HALIFAX HEALTH

Board of Commissioners Meeting

July 15, 2020
4:00pm - France Tower
Conference Room A

Conference Call Participation
Dial In Number: 888-585-9008
Participant Room: 532-800-500

HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING
303 No. Clyde Morris Boulevard, Daytona Beach, FL
France Tower Conf. Room A
July 15, 2020

AGENDA

Call to Order

Invocation & Pledge of Allegiance

Roll Call

Mission Statement Page 4

Approval of Minutes (Action)
- Board of Commissioners Regular Meeting – May 13, 2020 Page 5
- Board of Commissioners Telephonic Meetings(s):
  - April 29, 2020 Page 10
  - May 20, 2020 Page 12
  - May 27, 2020 Page 14
  - June 10, 2020 Page 15
  - June 24, 2020 Page 16

Approval of Agenda (Action)

Medical Staff Report – Ammar Hemaidan, MD (Action)
- Credentials Committee Actions – May & June 2020 Page 17

Foundation Report – Joe Petrock
- *Report included under Additional Information Tab* ***(Page 94)***

Management Report – Jeff Feasel Page 28

Strategic & Community Health Planning Committee – Jeff Feasel Page 38

Audit & Finance Committee Report – Eric Peburn (Information only)
- Audit & Finance Committee Minutes – May 2020 Page 39
- Investment Committee Minutes – February 2020 Page 41
- Investment Performance Update – May 2020 Page 43

Consent Agenda (Action)
- Halifax Health Safety Officer Appointment Page 51
- Financial Statements Ended May 31, 2020 Page 53
- Capital Expenditures $50,000 and Over Page 85
  - Adult Psychiatric Unit Renovations - $150,000 Page 86
- Audit Services Report Page 88

Old Business (Information Only)
- Compliance Dashboard – April & May 2020 Page 90

New Business
- Establish Proposed "Not to Exceed" Millage Rate
- Confirm date, time, location of First Public Hearing
  September 9, 2020, 5:05 pm, France Tower Conf. Room A

HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING
303 No. Clyde Morris Boulevard, Daytona Beach, FL
France Tower Conf. Room A
July 15, 2020

Additional Information

- Foundation Semi-Annual Report Page 94
- Human Resources Reports - April & May 2020 Page 96
- Affiliate Minutes Page 98

Public Participation

Next Meeting

- **September 9, 2020**
  Halifax Health Board Meeting – 4:00 pm, France Tower Conf. Room A
  Halifax Health First Public Hearing – 5:05 pm, France Tower Conf. Room A
  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
May 13, 2020

Present: Ed Connor, Assistant Secretary (Via Phone)
Harold Goodemote, Chairman
Dan Francati, Vice Chairman (Via Phone)
Carl W. Lentz, MD, Member
Tom McCall, Secretary (Via Phone)
Glenn Ritchey, Member (Via Phone)
Susan Schandel, Treasurer (Via Phone)

Also Present: Mary Jo Allen, VP Post-Acute Care Services/Hospice Executive Director
Ben Eby, Director, Director of Operations, Halifax Hospice
Marybeth Chvisuk, Senior Executive Assistant
Margaret Crossman, MD, Senior VP/Chief Medical Officer
Jeff Feasel, President & Chief Executive Officer
Kim Fulcher, VP/Chief Human Resources Officer
Bill Griffon, Director, Research & Planning
John Guthrie, Director, Communications
Ammar Hemaidan, MD, Chief of Staff
Andrea Kurak, Senior Corporate Counsel
Kelly Kwiatek, Senior VP/General Counsel
Steve Mach, Director, Patient Business & Financial Services
Ann Martorano, Chief Communication Officer
Jacob Nagib, Director, Engineering, Design & Construction
Eric Peburn, Exec. VP/Chief Financial Officer
Matt Petkus, VP Operations
Shawn Remington, Director, Finance
Keith Sofiak, Manager, Quality Data
Alberto Tineo, Senior VP/Hospital Chief Operating Officer
Lisa Tyler, Corporate Controller

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

APPROAL OF MINUTES

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

- Board of Commissioners Meeting – March 11, 2020
- Board of Commissioners Special Meeting – March 30, 2020
- Board Education/Orientation Meeting – April 8, 2020
- Board of Commissioners Meeting – April 22, 2020

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

APPROVAL OF AGENDA

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

MEDICAL STAFF REPORT

Credentials Committee Actions – March & April 2020

Discussion: The following physicians, previously approved by the Board, were in attendance for personal appearance:

- Gregory Delong, MD
- Ronald Horowitz, MD
- Faisal Tawwab, MD
- Shirley Yacoub, MD

Discussion: Dr. Hemaidan presented the following physicians for approval of application as recommended by the Credentials Committee:

- Abdul Ahmed, MD – Medicine/Family Medicine – Associate Status

Action: Dr. Lentz moved to approve application of Dr. Ahmed. Mrs. Schandel seconded the motion. Carried unanimously.

- Chaker Dahan, MD – Medicine/Internal Medicine – Associate Status

Action: Dr. Lentz moved to approve application of Dr. Dahan. Mr. Francati seconded the motion. Carried unanimously.

- Stephen Greene, DDS – Surgery/Pediatric Dentistry – Associate Status

Action: Dr. Lentz moved to approve application of Dr. Greene. Mrs. Schandel seconded the motion. Carried unanimously.

- Patrick Han, MD – Surgery/Neurosurgery – Associate Status

Action: Dr. Lentz moved to approve application of Dr. Han. Mr. Ritchey seconded the motion. Carried unanimously.

- Vashti Hellein, MD – Radiology/Diagnostic Radiology – Associate Status

Action: Dr. Lentz moved to approval application of Dr. Hellein. Mr. Francati seconded the motion. Carried unanimously.

- Bassem Koleilat, MD – Medicine/Internal Medicine – Associate Status

Action: Dr. Lentz moved to approval application of Dr. Koleilat. Mrs. Schandel seconded the motion. Carried unanimously.

- Julianne Wysocki-Broadwater, DO – Medicine/Emergency Medicine – Associate Status

Action: Dr. Lentz moved to approve application of Dr. Wysocki-Broadwater. Mrs. Schandel seconded the motion. Carried unanimously.

Discussion: Dr. Hemaidan requested approval of application for following physicians, who were unable to attend.

- Maria Brazil, MD – Anesthesiology – Associate Status
  *(*Not present - Will attend future meeting)*

Action: Dr. Lentz moved to approve application of Dr. Brazil. Mr. Ritchey seconded the motion. Carried unanimously.

- Rafique Mahmood, MD – OB/GYN – Associate Status
  *(*Not present - Will attend future meeting)*

Action: Dr. Lentz moved to approve application of Dr. Mahmood. Mrs. Schandel seconded the motion. Carried unanimously

Discussion: Dr. Hemaidan requested approval of application of Nathan Rachman, MD, Anesthesiology – Associate Status. Personal interview requirement has been waived as Dr. Rachman was previously on staff.

Action: Dr. Lentz moved to approve application of Dr. Rachman. Mrs. Schandel seconded the motion. Carried unanimously

Discussion: Dr. Hemaidan requested approval of application for Nicholas Stagliano, MD, Medicine/Family Medicine, Resident Affiliate Status, noting that Resident Affiliate Status does not require personal interview.

Action: Dr. Lentz moved to approve application of Dr. Stagliano. Mrs. Schandel seconded the motion. Carried unanimously.

Discussion: Dr. Hemaidan requested approval of applications for following Non-Physician Providers as recommended by the Credentials Committee:

- Matthew Baker, PA, Family Medicine
- Brenda Cohen, APRN, Family Medicine
- Cloressa Dizney, APRN, Family Medicine
- Zahra Foroughi, APRN, Family Medicine
- Joshua Jones, PA, Diagnostic Radiology
- Mary Lanoue, APRN, Neonatology
- William Lundgren, CRNA, Anesthesiology
- Adrijana Mijatovic, APRN, Gastroenterology
- Virginia Schimansky, DA, Oral & Maxillofacial Surgery
- Kyle Scott, CRNA, Anesthesiology
- Tammy Stricklin, APRN, Hospice and Palliative Medicine
- Jessica Tapp, APRN, Pulmonology

Action: Dr. Lentz moved to approve Non-Physician Providers as presented. Mr. Ritchey seconded the motion. Carried unanimously.

Discussion: Dr. Hemaidan requested approval of physician reappointments (Section C of attached Credentials Actions) as recommended by the credentials Committee.

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

Discussion: Dr. Hemaidan requested approval of physician reappointments, with changes, as recommended by the Credentials Committee (Section D of attached Credentials Actions).

Action: Dr. Lentz moved to approve physician reappointments with changes as presented. Mrs. Schandel seconded the motion. Carried unanimously.

Discussion: Dr. Hemaidan requested approval of Non-Physician Providers reappointments as recommended by the Credentials Committee (Section E of attached Credentials Actions).

Action: Dr. Lentz moved to approve reappointments of Non-Physician Providers as presented. Mrs. Schandel seconded the motion. Carried unanimously.

Discussion: Dr. Hemaidan requested approval of additional privileges/deletions/other recommendations (Section F of attached) and changes in status/specialty/privileges (Section G attached) as recommended by the Credentials Committee.

Action: Dr. Lentz moved to approve additional privileges/deletions/other (Section F) and changes in status/specialty/privileges (Section G) as presented. Mr. Francati seconded the motion. Carried unanimously.

Discussion: Dr. Hemaidan advised that Section H (Resignations), Section I (Leave of Absence) and Section J (Locum Tenens) were provided for information only.

Discussion: Dr. Hemaidan requested approval of new criteria for Transcarotid Artery Revascularization (TCAR) (attached).

Action: Dr. Lentz moved to approve new criteria for Transcarotid Artery Revascularization (TCAR) as presented. Mr. Ritchey seconded the motion. Carried unanimously.

MANAGEMENT REPORT

Discussion: Mr. Feasel provided an update on state and county COVID-19 cases (report attached), and reviewed policies, procedures and operations at Halifax concerning COVID-19. Mr. Feasel advised that elective surgeries resumed starting May 4 and we anticipate a steady increase in surgery volume.

STRATEGIC & COMMUNITY HEALTH PLANNING COMMITTEE REPORT

Discussion: None

AUDIT & FINANCE COMMITTEE REPORT

Discussion: Mr. Peburn provided an update on the financial challenges of COVID-19, noting that the projected shortfall from April through September is expected to be $40 million due to significantly lower volumes and elevated costs

related to COVID-19. Mr. Peburn's presentation included an overview of the financial response and adjustments made to address the projected shortfall and overview of governmental stimulus package (full presentation attached).

CONSENT AGENDA

Discussion: Mr. Goodemote advised that the following items were included on the consent agenda for board consideration and approval:

- Financial Statements – March 2020
- Disposals

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

OLD BUSINESS

Discussion: Mr. Goodemote advised that the compliance dashboard reports for February and March were included in the packet.

Action: None.

NEW BUSINESS

Discussion: None.

PUBLIC PARTICIPATION

Discussion: None.

ADDITIONAL INFORMATION

Discussion: Mr. Goodemote advised that human resources update and affiliate company minutes were included in the packet as information only.

NEXT MEETING

Discussion: Next Board of Commissioners meeting will be held on July 15, 2020, 4pm, in France Tower Conf. Room A.

ADJOURN

Discussion: There being no further business, the meeting adjourned at 5:06 p.m.

_____

Chairman

_____

Secretary

HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS MEETING
Held Telephonically and at
303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
April 29, 2020

Present: Ed Connor, Assistant Secretary (via phone)
Dan Francati, Vice Chairman (via phone)
Harold Goodemote, Chairman (via phone)
Rick Lentz, MD, Member (via phone)
Susan Schandel (via phone)
Glenn Ritchey (via phone)

Also Present: Jeff Feasel, President & CEO
Kelly Kwiatek, Sr. Vice President & General Counsel
Eric Peburn, Executive VP/Chief Financial Officer
Alberto Tineo, Sr. VP/Hospital(s) Chief Operating Officer
Mary Jo Allen, VP/Interim CNO
Matt Petkus, VP/Interim Physician Services
Kim Fulcher, Sr. VP/Chief Human Resources Officer (via phone)
Deborah Sabotka, Executive Assistant, Administration

The meeting was called to order at 4:00 p.m. Attendance was recorded.

COVID-19 Update

Discussion: Mr. Feasel opened the discussion by stating that Governor DeSantis will be having a press conference at 5 p.m. and he was optimistic that part of this announcement(s) may include permitting elective procedures on or by May 4, 2020. He continued by referencing the update provided electronically to the board on April 28, 2020 as well as other information:

- There are 41 admitted patients pending results (31 at main; 9 at HHPO; 1 at MCD). 36 of the admitted pending patients are awaiting results in order to return to SNF/nursing homes.
- Five cases admitted to the Bio-Containment Unit (BCU) on the Daytona Beach campus. Four are positive for COVID-19 and 1 is pending results. We have had 6 positive COVID-19 patients expire since testing began.
- Six deaths in total (four male; two female).

Testing:

- Received a shipment of 120 in-house testing kits yesterday and anticipate receiving another 120 kits per week moving forward.
- Currently monitoring temperatures in our emergency departments, HBS and Employee Health. Preparing for temperature testing of all employees, patients and visitors by the end of next week. All Information Desks will have digital thermometers and log-in stations for employees, patients and visitors.

Human Resources:

- We have 372 total team members on furlough as of today.

Employee Health:

- Employee Health has tested a total of 313 team members.
- There are 14 employee Covid-19 tests pending.

Discussion ensued. Highlights included topics such as pre-existing conditions/health issues of COVID-positive patients; Medicare rates to hospitals for COVID-positive patients, Halifax Health's association with other safety net hospitals in the State, and the availability of antibody testing over the next several days.

Pursuant to discussion reflected above, the following will be brought back for follow up discussion at an upcoming meeting:

- Analysis of COVID-19 positive tested patients and respective pre-existing conditions
- Processed claims update when available
- High level revenue cycle report with relevant detail presented

ADJOURN

Discussion: There being no further business, the Board education session adjourned at 4:55 p.m.

_____

Chairman

_____

Secretary

HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS MEETING
Held Telephonically and at
303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
May 20, 2020

Present: Ed Connor, Assistant Secretary (via phone)
Dan Francati, Vice Chairman (via phone)
Harold Goodemote, Chairman (via phone)
Rick Lentz, MD, Member
Tom McCall, Secretary (via phone)
Glenn Ritchey (via phone)

Also Present: Jeff Feasel, President & CEO
Kelly Kwiatek, Sr. Vice President & General Counsel
Eric Peburn, Executive VP/Chief Financial Officer
Alberto Tineo, Sr. VP/Hospital(s) Chief Operating Officer
Mary Jo Allen, VP/Interim CNO
Kim Fulcher, Sr. VP/Chief Human Resources Officer
Marybeth Chvisuk, Sr. Executive Assistant

The meeting was called to order at 4:00 p.m. Attendance was recorded.

COVID-19 Update

Discussion: Mr. Feasel advised that as of today, there were 17 patients in the Biocontainment Unit (BCU). We have tested almost 1,800 people, of which 103 were positive. This represents a 5.7% positivity rate, which is below the State level. We continue to receive patients from nursing homes and have expanded the BCU to flex up to 30 patients. There is a slow ascent to surgical volume and emergency room volume. We have exhausted supply of in house tests and all testing is going to commercial labs. However, we anticipate receiving 1,000 test kits in next 10 days and our laboratory validating another PCR test platform, with the hope that we will have another reliable platform available for testing. Currently have 338 team members on furlough; 38 members have returned from furlough to work in clinical areas.

Mr. Peburn provided following high level COVID-19 financial update for April (presentation attached): Operating income was $2.1 million lower than budget; Patient revenues were 36.6% lower than budget; Recorded $9.2 million in operating revenues for the month due to CARES Act funding; Forecasting $100,000 shortfall for income available for debt service as of 9/30/20; Working on additional margin improvements to avoid a shortfall for income available for debt service.

Mr. Feasel noted that we are starting the budget process for the next fiscal year and will be setting the not to exceed millage rate at the July 15, 2020 board meeting.

ADJOURN

Discussion: There being no further business, the meeting adjourned at 5:05p.m.

_____

Chairman

_____

Secretary

HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS MEETING
Held Telephonically and at
303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
May 27, 2020

Present: Ed Connor, Assistant Secretary (via phone)
Dan Francati, Vice Chairman (via phone)
Harold Goodemote, Chairman
Rick Lentz, MD, Member
Tom McCall, Secretary (via phone)
Glenn Ritchey (via phone)

Also Present: Jeff Feasel, President & CEO
Kelly Kwiatek, Sr. Vice President & General Counsel
Eric Peburn, Executive VP/Chief Financial Officer
Alberto Tineo, Sr. VP/Hospital(s) Chief Operating Officer
Kim Fulcher, Sr. VP/Chief Human Resources Officer
Marybeth Chvisuk, Sr. Executive Assistant

The meeting was called to order at 4:00 p.m. Attendance was recorded.

NEW BUSINESS

Discussion: Mr. Feasel advised that request to approve the Amended and Restated Bylaws for Medical Center of Deltona, Inc. has been temporarily put on hold as additional details are worked through.

OLD BUSINESS
COVID-19 Update

Discussion: Mr. Feasel advised that as of today, there were 14 patients in the Biocontainment Unit (BCU). There are currently 63 patients in-house awaiting test results. Continue to utilize services of outside lab as we have not yet received testing cartridges. We are in the third week of providing elective surgery and volumes have been steadily increasing. However, we are seeing sicker patients with longer length of stay. Emergency room volume also continues to increase. Efforts to adjust expenses as much as possible continues. There are currently 314 team members on furlough, 56 team members have returned to work in patient care areas where volumes dictate.

