospital operating expenses	(14,823,714)	(14,793,475)
Uncompensated care, at cost:		
Halifax Health patients at facilities inside of the Halifax Health tax district	(30,885,761)	(31,967,000)
Non-Halifax Health taxing district patients and other write-offs	(21,622,695)	(22,379,000)
Subtotal	(52,508,456)	(54,346,000)
<b>Total deficiency of net taxes available to fund hospital operating expenses and uncompensated care provided by Halifax Health, at cost</b>	<b>(\$67,332,170)</b>	<b>(\$69,139,475)</b>

\* Based on Preliminary assessed total taxable value.

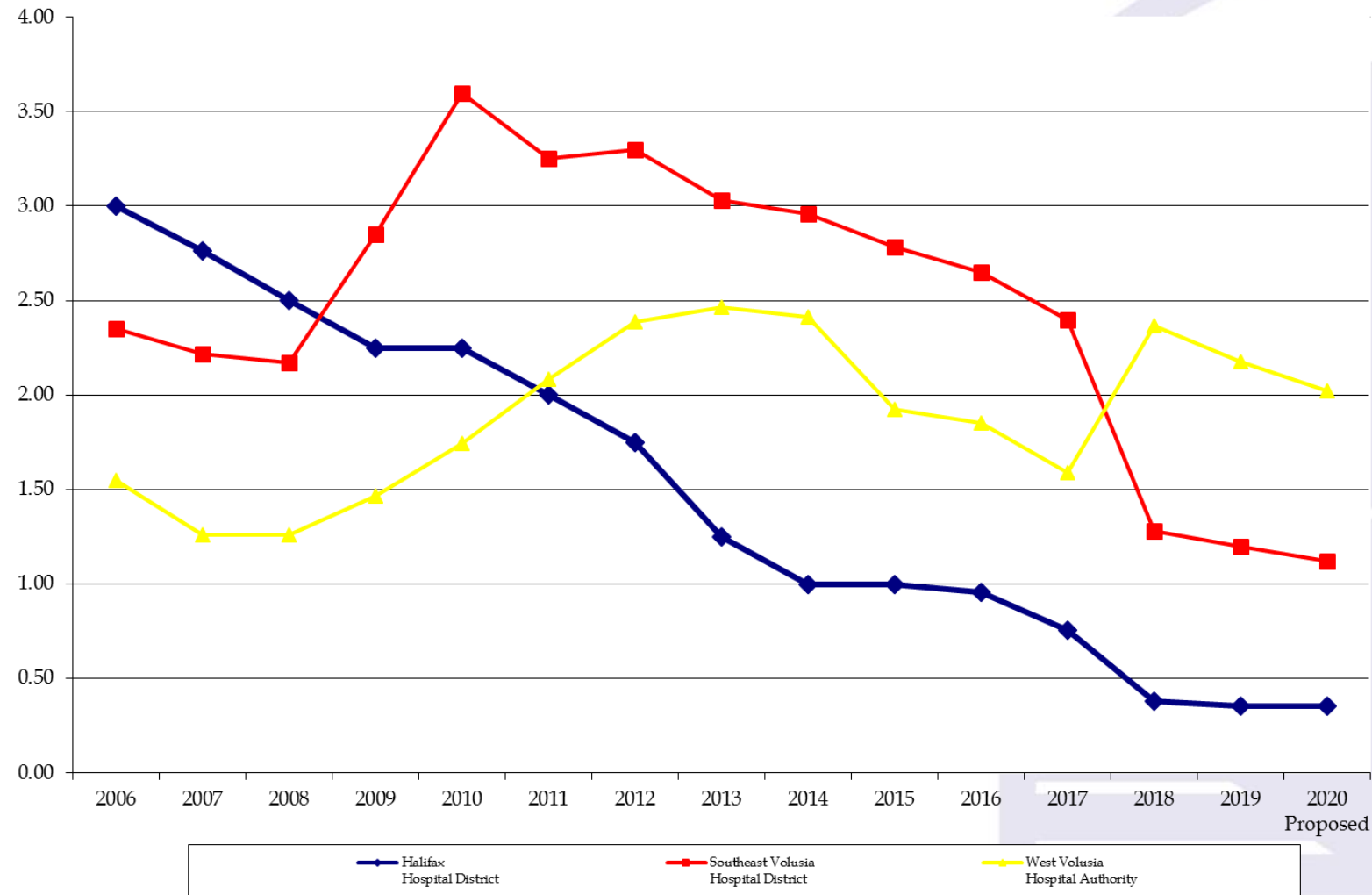
Note: Tax dollars are depleted in the first fourteen days of the fiscal year or by October 14<sup>th</sup>.



