



HALIFAX HEALTH

BOARD OF COMMISSIONERS MEETING

January 9, 2017
4:00 p.m. - France Tower
Conference Room A

HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING

303 No. Clyde Morris Boulevard, Daytona Beach, FL

France Tower Conference Room A

4:00 p.m., January 9, 2017

AGENDA

Call to Order

Invocation & Pledge of Allegiance

Roll Call

Mission Statement

Page 3

Approval of Minutes (Action)

- Board of Commissioners Meeting – December 5, 2016 Page 4
- Board of Commissioners Litigation Meeting – December 5, 2016 Page 10
- Board of Commissioners Education Meeting – November 21, 2016 Page 11

Approval of Agenda (Action)

Medical Staff Report – Dan Miles, MD (Action)

- Credentials Committee Actions – December 2016 Page 12

Management Report – Jeff Feasel

Page 21

Strategic & Community Health Planning Committee

Page 22

Audit & Finance Committee Report – Eric Peburn (Information only)

- Audit & Finance Committee Minutes – November 30, 2016 Page 23
- Investment Performance Report – November 2016 Page 26
- Capital Expenditures (\$25,000 - \$50,000) Page 31
 - Care at Home Software - \$49,535 Page 32
 - Delivery Carts for Patient Trays - \$33,242 Page 34
- Operating Leases (\$50,000 - \$250,000) Page 36
 - New Smyrna Beach Family Practice Lease
 - Net present value of minimum lease payments - \$239,750

Consent Agenda (Action)

- Financial Statements Ended November 20, 2016 Page 37
- Capital Expenditures - \$50,000 and Over (*Working Capital*) Page 61
 - Intrabeam Radiation System - \$441,305 Page 62
 - Fountain Building Waterproofing & Repairs - \$118,000 Page 64
 - New Smyrna Beach Family Practice Assets - \$95,650 Page 66
- Operating Leases (\$250,000 and over) Page 68
 - Children's Medical Center Lease, Palm Coast
 - Net present value of minimum lease payments - \$305,432
- Disposals Page 69

Old Business

- CIA Dashboard / Update (*Information Only*) Page 73

New Business

Additional Information

- Human Resources Report Page 75

Public Participation

Next Meetings – March 6, 2017 - France Tower Conf. Room A

- 4:00 p.m. - Regular HH Board Meeting
- Closed Strategic Planning and Litigation meetings to follow (Pursuant to FS 395.3035 & FS 286.001)

Adjourn



OUR MISSION is to be the community healthcare leader through exceptional talent and superior patient centered service delivered in a financially sustainable manner.

OUR VISION is to develop talented teams dedicated to providing competent, accountable patient centered healthcare in a financially sustainable manner.

OUR VALUES:

Halifax Health will cultivate a positive workplace in which each team member is valued, respected, and has an opportunity for personal and professional growth. We will develop patient centered systems of care.

OUR SERVICE PHILOSOPHY:

Halifax Health will ensure that those we serve are treated with courtesy and respect in a safe, compassionate, and professional environment.

Halifax Health will provide exemplary medical, emotional, and spiritual care for each of our patients and their families.

Adopted 7/14/10

**HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS MEETING
Held at 303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
December 5, 2016**

Present: Ed Connor, Member
Dan Francati, Secretary
Harold Goodemote, Vice Chairman
Carl W. "Rick" Lentz., MD, Member
Tom McCall, Member
Glenn Ritchey, Chairman
Susan Schandel, Treasurer

Also Present: Louis Agnone, MD, President-Elect, Medical Staff
Kent Bailey, Director of Finance
Jeanne Connelly, VP, Physician Services
Kathleen Dulko, Corporate Controller
Ben Eby, Director of Finance, Hospice
Jeff Feasel, President & Chief Executive Officer
Kim Fulcher, VP/Chief Human Resource Officer
Vivian Gallo, Sr. VP/General Counsel
Bill Griffin, Director, System Research & Planning
John Guthrie, Director, Communications
Ginny Kwong, MD, VP/Chief Medical Information Officer
Reverend John Long
Catherine Luchsinger, VP/Chief Nursing Officer
Ann Martorano, Exec. VP/Chief Operating Officer
Eric Peburn, Exec. VP/Chief Financial Officer
Andy Pollock, Chaplain
Raphael Ramirez, Market Development Specialist
Shelly Shiflet, VP/Corporate Compliance Officer
Don Stoner, MD, Sr. VP/Chief Medical Officer
Tom Stafford, VP/Chief Information Officer
Bob Wade, Board Compliance Expert, Krieg DeVault
Michael Finch, News Journal

Mr. Ritchey called the meeting to order at 4:00 p.m. The invocation was given, the Pledge of Allegiance recited, the Mission Statement read, and the roll recorded.

ELECTION OF OFFICERS

Action: Mr. Ritchey turned the gavel to Vice Chairman Harold Goodemote and moved to nominate Mr. Goodemote at Chairman. Mr. Francati seconded the motion. Carried unanimously.

Action: Mr. Goodemote moved to nominate the following officers:
Vice Chairman – Mr. Francati; Treasurer – Mrs. Schandel; Secretary – Mr. McCall; Assistant Secretary – Mr. Connor. Mrs. Schandel seconded the motion. Carried unanimously

Action: Dr. Lentz moved to make the new slate of officers effective January 2017. Mrs. Schandel seconded the motion. Carried unanimously.

APPROVAL OF MINUTES

Discussion: Mr. Ritchey requested approval of the following minutes:

- Board of Commissioners Meeting – November 7, 2016
- Board Closed Litigation Meeting – November 7, 2016

Action: Dr. Lentz moved to approve minutes as presented. Mr. Francati seconded the motion. Carried unanimously.

APPROVAL OF AGENDA

Action: Mrs. Schandel moved to approve the agenda. Mr. McCall seconded the motion. Carried unanimously.

MEDICAL STAFF REPORT

Credentials Committee Actions

Discussion: Dr. Louis Agnone, President-Elect of the Medical Staff, presented and requested approval of the following actions as recommended by the Credentials Committee:

- Robert J. Freezor, MD, Vascular Surgery - Associate

Action: Dr. Lentz moved to approve medical staff privileges for Dr. Freezor. Mr. Francati seconded the motion. Carried unanimously.

- Barry M. Miskin, MD, General Surgery - Associate

Action: Mrs. Schandel moved to approve medical staff privileges for Dr. Miskin. Mr. Francati seconded the motion. Carried unanimously.

- Stephen A. Nickisch, MD, OB/GYN - Associate

Action: Dr. Lentz moved to approve medical staff privileges for Dr. Nickisch. Mr. Francati seconded the motion. Carried unanimously.

- Vincent G. Peterson, DO, Interventional Cardiology – Associate

Action: Dr. Lentz moved to approve medical staff privileges for Dr. Peterson. Mrs. Schandel seconded the motion. Carried unanimously.

- Christian Schuetz, MD, General Surgery – Associate

Action: Dr. Lentz moved to approve medical staff privileges for Dr. Schuetz. Mrs. Schandel seconded the motion. Carried unanimously.

- Linda W. Young, MD, Critical Care Medicine – Associate

Action: Dr. Lentz moved to approve medical staff privileges for Dr. Young. Mr. Francati seconded the motion. Carried unanimously.

Discussion: Dr. Agnone advised that Jennifer Chan, MD and Fernando Silvestre, MD were unable to attend, but requested approval with personal appearance at future meeting.

- Action: Mr. McCall moved to approve medical staff privileges for Dr. Chan and Dr. Silvestre, with understanding that both would attend a future board meeting for personal introduction to the board. Mr. Francati seconded the motion. Carried unanimously.
- Discussion: Dr. Eli Phillips, who was approved by the board November 7, 2016, was in attendance and introduced himself to the board.
- Discussion: Dr. Agnone requested approval of applications for following Specified Professional Personnel. Mrs. Schandel seconded the motion. Carried unanimously.
- Elizabeth Clapper, PA – Orthopedic Surgery
 - David Martin, CRNA – Anesthesiology
 - Shealean McGregor, ARNP – General Surgery
 - Iszenn Nudalo-Briganti, ARNP – Family Medicine/Internal Medicine
 - Marizsa Perez, ARNP – Family Medicine
 - Dorothy Porter, PA – Gastroenterology
 - Erika Wade, PA – Neurology
 - William Turner, CRNA - Anesthesiology
- Action: Dr. Lentz moved to approve applications for Specified Professional Personnel as presented. Mrs. Schandel seconded the motion. Carried unanimously.
- Discussion: Dr. Agnone requested approval of following actions as recommended by the Credentials Committee (full list attached):
- Reappointments – Physician Applications
 - Reappointments – Physician Applications w/Changes
 - Reappointments – Specified Professional Personnel
 - Requests for Additional Privileges/Deletions/Others
 - Changes in Status
- Action: Dr. Lentz moved to approve above actions as presented. Mrs. Schandel seconded the motion. Carried unanimously.
- Discussion: Dr. Agnone requested approval of revised ARNP Delineation of Privilege form (attached).
- Action: Mrs. Schandel moved to approve revised ARNP Delineation of Privilege form as presented. Mr. McCall seconded the motion. Carried unanimously,

FOUNDATION REPORT

- Discussion: Joe Petrock, Executive Director of the Halifax Health Foundation, provided the board with an update on Foundation activities for the past six months (report attached)

MANAGEMENT REPORT

- Discussion: Mr. Feasel acknowledged and thanked Mr. Ritchey for the time he served in the role of Board Chairman; and reported on the following items:

Cardiovascular Services - We are happy to report that Halifax Health has achieved the highest quality rating possible for Coronary Artery Bypass Graft (CABG) outcomes according to the Society of Thoracic Surgeons (STS) most recent published report. STS has developed a comprehensive rating system for the quality of Coronary Bypass surgery among hospitals across the country. Approximately 12-15% of hospitals receive a "3 star" rating, which denotes the highest category of quality. In the current analysis of national data covering the period from July 1st, 2015 through June 31st, 2016 the Coronary Artery Bypass surgery performance of Halifax Health, and its partnership with UF Health, was found to lie in the highest quality tier, thereby receiving an STS 3-star rating.