ADJOURN

Discussion: There being no further business, the meeting adjourned at 4:20pm.

_____ _____
Chairman Secretary

HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS MEETING
Held Telephonically and at
303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
June 10, 2020

Present: Dan Francati, Vice Chairman (via phone)
Harold Goodemote, Chairman (via phone)
Rick Lentz, MD, Member
Tom McCall, Secretary (via phone)
Glenn Ritchey (via phone)
Susan Schandel (via phone)

Also Present: MaryJo Allen, VP/Interim Chief Nursing Officer
Jeff Feasel, President & CEO
Kelly Kwiatek, Sr. Vice President & General Counsel
Eric Peburn, Executive VP/Chief Financial Officer
Alberto Tineo, Sr. VP/Hospital(s) Chief Operating Officer
Kim Fulcher, Sr. VP/Chief Human Resources Officer
Marybeth Chvisuk, Sr. Executive Assistant

The meeting was called to order at 4:00 p.m. Attendance was recorded.

OLD BUSINESS - COVID-19 Update

Discussion: Mr. Feasel reported the following:

- There are 837 positive cases (3.3% positive rate) and 46 deaths in Volusia County.
- Halifax Health has tested 2,441 patients, resulting in 140 positive results (6.1% positive rate).
- Currently 7 patients in the BCU with 2 patients on ventilators.
- There are 72 patients pending results – 52 of these are awaiting results in order to return to SNF/nursing home (67 of the admitted patients are in Daytona, 4 are in Port Orange and 4 are in Deltona).
- We received 240 rapid tests and are scheduled to receive 120/week. Surgery volumes are steady with 78 scheduled procedures today, which should increase to around 90 with add on procedures.
- Emergency Room is operating at about 75% - we are admitting a higher percentage of patients due to high acuity levels that are presenting.
- 286 team members are on furlough – 90 have been returned to work.

ADJOURN

Discussion: There being no further business, the meeting adjourned at 4:32pm.

_____ _____
Chairman Secretary

HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS MEETING
Held Telephonically and at
303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
June 24, 2020

Present: Dan Francati, Vice Chairman (via phone)
Harold Goodemote, Chairman (via phone)
Rick Lentz, MD (via phone)
Tom McCall, Secretary (via phone)
Glenn Ritchey (via phone)
Susan Schandel (via phone)

Also Present: MaryJo Allen, VP/Interim Chief Nursing Officer
Jeff Feasel, President & CEO
Kelly Kwiatek, Sr. Vice President & General Counsel
Alberto Tineo, Sr. VP/Hospital(s) Chief Operating Officer
Kim Fulcher, Sr. VP/Chief Human Resources Officer (via phone)
Marybeth Chvisuk, Sr. Executive Assistant

The meeting was called to order at 4:00 p.m. Attendance was recorded.

OLD BUSINESS - COVID-19 Update

Discussion: Mr. Feasel reported that there are 1,301 positive cases and 53 deaths in Volusia County. To date, Halifax Health has performed 2,958 tests with a 5.7% positivity rate. There are currently 13 patients are in the Bio-containment Unit (BCU) and 56 admitted patients are awaiting results (10 are medically stable and awaiting a COVID test to discharge to nursing home; 44 are awaiting a COVID test result for future SNF placements). We are tracking where patients are coming from as well as their length of stay. Seeing a slight increase in hospitalizations across the state however death rate continues to decline. Halifax Health has had a total of 34 COVID positive team members – 23 have since tested negative and returned to work – 11 are in the process of retesting for a negative test. As volumes have begun to increase, we are beginning to call back some furloughed employees. Currently 146 team members are on furlough; 137 have returned to work.

In preparation for the upcoming July 15th budget workshop and board meeting, Mr. Feasel reviewed the pre-preliminary millage rate information that had been distributed to the board (attached). Discussion ensued amongst the board concerning the pros and cons of various millage rate scenarios and the potential impact on the bond rating.

ADJOURN

Discussion: There being no further business, the meeting adjourned at 5:20pm.

_____ _____
Chairman Secretary

HALIFAX HEALTH
MEDICAL CENTER

BOARD OF COMMISSIONERS – July 15, 2020
CREDENTIALS COMMITTEE ACTIONS – May 18, 2020, June 15, 2020

PHYSICIAN INTRODUCTION: Mircea Mihu, MD, John Green, MD, James Klein, MD, Rafique Mahmood, MD, Tayisha Vilceus, MD, Maria Brazil, MD

FOR BOARD ACTION

A. INITIAL PHYSICIAN APPLICATIONS RECOMMENDED FOR APPROVAL

Harry H. Blanke III, MD	Medicine/Family Medicine*	Associate
Nally Calzado, MD	Medicine/Family Medicine*	Associate
Francisco Camino, MD	Medicine/Infectious Disease *(Board certified)*	Associate
Lee Cartagena-Negron, MD	Medicine/ Critical Care *(Board certified)*	Associate
Brian Fordham, MD	Anesthesiology *(Board certified)*	Associate
Lothar Gebauer, MD	Internal Medicine *(Board Certified)*	Associate
Lukasz Janeczek MD	Internal Medicine *(Board certified)*	Associate
Ridgely M. Meyers, MD	Radiology/Teleradiology *(Board certified)*	Courtesy – Interview Waived
Srivadee Oravivattanakul, MD	Medicine/ Neurology *(Board certified)*	Associate
Kushagra Shrinath, MD	Medicine/Family Medicine *(Board certified)*	Associate
RESIDENT AFFILIATE - INTERVIEW NOT REQUIRED		
Adrianna Sung, DO	Medicine/Family Medicine*	Resident Affiliate

Meets criteria to sit for the Board Exam

B. INITIAL NON PHYSICIAN PROVIDERS RECOMMENDED FOR APPROVAL

{APRNs and Physician Assistants serving in the Emergency Department are designated as Qualified Medical Providers and able to perform medical screening exams for emergency medical conditions.}

Theresa Adams, PA	Orthopaedic Surgery	Todd McCall, MD
Laurette Cornel, APRN	Family Medicine	Ammar Hemaidan, MD
Rochelle Fox, CRNA	Anesthesiology	Derrick Payne, MD
Kristin Gardner, APRN	Emergency Medicine	Stephen Viel, MD
Jane Hollis, APRN	Emergency Medicine	Stephen Viel, MD
Susan Murray, DA	Oral Maxillofacial Surgery	Curtis Schalit, DDS
Kristin Nelson, PA	General Surgery	David Ramshaw, MD
Jordan Roberson, APRN	Cardiology	Dinesh Arab, MD

HALIFAX HEALTH
MEDICAL CENTER

C. PHYSICIAN REAPPOINTMENTS RECOMMENDED FOR APPROVAL

Department of Anesthesiology

Mayfield, W. Ross, MD	Anesthesiology	Senior Active

Department of Emergency Medicine

Hird, Cindy, MD	Emergency Medicine	Active
Lau, Annie, MD	Emergency Medicine	Active

Department of Medicine

Abando, Jose, MD	Internal Medicine	Active
Alexander, Christopher, DO	Internal Medicine	Courtesy Affiliate
Alsharif, Tarik, MD	Family Medicine	Community Affiliate
D'Souza, V.J., MD	Pulmonology	Active
Elsakr, Ashraf, MD	Interventional Cardiology	Active
Estrella, Thendrex, MD	Internal Medicine	Active
Fulton, Brent, MD	Family Medicine	Courtesy Affiliate
Grigg, Johnsie, MD	Family Medicine	Community Affiliate
Gupta, Amol, MD	Physical Medicine & Rehab	Courtesy Affiliate
Harman, Peter, MD	Critical Care	Active
Hedderich, Michelle, MD	Family Medicine	Active
Henderson, David A., MD	Interventional Cardiology	Active
Henson, James, MD	Family Medicine	Active
Hoskote, Jaideep, MD	Nephrology	Active
John, Sinoj, MD	Critical Care	Active
Kinne, Sandford, DO	Family Medicine	Courtesy Affiliate
Kohen, Michael, MD	Allergy & Immunology	Senior Active
Marrese Jr., Roxy, MD	Family Medicine	Senior Active
Panja, Jawed, MD	Internal Medicine	Active
Patel, Ketul, MD	Gastroenterology	Active
Porter, Douglas, MD	Intra-Operative Neuromonitoring	Courtesy
Scott, James, MD, PHD	Neurology	Active
Tso, Tina, MD	Family Medicine	Community Affiliate
Wahba, Wahba, MD	Pulmonology	Active
White, R. Steven, MD	Pulmonology	Active
Woodard, Gerald, MD	Family Medicine	Active
Zulfiqar, Hassan, MD	Gastroenterology	Active

Department of Obstetrics/Gynecology

Bhogal, Marjorie, MD	OB/GYN	Active
Carbiener, Pamela, MD	OB/GYN	Senior Active

Department of Oncology

Alvarez-Farinetti, Alvaro, MD	Radiation Oncology	Active
Factor, Brad, MD	Radiation Oncology	Active

Department of Pathology

No reappointments this month

Department of Pediatrics

Gianini, Angela, MD	Pediatrics	Active
Juraszek, Amy, MD	Pediatric Cardiology	Courtesy
McLoughlin Jr., Thomas, MD	Pediatrics	Active

Department of Psychiatry

No reappointments this month

Department of Radiology

Carbonell, Oscar F., MD	Interventional Radiology	Active
Gianini, John W., MD	Diagnostic Radiology	Active
Miles, Steven G., MD	Diagnostic Radiology	Senior Active

Department of Surgery

Gamenthaler, Andrew, MD	General Surgery	Active
Ge, Q. Jocelyn, MD	Ophthalmology	Community Affiliate
Harr, Marc, MD	Orthopaedic Surgery	Senior Active
Kostic, Alexandra, MD	Ophthalmology	Courtesy Affiliate
Rubin, Mark S., MD	Ophthalmology	Courtesy Affiliate
Walton, Laura M., DPM	Podiatry	Active

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

Name	From	To	Specialty
Abdullah, Bisher, MD	Associate	Active	Pediatric Gastroenterology
Adeyemi, Oluwagbemiga, MD	Associate	Active	Anesthesiology
Amiraian, Dana E., MD	Associate	Active	Diagnostic Radiology
Baker, Kristen, MD	Associate	Active	Emergency Medicine
Cate, Kenneth, MD	Active	Senior Active	Family Medicine
Chase, Charles, DO	Associate	Active	Anesthesiology
Correll, Kyle, MD	Associate	Active	Family Medicine
Heiland, Michael, MD	Associate	Active	Family Medicine
Kayyal, Mazhar, MD	Active	Courtesy Affiliate	Internal Medicine
Marathe, Shriram, MD	Associate	Courtesy Affiliate	Nephrology
Pinker, Bradley, MD, DDS	Associate	Active	Oral & Maxillofacial Surgery
Polifka, Adam, MD	Associate	Courtesy Affiliate	Neurosurgery
Reddy, Shrimani, MD	Active	Courtesy Affiliate	Family Medicine
Ringhauser, Holly, DO	Associate	Active	Emergency Medicine/Critical Care
Ritter, Andrew, MD	Active	Senior Active	Colon/Rectal Surgery

Robinson, Melissa, MD	Associate	Active	Anesthesiology
Young, Michael, MD	Associate	Active	Family Medicine

E. NON PHYSICIAN PROVIDERS REAPPOINTMENTS RECOMMENDED FOR APPROVAL

{APRNs and Physician Assistants serving in the Emergency Department are designated as Qualified Medical Providers and able to perform medical screening exams for emergency medical conditions.}

Name	Specialty	Supervising Physician
Barbel, Sarah, APRN	Ammar Hemaidan, MD	Family Medicine
Choley, Michael CRNA	Derrick Payne, MD	Anesthesiology
Fletcher, Kristine, PA	Ammar Hemaidan, MD	Internal Medicine
French, Rebekah, CRNA	Derrick Payne, MD	Anesthesiology
Garvin, Jill, DA, RN	Curtis Schalit, DDS	Oral & Maxillofacial Surgery
Gellermann, Diane, APRN	Abdul Jumani, MD	Nephrology
Kambel, Jenny, CRNA	Derrick Payne, MD	Anesthesiology
Kirby, Tammy, APRN	Stephen Viel, MD	Emergency Medicine
Long, Travis, PA	Stephen Minor, MD	Cardiology
MacDowell, Leah, APRN	Otakar Quadrat, MD	Cardiology
Nicastro, Ruth, CRNA	Derrick Payne, MD	Anesthesiology
Rooney, Melanie, CRNA	Derrick Payne, MD	Anesthesiology
Seals, Catherine, CRNA	Derrick Payne, MD	Anesthesiology
Slatinsky, Holly, APRN	Richard Arnold, MD	Cardiology
Tolland, Brooke, PA	Todd McCall, MD	Orthopaedic Surgery
Velez, Teresa, APRN	J. Richard Rhodes, MD	Orthopaedic Surgery
Wagner Pieczonka, Maria, CRNA	Derrick Payne, MD	Anesthesiology
Webb, Hope, CRNA	Derrick Payne, MD	Anesthesiology
Winecoff, Daniel, APRN	Todd McCall, MD	Orthopaedic Surgery

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

Agnone, Louis, MD	Request for Leave of Absence effective 07/01/2020-07/01/2021
Farmer, Danny, MD	Request for Leave of Absence effective 06/01/2020-06/01/2021
Hoffman, Matthew, PA	Request for Leave of Absence effective 04/01/2020-04/01/2021
Moulis, Harry, MD	Request for Leave of Absence effective 07/01/2020-07/01/2021
Ricci, Donato, MD	Request for Leave of Absence effective 07/01/2020-07/01/2021
Patel, Ketul, MD	Request for Leave of Absence effective 07/01/2020-07/01/2021
Deshpande, Vrushak, MD	Request for Leave of Absence effective 07/01/2020-07/01/2021
Feldman, Jacinta, APRN	Request for Core Privileges: OB/GYN Nurse Practitioner/ Perform vaginal deliveries
Khalil, Steven, MD	Additional Privileges: Critical Care
Martin, Ricardo, PA	Removal of Insert Chest Tube, Insertion Central Lines, Insertion of Arterial Lines, Perform Endotracheal Extubation and Intubation.
Parker, Cindy, PA	Additional Supervising Physician: J. Richard Rhodes, MD

HALIFAX HEALTH
MEDICAL CENTER

G. CHANGE(S) IN STATUS/SPECIALTY/PRIVILEGES RECOMMENDED FOR APPROVAL

Name	From	To	Specialty
Burkett, Charles	Active	Honorary	Diagnostic Radiology
Henry, Sarah, MD	LOA	Active	Hand Surgery

FOR INFORMATION ONLY

H. RESIGNATIONS:

Adesokan, Kehinde, MD	Psychiatry	No longer wishes to maintain privileges
Diaz-Albertini, Ana, MD	Pediatrics	No longer wishes to maintain privileges
Casey, Nalini, MD	Emergency Medicine	No longer wishes to maintain privileges
Chisholm, Shannon, PA	Family Medicine/ Hospitalist	No longer wishes to maintain privileges
Duncan, Jeffrey, MD	Internal Medicine/Hospitalist	No longer wishes to maintain privileges
Green, Alexander, MD	Anesthesiology	No longer wishes to maintain privileges
Green, Jason, CRNA	Anesthesiology	No longer wishes to maintain privileges
Ham, Elizabeth, CRNA	Anesthesiology	No longer wishes to maintain privileges
Jerabek, Charles, CCP	Anesthesiology	No longer wishes to maintain privileges
King, Kerry, MD	Anesthesiology	No longer wishes to maintain privileges
Kunjumoideen, Kottapurath, MD	Internal Medicine	No longer wishes to maintain privileges
Lee, Eric, MD	Anesthesiology	No longer wishes to maintain privileges
Madison, Barbara, APRN	Surgery	No longer wishes to maintain privileges
Masoodi, Hammad, MD	Family Medicine/Hospitalist	No longer wishes to maintain privileges
Martin Cohen, Brenda, APRN	Family Medicine/Hospitalist	No longer wishes to maintain privileges
Nemani, Nimish, MD	Intensivist	No longer wishes to maintain privileges
O' Halloran, Margaret, CRNA	Anesthesiology	No longer wishes to maintain privileges
Reddy, Chandan, MD	Neurosurgery	No longer wishes to maintain privileges
Wilson, Tara, MD	Emergency Medicine	No longer wishes to maintain privileges

I. LEAVE OF ABSENCE:

For Information Only:

Pasricha, Sunil, MD	Gastroenterology
Piazza, Eric, PA	Neurosurgery
Ramdath, Sona, DPM	Podiatry
Vinas, Federico, MD	Neurosurgery
Zahedi, Mina, MD	Internal Medicine

J. LOCUM TENENS PHYSICIANS:

For Information Only - Ongoing Privileges this month:

Currently Providing Services

Acevedo, Jorge L., MD	Neurosurgery
Cortez, Ricardo, MD	Neurosurgery
Wilson, Kelvin, MD	Neurosurgery
Fisher, Anton, DO	Psychiatry
Rubenstein, Bruce, MD	Psychiatry
Scodary, Daniel, MD	Neurosurgery

K. OTHER BUSINESS: N/A

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
July 15, 2020
(Credentials Committee May 18, June 15, 2020)

Harry Blanke, MD
Family Medicine

Harry Blanke, MD, is requesting privileges in the Department of Medicine and is in practice with Halifax Health New Smyrna Beach Family Practice.