Halifax Health Medical Center  
Uses of Tax Dollars FY08 - FY20  
FY 2020 Preliminary Budget @ 0.3546 Mill



# Volusia County Hospital Taxing Districts FY 2006 – FY 2020 Proposed Tax Millage



# Halifax Health Medical Center

## Impact of Millage Rate

### Homesteaded Homeowner

#### FY 2020 Preliminary Budget <sup>1</sup>

	Prior Year	FY 2020 Budget	Percent Change
Millage rate, per 1,000	0.3546	0.3546	0.0%
Homestead Property value <sup>2</sup>	\$175,000	\$178,325	1.9%
Exemptions	(\$50,000)	(\$50,000)	0.0%
Property taxes	\$44.33	\$45.50	2.6%
<b>Tax Levy impact to homeowner</b>		<b>\$1.17</b>	

<sup>1</sup> FY 2020 Millage rate is estimated based on the information provided from the preliminary tax value.

<sup>2</sup> FY 2020 Property Value (Assessed value) increased 1.9% due to the Consumer Price Index being lower than the Save Our Homes max cap of 3%.

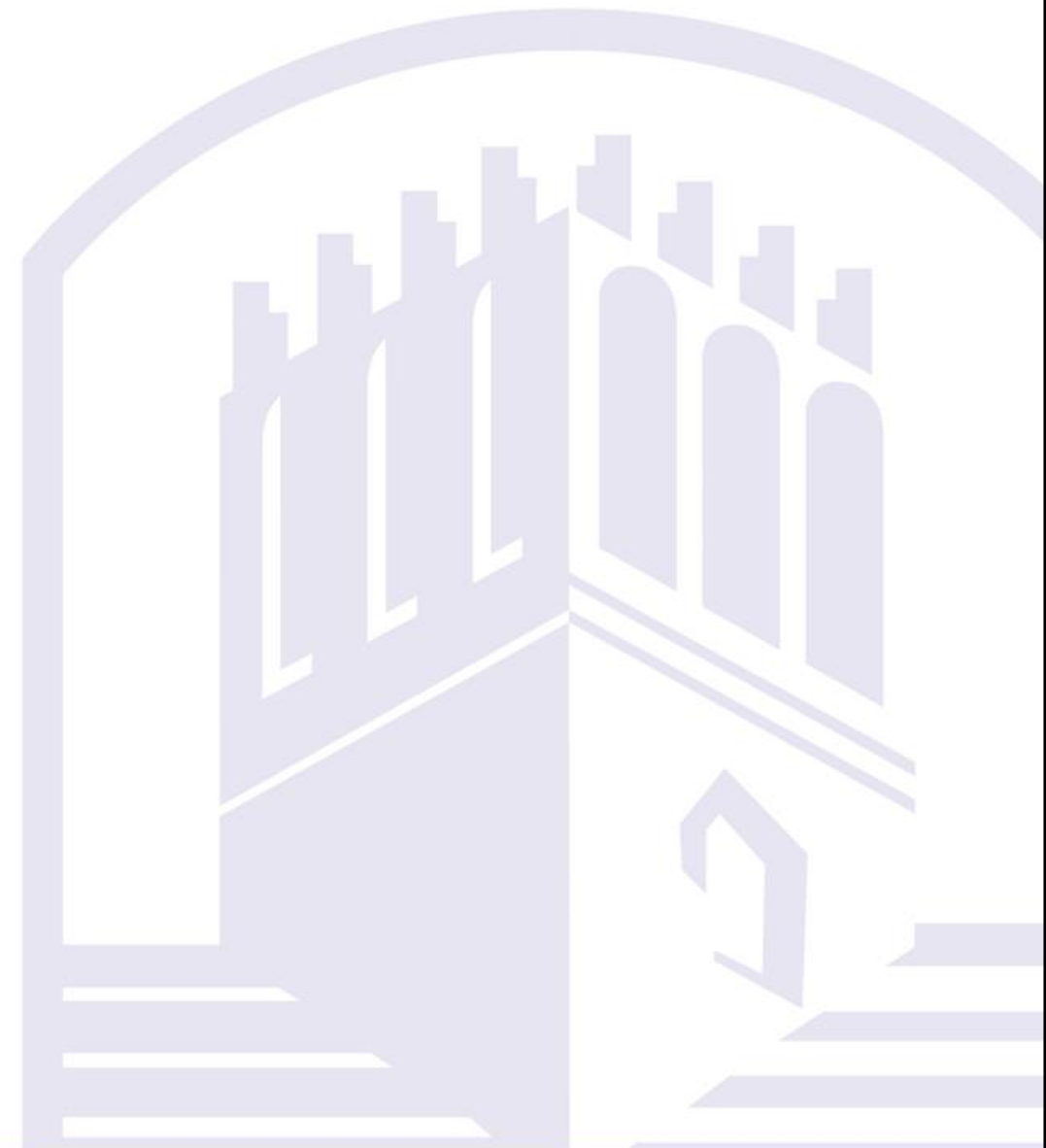
**Halifax Health Medical Center**  
**Impact of Millage Rate**  
**Non-Homesteaded Homeowner or Commercial/Investment Property**  
**FY 2020 Preliminary Budget <sup>1</sup>**

	<u>Prior Year</u>	<u>FY 2020 Budget</u>	<u>Percent Change</u>
Millage rate, per 1,000	0.3546	0.3546	0.0%
Property value <sup>2</sup>	\$175,000	\$185,610	6.1%
Exemptions	\$0	\$0	0.0%
Property taxes	\$62.06	\$65.82	6.1%
<b>Tax Levy impact to homeowner</b>		<b>\$3.76</b>	

<sup>1</sup> FY 2020 Millage rate is estimated based on the information provided from the preliminary tax value.