Deltona Update – Free Standing Emergency Department (FSED)

- Site work is in progress and main drive is taking shape
- Building is in dry out phase and metal part of roof is on
- Overhead utilities are currently being installed
- Equipment is ordered, with no expected delays
- AHCA 80% inspection is scheduled for late February 2017; 100% inspection is scheduled for late March 2017

West Volusia Associates - We are excited to report that on Thursday, December 1st, Halifax Health held its inaugural West Volusia Associates meeting at the Deltona Presbyterian Church. Over 50 individual attended representing a diverse group including Deltona Mayor and Commissioners, Deltona City Manager, County Councilman, Volusia County Sheriff, and representatives from local chambers, high school health academies, Daytona State College, Bethune Cookman University, clergy, senior services and other non-profits and the community in general. From its inception in 1982, the Halifax Associates have consistently worked to increase public understanding of health-related issues and awareness of the facilities, programs and services Halifax Health utilizes in its delivery of quality healthcare. The West Volusia Associates will play a very important role as community liaisons to the West Volusia residents.

HHMC Port Orange - Halifax Health Medical Center Port Orange celebrated the start of the Holiday Season and its 10 year anniversary with the community on Friday, December 2nd with a Winter Wonder Day celebration at The Pavilion at Port Orange.

Veterans Day Celebration - November 11th was a special day at Halifax Health for our Team Members as we celebrated the service of our Team Members, physicians and volunteers with a luncheon, ceremony by the World War II memorial which featured words from a former member of our medical staff, Dr. George Telesh who served in Naval hospitals across the country. Special thanks to Team Member Don Quinn for organizing the event with the marketing department.

Hurricane Mathew Thank You Lunch/Dinner Event for Team

Members - Last month we reported on the amazing efforts undertaken by team members, medical staff members and auxiliary members during Hurricane Matthew. In an effort to recognize those efforts Halifax Health hosted a Thank You Barbeque during lunch and dinner hours on November 15 and 16th.

STRATEGIC & COMMUNITY HEALTH PLANNING COMMITTEE

Discussion: None.

AUDIT & FINANCE REPORT

Discussion: Mr. Peburn provided brief overview of statistical and financial summaries for Halifax Health Medical Center and Halifax Health Hospice (full report attached); and called to the board's attention that revised Investment Policies for Halifax Hospice, Halifax Pension Plan and Halifax Foundation were included on the Consent Agenda for board consideration and approval.

CONSENT AGENDA

Discussion: Mr. Ritchey requested approval of the Consent Agenda, which included following items:

- Financial Statements Ended October 31, 2016
- Halifax Hospital Medical Center Audited Financial Statement
- Revised Halifax Health Investment Policies (Hospice, Pension Plan, Foundation)
- Capital Expenditures - \$50,000 and Over (*Working Capital*)
 - CVICU & 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 (purchase & upgrade) - \$68,384

Action: Mrs. Schandel moved to approve the consent agenda as presented. Dr. Lentz seconded the motion. Carried unanimously.

NEW BUSINESS

Discussion: None.

PUBLIC PARTICIPATION

Discussion: Pat Franklin thanked the board and staff for the care recently provided to her husband.

ADDITIONAL INFORMATION

Discussion: General Counsel, Vivian Gallo, stated that pursuant to Florida Statute 286.011 the board will hold a closed litigation meeting to follow the board meeting.

ADJOURN

Action:

There being no further action, the Halifax Health Board of Commissioners meeting adjourned at 5:20pm

Chairman

Secretary

**HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS LITIGATION MEETING
Held at 303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
December 5, 2016**

Present: Ed Connor, Member
 Dan Francati, Secretary
 Harold Goodemote, Vice Chairman
 Carl "Rick" Lentz, Member
 Tom McCall, Member
 Glenn Ritchey, Chairman
 Susan Schandel, Treasurer

Also Present: Jeff Feasel, President & CEO
 Vivian Gallo, General Counsel
 Court Reporter, Volusia Reporting Company

The meeting was called to order by Chairman Ritchey at 5:37 pm. Pursuant to Florida Statutes §286.011(8), the meeting was closed in order to discuss pending litigation.

The meeting was reopened at 5:51 pm and subsequently adjourned at that time.

Chairman

Secretary

HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS EDUCATION/ORIENTATION
Held at 303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
November 21, 2016

Present: Dan Francati, Secretary
Carl W. Lentz, MD, Member
Glenn Ritchey, Chairman

Also Present: Jeff Feasel, President & CEO
Vivian Gallo, General Counsel

The meeting began at 2:00pm. Attendance was recorded.

Medical Staff Bylaws

Vivian Gallo reviewed the proposed changes to the revised Medical Staff Bylaws (attached) and will prepare and send the board's comments/recommendations on provisions that require further work back to the medical staff. Final proposed changes will be brought back to the board for approval.

Additional Discussion

- Transplant
- Deltona
- Future Board Schedule
- Board Education – Governance Institute
- Anesthesiology

The next meeting is scheduled for January 16, 2017, 2pm, FT Conf. Room A. The meeting concluded at 5:00 p.m.

Chairman

Secretary



HALIFAX HEALTH

TO: Members of the Board of Commissioners
FROM: Daniel Miles, MD, Medical Staff President
DATE: January 9, 2017
RE: Credentials Committee Actions, December 19, 2016

The Medical Staff report is attached for the Board's review and approval at the Board of Commissioner's meeting on January 9, 2017.

PHYSICIAN INTRODUCTION: Privileges for the physicians listed below were approved at a previous Board of Commissioners meeting; they are here only for introduction to the Board.

Jennifer Chan, DO
Fernando Silvestre, MD

BOARD APPROVAL REQUIRED

A. INITIAL APPLICATIONS FOR PHYSICIANS *Action Required (Applicants present should introduce themselves to the BOC prior to a Motion to Approve for each applicant)*

The following practitioners were required to appear before the Credentials Committee on December 19, 2016 and are presented to the Board of Commissioners for approval:

Michael A. Binford, MD	Anesthesiology	Associate
Michael McMahan, MD	Neonatology	Associate
B Rhonda C. Oeters, MD	Emergency Medicine	Associate
Thais Queliz Pena, MD	Neonatology	Associate
Jose A. Perez, MD	Neonatology	Associate

B. INITIAL APPLICATIONS FOR SPECIFIED PROFESSIONAL PERSONNEL – Action Required (No appearance required; may propose Motion to Approve for entire group)

The following practitioners were reviewed and approved by the Credentials Committee on December 19, 2016 and are presented to the Board of Commissioners for approval:

Danielle Glendye, ARNP	Jose A. Perez, MD	Neonatology
Amy Kelly-Vega, ARNP	Jose A. Perez, MD	Neonatology
Dinorah Rodriguez-Warren, ARNP	Jose A. Perez, MD	Neonatology
Marianne Sweeney, ARNP	Jose A. Perez, MD	Neonatology

C. REAPPOINTMENTS AND PRIVILEGE CHANGES – *Action Required (No appearance required; may propose Motion to Approve for entire group)*

REAPPOINTMENT PHYSICIAN APPLICATIONS – *SEE SECTION (C) OF THE REPORT*

REAPPOINTMENT WITH CHANGES – *SEE SECTION (D) OF THE REPORT*

REAPPOINTMENT SPP APPLICATIONS - *SEE SECTION (E) OF THE REPORT*

REQUESTS FOR ADDITIONAL PRIVILEGES/DELETIONS/OTHER - *SEE SECTION (F) OF THE REPORT*

CHANGES IN STATUS - *SEE SECTION (G) OF THE REPORT*

FOR INFORMATION ONLY – NO BOARD ACTION REQUIRED

D. RESIGNATIONS/LEAVE OF ABSENCE/AUTOMATIC RELINQUISHMENTS – The following practitioners have resigned from the Medical Staff, been granted a Leave of Absence, or have had their privileges automatically relinquished, for the reasons specified below:

<u>Practitioner</u>	<u>Specialty</u>	<u>Status: Reason</u>
Everett, Jeannine, ARNP	Psychiatry	No longer employed by HH
Joseph, Rathi, DO	Physical Med/Rehab	No longer wishes to maintain privileges, lack of utilization
Kenseth Lorrie, ARNP	Pain Medicine	Physician group no longer on staff
Papanicolaou, George, MD	Plastic Surgery	No longer wishes to maintain privileges
Sheen, Winston, MD	Neonatology	No longer wishes to maintain privileges
Voight, Nancy, Ph.D	Neuro Psychology	No longer wishes to maintain privileges

E. OTHER

Recommend approval for new criteria for Hand Surgery (*Attachment A*)



HALIFAX HEALTH
MEDICAL CENTER

BOARD OF COMMISSIONERS – January 9, 2017
CREDENTIALS COMMITTEE ACTIONS – December 19, 2016