Medical Education:
Medical University of South Carolina - 05/19/2017

Residency:
Halifax Family Medicine Residency Program - 07/01/2017 to 06/30/2020
Family Medicine

Board Certification:
American Board of Family Medicine – Eligible to sit for Board exam

Nally Calzado, MD
Family Medicine

Nally Calzado, MD, is requesting privileges in the Department of Medicine and is in practice with Halifax Health Primary Care.

Medical Education:
SUNY at Stony Brook School of Medicine - 05/17/2017

Residency:
Halifax Health Family Medicine Residency Program - 07/01/2017 to 06/30/2020
Family Medicine

Board Certification:
American Board of Family Medicine – Eligible to sit for Board exam

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
July 15, 2020
(Credentials Committee May 18, June 15, 2020)

Francisco Camino, MD
Infectious Disease

Francisco Camino, MD, is requesting privileges in the Department of Medicine and is in practice with Halifax Health Infectious Disease.

Medical Education:
Universidad Nacional Mayor de San Marcos - 06/25/1985

Internship:
Greater Baltimore Medical Center - 07/01/1990 to 06/23/1991
Internal Medicine

Residency:
Greater Baltimore Medical Center - 07/01/1992 to 06/30/1993
Internal Medicine

Fellowship:
University of Florida - 07/01/1993 to 06/30/1995
Infectious Disease

Board Certification:
The American Board of Internal Medicine - 11/20/1996 to 04/01/2021
Infectious Disease

Lee Cartagena-Negron, MD
General Surgery

Lee Cartagena-Negron, MD, is requesting privileges in the Department of Surgery and is in practice with Global Trauma Systems.

Medical Education:
SUNY Downstate Medical Center - 05/30/2010

Internship:
Nassau University Medical Center - 07/01/2010 to 06/30/2011
General Surgery

Residency:
Nassau University Medical Center - 07/01/2011 to 06/30/2015
General Surgery

Fellowship:
John H Stroger Cook County Hospital - 07/01/2015 to 06/30/2017
Surgical Critical Care/Trauma/Burns

Board Certification:
American Board of Surgery - 01/25/2016 to 12/31/2026
Surgery
American Board of Surgery - 09/12/2016 to 12/31/2027
Critical Care

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
July 15, 2020
(Credentials Committee May 18, June 15, 2020)

Brian Fordham, MD
Anesthesiology

Brian Fordham, MD, is requesting privileges in the Department of Anesthesiology and is in practice with Sheridan Healthcorp, Inc.
Medical Education:
University of South Florida - 06/30/2002
Residency:
University of South Florida - 07/01/2002 to 06/30/2006
Anesthesiology
Board Certification:
American Board of Anesthesiology - 04/20/2007 to 12/31/2027
Anesthesiology

Lothar Gebauer, MD
Internal Medicine

Lothar Gebauer, MD, is requesting privileges in the Department of Medicine and is in practice with Halifax Health Hospitalists.
Medical Education:
Loma Linda University School of Medicine - 06/01/2004
Residency:
Kettering Medical Center - 07/01/2004 to 07/01/2007
Internal Medicine
Board Certification:
American Board of Internal Medicine - 08/29/2007 to 04/01/2021
Internal Medicine

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
July 15, 2020
(Credentials Committee May 18, June 15, 2020)

Lukasz Janeczek, MD
Family Medicine

Lukasz Janeczek, MD, is requesting privileges in the Department of Medicine and is in practice with Halifax Health Hospitalists.

Medical Education:
Jagiellonian University School of Medicine - 05/09/2004

Residency:
Baylor College of Medicine – 6/01/2005 – 06/30/2007
General Surgery

Residency:
LSU Univeristy Medical Center - 07/01/2007 to 02/28/2010
Family Medicine

Board Certification:
American Board of Family Practice - 11/18/2011 to 02/15/2021
Family Medicine

Ridgely Meyers, MD
Teleradiology

Ridgely Meyers, MD, is requesting privileges in the Department of Radiology and is in practice with Radiology Associates of Ocala, P.A.

Medical Education:
Texas A&M - 12/22/2011

Internship:
Texas A&M - 01/01/2012 to 02/28/2013
Family Medicine

Residency:
Texas A&M - 07/01/2013 to 06/30/2018
Diagnostic Radiology

Fellowship:
University of California - 07/01/2018 to 06/30/2019
Breast Imaging

Board Certification:
American Board of Radiology - 09/27/2019 to 03/15/2021
Diagnostic Radiology

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
July 15, 2020
(Credentials Committee May 18, June 15, 2020)

Srivadee Oravivattanakul, MD
Neurology

Srivadee Oravivattanakul, MD, is requesting privileges in the Department of Medicine and is in practice with Neurology Associates of Ormond Beach.
Medical Education:
Chulalongkorn University Faculty of Medicine - 03/01/2005
Internship:
Greater Baltimore Medical Center - 06/30/2008 to 06/30/2009
Internal Medicine
Residency:
University Hospitals Case Medical Center - 07/01/2009 to 06/30/2012
Neurology
Fellowship:
Cleveland Clinic - 07/01/2012 to 06/30/2014
Movement Disorders
Board Certification:
American Board of Psychiatry and Neurology - 09/20/2012 to 03/01/2021
Neurology

Kushagra Shrinath, MD
Family Medicine

Kushagra Shrinath, MD, is requesting privileges in the Department of Medicine and is in practice with Halifax Health Center for Family & Sports Medicine.
Medical Education:
University of South Florida Morsani College of Medicine - 04/21/2016
Residency:
University of Central Florida HCA/GME Consortium (Gainesville) - 06/26/2016 to 06/30/2019
Family Medicine
Fellowship:
AdventHealth Geriatric Medicine Fellowship - 07/01/2019 to 06/30/2020
Geriatric Medicine
Board Certification:
American Board of Family Medicine - 07/01/2019 to 02/15/2021
Family Medicine

HALIFAX HEALTH

Halifax Health Board of Commissioners Meeting
Management Report
July 15, 2020

Family Medicine Residency Program Class of 2023

On Tuesday, June 30th, Physician Services hosted a luncheon for the 8 new PGY1 Residents in the Family Medicine Residency Program. The group was provided welcome bags, presented the Cornerstone – Rooftops video and then escorted to the Helipad for a group photo. The new residents were joined on the helipad by the other PGY2 & PGY3 resident classes, graduating residents and faculty. Below are bios for the 7 incoming first year residents.

Luke Babcock, MD

Dr. Luke Babcock graduated summa cum laude from the University of West Florida with a Bachelor of Science (B.S) in biology. Interested in caring for families as a whole, and in developing long-term relationships with his patients, Luke decided that Family Medicine would be the best fit for him. Luke then attended Florida State University's College of Medicine, the

nation's second most competitive medical school renowned for its focus on primary care. Here he graduated with his Doctor of Medicine (M.D.)
Luke's goal as a physician is simple - to bring the highest possible quality of care to each and every one of his patients. He is more than happy to be at Halifax, where the mission of the hospital closely aligns with his personal goals as a doctor.

Isaiah Cochran, MD

Dr. Isaiah A. Cochran is originally from Akron, Ohio. He was adopted at the age of 18 months by his mother, who is a retired teacher. Isaiah went to undergrad at Waynesburg University in Pennsylvania, where he had the opportunity to play tennis, conduct research at Harvard and Yale Medical Schools, and start a chapter of the American Medical Student Association (AMSA). He attended medical school at the Wright State University Boonshoft School of Medicine where he graduated in 2019. Here he continued his work with AMSA and helped to start the Refugee Student Alliance. It was during his time in medical school that Isaiah began to staunchly advocate for the underserved in health care and beyond. As a member of the LGBTQIA+ and African American communities, he understands that he has a unique position as a physician to make a difference for the better.

Isaiah is the immediate past national president and chair of the board of trustees for the American Medical Student Association. He served as a key organizational spokesperson for AMSA and as an active promoter of the organization's educational programming, advocacy pursuits, and membership recruitment and engagement efforts. In 2019-2020, Isaiah spent a year in Washington D.C. serving fulltime in his role as AMSA president before joining the Halifax Health Family.

Halifax Health was at the top of Isaiah's list for residency for many reasons. However, he really was excited by the fact that he would have the opportunity to work with underserved patients. Isaiah also likes the fact that at Halifax he will have the opportunity to continue with leadership and fight for equity, equality, and justice for all individuals both in health care and outside of health care. Family medicine is a perfect avenue for someone like Isaiah who has an interest in the politics of medicine. He hopes to use the breadth of knowledge that a developing family medicine physician learns to become a stronger advocate and perhaps one day seek a position in public office.

Tierra Curry, MD

Dr. Tierra Curry is the eldest of five siblings, born and raised in Orlando, FL. She graduated from Apopka High School, where she first developed a strong interest in medicine and participated in the Medical Careers Magnet Program while in high school. She then attended the University of Florida, earning a Bachelor of Science in Microbiology and Cell Science. After college graduation, she received a Master of Science in Medical Sciences from the University of South Florida. She returned to USF for her medical education and earned a Doctor of Medicine from the Morsani College of Medicine. Throughout her life she has enjoyed performing community service activities such as afterschool tutoring, hospital volunteering, including being a "cuddler" in the NICU at Shands Hospital and going on a medical mission trip to the Dominican Republic during medical school. Her special interests include Women's Health and Health Disparities. She is proud to be a leader and a source of inspiration to her younger siblings.

Hedson Desir, MD

Dr. Hedson Desir was born and raised in Fort Lauderdale, Florida. He attended Florida Atlantic University where he was a Microbiology Teaching Assistant, instructed an undergraduate Organic Chemistry course, and earned honors for research involving antibiotic resistant bacteria. He graduated from Florida Atlantic University with a Bachelor of Science in Neuroscience & Behavior and Biological Science. Upon graduating, he worked in a managerial role for a biotechnology organization before ultimately starting his medical education at Creighton University School of Medicine in Omaha, Nebraska and Creighton University's regional campus in Phoenix, Arizona.

He was the mentor chair as a medical student where he mentored middle school, high school and undergraduate students who were pursuing STEM careers. He is most proud of his volunteer work providing healthcare screening/home placement for low-income/homeless populations in the South Florida, Omaha and Phoenix regions. He is passionate about mentorship, diversity and inclusion, and educating and addressing healthcare disparities. In his free time he enjoys playing basketball, dancing, biking, listening to music, and being outdoors. He loves meeting new people, so be sure to stop and say hello if you happen to see him around the clinic/campus.

Tyler Johnson, MD

Dr. Tyler Johnson was born and raised in Columbus, Ohio but decided to trade the snowy winters for some Florida sunshine earning his undergraduate degree at the University of Florida. After his time at UF, Dr. Johnson went on to earn a Master of Health Administration (MHA) from Ohio State and a Master of Biomedical Sciences (MSBS) from the University of Toledo before returning to Ohio State for medical school. His passion for primary care and developing close relationships with his patients led Dr. Johnson to pursue a career in family medicine. Dr Johnson is excited to once again be back in the state of Florida and thrilled to be part of the Halifax family. Outside of medicine, Dr. Johnson loves being outdoors and enjoys fishing, boating, and spending time with his wife Rachel, son James and their energetic yellow lab Winnie.

Sachoya McDonald, MD

Dr. Sachoya McDonald was born and raised on the tropical island of Jamaica. At 16 she moved to Kissimmee, Florida where she finished high school. For undergrad, she attended the University of Central Florida and majored in biology, and she also volunteered at Orlando Regional Medical Center (ORMC). Subsequently, she offered a position as a patient and family liaison in the Emergency Department where she worked for almost 2 years. After graduating Magna Cum Laude from UCF, she moved a little further north to Gainesville, Florida to attend medical school at the University of Florida.

At UF, Sachoya volunteered at the Equal Access Clinic, a student run clinic providing healthcare for the underserved and undocumented population where she developed an interest in women's and pediatric health and the health disparities involved in minority communities. During her final summer break at the end of the first year of medical school, she worked at the Health Care Summer Institute, an academic program sponsored by the College of Medicine Office of

Diversity and Health Equity, where she mentored high school student from underrepresented and rural backgrounds who were interested in entering a health related field. She served as the treasurer for the Integrative Health and Medicine Interest Group and took at in the longitudinal elective – Promoting Resilience in Medicine (PRIMe). In her senior year of medical school, she was inducted into the Gold Humanism Honor Society where she was elected co-president.

Kari Stausmire, MD

Dr. Kari Stausmire was born and raised along the shores of Lake Erie near Toledo, Ohio. During college, she traveled to Madrid, Spain where she attended the Universidad Rey Juan Carlos and taught English as a second language at a local elementary school. Upon returning, she received her Bachelor of Arts degree from the University of Toledo, majoring in Spanish language and literature. In the time since, she has worked as an 8th grade Spanish teacher and continues to substitute teach in a variety of subjects. Combining both her love of teaching and love of science, she earned her medical doctor degree from the University Of Toledo College Of Medicine. Within the broad scope of family medicine, Dr. Stausmire's special interests include women and children's health, obstetrics, and breastfeeding medicine. She has a passion for patient education, counseling, and working in underserved communities. In her free time, she enjoys figure skating, traveling, and spending time with her amazing husband and their two children.

Martin Tran, DO

Dr. Tran was born in San Jose, California and raised in Arlington, Texas. He graduated from University of Texas at Arlington where he graduated Magna Cum Laude with his BSc in Honors Biology and completed his honors thesis in regenerative medicine. He attended Texas College of Osteopathic Medicine. During this time, he was inducted into Sigma Sigma Phi, the osteopathic honor society. While in medical school, he participated in multiple medical service events. One of which was his local free clinic that he had been a part of since high school and where he had completed his Eagle Scout project at. He was awarded the TOUCH service award for his engagement in the community. Outside of medicine, he loves to go running, weightlifting, bowling, and visiting different areas and restaurants.

47th Class of Family Medicine Residents Graduate

The Halifax Health Family Medicine Residency recently celebrated the graduation of Ariana Abid, MD; Harry Blanke, MD; Nally Calzado, MD; Michael Faille, MD; Erin Hough, MD; Kirstin LaBell, MD; Jackson Turner, MD; and Trang Van, MD. The 47th Graduation Gala was canceled due to the COVID 19 pandemic; however, the program honored graduates with an awards and graduation ceremony that was live streamed to friends and family of the graduates nationwide.

At the ceremony several prestigious awards were bestowed to graduates including, the Blaxall Award awarded to Dr. Kirstin LaBell; the Nurses' Award for the Caring Physician (also known as The Gillespy Award) awarded to Drs. Harry Blanke and Erin Hough; Dr. Erin Hough was awarded the Society of Teachers of Family Medicine Award; Dr. Harry Blanke was awarded the Center for Family and Sports Medicine Resident of the Year Award; and both Drs. Kirstin LaBell and Harry Blanke were recognized for their service as Chief Residents for the 2019/2020 Academic Year. The program also celebrated the graduates with a small intimate dinner with the Program Director, Dr. Carrie Vey and Designated Institutional Official Edwin Prevatte, MD on June 26th. The Halifax Health Sports Medicine Fellowship honored, Dr. Christopher Acker, the twenty-third fellow to graduate from the program.

Edwin Prevatte, MD Retires

On June 30th, after 26 years of service, Dr. Edwin Prevatte retired from Halifax Health Family Residency Program. Over the last 26 years, Dr. Prevatte has held many roles within the residency program including Core Faculty, Associate Program Director, Program Director, Designated Institutional Official and Director of Continuing Medical Education. He held several positions for the Florida Academy of Family Physicians including President of the Florida Academy of Family Physicians and Chairman of the Board. During Dr. Prevatte's tenure with Halifax Health he dedicated his career to Halifax Health and to the development of the next generation of physicians. His dedication, experience and wisdom will be greatly missed.

Recruitment

- Nursing Recruitment hired 36 nurses in May and 46 nurses in June
- Allied Health Recruitment filled 37 positions (CNAs, PCTs, Psych Aides, Mental Health Techs and Unit Clerks)
- Recruitment continues to assist with CSO staffing and Fit Testing for Employee Health
- All events were canceled to remain compliant with CDC Guidelines

Physician Recruitment

The following physician contracts were executed over the last several months and the following employed physicians will begin at Halifax Health as indicated below:

- Dr. Caroline Howe – Critical Care – Anticipated start date: 8/27/2020
- Dr. Kara Williams – Hospice & Palliative Care – Anticipated start date: 9/1/2020
- Dr. Chaker Dahan – Hospitalist – Start date: 5/30/2020
- Dr. Jens Flock – Surgical Intensivist - Anticipated start date: 9/14/2020
- Dr. Gregory Wilkerson – Hospitalist – Anticipated start date: 7/28/2020
- Dr. Maulik Govani – Hospitalist – Anticipated start date: 8/27/2020
- Dr. Waseem David – Hospitalist – Anticipated start date: 7/23/2020
- Dr. Howard Martinez – Infectious Disease – Anticipated start date: 8/10/2020
- Dr. Amir Asaseh – Hospitalist – Anticipated start date: 8/3/2020
- Dr. Brittany Bednov – Hospitalist – Anticipated start date: 9/8/2020
- Dr. Eugene Bednov – Hospitalist – Anticipated start date: 9/8/2020
- Dr. Shaik Ejazzudin – Hospitalist – Anticipated start date: 9/8/2020
- Dr. Naomi Flock – Family Medicine – Anticipated start date: 10/1/2020

Continuing Medical Education (CME)

The Continuing Medical Education department successfully completed its CME Reaccreditation process. The Survey conducted by the Florida Medical Association and Drs. Tom Peters and Zachary Wilson took place June 17th. The official results are expected mid-July, however, the feedback was very positive stating that our material was complete, succinct, in compliance with FMA/ACCME standards and that "congratulations are in order."