<sup>2</sup> FY 2020 Property Value increased 6.1 % based on the average increase within the Halifax Taxing District excluding new construction.

# Appendix



## Halifax Health Utilization Statistics

	FY 2020 Budget	FY 2019 Projected
<b>INPATIENT ACTIVITY</b>		
HMC Adult & Peds Admissions	18,869	19,116
HHPO Adult & Peds Admissions	2,275	2,172
Deltona Adult & Peds Admissions (December - September)	1,231	-
Adult Psych Admissions	2,202	2,195
HHIR Admissions	809	872
<b>Total Adult &amp; Peds Admissions</b>	<b>25,386</b>	<b>24,355</b>
 HMC Patient Days	 95,901	 101,067
HHPO Patient Days	6,276	6,389
Deltona Patient Days (December - September)	5,171	-
Adult Psych Patient Days	15,503	14,960
HHIR Patient Days	11,860	12,845
<b>Total Patient Days</b>	<b>134,711</b>	<b>135,261</b>
 HMC Average Daily Census	 262	 276
HHPO Average Daily Census	17	17
Deltona Average Daily Census	14	-
Adult Psych Average Daily Census	42	41
HHIR Average Daily Census	32	35
<b>Total Average Daily Census</b>	<b>368</b>	<b>370</b>
 HMC Average Length of Stay	 5.1	 5.3
HHPO Average Length of Stay	2.8	2.9
<b>HMC/HHPO Average Length of Stay</b>	<b>4.8</b>	<b>5.0</b>
<b>Deltona Average Length of Stay</b>	<b>4.2</b>	<b>-</b>
Adult Psych Average Length of Stay	7.0	6.8
HHIR Average Length of Stay	14.7	14.7
<b>Total Average Length of Stay</b>	<b>5.3</b>	<b>5.6</b>
 HMC/HHPO Obs Patient Average Daily Census	 32	 35
Deltona Obs Patient Average Daily Census	2	-
 Newborn Births	 1,713	 1,673