FOR BOARD ACTION

A. INITIAL PHYSICIAN APPLICATIONS RECOMMENDED FOR APPROVAL

Michael A. Binford, MD	Anesthesiology	Employed by Sheridan Healthcorp
Michael McMahan, MD	Neonatology	Employed by MedNax Health Solutions
Rhonda C. Oeters, MD	Emergency Medicine	Employed by Halifax Health
Thais Queliz Pena, MD	Neonatology	Employed by MedNax Health Solutions
Jose A. Perez, MD	Neonatology	Employed by MedNax Health Solutions

B. INITIAL SPECIFIED PROFESSIONAL PERSONNEL RECOMMENDED FOR APPROVAL

Danielle Glendye, ARNP	Neonatology	Employed by MedNax Health Solutions
Amy Kelly-Vega, ARNP	Neonatology	Employed by MedNax Health Solutions
Dinorah Rodriguez-Warren, ARNP	Neonatology	Employed by MedNax Health Solutions
Marianne Sweeney, ARNP	Neonatology	Employed by MedNax Health Solutions

C. PHYSICIAN REAPPOINTMENTS RECOMMENDED FOR APPROVAL

Department of Anesthesiology

Holloway, Daniela, MD	Anesthesiology	Active
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Department of Emergency Medicine

Salter, Brenda, MD	Emergency Medicine	Active
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Department of Medicine

Barettella, Mark, MD	Interventional Cardiology	Active
Bartholomew, Beth, MD	Interventional Cardiology	Active
Cork, Stephen, DO	Family Medicine	Courtesy Affiliate
Jumani, Abdul, MD	Nephrology	Active
Leuterio, Rizalina, MD	Family Medicine	Courtesy Affiliate
Mercer, Jason, MD	Family Medicine	Active
Patel, Vinod, MD	Nephrology	Senior Active
Penington, John, MD	Family Medicine	Active
Springer, Deanna, MD	Internal Medicine	Courtesy Affiliate
Wang, Huijan, MD	Cardiology	Active

Department of Obstetrics/Gynecology

Foust, Paula, MD (<i>Proctoring required for two Robotic cases</i>)	Gynecology	Active
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Department of Oncology

Weiss, Richard, MD

Hematology/Oncology

Active

Department of Pathology

No reappointments this month

Department of Pediatrics

No reappointments this month

Department of Psychiatry

No reappointments this month

Department of Radiology

No reappointments this month

Department of Surgery

Brenner, Laurence, MD

Plastic & Reconstructive Surgery

Active

Gillespy, Albert, MD

Orthopaedic Surgery

Active

D. PHYSICIAN REAPPOINTMENTS (*WITH CHANGES*) RECOMMENDED FOR APPROVAL

None

E. SPECIFIED PROFESSIONAL PERSONNEL REAPPOINTMENTS RECOMMENDED FOR APPROVAL

Hathaway, Diana, CRNA

Derrick Payne, MD

Anesthesiology

Jones, Anthony, CRNA

Derrick Payne, MD

Anesthesiology

Keelen, Joseph, PA

Zabrina Evens, MD

Emergency Medicine

Pavlesich, Rudolph, CRNA

Derrick Payne, MD

Anesthesiology

Ramirez, Tatiana, CRNA

Derrick Payne, MD

Anesthesiology

Thibeault, Dwayne, CRNA

Derrick Payne, MD

Anesthesiology

F. REQUEST(S) FOR ADDITIONAL PRIVILEGES / DELETIONS / OTHER RECOMMENDED FOR APPROVAL

Fager-Bennett, Justine, ARNP

*Additional Supervising Physicians: Rona**Altaras, MD, Christian Schuetz, MD*

Ge, Jocelyn, MD

*Leave of Absence to Active***G. CHANGE(S) IN STATUS/SPECIALTY/PRIVILEGES RECOMMENDED FOR APPROVAL**Fabian, Michael, MD (*Active to Senior Active*)

General Surgery

FOR INFORMATION ONLY**H. RESIGNATIONS:**Everett, Jeannine, ARNP (*no longer employed by HH*)

Psychiatry

11/04/2016

Joseph, Rathi, DO (*no longer wishes to maintain privileges, lack of utilization*)

Physical Med/Rehab

Board date

Kenseth, Lorrie, ARNP (*her physician group is no longer on staff*)

Pain Medicine

Board date

Papanicolaou, George, MD (*no longer wishes to maintain privileges*)

Plastic Surgery

01/09/2017

Sheen, Winston, MD (*no longer wishes to maintain privileges*)

Neonatology

11/20/2016

Voight, Nancy, Ph.D (*no longer wishes to maintain privileges*)

Psychology

Board date

I. LEAVE OF ABSENCE:

For Information Only:

J. LOCUM TENENS PHYSICIANS:

For Information Only - Ongoing Privileges this month:

Harrington, Michael, MD	Vascular Surgery
Fisher, Anton, DO	Psychiatry
Mehta, Jitendra, MD	Psychiatry
Razack-Malik, Nasreen, MD	Psychiatry
Upton, Monique, MD	Psychiatry
Greene, John, MD	Urology

K. OTHER BUSINESS:

Recommend approval for new criteria for Hand Surgery (*Attachment A*)

HALIFAX HEALTH MEDICAL CENTER
BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
January 9, 2017
(Credentials Committee December 19, 2016)

Michael Binford, MD
Anesthesiology

Michael Binford, MD, is requesting privileges in the Department of Anesthesiology and is in practice with Sheridan Healthcorp, Inc..

Medical Education:

University of Alabama Birmingham School of Medicine - 06/30/1990

Internship

Baptist Medical Centers 07/01/1990 to 06/30/1991

General Surgery

Residency

University of Florida College of Medicine 07/01/1992 to 06/30/1995

Anesthesiology

Board Certification:

American Board of Anesthesiology - Anesthesiology

Michael McMahan, MD
Neonatology

Michael McMahan, MD, is requesting privileges in the Department of Pediatrics and is in practice with Halifax Health NICU.

Medical Education:

University of South Florida - 06/12/1982

Residency

Children's Hospital Medical Center 07/01/1982 to 06/30/1985

Pediatrics

Fellowship

Children's Hospital Medical Center 07/01/1985 to 06/30/1988

Neonatal-Perinatal Medicine

Board Certification:

American Board of Pediatrics - Neonatal-Perinatal Medicine

HALIFAX HEALTH MEDICAL CENTER
BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
January 9, 2017
(Credentials Committee December 19, 2016)

Rhonda Oeters, MD
Emergency Services

Rhonda Oeters, MD, is requesting privileges in the Department of Emergency Services and is in practice with Halifax Emergency Services.

Medical Education:

University of Texas Medical Branch - 5/31/1989

Internship

East Carolina University/Brody School of Medicine 07/01/1989 to 06/30/1990
Emergency Medicine

Residency

East Carolina University/Brody School of Medicine 07/01/1990 to 06/30/1992
Emergency Medicine

Board Certification:

American Board of Emergency Medicine - Emergency Medicine

Jose Perez, MD
Neonatology

Jose Perez, MD, is requesting privileges in the Department of Pediatrics and is in practice with Halifax Health NICU.

Medical Education:

Saint Joseph's College - 01/31/1989

Residency

Orlando Regional Medical Center 07/01/1989 to 06/30/1992
Pediatrics

Fellowship

Emory University 07/01/1992 to 06/30/1995
Neonatal-Perinatal Medicine

Board Certification:

American Board of Pediatrics - Neonatal-Perinatal Medicine

HALIFAX HEALTH MEDICAL CENTER
BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
January 9, 2017
(Credentials Committee December 19, 2016)

Thais Queliz Pena, MD Neonatology
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Thais Queliz Pena, MD, is requesting privileges in the Department of Pediatrics and is in practice with Halifax Health NICU.

Medical Education:

Universidad Iberoamericana 05/01/2003 to 11/01/2007

Internship

Robert Reid Cabral Hospital 01/01/2008 to 01/01/2009

Pediatrics

Residency

Lincoln Medical and Mental Health Center 07/01/2010 to 06/30/2013

Pediatric

Fellowship

University of South Florida 07/01/2013 to 06/30/2016

Neonatal-Perinatal Medicine

Board Certification:

American Board of Pediatrics - Pediatrics

**HALIFAX HEALTH
Criteria for Hand Surgery**

Training Requirements:

1. Basic Education - MD or DO
2. Applicants must be able to demonstrate completion of an ACGME-/AOA – certified residency and general surgery, orthopaedic surgery or plastic surgery is required, completion of an ACGME-/AOA certified hand surgery fellowship is preferred
3. If an ACGME-/AOA certified hand surgical fellowship has not been completed, a physician who has completed his or her required residency in the last 6 months should submit a case list of 125 minimum hand surgical cases in 5 of 9 of the following categories performed in the last 12 months. These categories include bone and joint, nerve, tendon and muscle, skin and wound, contractures and joint stiffness, tumor, congenital, microsurgery surgery and non-operative management. For a category to qualify as one of the required categories, the following minimum number of cases in each category is as specified:
 - For bone and joint, 20 cases
 - For nerve, 20 cases
 - For tendon and muscle, 20 cases
 - For skin and wound, 14 cases
 - For contracture and joint stiffness, 10 cases
 - For tumor, 10 cases
 - For congenital, 3 cases
 - For microsurgical, 3 cases
 - For non-operative, 4 cases, no more than 6 cases should be submitted
4. A letter of recommendation from the surgeon's Program Director or Chief of Hand Surgery at the residency program is required.
5. If the surgeon has been out of training for 12 months or more, and has not completed and ACGME-/AOA certified hand surgical fellowship, then the surgeon must submit the same case requirement as stated above and have a letter of recommendation from the Chief Medical Officer and the Department Chairman of their immediate previous/current hospital in which the majority of their hand surgery was performed.