First class of Halifax Health Emergency Medicine Nursing Residency

From Left to Right:
Jennifer Lowery, RN ER Nurse Educator, Kelly Ramos, RN, Amanda Berry, RN, Shawn Mcloughlin, RN, Nicole Crohan, RN, Hannah Ferreira, RN, Denise Rubel, RN, Natalie Housley, RN, Carley Clinton, RN, Anna Martinez, RN, Kendall Hodgins, RN, and Lindsay Martin, RN Nurse Manager of Emergency and Trauma Services

If you want great nurses you have to invest in educating them to work in the area's largest emergency department and only trauma center in the area. Nine Daytona State College Nursing School graduates and 1 Florida State College Nursing School graduate chose to grow their careers at Halifax Health. They came to Halifax Health partially because of the new Emergency Nurse Residency Program. The one-year program, the only in the area, features four hours of didactic learning each week taught by physician and nurse subject matter experts. "The education partners with the nurses' regular shift work and focuses on more advanced training in emergency and trauma care for new emergency department nurses to enhance their skill set," according to Lindsay Martin, RN, Nurse Manager of Emergency and Trauma Services. In addition, the nurses will complete the following certifications; Basic Life Support, Advanced Cardiovascular Life Support, Pediatric Advanced Life Support, National Institute of Health Stroke Training, Trauma Nursing Core Course, Emergency Nursing Pediatric Course, and Certified Emergency Nurse.

The program has been such a success that Halifax Health will be starting a new cohort every six months. The education curriculum is designed to prepare the nurses for the Certified Emergency Nursing Exam. The first cohort has had a 100% pass rate for their trauma course and will graduate from the program in December 2020. The next eight nurse cohorts will start their residency this July. The cohorts will run simultaneously to enhance support, training, and teamwork. "An Emergency Department is only as good as its nurses, physicians and ancillary staff who are there to provide life-saving care 24-7, 365 days a year," said Stephen Viel, MD and Emergency Services Medical Director.

Check-in Express

Halifax Health Medical Center has a new way to visit the area's busiest emergency department when it is least busy by scheduling an appointment online ahead of time. It's as easy as 1,2,3:

1. Go to Halifaxhealth.org;
2. Check in with Check-in Express from 8 a.m. – 12 p.m.
3. Schedule your emergency department check in time.
4. Arrive at the emergency room at your scheduled time.

Our goal is a no wait experience for patients during our least busy times of day. While the program is not a guaranteed no-wait experience, it allows our emergency room staff to know when patients will be arriving. As always, patients with or without appointments will be triaged according to severity of symptoms.

Virtual Stroke Support Group

COVID-19 has not stopped Halifax Health from continuing its important support and educational programs related to stroke. In June, the Halifax Health Comprehensive Stroke Center provided web-ex virtual education and support group for patients and their families who have experienced strokes. Halifax Health Stroke Coordinator, Samantha Orr, MSN, RN, SCRN led the first session in June and discussed managing risk factors for stroke in order to prevent reoccurrence. On July 14, Elvia Cortes, APRN, from the UF Health Heart and Vascular Surgery Program at Halifax Health discussed carotid surgery from the patient's perspective with regard to stroke prevention. Participation has been good and the web-ex format is working well.

HALIFAX HEALTH

Board Meeting – July 2020
Monthly Award Winners

Team Member of the Month*: Monthly recognition to honor outstanding Team Members who exemplify what Halifax Health is all about. They represent our Cornerstone culture and are role models to others. They receive a list of prize items along with a departmental reception with treats and refreshments.*

May 2020 Team Member of the Month

Jillian Chvisuk
Quality Improvement Coordinator, Quality & Outcomes

Jillian has been a Halifax Health Team Member since 2016. Her primary job responsibility is to maintain the coordination and leadership of several performance improvement projects. She also maintains the quality reporting integrity of numerous programs involving HCAHPS, Nursing Performance Scorecards, VOCERA and more. Jill has proven to herself to be an expert when it comes to the analysis, structure and architecture of data management. She is innovative and produces creative solutions to analytical problems.

Jill is upbeat, has an infectious positive attitude and is a team player. She keeps our Cornerstone Quality Standards of Safety, Compassion, Image and Efficiency at the center of everything she does. Her ability to navigate the clinical setting while infusing her operational experience makes her a valuable asset to Halifax Health.

We are proud to recognize Jillian as our May Team Member of the Month!

June 2020 Team Member of the Month

Jennifer Montgomery
Medical Social Worker, Case Management

Jennifer has been a Halifax Health Team Member since 2016. Her primary job responsibility is the coordination of discharge planning arrangements for patients transiting to the post-acute setting. She meets with patients daily to assess their needs and ensure they have a safe and appropriate discharge plan. Jennifer shows leadership skills by precepting all new Team Members and being the Charge Case Manager and Case Manager on Call over the weekends.

Jennifer is extremely articulate, which is a great asset when working with patients and their families. She is committed to patient advocacy which makes patients and families feel cared for in our acute setting. Her positive attitude and bright smile are infectious and her presence lights up a room. Jennifer's dedication to our mission and belief in the services we provide are reflected in her quality of work and true professionalism. She consistently demonstrates Exceptional Service, Every Encounter, Every Day to Everyone.

We are proud to recognize Jennifer as our June Team Member of the Month!

Tower Quarterly Winners: *This program is for those in leadership positions (Charge Nurses, Coordinators, Supervisors and above) to acknowledge Team Members each quarter for exemplary actions that go above and beyond their normal job duties. The winning Team Member(s) will receive a $50 Gift Card, TOWER certificate, and an invitation to the Annual Team Member Recognition Banquet for a chance to be awarded the TOWER Winner of the Year.*

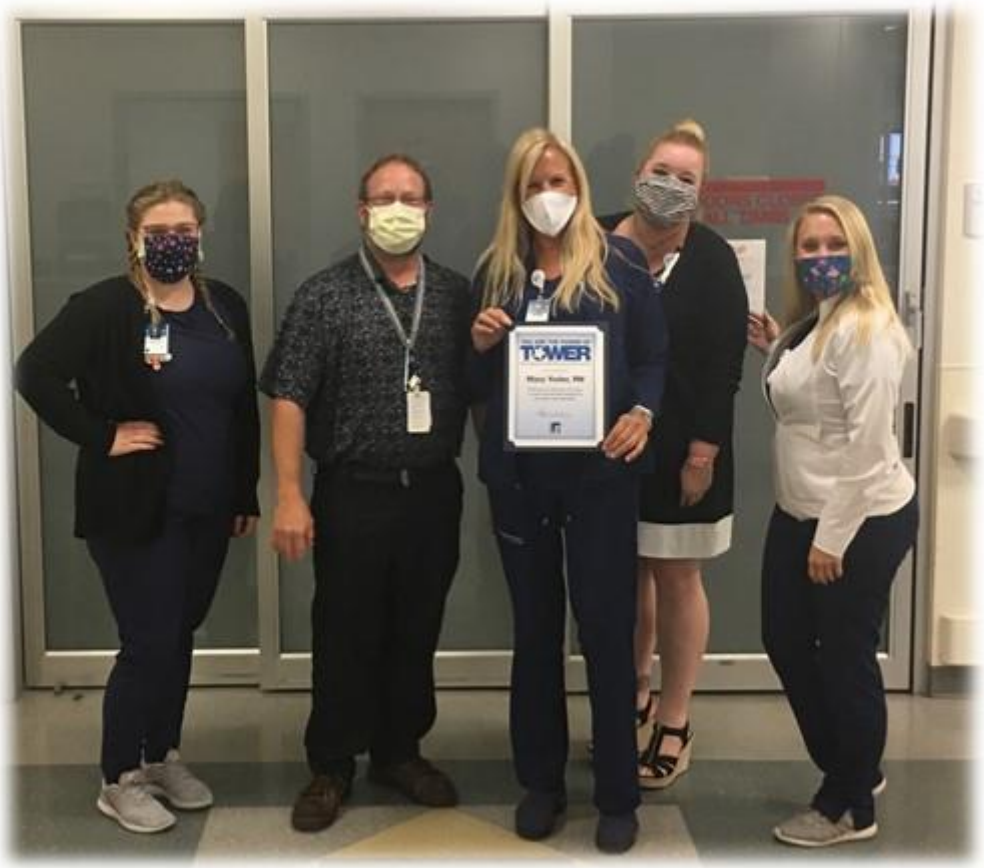
TOWER
Taking Opportunity With Exceptional Responsibility

Congratulations to Mary Yoder, RN, Centralized Staffing!

Mary has been selected as our quarterly **POWER OF TOWER** winner. As a show of appreciation, she has received a gift card and certificate commemorating her exceptional behavior. She was recognized by Serena Fisher and then selected as the quarterly winner from a group of Team Members who received TOWER recognition cards between February – April 2020 by the Tower Committee.

In order to ensure that all Team Members were properly trained on how to protect themselves from COVID-19, an in-house training video was created. Mary just so happened to be working in the ED on the day we were filming and got recruited to be our actress. Despite the fact that she had no warning, Mary enthusiastically agreed to help. She displayed perfect hand hygiene and donning/doffing techniques, but most importantly, she did it all with a smile and great attitude. She really embraced the idea that what we were doing would educate the entire organization, and even though it was clearly way out of her comfort zone, she did an amazing job and we appreciate her for it.

Thank you Mary for going above and beyond and for your commitment to service excellence!



HALIFAX HEALTH

Strategic & Community Health Planning Committee

Report will be provided at meeting

Halifax Hospital Medical Center
Audit and Finance Committee Meeting

303 N. Clyde Morris Blvd., France Tower, Conference Room A
Wednesday, May 6, 2020

Present: Ammar Hemaidan, MD, Member, Medical Staff

Via Phone: Ted Serbousek, Chairman
Daniel Francati, Member & Vice Chairman, Board of Commissioners
Susan Schandel, Member & Treasurer, Board of Commissioners
Greg Motto, Member
Decker Youngman, Member
Bob Wade, Compliance Expert

Also Present: Jeff Feasel, President and CEO
Eric Peburn, Executive VP/Chief Financial Officer
Shawn Remington, Director of Corporate Finance
Lisa Tyler, Corporate Controller
Alberto Tineo, SVP and Hospital Chief Operating Officer
Kelly Kwiatek, SVP & General Counsel
Mary Jo Allen, VP of Post Acute Services and Ex. Dir. Hospice
Matt Petkus, VP and Interim Director of Physician Services
Ben Eby, Director of Operations, Hospice
Steve Mach, Director, Financial Patient Services
Michael Marques, Director of Technical Services
Sarah Kaylor, Compliance Operations/Project Manager
Deb Sabotka, Executive Assistant

The meeting was called to order at 4:00 p.m. by Chairman Serbousek. Roll call was conducted.

MINUTES

Discussion: Minutes from the March 4, 2020 Audit & Finance Committee Meeting were reviewed.

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

AUDIT COMMITTEE

CORPORATE COMPLIANCE

Discussion: Monthly Compliance Program Update Dashboard
Ms. Kwiatek presented the Compliance Dashboard for the months ended March 31, 2020 and February 29, 2020 referencing no issues. No action required.

INTERNAL AUDIT

Discussion: Mr. Peburn reported that there was no report or update at this time. No action required.

FINANCE COMMITTEE

FINANCIAL REPORT

Discussion: Mr. Peburn led committee members through the COVID-19 Financial Challenges and Response presentation and the March 2020 Financial Report. Brief discussion included references to the importance of forecasting the percentage of budgeting volume and revenue returning; days cash on hand; impact to the pension plan; frozen capital Deltona debt; and credit ratings.

Action: Dr. Hemaidan moved to approve the March 2020 Financial Report and recommends approval by the Halifax Hospital Medical Center Board of Commissioners. Mr. Francati seconded the motion and it carried unanimously.

ACQUISITIONS, LEASES & DISPOSALS

Discussion: Capital Investment Strategy, March 2020. No action required.

Discussion: Capital Expenditures $50,000 and over. None; no action required.

Discussion: Disposals, March 2020

Action: Mr. Francati moved to approve the disposals and recommends approval by the Board of Commissioners. Ms. Schandel seconded the motion and it carried unanimously.

Discussion: Comparison of Projected and Actual Financial Results for Significant Projects. No action required.

OLD BUSINESS

Discussion: Meeting Request Tracker/Checklist. No action required

NEW BUSINESS

Discussion: Mr. Tineo presented the latest statistics related to COVID-19. No action required.

INFORMATIONAL REPORTS

Discussion: The Discharged Based-Average Length of Stay and Case Mix Index, the Investment Performance Report for March 2020, and the Schedule of Uses of Property Taxes for March 2020 were presented under Information Only. No action required.

OPEN DISCUSSION

Discussion: None.

NEXT MEETING DATE: Monday, May 11, 2020, 4 p.m. Investment Committee Meeting
Wednesday, July 8, 2020 4 p.m. Regular Meeting

ADJOURNMENT

Action: There being no further business, the meeting was adjourned.

_____

Ted Serbousek, Chairman

Halifax Hospital Medical Center

Investment Committee Meeting, Sub Committee Audit & Finance Committee
France Tower, Conference Room D, 303 N. Clyde Morris Blvd., Daytona Beach, FL 32114
Monday, February 10, 2020

Present:	Ted Serbousek, Chairman & Chairman, Audit & Finance Committee Dave Graffagnino, Member Greg Motto, Member, Audit & Finance Committee James Wesner, Advisor, Marquette Associates Decker Youngman, Member, Audit & Finance Committee
Not Present:	Dan Francati, Member & Member, Audit & Finance Committee & Vice Chairman, Board of Commissioners Susan Schandel, Member & Member, Audit & Finance Committee & Treasurer, Board of Commissioners
Also Present:	Jeff Feasel, President & Chief Executive Officer Eric Peburn, Executive Vice President & Chief Financial Officer Kent Bailey, Director of Finance Lisa Tyler, Corporate Controller

---

The meeting was called to order at 4:00 p.m. by Chairman Serbousek.

Minutes

Discussion: Minutes from the November 11, 2019 Investment Committee meeting were reviewed.

Action: Mr. Graffagnino moved to approve the November 11, 2019 Investment Committee minutes as presented. Mr. Youngman seconded the motion and it carried unanimously.

Investment Review

Discussion: Advisor Fourth Quarter Market Tracker and Reviews
Mr. Wesner presented the quarterly reports for the five portfolios – Halifax Hospital Medical Center, HH Holdings, Pension, Hospice and Halifax Health Foundation, for the period ended December 31, 2019. The quarterly market tracker was also shared.

Action: Mr. Graffagnino moved to approve the Fourth Quarter Marker Tracker and portfolio review reports as presented. Mr. Youngman seconded the motion and it carried unanimously.

New Business

Discussion: System Review – Portfolio Transition
Mr. Wesner presented the previously approved asset allocations for the Pension, Hospice and Foundation portfolios which include:

- Update of the Investment Policy Statement for each portfolio to reflect the new investment target allocations.
- Liquidation of the DFA Emerging Market Value fund and investment in the DFA Emerging Market Core fund.
- Liquidation of: Vanguard Energy, Vanguard Health Care, Vanguard Large Growth, Vanguard Small Growth and DFA International Value funds.
- Funding investments in: Vanguard Total Stock, DFA International Developed Funds and Vanguard Global Managed Volatility funds.
- Review and approval of Parametric subscription documents and subsequent funding of related investment.

Action: None required.

Old Business

Discussion: Mr. Wesner presented the asset allocation review for HH Holdings and HHMC.

Action: None required

Discussion: Mr. Wesner presented the Fixed Income Manager Search which included firm summaries of Baird, Garcia Hamilton, Income Research and Lord Abbett & Co. Discussion ensued about risk tolerance, performance, and corporate credit exposure of the firms. The following recommendations were provided to the committee:

- Lord Abbett & Co as the first choice for a Fixed Income Investment Manager
- Income Research as the second choice for a Fixed Income Manager

Action: Mr. Motto moved to approve Lord Abbett & Co as the Fixed Income Investment Manager. Mr. Youngman seconded the motion and it carried unanimously.

Discussion: Mr. Wesner presented the benefits of Real Estate and a diversified portfolio. Discussion ensued on the property types, including office, industrial retail and multi-family and geographic and property type distributions. The following recommendations were provided to the Committee:

- Allocate $15 million of the Pension plan portfolio and $5 million of the Foundation portfolio, with Clarion Partners as the investment manager.

Action: Mr. Graffagnino move to approve the above referenced recommendations. Mr. Youngman seconded the motion and it carried unanimously.

Informational Only

Discussion: Performance Review, November 2019 and December 2019

Action: None required.

Next Meeting: Monday, May 11, 2020, 4 p.m. – Regular scheduled meeting

Open Discussion

Discussion: None.