# Halifax Health Utilization Statistics

	<u>FY 2020 Budget</u>	<u>FY 2019 Projected</u>
<b><u>OUTPATIENT ACTIVITY</u></b>		
HMC Emergency Dept. Registrations	76,633	76,224
HHPO Emergency Dept. Registrations	30,828	31,209
Deltona Emergency Dept. Registrations	20,130	17,369
<b>Total ED Registrations</b>	<b>127,591</b>	<b>124,803</b>
<b>Total Oncology Visits</b>	<b>59,527</b>	<b>59,111</b>
<b><u>SURGICAL ACTIVITY</u></b>		
HMC Inpatient Surgeries	7,213	7,097
HHPO Inpatient Surgeries	100	95
Deltona Inpatient Surgeries	183	-
<b>Total Inpatient Surgeries</b>	<b>7,496</b>	<b>7,192</b>
HMC Outpatient Surgeries	4,610	4,427
HHPO Outpatient Surgeries	1,363	1,303
Twin Lakes Outpatient Surgeries	3,241	3,256
Deltona Outpatient Surgeries	122	-
<b>Total Outpatient Surgeries</b>	<b>9,336</b>	<b>8,985</b>
<b>Total Surgeries</b>	<b>16,832</b>	<b>16,177</b>
<b><u>Halifax Health Hospice</u></b>		
Average Daily Census	579	588

**Halifax Health**  
**Column B of Statement of Revenues, Expenses and Changes in Net Position**  
**Margin Improvements for FY 2020**  
**(\$ in Thousands)**

	Revenues			Expenses						Income from Margin Improvements
	Patient service revenue	Other revenue	Total	Labor	Supplies	Purchased services	Leases	Other	Total	
1 LOS improvement (Reduce 4,000 excess days)	\$0	\$0	\$0	(\$840)	(\$360)	\$0	\$0	\$0	(\$1,200)	\$1,200
2 Appropriate patient classification / documentation	2,100	-	2,100	-	-	-	-	-	-	2,100
3 Additional Medical supplies/drug cost reductions	-	-	-	-	(550)	-	-	-	(550)	550
4 Additional revenue improvements (commercial contracted rates)	2,000	-	2,000	-	-	-	-	-	-	2,000
5 Full year impact of non clinical position eliminations / program consolidations	-	-	-	(1,765)	-	-	-	-	(1,765)	1,765
6 Reduction of physician subsidies	-	-	-	(1,210)	-	(400)	-	-	(1,610)	1,610
7 Hospice margin improvement initiatives	150	-	150	(63)	-	-	-	-	(63)	213
8 Hospital department margin improvements initiatives	698	162	860	(2,883)	(926)	(1,288)	(186)	(372)	(5,656)	6,516
<b>Total Margin Improvements</b>	<b>\$4,948</b>	<b>\$162</b>	<b>\$5,110</b>	<b>(\$6,761)</b>	<b>(\$1,836)</b>	<b>(\$1,688)</b>	<b>(\$186)</b>	<b>(\$372)</b>	<b>(\$10,844)</b>	<b>\$15,954</b>