Source: American Board of Medical Specialties

Approved by the Dept of Surgery 12/7/16
Approved by the Credentials Committee 12/19/16



HALIFAX HEALTH

Management Report

Report will be provided at meeting



HALIFAX HEALTH

Strategic & Community Health Planning Committee

No Items to Report

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
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 -0.60% Budget	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 -0.53% Budget	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

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%

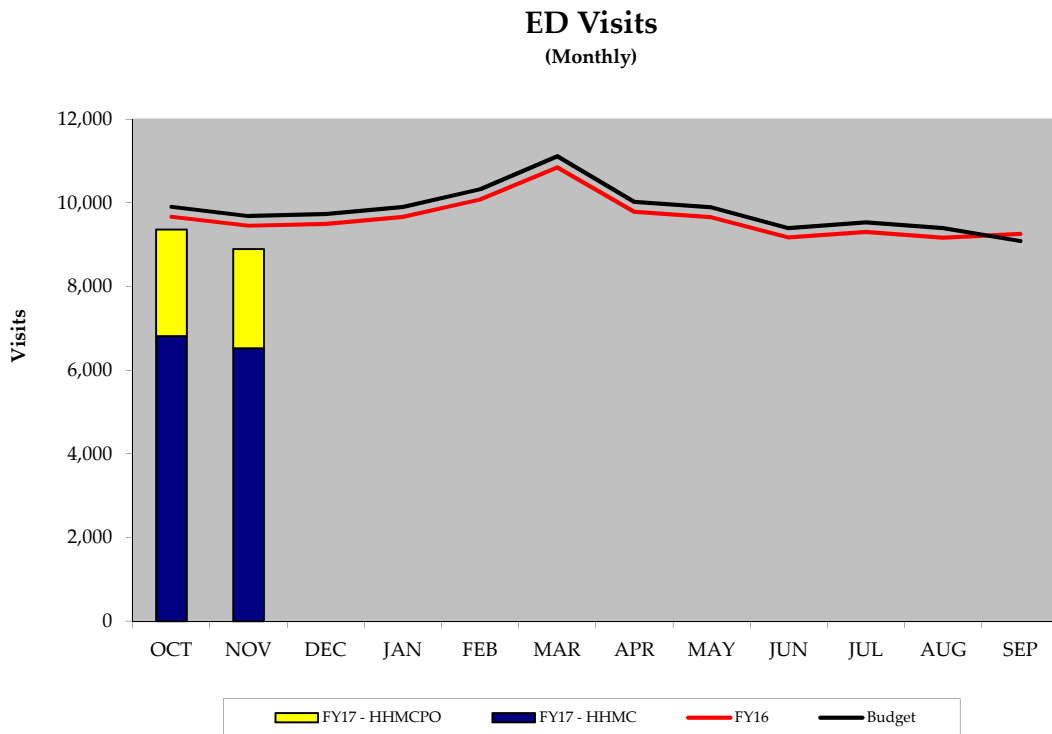
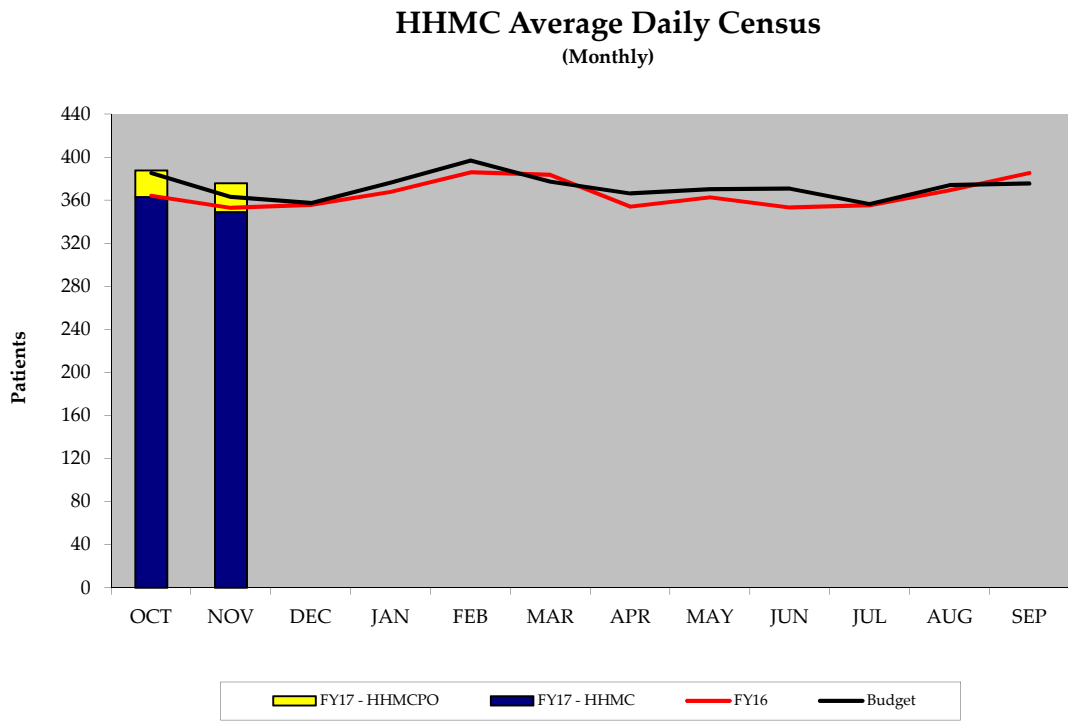
Halifax Health Statistical Summary

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%

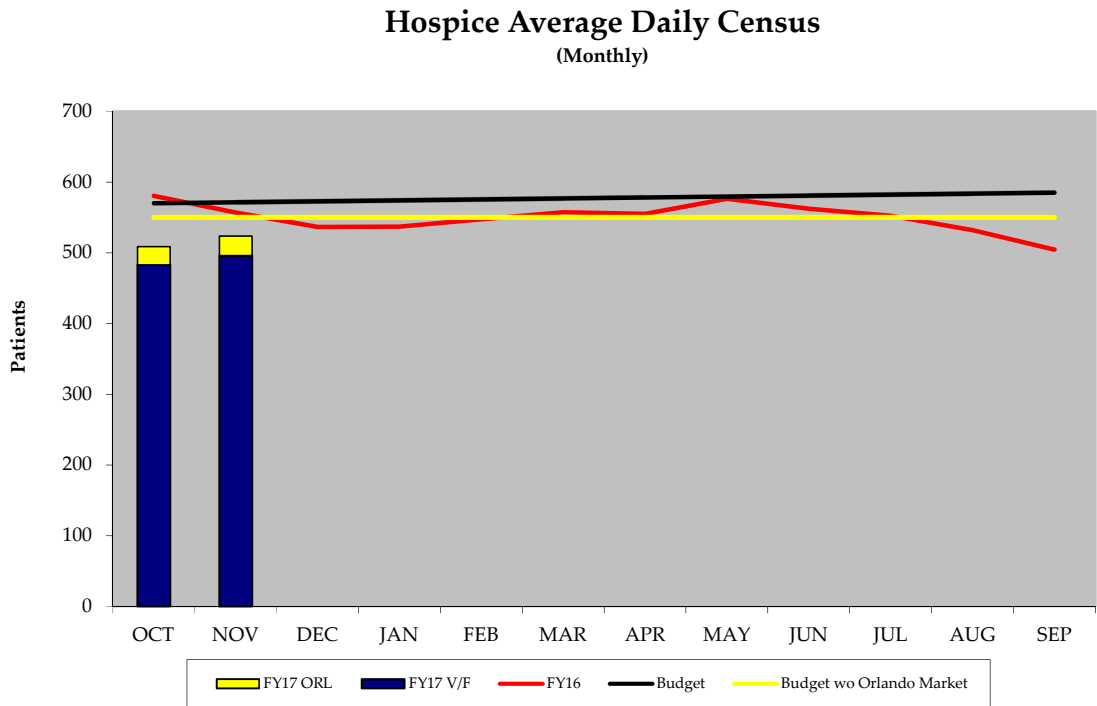
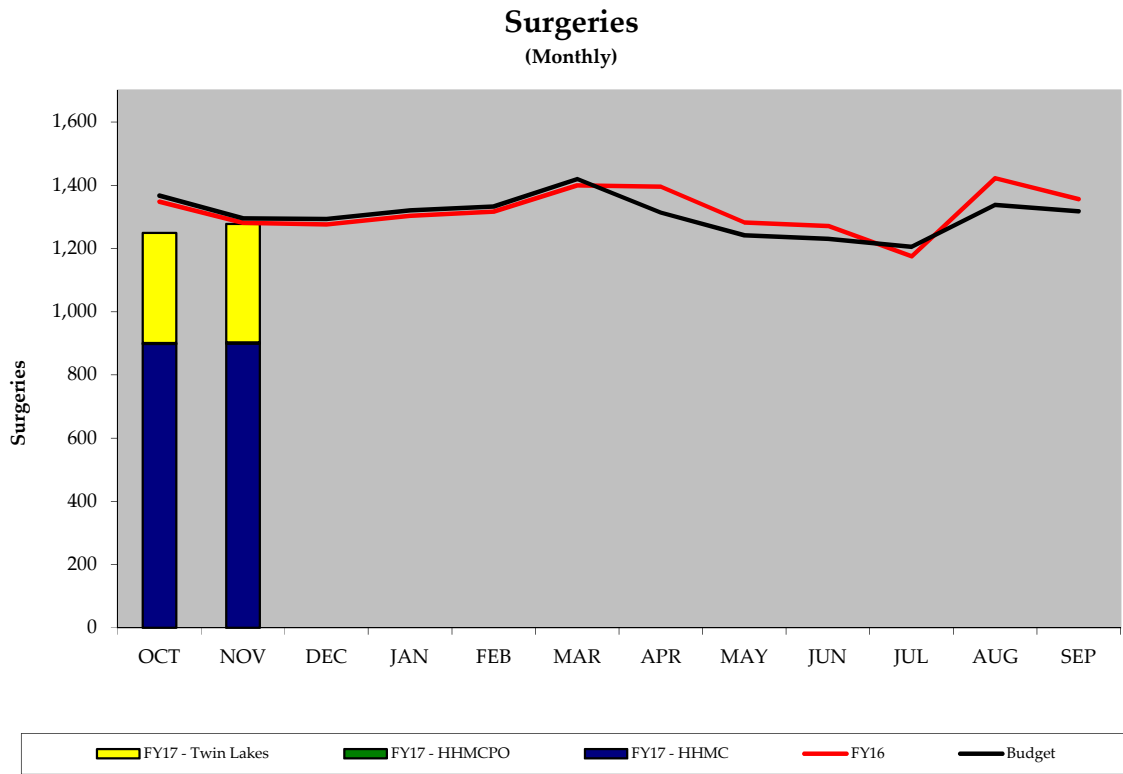
Halifax Health Statistical Summary