Adjournment

_____

Ted Serbousek

Market Value: $278.3 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Total Fund Composite		**$270,477,156**	**-$1,771,843**	**$278,308,821**	**100.0%**	**100.0%**	**3.6%**	**-2.1%**
Fixed Income Composite		**$97,928,455**	**-$3,401,091**	**$95,794,759**	**34.4%**	**30.0%**	**1.3%**	**2.6%**
BBgBarc US Credit 1-5 Yr TR							*1.3%*	*3.3%*
BBgBarc US Aggregate TR							*0.5%*	*5.7%*
Money Market	Cash & Equivalents	$2,313,334	$1,298,909	$3,612,304	1.3%		0.0%	0.8%
91 Day T-Bills							*0.0%*	*0.8%*
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	$95,615,121	-$4,700,000	$92,182,455	33.1%		1.3%	2.9%
BBgBarc US Credit 1-5 Yr TR							*1.3%*	*3.3%*
U.S. Equity Composite		**$92,575,426**	**-$9,425,000**	**$88,380,103**	**31.8%**	**30.0%**	**5.8%**	**-3.4%**
Wilshire 5000 Total Market							*5.2%*	*3.1%*
Vanguard Total Stock Market Index	All-Cap Core	$50,818,666	$0	$53,556,925	19.2%	30.0%	5.4%	--
CRSP US Total Market TR USD							*5.4%*	*2.9%*
DFA Large Cap Value	Large-Cap Value	$14,214,206	-$3,000,000	$11,812,703	4.2%		3.8%	-12.3%
Russell 1000 Value							*3.4%*	*-9.5%*
Vanguard Growth Index	Large-Cap Growth	$9,260,291	-$1,500,000	$8,391,322	3.0%		7.0%	16.8%
CRSP US Large Cap Growth TR USD							*7.0%*	*16.8%*
DFA US Small Cap Value	Small-Cap Value	$9,846,749	-$1,675,000	$8,533,086	3.1%		2.8%	-20.7%
Russell 2000 Value							*2.9%*	*-19.3%*
Vanguard Small Cap Growth Index	Small-Cap Growth	$8,435,515	-$3,250,000	$6,086,066	2.2%		10.8%	6.9%
CRSP US Small Cap Growth TR USD							*10.8%*	*6.9%*

*Approved Strategic Asset Allocation includes: 5% Core Real Estate

Market Value: $278.3 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Non-U.S. Equity Composite		**$39,156,443**	**$0**	**$40,955,881**	**14.7%**	**15.0%**	**4.6%**	**-13.9%**
MSCI ACWI ex USA							*3.3%*	*-7.3%*
DFA International Large Cap	Non-U.S. Large-Cap Core	$28,698,629	$0	$30,316,297	10.9%	10.0%	5.6%	--
MSCI World ex USA							*4.3%*	*-7.7%*
MSCI EAFE							*4.4%*	*-7.3%*
DFA Emerging Markets Core Equity	Emerging Markets	$10,457,814	$0	$10,639,583	3.8%	5.0%	1.7%	--
MSCI Emerging Markets							*0.8%*	*-6.0%*
Global Equity Composite		**$27,242,112**	**$0**	**$28,178,078**	**10.1%**	**10.0%**	**3.4%**	**--**
MSCI ACWI							*4.3%*	*-1.0%*
Vanguard Global Minimum Volatility	Global Low-Volatility	$27,242,112	$0	$28,178,078	10.1%	10.0%	3.4%	--
MSCI ACWI Minimum Volatility Index							*2.2%*	*-5.0%*
Alternatives Composite		**$13,574,719**	**$11,054,248**	**$25,000,000**	**9.0%**	**10.0%**	**2.7%**	**--**
CBOE S&P 500 Covered Combo Index							*4.0%*	*-10.3%*
50% S&P 500/50% 91 Day T-Bill							*2.4%*	*2.8%*
Parametric Defensive Equity	Defensive Equity	$13,574,719	$11,054,248	$25,000,000	9.0%	10.0%	2.7%	--
CBOE S&P 500 Covered Combo Index							*4.0%*	*-10.3%*
50% S&P 500/50% 91 Day T-Bill							*2.4%*	*2.8%*

*Approved Strategic Asset Allocation includes: 5% Core Real Estate

Market Value: $77.1 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Total Fund Composite		**$75,153,006**	**-$500,451**	**$77,142,178**	**100.0%**	**100.0%**	**3.3%**	**-0.7%**
Fixed Income Composite		**$29,968,642**	**-$425,779**	**$29,886,241**	**38.7%**	**40.0%**	**1.1%**	**2.0%**
BBgBarc US Govt/Credit 1-3 Yr. TR							*0.3%*	*3.3%*
BBgBarc US Aggregate TR							*0.5%*	*5.7%*
Money Market	Cash & Equivalents	$3,934,990	-$425,779	$3,509,229	4.5%		0.0%	0.7%
91 Day T-Bills							*0.0%*	*0.8%*
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	$26,033,652	-$4,000,000	$22,368,960	29.0%	5.0%	1.3%	2.9%
BBgBarc US Credit 1-5 Yr TR							*1.3%*	*3.3%*
Chartwell Short Duration High Yield	High Yield Fixed Income	--	$4,000,000	$4,008,051	5.2%	5.0%	--	--
BofA Merrill Lynch 1-3 Yrs High Yield BB							*2.6%*	*-0.7%*
U.S. Equity Composite		**$26,189,057**	**-$3,000,000**	**$24,602,996**	**31.9%**	**30.0%**	**5.6%**	**-2.6%**
Wilshire 5000 Total Market							*5.2%*	*3.1%*
Vanguard Total Stock Market Index	All-Cap Core	$13,016,994	$0	$13,718,388	17.8%	30.0%	5.4%	--
CRSP US Total Market TR USD							*5.4%*	*2.9%*
DFA Large Cap Value	Large-Cap Value	$5,297,110	-$1,500,000	$3,985,508	5.2%		3.8%	-12.3%
Russell 1000 Value							*3.4%*	*-9.5%*
Vanguard Growth Index	Large-Cap Growth	$3,270,393	-$750,000	$2,735,226	3.5%		7.0%	16.8%
CRSP US Large Cap Growth TR USD							*7.0%*	*16.8%*
DFA US Small Cap Value	Small-Cap Value	$2,200,063	$0	$2,262,663	2.9%		2.8%	-20.7%
Russell 2000 Value							*2.9%*	*-19.3%*
Vanguard Small Cap Growth Index	Small-Cap Growth	$2,404,497	-$750,000	$1,901,211	2.5%		10.8%	6.9%
CRSP US Small Cap Growth TR USD							*10.8%*	*6.9%*

Market Value: $77.1 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Non-U.S. Equity Composite		**$8,591,622**	**$0**	**$8,990,929**	**11.7%**	**10.0%**	**4.6%**	**-11.1%**
MSCI ACWI ex USA							*3.3%*	*-7.3%*
DFA International Large Cap	Non-U.S. Large-Cap Core	$6,411,865	$0	$6,773,285	8.8%	7.0%	5.6%	--
MSCI World ex USA							*4.3%*	*-7.7%*
MSCI EAFE							*4.4%*	*-7.3%*
DFA Emerging Markets Core Equity	Emerging Markets	$2,179,757	$0	$2,217,644	2.9%	3.0%	1.7%	--
MSCI Emerging Markets							*0.8%*	*-6.0%*
Global Equity Composite		**$6,924,118**	**$0**	**$7,162,012**	**9.3%**	**10.0%**	**3.4%**	**--**
MSCI ACWI							*4.3%*	*-1.0%*
Vanguard Global Minimum Volatility	Global Low-Volatility	$6,924,118	$0	$7,162,012	9.3%	10.0%	3.4%	--
MSCI ACWI Minimum Volatility Index							*2.2%*	*-5.0%*
Alternatives Composite		**$3,479,566**	**$2,925,328**	**$6,500,000**	**8.4%**	**10.0%**	**2.7%**	**--**
CBOE S&P 500 Covered Combo Index							*4.0%*	*-10.3%*
50% S&P 500/50% 91 Day T-Bill							*2.4%*	*2.8%*
Parametric Defensive Equity	Defensive Equity	$3,479,566	$2,925,328	$6,500,000	8.4%	10.0%	2.7%	--
CBOE S&P 500 Covered Combo Index							*4.0%*	*-10.3%*
50% S&P 500/50% 91 Day T-Bill							*2.4%*	*2.8%*

Market Value: $48.9 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Total Fund Composite		**$47,402,355**	**-$100,568**	**$48,899,729**	**100.0%**	**100.0%**	**3.4%**	**-1.5%**
Fixed Income Composite		**$16,131,961**	**-$525,795**	**$15,724,399**	**32.2%**	**25.0%**	**0.7%**	**1.6%**
BBgBarc US Govt/Credit 1-3 Yr. TR							*0.3%*	*3.3%*
BBgBarc US Aggregate TR							*0.5%*	*5.7%*
Money Market	Cash & Equivalents	$6,960,587	-$25,795	$6,934,827	14.2%		0.0%	0.6%
91 Day T-Bills							*0.0%*	*0.8%*
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	$9,171,375	-$3,000,000	$6,284,540	12.9%		1.3%	2.9%
BBgBarc US Credit 1-5 Yr TR							*1.3%*	*3.3%*
Chartwell Short Duration High Yield	High Yield Fixed Income	--	$2,500,000	$2,505,032	5.1%	5.0%	--	--
BofA Merrill Lynch 1-3 Yrs High Yield BB							*2.6%*	*-0.7%*
U.S. Equity Composite		**$17,350,225**	**-$1,600,000**	**$16,691,828**	**34.1%**	**30.0%**	**5.6%**	**-3.2%**
Wilshire 5000 Total Market							*5.2%*	*3.1%*
Vanguard Total Stock Market Index	All-Cap Core	$9,987,514	$0	$10,525,671	21.5%	30.0%	5.4%	--
CRSP US Total Market TR USD							*5.4%*	*2.9%*
DFA Large Cap Value	Large-Cap Value	$2,465,060	-$425,000	$2,130,412	4.4%		3.8%	-12.3%
Russell 1000 Value							*3.4%*	*-9.5%*
Vanguard Growth Index	Large-Cap Growth	$1,754,289	-$400,000	$1,469,570	3.0%		7.0%	16.8%
CRSP US Large Cap Growth TR USD							*7.0%*	*16.8%*
DFA US Small Cap Value	Small-Cap Value	$1,680,755	-$275,000	$1,454,238	3.0%		2.8%	-20.7%
Russell 2000 Value							*2.9%*	*-19.3%*
Vanguard Small Cap Growth Index	Small-Cap Growth	$1,462,607	-$500,000	$1,111,937	2.3%		10.8%	6.9%
CRSP US Small Cap Growth TR USD							*10.8%*	*6.9%*

Approved Strategic Asset Allocation includes: 10% Core Real Estate

Market Value: $48.9 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Non-U.S. Equity Composite		**$6,887,004**	**$0**	**$7,200,392**	**14.7%**	**15.0%**	**4.6%**	**-11.1%**
MSCI ACWI ex USA							*3.3%*	*-7.3%*
DFA International Large Cap	Non-U.S. Large-Cap Core	$4,967,981	$0	$5,248,013	10.7%	10.0%	5.6%	--
MSCI World ex USA							*4.3%*	*-7.7%*
MSCI EAFE							*4.4%*	*-7.3%*
DFA Emerging Markets Core Equity	Emerging Markets	$1,919,024	$0	$1,952,379	4.0%	5.0%	1.7%	--
MSCI Emerging Markets							*0.8%*	*-6.0%*
Global Equity Composite		**$4,624,234**	**$0**	**$4,783,111**	**9.8%**	**10.0%**	**3.4%**	**--**
MSCI ACWI							*4.3%*	*-1.0%*
Vanguard Global Minimum Volatility	Global Low-Volatility	$4,624,234	$0	$4,783,111	9.8%	10.0%	3.4%	--
MSCI ACWI Minimum Volatility Index							*2.2%*	*-5.0%*
Alternatives Composite		**$2,408,930**	**$2,025,227**	**$4,500,000**	**9.2%**	**10.0%**	**2.7%**	**--**
CBOE S&P 500 Covered Combo Index							*4.0%*	*-10.3%*
50% S&P 500/50% 91 Day T-Bill							*2.4%*	*2.8%*
Parametric Defensive Equity	Defensive Equity	$2,408,930	$2,025,227	$4,500,000	9.2%	10.0%	2.7%	--
CBOE S&P 500 Covered Combo Index							*4.0%*	*-10.3%*
50% S&P 500/50% 91 Day T-Bill							*2.4%*	*2.8%*

Approved Strategic Asset Allocation includes: 10% Core Real Estate

Market Value: $167.5 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Total Fund Composite		**$167,036,458**	**-$8,649**	**$167,513,485**	**100.0%**	**100.0%**	**0.3%**	**1.6%**
Fixed Income Composite		**$167,036,458**	**-$8,649**	**$167,513,485**	**100.0%**	**100.0%**	**0.3%**	**1.6%**
BBgBarc US Govt/Credit 1-3 Yr. TR							*0.3%*	*3.3%*
Ponder Short Term Gov't/Credit	Short-Term Fixed Income	$140,972,759	-$8,649	$141,101,604	84.2%		0.1%	1.6%
BBgBarc US Govt/Credit 1-3 Yr. TR							*0.3%*	*3.3%*
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	$26,063,699	$0	$26,411,881	15.8%		1.3%	2.9%
BBgBarc US Credit 1-5 Yr TR							*1.3%*	*3.3%*

Market Value: $29.5 M

Ending May 31, 2020

	Asset Class	Market Value 4/30/20	1 Mo Net Cash Flows	Market Value 5/31/20	% of Portfolio	Policy %	1 Mo	Fiscal YTD
Total Fund Composite		**$29,454,112**	**-$1,702**	**$29,497,381**	**100.0%**	**100.0%**	**0.2%**	**2.6%**
Fixed Income Composite		**$29,454,112**	**-$1,702**	**$29,497,381**	**100.0%**	**100.0%**	**0.2%**	**2.3%**
BBgBarc US Govt/Credit 1-3 Yr. TR							*0.3%*	*3.3%*
Money Market	Cash & Equivalents	$1,490,933	-$90	$1,490,851	5.1%		0.0%	--
91 Day T-Bills							*0.0%*	*0.8%*
Ponder Short Term Gov't/Credit	Short-Term Fixed Income	$26,480,895	-$1,612	$26,504,445	89.9%		0.1%	2.4%
BBgBarc US Govt/Credit 1-3 Yr. TR							*0.3%*	*3.3%*
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	$1,482,284	$0	$1,502,085	5.1%		1.3%	2.9%
BBgBarc US Credit 1-5 Yr TR							*1.3%*	*3.3%*

HALIFAX HEALTH

TO: Jeff Feasel, President & CEO

FROM: Alberto Tineo, Senior VP/Chief Operating Officer

DATE: June 12, 2020

RE: Appointment of Halifax Health Safety Officer

Attached please find a memo appointing Kevin Noel as Safety Officer for Halifax Health. As outlined, in this role, Kevin will be responsible for management of risk and coordination of risk reduction to ensure the safety of patients, visitors and staff at all Halifax Health locations. This appointment is respectfully submitted and approval requested by the Board of Commissioners at the July board meeting.

Cc: Steven Miles, MD, Senior VP & Chief Quality Officer
Suzanne Lovelady, VP Quality, Infection Control and Patient Safety Officer
MaryJo Allen, VP & Interim Chief Nursing Officer

HALIFAX HEALTH

To: Kevin Noel, Interim Director Operations

From: Alberto Tineo, Senior VP, COO

Subject: Letter of Appointment: Safety Officer

Date: June 10, 2020

This is to inform you of your appointment as Safety Officer for Halifax Health. Your appointment to this position recognizes your experience and professional qualifications in the field of health care safety and regulatory compliance with applicable standards and guidelines.

The Safety Officer will work to ensure the safety of patients, visitors and staff across all Halifax Health locations. The Safety Officer will be responsible for management of risk and coordination of risk reduction activities in the physical environment, collecting deficiency information and disseminating summaries of actions and results. In this role you will also assist with development and implementation of safety policies/procedures, education and surveillance programs.

You are hereby authorized to intervene whenever environmental conditions immediately threaten life or health or threaten to damage equipment or buildings in accordance with all Florida Agency for Health Care Administration (AHCA), National Fire Protection Agency (NFPA), OSHA, Joint Commission or Centers for Medicare and Medicaid Services (CMS) regulations and other applicable regulatory bodies.

Alberto Tineo
Senior VP, COO

6/12/20
Date

Halifax Health

FY 2020 May Financial Report

Presentation to Board of Commissioners

HALIFAX HEALTH

Live your life well.

FY 2020 Financial Update

- Significantly lower volumes and revenue started the last two weeks of March and has continued through the summer due to the COVID-19 pandemic
- Forecasting $49.8M in lost revenue related to COVID-19 through September 30th
- Estimating $6.8 million in increased expenses in FY 2020 related to COVID-19
- Received CARES Act funding to offset increased expenses and revenue losses in FY 2020
- Anticipating additional costs related to COVID-19
- Not anticipating additional federal government funding

Live your life well.