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
			Operating revenues:			
\$46,354	\$47,699	(\$1,345)	Net patient service revenue, before provision for bad debts	\$96,028	\$96,990	(\$962)
(5,779)	(9,122)	3,343	Provision for bad debts	(15,007)	(18,318)	3,311
40,575	38,577	1,998	Net patient service revenue	81,021	78,672	2,349
938	1,104	(166)	Ad valorem taxes	1,875	2,209	(334)
3,156	2,242	914	Other revenue	4,358	5,607	(1,249)
44,669	41,923	2,746	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 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:			
\$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

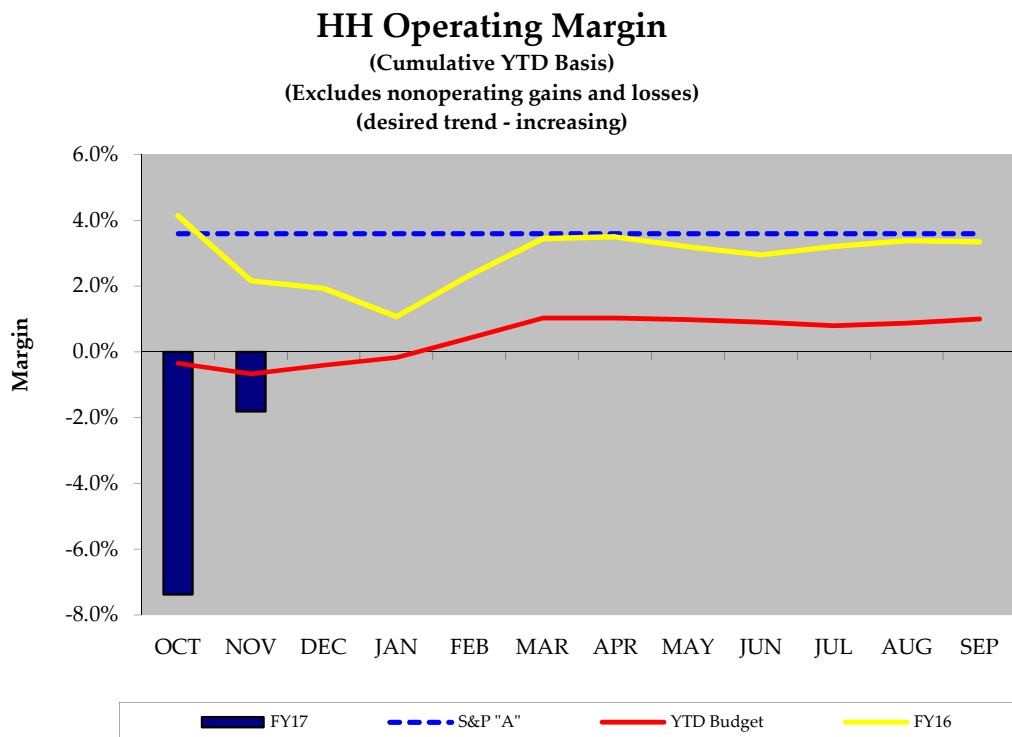
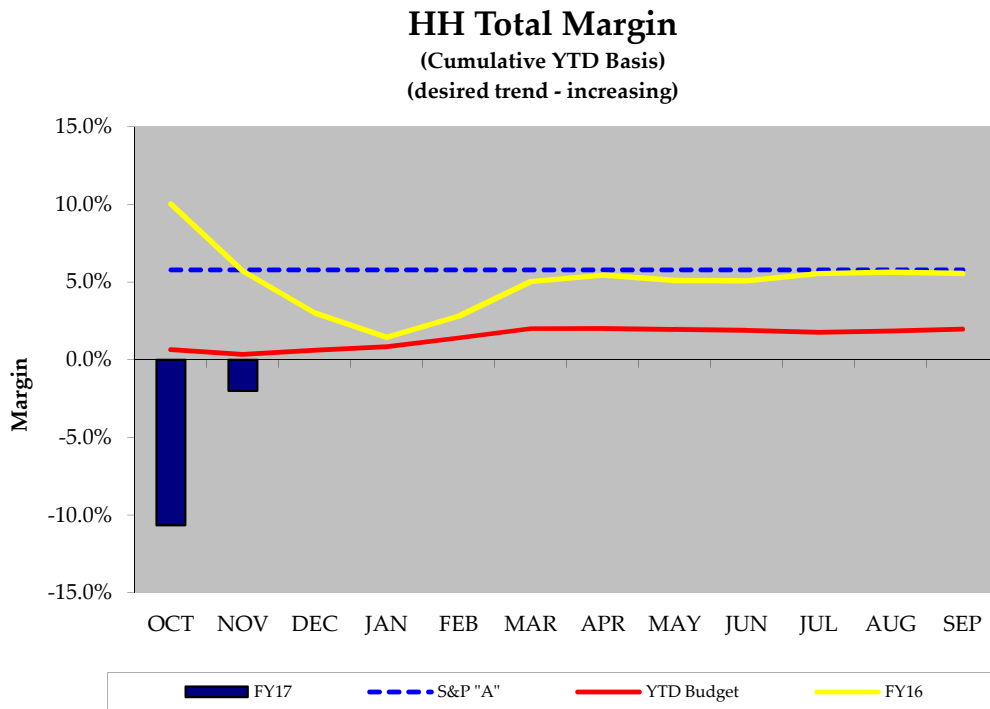
Halifax Health Foundation
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

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

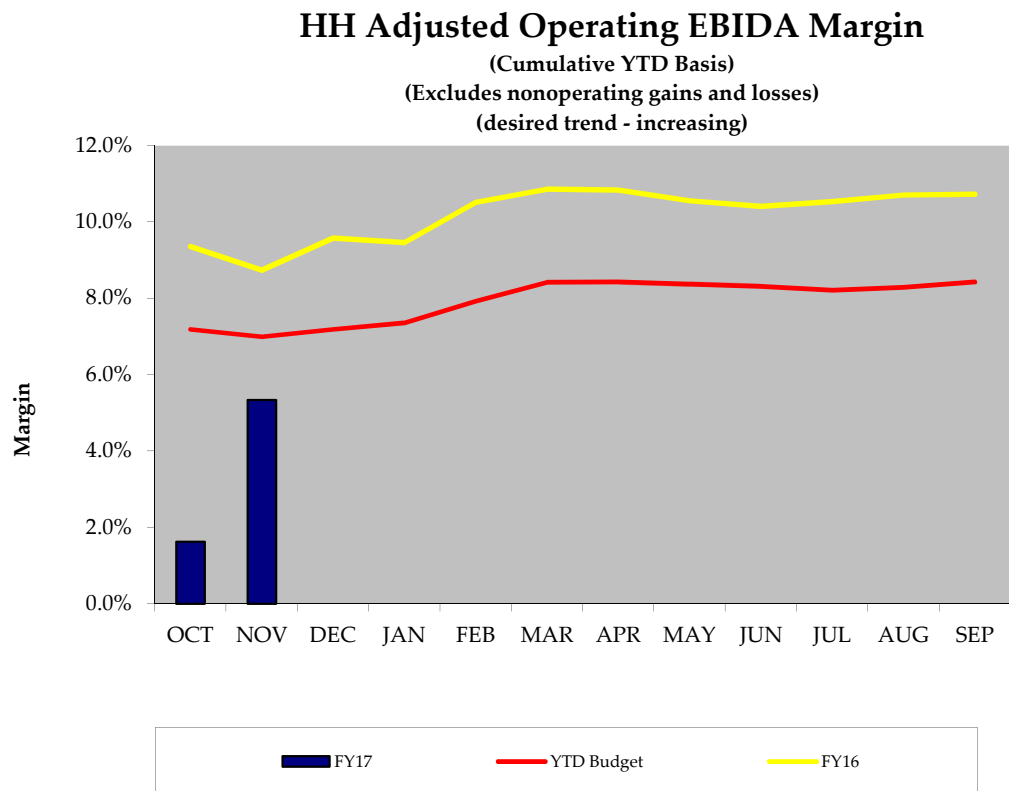
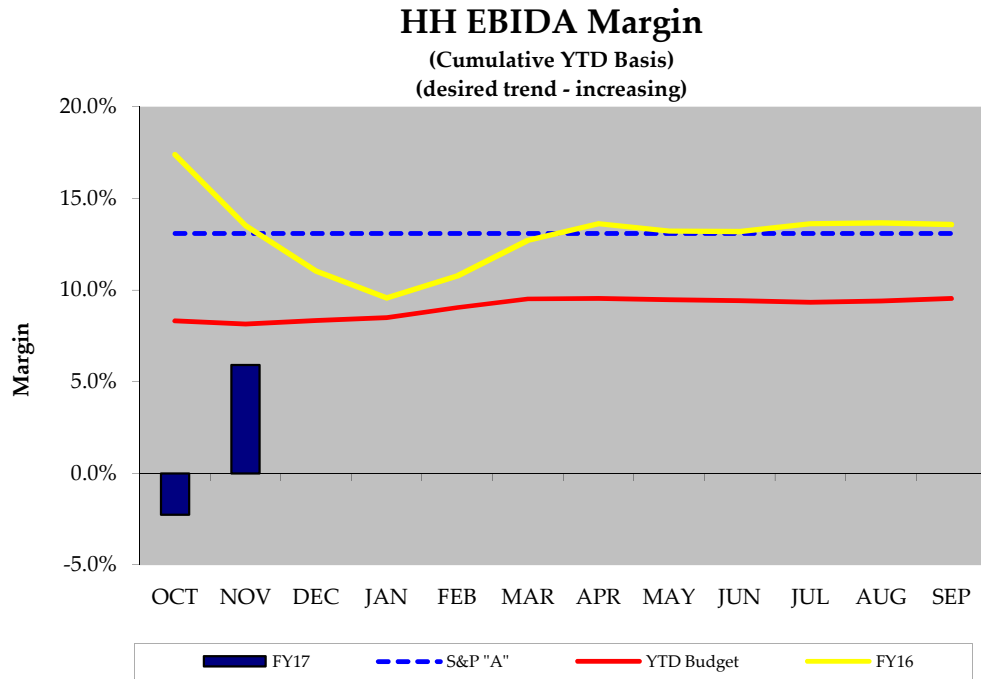
Halifax Health Medical Center (Obligated Group)
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

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

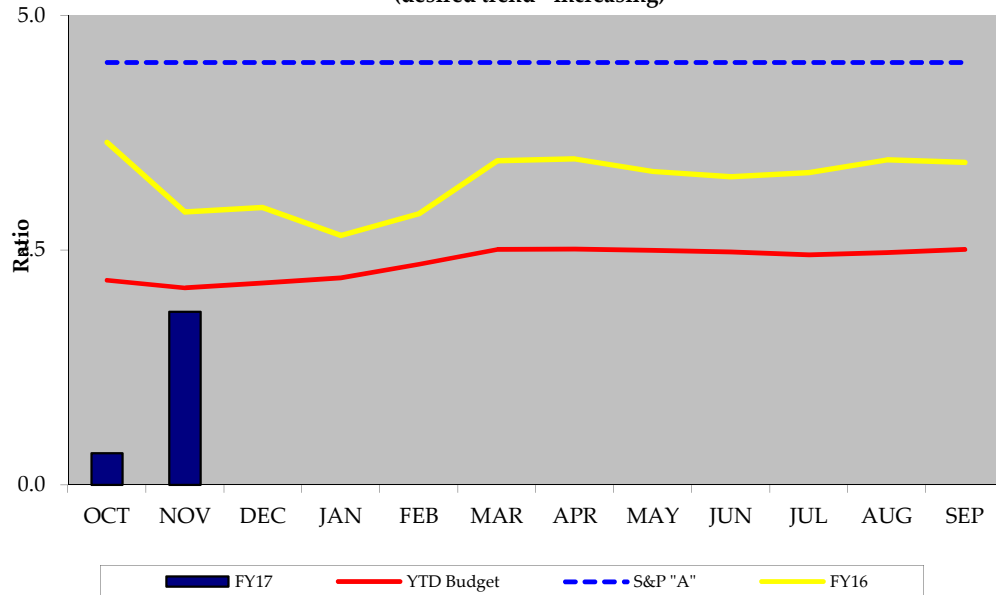
Financial Summary - Graphic

HH MADS Coverage Ratio

(Annualized Basis)

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

(desired trend - increasing)

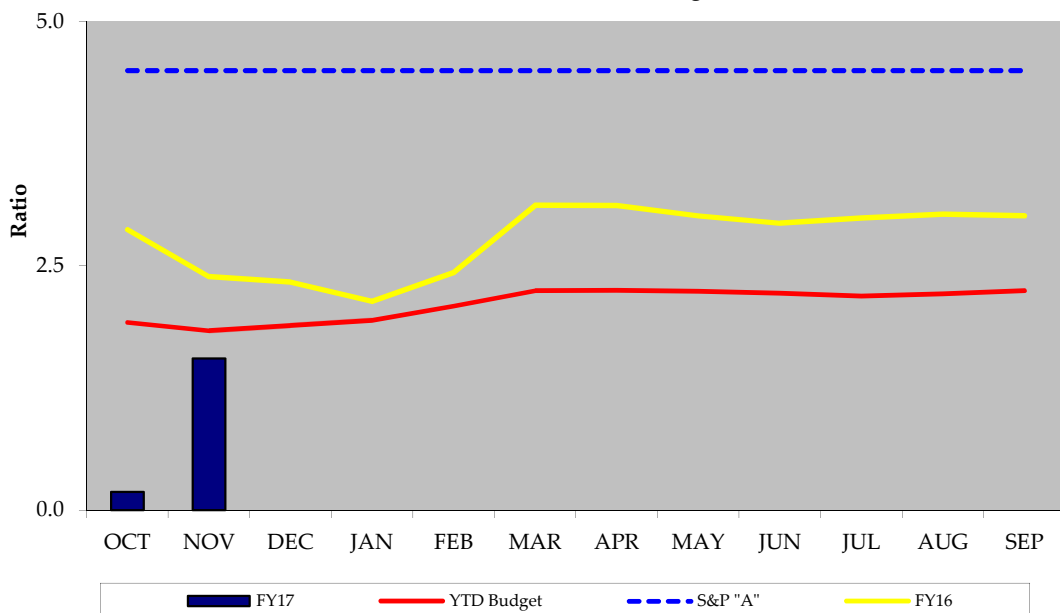


HH MADS Coverage Ratio - Operations Only

(Annualized Basis)

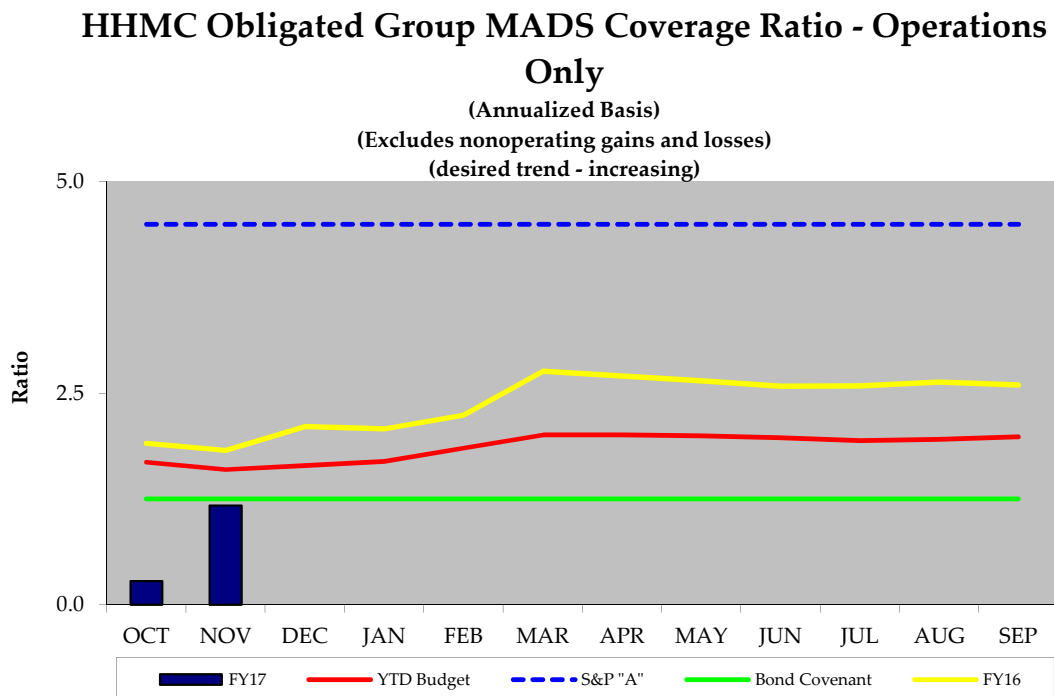
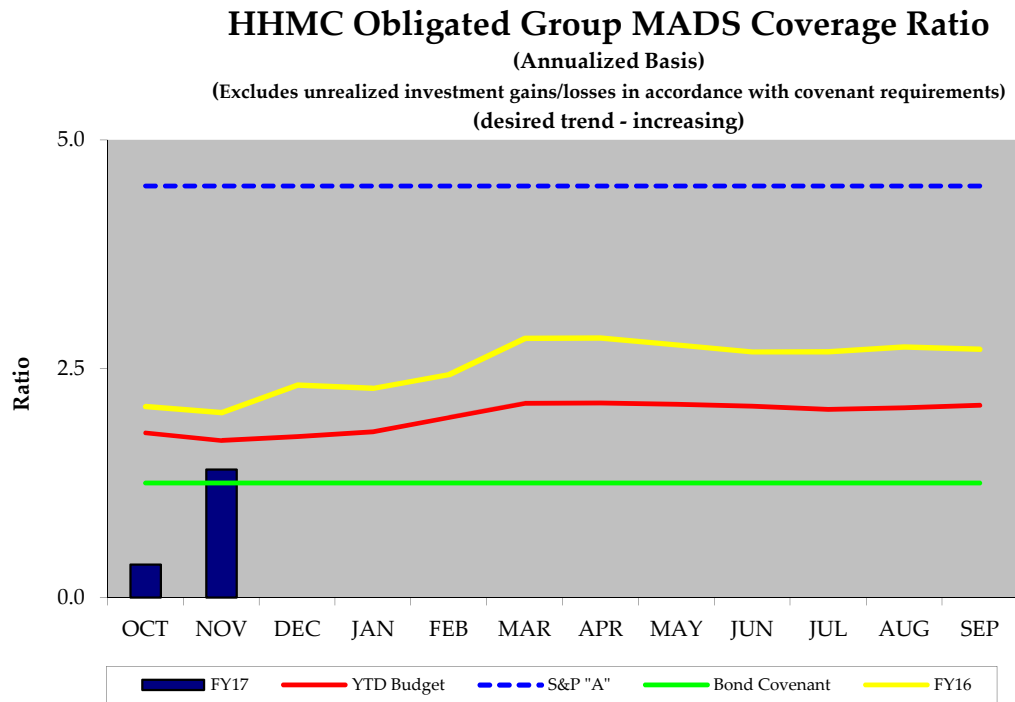
(Excludes nonoperating gains and losses)