HALIFAX HEALTH

COVID-19 Financial Response for FY 2020

- Offset lost revenues and increased costs related to COVID-19 with operational improvements and governmental funding
  - Government funding
    - Received additional funding of $45 million in June related to Safety Net Hospital distribution (Total funding = $56.7M)
  - Consolidating and re-aligning clinical areas where volumes have decreased
    - Continue to manage on a daily basis
  - Froze capital expenditures to preserve cash
    - Continue to evaluate projects on case by case basis
  - Over 350 non essential positions placed on furlough – (estimated monthly cost savings - $1.4M)
    - Identified 95 positions that will not return from furlough effective June 29, 2020
    - All remaining positions on furlough will return effective August 1, 2020
  - Mandate of one PL day per week for overhead staff (estimated at $75k benefit per month)
    - Ending mandate effective July 1, 2020
    - Adding 40 hours of PL back into employee's PL bank effective September 2020
  - Froze employee merit increases – (estimated $400k savings for remaining year)
- Ensure we have a flexible operation to adapt to the current environment related to COVID-19

Governmental Stimulus to Hospitals

- CARES Act Provider Relief Fund - $175B; funds are to be used for increased expenses and lost revenue related to COVID-19
  - General Allocation - $30B;
    - Halifax Medical Center received $6.7M
    - Hospice received $2.1M
    - Care At Home received 142k
  - General Allocation - $20B; Halifax Medical Center received $2.7M
  - Targeted Allocation - $10B; Halifax did not receive funds from this tranche
  - Safety Net Hospital Allocation - $10B; Halifax received $45M
  - Allocation for Treatment of Uninsured paid at Medicare rates

- Medicaid DSH delayed cut – benefit estimated at $74k per month started in May

- Medicare Sequestration – benefit estimated at $130k per month started in May

- Received accelerated Medicare payments to improve cash position during this time of $47M. This will be taken back through future claims by Medicare

Halifax Health	FY 2020		
FY 2020 Forecast	Oct - May	Jun - Sept	
$ in thousands	Actual	Forecast	Total
Operating revenues:			
Net patient service revenue	$337,900	$180,198	$518,098
Ad valorem taxes	4,393	2,196	6,589
Other revenue	32,416	(591)	31,825
Total operating revenues	374,709	181,803	556,512
Operating expenses:			
Salaries and benefits	188,076	102,561	290,637
Purchased services	63,302	30,812	94,114
Supplies	70,667	36,532	107,199
Depreciation and amortization	18,586	9,724	28,310
Interest	13,946	6,726	20,672
Ad valorem tax related expenses	4,116	2,121	6,237
Leases and rentals	11,960	3,391	15,351
Other	19,973	9,603	29,576
Total operating expenses	390,626	201,470	592,096
Loss from operations	**(15,917)**	**(19,667)**	**(35,584)**
Nonoperating revenues, expenses, and gains/(losses):			
Realized investment income/(losses)	11,588	638	12,226
Unrealized investment income/(losses)	(7,047)	(1,250)	(8,297)
Donation revenue	1,432	265	1,697
Interest - bond issue costs	(826)	-	(826)
Nonoperating gains/(losses), net	656	261	917
CARES Act funding	-	56,646	56,646
Total nonoperating revenues, expenses, and gains/(losses)	5,803	56,560	62,363
Increase in net position	($10,114)	$36,893	$26,779
Operating Margin	**-4.2%**	**-10.8%**	**-6.4%**
Total Margin	**-2.7%**	**15.5%**	**4.3%**

Live your life well.

HALIFAX HEALTH

Appendix

Governmental Stimulus
COVID-19 Financial Summary

COVID-19 Financial Summary	Halifax Health Impact	Liquidity Improvement	EBIDA/Financial Performance Improvement	Available to Halifax	Halifax Received	Payback	Payback Duration
1 CARES Act Funding - $30 billion - General Distribution - HHMC	$6,734,298			YES	YES	NO	
2 CARES Act Funding - $30 billion - General Distribution - Hospice	$2,065,733			YES	YES	NO	
3 CARES Act Funding - $30 billion - General Distribution - Care At Home	$141,883			YES	YES	NO	
4 CARES Act Funding - $20 billion - General Distribution - HHMC	$2,676,063			YES	YES	NO	
5 CARES Act Funding - $10 billion - Safety Net Hospitals - HHMC	$45,051,579			YES	YES	NO	
6 Medicare Sequestration Relief (May 1 start date)	$987,713			YES	May 2020	NO	
7 Accelerated Medicare payments	$46,352,241			YES	YES	YES	ONE YEAR
8 Delay of Medicaid DSH cuts (starts May)	$523,250			YES	May 2020	NO	

Sources: Citigroup COVID-19 presentation; CARES Act; United States Treasury guidance; Department of Health and Human Services guidance; Centers for Medicare and Medicaid Services Guidance

Live your life well.

HALIFAX HEALTH

Halifax Health
Summary Financial Narrative
For the eight months ended May 31, 2020

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

Data Inputs for Narrative Summary

Financial Indicator	YTD Actual FY 20	YTD Budget FY 20	YTD Actual vs. Budget	S&P "A"	YTD Actual FY 20 vs. S&P "A"
Total Margin	-2.7%	1.7%	Unfavorable	4.2%	Unfavorable
Operating Margin	-4.2%	0.3%	Unfavorable	1.6%	Unfavorable
EBIDA Margin	6.1%	9.8%	Unfavorable	10.7%	Unfavorable
Operating EBIDA Margin	4.4%	8.5%	Unfavorable	8.2%	Unfavorable
Adjusted Operating EBIDA Margin [1]	4.7%	8.2%	Unfavorable	N/A	N/A
Days Cash on Hand [2]	286	264	Favorable	237	Favorable
Cash to Debt [2]	91.8%	87.1%	Favorable	173.8%	Unfavorable
Debt to Capitalization	59.6%	58.0%	Unfavorable	27.0%	Unfavorable
OG MADS Coverage	1.68	2.37	Unfavorable	3.90	Unfavorable
OG Debt to Capitalization	51.4%	49.7%	Unfavorable	27.0%	Unfavorable

[1] Excludes Halifax Health Foundation revenue and expense activity

[2] Financial Indicator is computed excluding Accelerated Medicare payments. Including these advanced payments, Days Cash on Hand is 317 days and Cash to Debt is 101.9% as of May 31, 2020.

Halifax Health Medical Center

Statistical Summary--

- Admissions for the month are less than budget and prior year; for fiscal year-to-date are less than budget and greater than prior year.
- Patient days for the month and fiscal year-to-date are less than budget and prior year.
- Surgery volumes for the month and fiscal year-to-date are less than budget and prior year.
- Emergency Room visits for the month and fiscal year-to-date are less than budget and prior year.

Financial Summary --

- Net patient service revenue for the fiscal year-to-date is 9.1% less than budget.
- Total operating expenses for the fiscal year-to-date are 2.2% less than budget.
- Loss from operations for the fiscal year-to-date of $7.8 million compares unfavorably to budget by $12.9 million.
- Nonoperating gains/losses for the fiscal year-to-date of $4.6 million compares favorably to budget by $1.2 million.
- The decrease in net position for the fiscal year-to-date of $3.2 million compares unfavorably to budget by $11.7 million.

Halifax Health Hospice

Statistical Summary –

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

Financial Summary --

- Net patient service revenue for the fiscal year-to-date is 2.7% less than budget.
- Income from operations for the fiscal year-to-date of $1.2 million compares favorably to budget by $300,000.
- Nonoperating gains/losses for the fiscal year-to-date of $134,000 compares unfavorably to budget by $2.5 million.
- The increase in net position for the fiscal year-to-date of $1.3 million compares unfavorably to budget by $2.2 million.

Halifax Health
Statistical Summary

Month Ended May 31, 2019	2020	Budget	Var.		Eight Months Ended May 31, 2019	2020	Budget	Var.
				Inpatient Activity				
1,597	1,421	1,588	-10.5%	HHMC Adult/Ped Admissions	12,779	12,304	12,791	-3.8%
172	182	191	-4.7%	HHMCPO Adult/Ped Admissions	1,447	1,689	1,545	9.3%
0	41	125	-67.2%	MCD Adult/Ped Admissions	0	224	426	-47.4%
206	202	185	9.2%	Adult Psych Admissions	1,471	1,640	1,495	9.7%
75	81	68	19.1%	Rehabilitative Admissions	584	595	549	8.4%
2,050	**1,927**	**2,157**	**-10.7%**	**Total Adult/Ped Admissions**	**16,281**	**16,452**	**16,806**	**-2.1%**
8,366	7,648	8,089	-5.5%	HHMC Adult/Ped Patient Days	67,803	65,207	64,939	0.4%
541	607	526	15.4%	HHMCPO Adult/Ped Patient Days	4,199	5,564	4,256	30.7%
0	166	524	-68.3%	MCD Adult/Ped Patient Days	0	825	1,782	-53.7%
1,210	953	1,302	-26.8%	Adult Psych Patient Days	10,125	9,030	10,530	-14.2%
1,115	1,115	914	22.0%	Rehabilitative Patient Days	8,659	8,697	8,212	5.9%
11,232	**10,489**	**11,355**	**-7.6%**	**Total Adult/Ped Patient Days**	**90,786**	**89,323**	**89,719**	**-0.4%**
5.2	5.4	5.1	5.7%	HHMC Average Length of Stay	5.3	5.3	5.1	4.4%
3.1	3.3	2.8	21.1%	HHMCPO Average Length of Stay	2.9	3.3	2.8	19.6%
0.0	4.0	4.2	-3.4%	MCD Average Length of Stay	0.0	3.7	4.2	-12.0%
5.0	**5.1**	**4.8**	**6.3%**	**HHMC/ HHMCPO Average Length of Stay**	**5.1**	**5.1**	**4.8**	**4.8%**
5.9	4.7	7.0	-33.0%	Adult Psych Average Length of Stay	6.9	5.5	7.0	-21.8%
14.9	13.8	13.4	2.4%	Rehabilitative Length of Stay	14.8	14.6	15.0	-2.3%
5.5	**5.4**	**5.3**	**3.4%**	**Total Average Length of Stay**	**5.6**	**5.4**	**5.3**	**1.7%**
362	**333**	**349**	**-4.7%**	**Total Average Daily Census**	**374**	**363**	**360**	**0.6%**
677	651	825	-21.1%	HHMC Observation Patient Day Equivalents	6,669	5,267	6,674	-21.1%
147	145	170	-14.7%	HHMCPO Observation Patient Day Equivalents	1,684	1,515	1,371	10.5%
0	76	62	22.6%	MCD Observation Patient Day Equivalents	0	229	210	9.0%
824	**796**	**995**	**-20.0%**	**Total Observation Patient Day Equivalents**	**8,353**	**6,782**	**8,045**	**-15.7%**
27	**26**	**32**	**-18.8%**	**Observation Average Daily Census**	**34**	**28**	**33**	**-15.2%**
134	136	134	1.5%	HHMC Newborn Births	1,132	1,146	1,151	-0.4%
255	275	252	9.1%	HHMC Nursery Patient Days	2,154	2,248	2,161	4.0%
529	528	596	-11.4%	HHMC Inpatient Surgeries	4,689	4,242	4,819	-12.0%
18	21	18	16.7%	HHMCPO Inpatient Surgeries	166	107	146	-26.7%
0	15	57	-73.7%	MCD Inpatient Surgeries	0	56	195	-71.3%
547	**564**	**671**	**-15.9%**	**Total Inpatient Surgeries**	**4,855**	**4,405**	**5,160**	**-14.6%**
				Inpatient Surgeries				
186	161			Orthopedics	1,549	1,346		
119	152			Gastroenterology	919	947		
75	70			General Surgery	645	620		
42	26			Podiatry	242	253		
37	38			Vascular Surgery	235	249		
88	117			All Other	1,265	990		
547	**564**	**671**	**-15.9%**	**Total Inpatient Surgeries**	**4,855**	**4,405**	**5,160**	**-14.6%**

Halifax Health
Statistical Summary

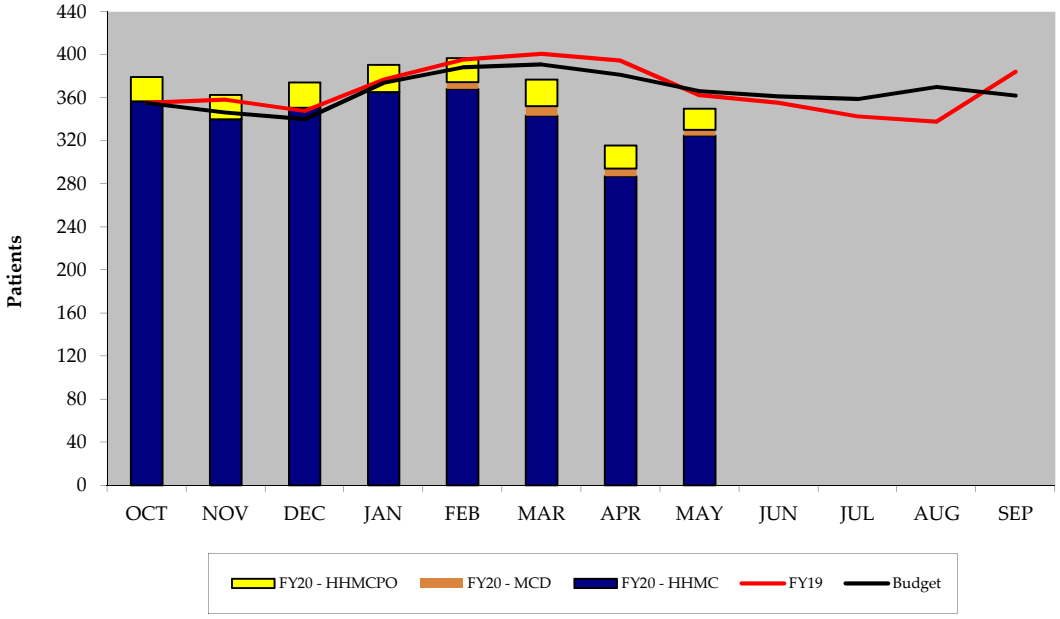
Month Ended May 31, 2019	2020	Budget	Var.		Eight Months Ended May 31, 2019	2020	Budget	Var.
				Outpatient Activity				
6,368	4,263	6,468	-34.1%	HHMC ED Registrations	51,090	43,694	51,770	-15.6%
2,688	1,863	2,678	-30.4%	HHMCPO ED Registrations	20,876	18,775	20,743	-9.5%
1,572	799	1,733	-53.9%	MCD ED Registrations	11,697	16,637	12,667	31.3%
10,628	**6,925**	**10,879**	**-36.3%**	**Total ED**	**83,663**	**79,106**	**85,180**	**-7.1%**
370	287	389	-26.2%	HHMC Outpatient Surgeries	2,926	2,437	3,085	-21.0%
130	96	139	-30.9%	HHMCPO Outpatient Surgeries	925	746	1,003	-25.6%
0	13	36	-63.9%	MCD Outpatient Surgeries	0	22	122	-82.0%
272	198	273	-27.5%	Twin Lakes Surgeries	2,222	1,707	2,230	-23.5%
772	**594**	**837**	**-29.0%**	**Total Outpatient Surgeries**	**6,073**	**4,912**	**6,440**	**-23.7%**
				Outpatient Surgeries				
193	159			General Surgery	1,333	1,070		
99	56			Gastroenterology	903	737		
69	71			Orthopedics	633	462		
82	44			OB/GYN	633	405		
67	30			Ophtalmology	412	363		
262	234			All Other	2,159	1,875		
772	**594**	**837**	**-29.0%**	**Total Outpatient Surgeries**	**6,073**	**4,912**	**6,440**	**-23.7%**
				Cardiology Procedures				
30	23			Open Heart Cases	168	168		
132	121			Cardiac Caths	978	992		
34	14			CRM Devices	214	190		
53	36			EP Studies	306	260		
249	**194**	**235**	**-17.4%**	**Total Cardiology Procedures**	**1,666**	**1,610**	**1,474**	**9.2%**
				Interventional Radiology Procedures				
102	81	102	-20.6%	Vascular	699	687	698	-1.6%
109	62	104	-40.4%	Nonvascular	740	642	708	-9.3%
211	**143**	**206**	**-30.6%**	**Total Interventional Radiology Procedures**	**1,439**	**1,329**	**1,406**	**-5.5%**
				HH Hospice Activity				
				Patient Days				
16,631	16,281	16,120	1.0%	Volusia/ Flagler	130,200	126,274	126,879	-0.5%
1,726	1,562	1,890	-17.4%	Orange/ Osceola	13,110	12,582	14,019	-10.3%
18,357	**17,843**	**18,010**	**-0.9%**	**HH Hospice Patient Days**	**143,310**	**138,856**	**140,898**	**-1.4%**
				Average Daily Census				
536	525	520	1.0%	Volusia/ Flagler	536	518	520	-0.5%
56	50	61	-17.4%	Orange/ Osceola	54	52	57	-10.3%
592	**575**	**581**	**-0.9%**	**HH Hospice Average Daily Census**	**590**	**569**	**577**	**-1.4%**