(desired trend - increasing)



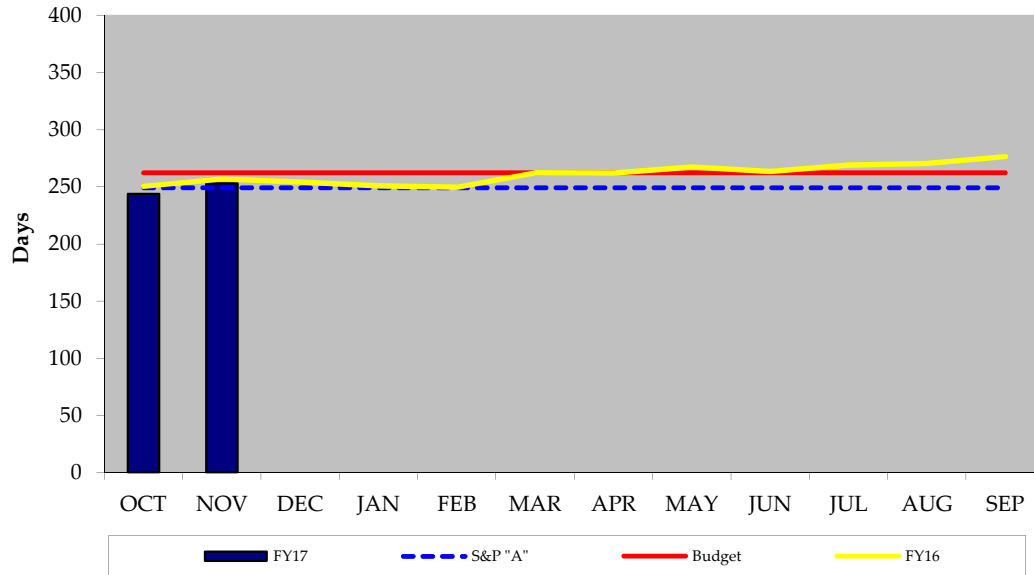
Halifax Health

Financial Summary - Graphic

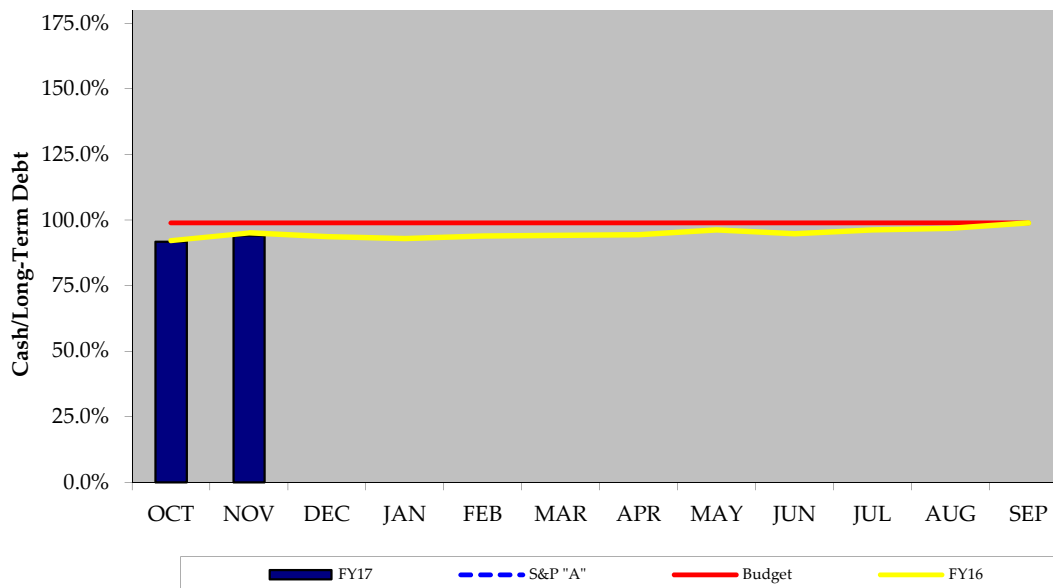


Halifax Health Financial Summary - Graphic

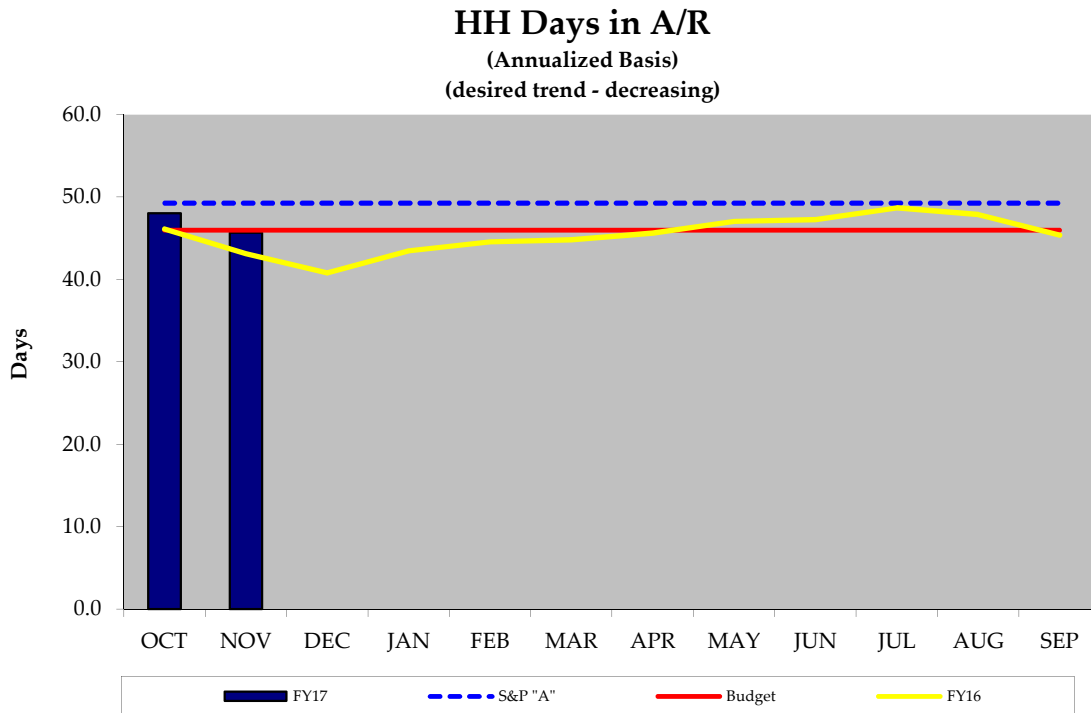
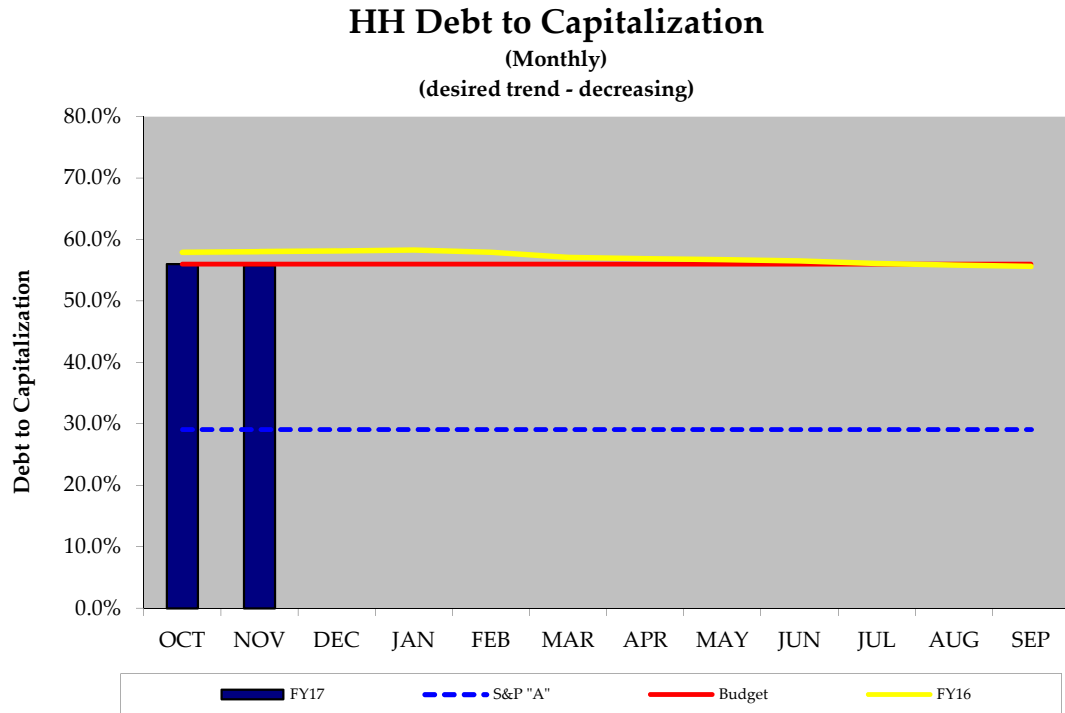
HH Days Cash on Hand
(Annualized Basis)
(desired trend - increasing)



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

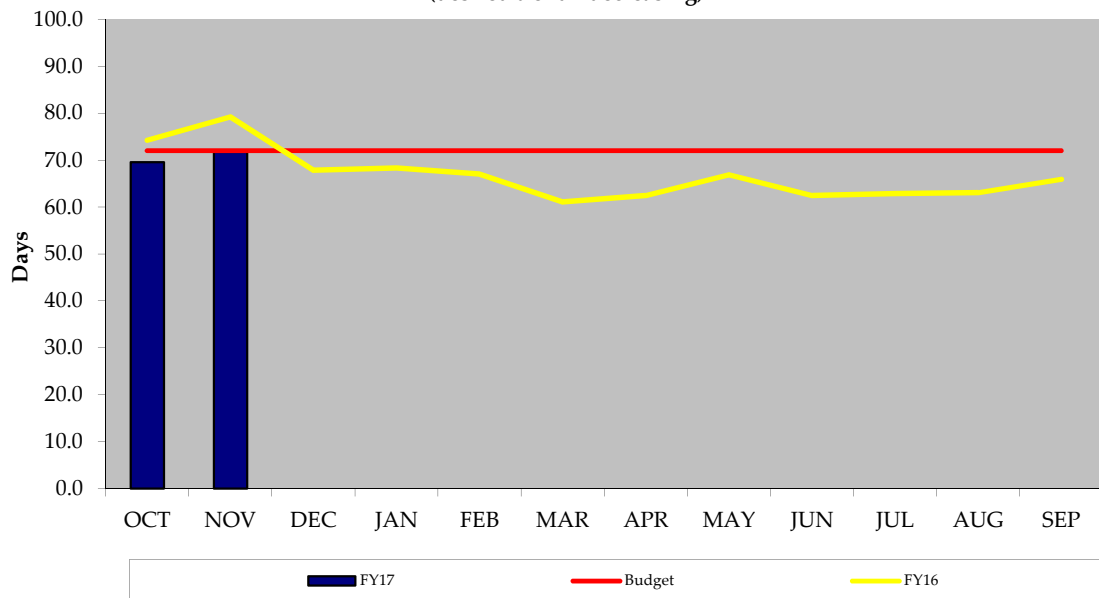


Halifax Health Financial Summary - Graphic

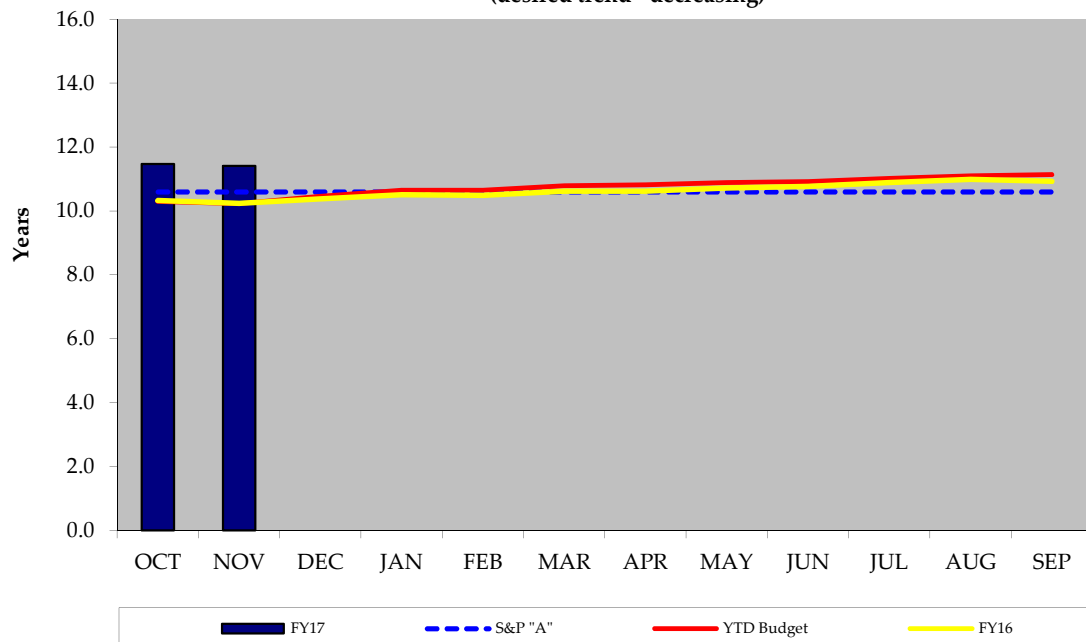


Halifax Health Financial Summary - Graphic

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	

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/Return:

	Investment Cash Flow
Year 0 ¹	(\$118,000)
Year 1	\$0
Year 2	\$0
Year 3	\$0
Year 4	\$0
Year 5	\$0
Terminal Value ²	\$0

Investment Request for Approval \$118,000

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



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

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*.



HALIFAX HEALTH

Human Resources Executive Summary - November 2016



HALIFAX HEALTH

Recruitment				Turnover				
^Vacancy Rate		3.21%	New Hires		69	*Annualized Turnover Rate		12.78%
Number of Applications		1,957	FT		54	*Annualized RN Turnover Rate		11.19%
Average Days to Fill		38.4	PT		5	Terminated/Resigned		59
RNs		48.6	Casual Pool		10	Average Number of Employees		4,258
Allied Health		35.6	Core RNs		12	Average Number of FT /PT Employees		3,677
Employee Relations				Retention				
Employee of the Month: Ryan Ellerton, Sr Business Analyst, Information Technology				Average Tenure of Active Employees				7.98
Service Awards				Active Employees				
5 Year		10	Average Tenure 0 - 1 yr				31.42%	
10 Year		9	Average Tenure 2 - 5 yr				26.51%	
15 Year		6	Average Tenure 6 - 10 yr				13.76%	
20 Year		5	Average Tenure > 10 yr				28.29%	
25 Year		1						
30 Year		1						
35 Year		1						
40 Year		0						
*Organizational & Talent Development			Compensation					
**Inservice & Continuing Education			Total Evaluations Due	221	Includes 6 Month and Annual Performance Evals			
Number of Programs		100	Early/OnTime Evaluations	80				
Participants		691	Late Evaluations	3				
Instructions Hours		4,932	Outstanding Evaluations	141				
*Computer Based Learning		2,212	Avg Score	3.15				
			Avg Hourly Rate	\$ 25.34				
*Continuing Physician Education			RN Referral Bonuses Paid	\$6,000				
Number of Programs		18	At Max/Bonus Paid	\$393.12				
Participants		594	Tuition Reimbursements	2@\$754.43				
			Sign On/Relocation Bonuses	\$19,808.00				
*Continuing Clinical Education			Nursing Loan Forgivness	30@\$40,562.23				
Number of Programs		53						
Participants		679						
			Work / Life Benefits & Leave Programs					
*Medical Library			Total Employees on Leave	74	Number of Benefits Eligible		3,612	
Patrons		150	Worker's Compensation Claims	3	Number of 457 Plan Participants		50	
Article Sources		284	Leave of Absence Requests	15	Number of 403(b) PlanParticipants		3,504	
			Family Medical Leave Act Requests	55	1%-3% Contributions		2,599	
			Military Leave Requests	0	4% or Higher Contributions		905	
			Voluntary Summer Leave	1	* UNUM Wellness Claims Paid		\$4,900.00	
			Number of Retirements	5	Disability Claims Paid			
			Worker's Compensation Incidents	25	STD		9@\$9,434.21	
			Administrative Leave	0	LTD		2@\$6,361.23	
			Management					-
Auxiliary			Visitor Access					
Volunteer Hours		6,499	Total Visitors	35,231				
			Halifax Main Campus	32,640				
			HHPO	1,230				
			HBS	1,361				