Halifax Health
Statistical Summary

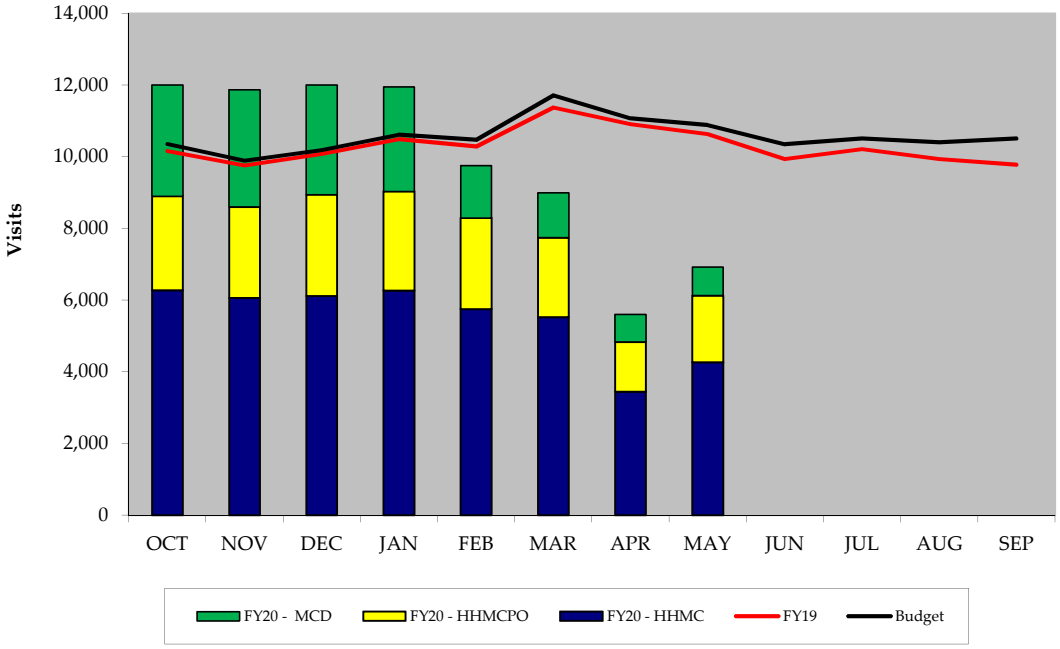
Month Ended May 31, 2019	Month Ended May 31, 2020	Month Ended May 31, Budget	Month Ended May 31, Var.		Eight Months Ended May 31, 2019	Eight Months Ended May 31, 2020	Eight Months Ended May 31, Budget	Eight Months Ended May 31, Var.
				Physician Practice Activity				
				Primary Care Visits				
549	398	693	-42.6%	Ormond Beach	4,068	3,708	5,132	-27.7%
1,155	983	1,193	-17.6%	Daytona Beach	8,804	8,262	9,096	-9.2%
640	593	854	-30.6%	Port Orange	4,900	5,174	6,535	-20.8%
306	242	474	-48.9%	Deltona	1,912	2,040	3,732	-45.3%
865	647	825	-21.6%	New Smyrna	6,322	5,828	6,030	-3.3%
2,295	1,428	2,270	-37.1%	Daytona Beach - Family Practice Center	18,545	15,339	18,763	-18.2%
357	151	404	-62.6%	Ormond Beach - Urgent Care	2,899	2,787	3,277	-15.0%
6,167	**4,442**	**6,713**	**-33.8%**	**Primary Care Visits**	**47,450**	**43,138**	**52,565**	**-17.9%**
				Pediatric Visits				
783	535	707	-24.4%	Ormond Beach-CMC	6,477	5,411	5,852	-7.5%
301	156	359	-56.5%	Ormond Beach-Primary Care	1,990	2,268	2,372	-4.4%
499	300	517	-42.0%	Daytona Beach - Keech Street	3,664	3,242	3,798	-14.6%
395	149	403	-63.0%	Palm Coast-CMC	3,678	3,014	3,753	-19.7%
498	269	460	-41.5%	Port Orange-CMC	4,081	3,694	3,767	-1.9%
2,476	**1,409**	**2,446**	**-42.4%**	**Pediatric Visits**	**19,890**	**17,629**	**19,541**	**-9.8%**
				Oncology Visits				
1,148	912	1,189	-23.3%	Daytona	7,843	8,694	8,123	7.0%
561	466	582	-19.9%	Ormond	4,225	3,559	4,380	-18.7%
839	823	842	-2.3%	New Smyrna	6,536	6,846	6,561	4.3%
954	832	965	-13.8%	Port Orange	6,857	6,784	6,936	-2.2%
3,502	**3,033**	**3,578**	**-15.2%**	**Total Medical Oncology Visits**	**25,461**	**25,883**	**26,000**	**-0.4%**
1,352	787	1,350	-41.7%	Daytona	10,039	8,865	10,047	-11.8%
-	-	-	N/A	Ormond	3	2	-	N/A
575	456	548	-16.8%	New Smyrna	4,321	3,881	4,119	-5.8%
1,927	**1,243**	**1,898**	**-34.5%**	**Total Radiation Oncology Visits**	**14,363**	**12,748**	**14,165**	**-10.0%**
5,429	**4,276**	**5,476**	**-21.9%**	**Total Oncology Visits**	**39,824**	**38,631**	**40,165**	**-3.8%**

Halifax Health
Statistical Summary - Graphic

HHMC Average Daily Census
(Monthly)

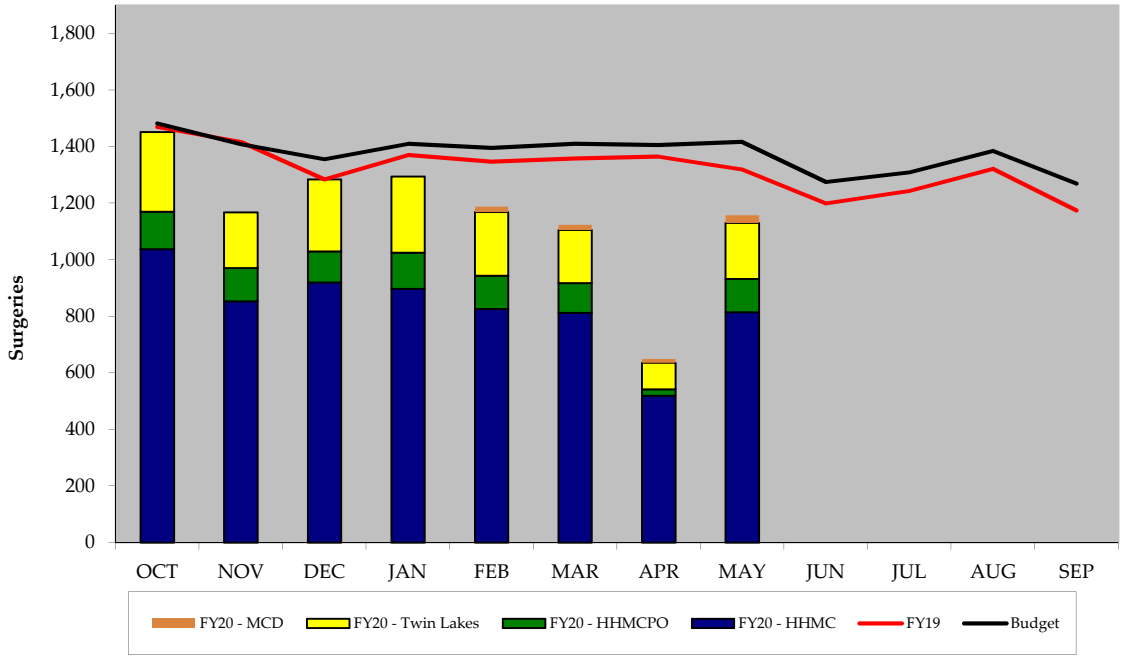


ED Visits
(Monthly)

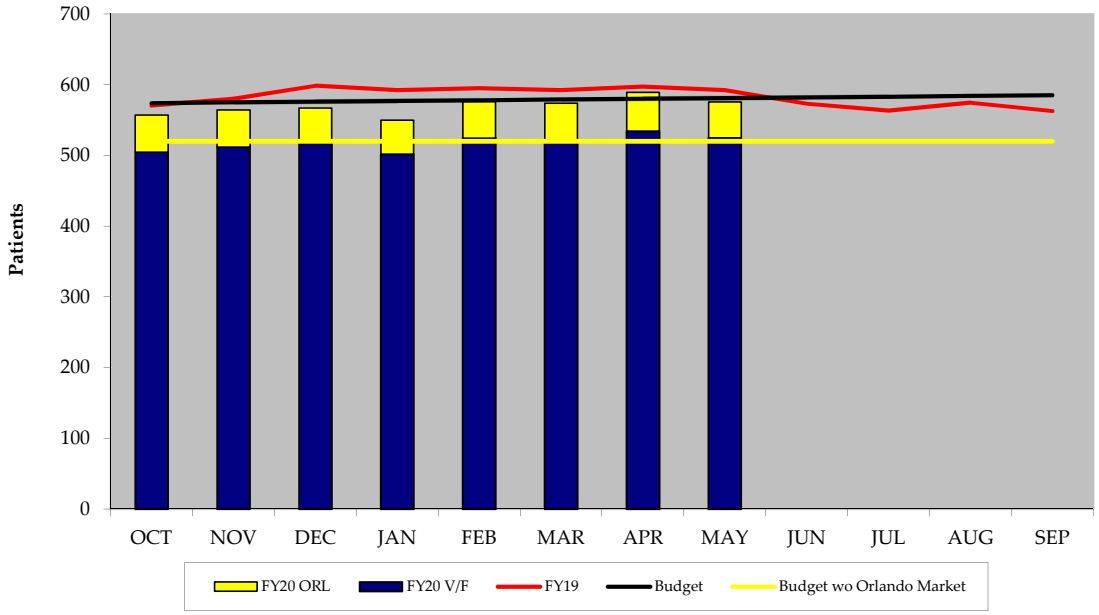


Halifax Health
Statistical Summary - Graphic

Surgeries
(Monthly)



Hospice Average Daily Census
(Monthly)



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

	May 31,		
	2020	2019	Change
Assets			
Cash and cash equivalents	$166,024	$74,475	$91,549
Investments	288,828	297,293	(8,465)
Board designated assets	29,241	28,314	927
Accounts receivable	53,112	65,587	(12,475)
Restricted assets whose use is limited	18,854	6,146	12,708
Other assets	52,678	45,632	7,046
Investment in securities lending agreement	123,055	-	123,055
Deferred outflow - swap	51,466	32,649	18,817
Deferred outflow - loss on bond refunding	14,062	14,936	(874)
Deferred outflow - pension	32,777	21,578	11,199
Property, plant and equipment	425,511	403,707	21,804
Total Assets	$1,255,608	$990,317	$265,291
Liabilities and Net position			
Accounts payable	$55,989	$45,964	$10,025
Other liabilities	166,345	87,122	79,223
Securities lending agreement obligation	123,055	-	123,055
Deferred inflow - pension	-	1,157	(1,157)
Net pension liability	60,839	57,505	3,334
Long-term debt	457,700	425,165	32,535
Premium on LTD, net	17,475	18,145	(670)
Long-term value of swap	51,466	32,649	18,817
Net position	322,739	322,610	129
Total Liabilities and Net position	$1,255,608	$990,317	$265,291

Halifax Health
Statement of Cash Flows
($ in thousands)

Month ended May 31, 2020	Month ended May 31, 2019	Variance		Eight Months ended May 31, 2020	Eight Months ended May 31, 2019	Variance
			Cash flows from operating activities:			
$36,139	$46,484	($10,345)	Receipts from third party payors and patients	$398,479	$371,394	$27,085
(21,622)	(30,658)	9,036	Payments to employees	(192,785)	(191,707)	(1,078)
-	-	-	Payments to pension	(23,472)	(19,500)	(3,972)
(10,843)	(12,939)	2,096	Payments to suppliers	(131,714)	(151,372)	19,658
304	141	163	Receipt of ad valorem taxes	6,205	5,841	364
2,102	(3,198)	5,300	Receipt (payment) of State UPL funds, net	7,307	26,012	(18,705)
4,857	3,321	1,536	Other receipts	46,317	7,963	38,354
(4,968)	(3,811)	(1,157)	Other payments	(32,516)	(29,064)	(3,452)
5,969	(660)	6,629	Net cash provided by (used in) operating activities	77,821	19,567	58,254
			Cash flows from noncapital financing activities:			
29	20	9	Proceeds from donations received	1,432	311	1,121
-	-	-	Transfers (to) from Affiliates	12,000	-	12,000
19	134	(115)	Other nonoperating revenues, expenses and gains/(losses)	654	1,237	(583)
48	154	(106)	Net cash provided by noncapital financing activities	14,086	1,548	12,538
			Cash flows from capital and related financing activities:			
(1,045)	(979)	(66)	Acquisition of capital assets	(1,833)	(8,265)	6,432
(596)	(330)	(266)	Acquisition of capital assets- Deltona	(27,350)	(33,979)	6,629
-	-	-	Payment of long-term debt	(85,000)	-	(85,000)
-	-	-	Proceeds from issuance of long-term debt	123,055	-	123,055
-	-	-	Transfers to trustee held funds	(22,012)	-	(22,012)
(326)	(599)	273	Payment of interest on long-term debt	(9,214)	(10,851)	1,637
-	-	-	Payment of bond issue costs	(826)	-	(826)
(1,967)	(1,908)	(59)	Net cash used in capital financing activities	(23,180)	(53,095)	29,915
			Cash flows from investing activities:			
1,404	1,921	(517)	Realized investment income (loss)	11,599	9,433	2,166
(12,296)	(1,813)	(10,483)	Purchases of investments/limited use assets	(184,302)	(40,331)	(143,971)
11,615	8,018	3,597	Sales/Maturities of investments/limited use assets	182,766	88,582	94,184
723	8,126	(7,403)	Net cash provided by investing activities	10,063	57,684	(47,621)
4,773	5,712	(939)	**Net increase in cash and cash equivalents**	78,790	25,704	53,086
161,251	68,763	92,488	**Cash and cash equivalents at beginning of period**	87,234	48,771	38,463
$166,024	$74,475	$91,549	**Cash and cash equivalents at end of period**	$166,024	$74,475	$91,549

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

Actual Month Ended May 31, 2020	Actual Month Ended May 31, 2019	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Actual Eight Months Ended May 31, 2019	Favorable (Unfavorable) Variance
			Operating revenues:			
$45,732	$54,153	($8,421)	Net patient service revenue, before provision for bad debts	$382,669	$417,818	($35,149)
(8,128)	(7,365)	(763)	Provision for bad debts	(44,769)	(55,759)	10,990
37,604	46,788	(9,184)	Net patient service revenue	337,900	362,059	(24,159)
549	511	38	Ad valorem taxes	4,393	4,086	307
4,761	452	4,309	Other revenue, including investment income/(losses), net	32,416	16,352	16,064
42,914	47,751	(4,837)	Total operating revenues	374,709	382,497	(7,788)
			Operating expenses:			
22,419	23,375	956	Salaries and benefits	188,076	187,298	(778)
8,077	8,513	436	Purchased services	63,302	62,627	(675)
8,037	8,707	670	Supplies	70,667	68,360	(2,307)
2,698	2,258	(440)	Depreciation and amortization	18,586	18,049	(537)
1,868	1,651	(217)	Interest	13,946	12,983	(963)
506	518	12	Ad valorem tax related expenses	4,116	4,183	67
2,126	896	(1,230)	Leases and rentals	11,960	6,223	(5,737)
2,237	2,428	191	Other	19,973	18,860	(1,113)
47,968	48,346	378	Total operating expenses	390,626	378,583	(12,043)
(5,054)	**(595)**	**(4,459)**	**Excess (deficiency) of operating revenues over expenses**	**(15,917)**	**3,914**	**(19,831)**
			Nonoperating revenues, expenses, and gains/(losses):			
1,403	1,921	(518)	Realized investment income/(losses)	11,588	9,432	2,156
2,032	(3,545)	5,577	Unrealized investment income/(losses)	(7,047)	(4,695)	(2,352)
29	20	9	Donation revenue	1,432	310	1,122
-	-	-	Interest - bond issue costs	(826)	-	(826)
20	134	(114)	Nonoperating gains/(losses), net	656	1,237	(581)
3,484	(1,470)	4,954	Total nonoperating revenues, expenses, and gains/(losses)	5,803	6,284	(481)
($1,570)	**($2,065)**	**$495**	**Increase (decrease) in net position**	**($10,114)**	**$10,198**	**($20,312)**

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

Actual Month Ended May 31, 2020	Static Budget Month Ended May 31, 2020	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Static Budget Eight Months Ended May 31, 2020	Favorable (Unfavorable) Variance
			Operating revenues:			
$45,732	$53,003	($7,271)	Net patient service revenue, before provision for bad debts	$382,669	$415,729	($33,060)
(8,128)	(4,962)	(3,166)	Provision for bad debts	(44,769)	(39,339)	(5,430)
37,604	48,041	(10,437)	Net patient service revenue	337,900	376,390	(38,490)
549	549	-	Ad valorem taxes	4,393	4,393	-
4,761	2,319	2,442	Other revenue, including investment income/(losses), net	32,416	18,724	13,692
42,914	50,909	(7,995)	Total operating revenues	374,709	399,507	(24,798)
			Operating expenses:			
22,419	25,871	3,452	Salaries and benefits	188,076	201,234	13,158
8,077	7,744	(333)	Purchased services	63,302	62,055	(1,247)
8,037	9,519	1,482	Supplies	70,667	73,047	2,380
2,698	2,449	(249)	Depreciation and amortization	18,586	19,224	638
1,868	1,682	(186)	Interest	13,946	13,623	(323)
506	530	24	Ad valorem tax related expenses	4,116	4,231	115
2,126	746	(1,380)	Leases and rentals	11,960	6,108	(5,852)
2,237	2,402	165	Other	19,973	18,985	(988)
47,968	50,943	2,975	Total operating expenses	390,626	398,507	7,881
(5,054)	**(34)**	**(5,020)**	**Excess (deficiency) of operating revenues over expenses**	**(15,917)**	**1,000**	**(16,917)**
			Nonoperating revenues, expenses, and gains/(losses):			
1,403	-	1,403	Realized investment income/(losses)	11,588	-	11,588
2,032	639	1,393	Unrealized investment income/(losses)	(7,047)	5,106	(12,153)
29	59	(30)	Donation revenue	1,432	470	962
-	-	-	Interest - bond issue costs	(826)	-	(826)
20	56	(36)	Nonoperating gains/(losses), net	656	449	207
3,484	754	2,730	Total nonoperating revenues, expenses, and gains/(losses)	5,803	6,025	(222)
($1,570)	**$720**	**($2,290)**	**Increase (decrease) in net position**	**($10,114)**	**$7,025**	**($17,139)**

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

Actual Month Ended May 31, 2020	Static Budget Month Ended May 31, 2020	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Static Budget Eight Months Ended May 31, 2020	Favorable (Unfavorable) Variance
			Operating revenues:			
$40,808	$46,057	($5,249)	Net patient service revenue, before provision for bad debts	$346,130	$370,220	($24,090)
(8,165)	(4,384)	(3,781)	Provision for bad debts	(42,968)	(36,875)	(6,093)
32,643	41,673	(9,030)	Net patient service revenue	303,162	333,345	(30,183)
549	549	-	Ad valorem taxes	4,393	4,393	-
1,280	1,573	(293)	Other revenue	22,333	12,640	9,693
34,472	43,795	(9,323)	Total operating revenues	329,888	350,378	(20,490)
			Operating expenses:			
19,766	22,120	2,354	Salaries and benefits	167,496	174,887	7,391
6,354	5,906	(448)	Purchased services	51,533	49,140	(2,393)
7,558	9,049	1,491	Supplies	67,456	69,800	2,344
1,826	1,943	117	Depreciation and amortization	15,666	15,989	323
1,330	1,354	24	Interest	11,003	10,829	(174)
506	530	24	Ad valorem tax related expenses	4,116	4,231	115
560	453	(107)	Leases and rentals	4,456	3,980	(476)
1,923	2,052	129	Other	15,918	16,415	497
39,823	43,407	3,584	Total operating expenses	337,644	345,271	7,627
(5,351)	**388**	**(5,739)**	**Excess (deficiency) of operating revenues over expenses**	**(7,756)**	**5,107**	**(12,863)**
			Nonoperating revenues, expenses, and gains/(losses):			
212	-	212	Realized investment income/(losses)	2,734	-	2,734
303	370	(67)	Unrealized investment income/(losses)	353	2,958	(2,605)
38	-	38	Donation revenue	840	-	840
20	56	(36)	Nonoperating gains/(losses), net	656	449	207
573	426	147	Total nonoperating revenues, expenses, and gains/(losses)	4,583	3,407	1,176
($4,778)	**$814**	**($5,592)**	**Increase (decrease) in net position**	**($3,173)**	**$8,514**	**($11,687)**

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

Actual Month Ended May 31, 2019		Actual Month Ended May 31, 2020		Static Budget Month Ended May 31, 2020			Actual Eight Months Ended May 31, 2019		Actual Eight Months Ended May 31, 2020		Static Budget Eight Months Ended May 31, 2020	
$176,930	100.00%	$152,445	100.00%	$178,609	100.00%	Gross charges	$1,376,118	100.00%	$1,337,046	100.00%	$1,434,764	100.00%
(16,399)	-9.27%	(13,974)	-9.17%	(15,760)	-8.82%	Charity	(113,065)	-8.22%	(121,907)	-9.12%	(125,732)	-8.76%
(110,393)	-62.39%	(97,663)	-64.06%	(116,792)	-65.39%	Contractual adjustments	(876,497)	-63.69%	(869,009)	-64.99%	(938,812)	-65.43%
50,138	28.34%	40,808	26.77%	46,057	25.79%	Gross charges, before provision for bad debts	386,556	28.09%	346,130	25.89%	370,220	25.80%
(7,294)	-4.12%	(8,165)	-5.36%	(4,384)	-2.45%	Provision for bad debts	(55,180)	-4.01%	(42,968)	-3.21%	(36,875)	-2.57%
$42,844	**24.22%**	**$32,643**	**21.41%**	**$41,673**	**23.33%**	**Net patient service revenue**	**$331,376**	**24.08%**	**$303,162**	**22.67%**	**$333,345**	**23.23%**

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

Actual Month Ended May 31, 2020	Static Budget Month Ended May 31, 2020	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Static Budget Eight Months Ended May 31, 2020	Favorable (Unfavorable) Variance
			Operating revenues:			
$1,110	$2,935	($1,825)	Net patient service revenue, before provision for bad debts	$5,977	$14,121	($8,144)
156	(489)	645	Provision for bad debts	(1,086)	(1,759)	673
1,266	2,446	(1,180)	Net patient service revenue	4,891	12,362	(7,471)
3	4	(1)	Other revenue	18	25	(7)
1,269	2,450	(1,181)	Total operating revenues	4,909	12,387	(7,478)
			Operating expenses:			
839	1,562	723	Salaries and benefits	4,632	8,984	4,352
493	594	101	Purchased services	2,126	3,141	1,015
281	259	(22)	Supplies	1,551	1,589	38
-	372	372	Depreciation and amortization	-	2,156	2,156
-	328	328	Interest	-	2,794	2,794
1,387	112	(1,275)	Leases and rentals	6,053	495	(5,558)
103	103	-	Other	1,156	603	(553)
3,103	3,330	227	Total operating expenses	15,518	19,762	4,244
(1,834)	**(880)**	**(954)**	**Deficiency of operating revenues over expenses**	**(10,609)**	**(7,375)**	**(3,234)**
			Nonoperating revenues, expenses, and gains/(losses):			
444	-	444	Realized investment income/(losses)	1,843	-	1,843
-	-	-	Unrealized investment income/(losses)	-	-	-
-	-	-	Nonoperating gains/(losses), net	-	-	-
444	-	444	Total nonoperating revenues, expenses, and gains/(losses)	1,843	-	1,843
($1,390)	**($880)**	**($510)**	**Decrease in net position**	**($8,766)**	**($7,375)**	**($1,391)**

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

Actual Month Ended May 31, 2020	Static Budget Month Ended May 31, 2020	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Static Budget Eight Months Ended May 31, 2020	Favorable (Unfavorable) Variance
			Operating revenues:			
$3,814	$4,011	($197)	Net patient service revenue, before provision for bad debts	$30,562	$31,388	($826)
(119)	(89)	(30)	Provision for bad debts	(715)	(705)	(10)
3,695	3,922	(227)	Net patient service revenue	29,847	30,683	(836)
176	184	(8)	Other revenue	1,461	1,589	(128)
3,871	4,106	(235)	Total operating revenues	31,308	32,272	(964)
			Operating expenses:			
1,793	2,127	334	Salaries and benefits	15,594	16,870	1,276
1,155	1,209	54	Purchased services	9,196	9,498	302
198	211	13	Supplies	1,660	1,656	(4)
63	65	2	Depreciation and amortization	511	528	17
174	176	2	Leases and rentals	1,410	1,392	(18)
145	179	34	Other	1,727	1,418	(309)
3,528	3,967	439	Total operating expenses	30,098	31,362	1,264
343	**139**	**204**	**Excess of operating revenues over expenses**	**1,210**	**910**	**300**
			Nonoperating revenues, expenses, and gains/(losses):			
745	-	745	Realized investment income/(losses)	6,945	-	6,945
1,731	269	1,462	Unrealized investment income/(losses)	(7,403)	2,148	(9,551)
(9)	59	(68)	Donation revenue	592	470	122
2,467	328	2,139	Total nonoperating revenues, expenses, and gains/(losses)	134	2,618	(2,484)
$2,810	**$467**	**$2,343**	**Increase in net position**	**$1,344**	**$3,528**	**($2,184)**

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

Actual Month Ended May 31, 2020	Static Budget Month Ended May 31, 2020	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Static Budget Eight Months Ended May 31, 2020	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	-	-	-
1,642	350	1,292	Other revenue	8,537	2,801	5,736
1,642	350	1,292	Total operating revenues	8,537	2,801	5,736
			Operating expenses:			
19	52	33	Salaries and benefits	286	410	124
75	34	(41)	Purchased services	442	270	(172)
-	-	-	Supplies	-	2	2
809	69	(740)	Depreciation and amortization	2,409	551	(1,858)
538	-	(538)	Interest	2,943	-	(2,943)
5	5	-	Leases and rentals	41	241	200
-	1	1	Other	4	12	8
1,446	161	(1,285)	Total operating expenses	6,125	1,486	(4,639)
196	**189**	**7**	**Excess of operating revenues over expenses**	**2,412**	**1,315**	**1,097**
			Nonoperating revenues, expenses, and gains/(losses):			
2	-	2	Realized investment income/(losses)	66	-	66
(2)	-	(2)	Unrealized investment income/(losses)	3	-	3
-	-	-	Interest - bond issue costs	(826)	-	(826)
-	-	-	Nonoperating gains/(losses), net	-	-	-
-	-	-	Total nonoperating revenues, expenses, and gains/(losses)	(757)	-	(757)
$196	**$189**	**$7**	**Increase in net position**	**$1,655**	**$1,315**	**$340**

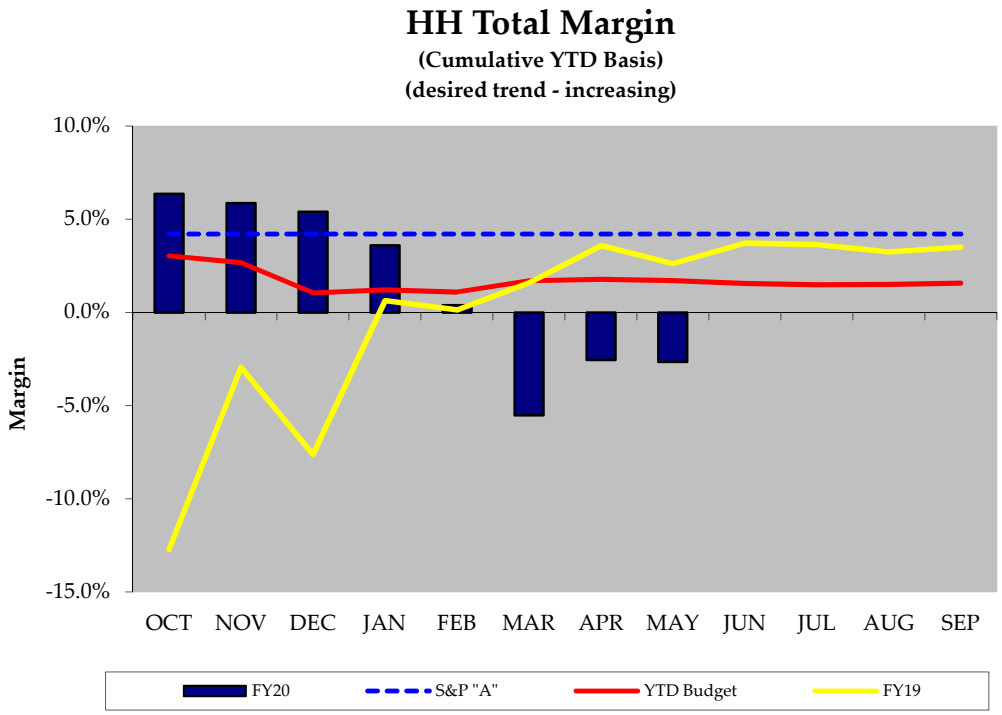
Halifax Health Foundation
Statements of Revenues, Expenses and Changes in Net Position
($ in thousands)

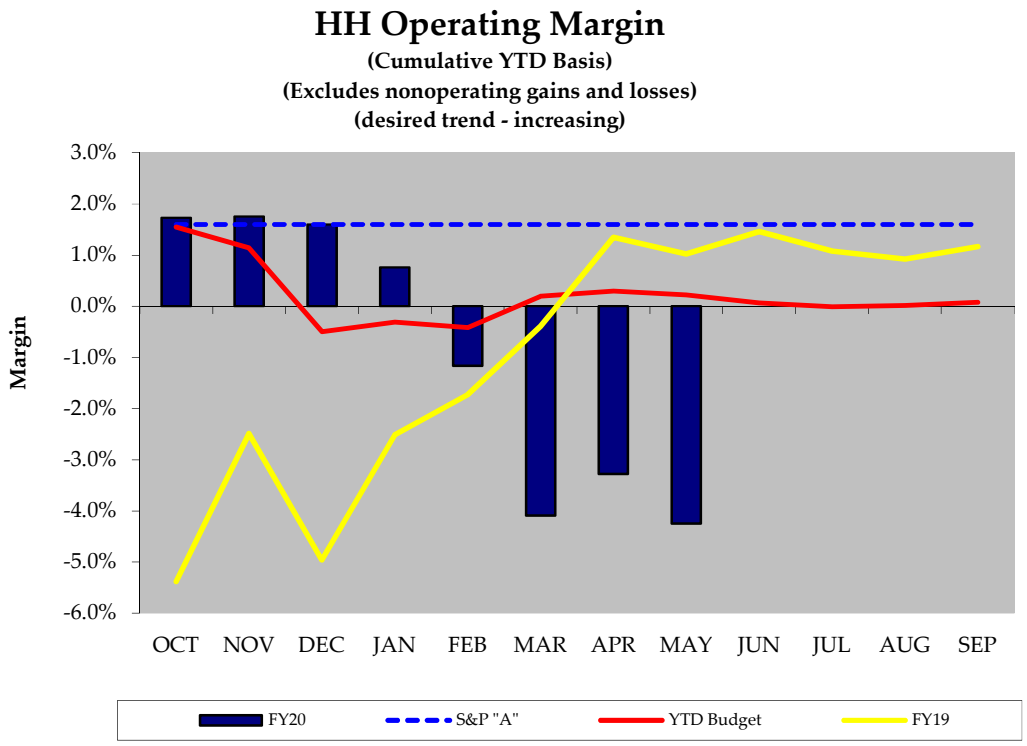
Actual Month Ended May 31, 2020	Static Budget Month Ended May 31, 2020	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Static Budget Eight Months Ended May 31, 2020	Favorable (Unfavorable) Variance
			Operating revenues:			
$0	$0	$0	Net patient service revenue, before provision for bad debts	$0	$0	$0
-	-	-	Provision for bad debts	-	-	-
-	-	-	Net patient service revenue	-	-	-
320	-	320	Realized investment income/(losses)	3,864	-	3,864
1,270	134	1,136	Unrealized investment income/(losses)	(4,761)	1,073	(5,834)
30	74	(44)	Donation revenue	827	596	231
40	-	40	Other revenue	137	-	137
1,660	208	1,452	Total operating revenues	67	1,669	(1,602)
			Operating expenses:			
2	10	8	Salaries and benefits	68	83	15
-	1	1	Purchased services	5	6	1
-	-	-	Supplies	-	-	-
-	-	-	Depreciation and amortization	-	-	-
-	-	-	Interest	-	-	-
-	-	-	Leases and rentals	-	-	-
66	67	1	Other	1,168	537	(631)
68	78	10	Total operating expenses	1,241	626	(615)
$1,592	**$130**	**$1,462**	**Increase (decrease) in net position**	**($1,174)**	**$1,043**	**($2,217)**

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

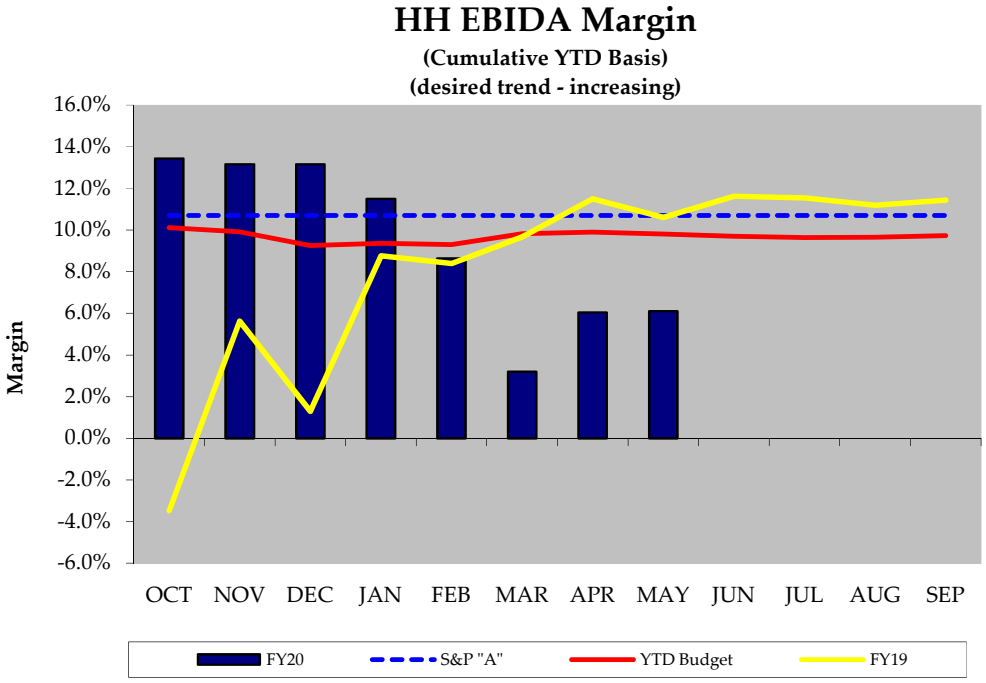
Actual Month Ended May 31, 2020	Static Budget Month Ended May 31, 2020	Favorable (Unfavorable) Variance		Actual Eight Months Ended May 31, 2020	Static Budget Eight Months Ended May 31, 2020	Favorable (Unfavorable) Variance
			Operating revenues:			
$40,808	$46,057	($5,249)	Net patient service revenue, before provision for bad debts	$346,130	$370,220	($24,090)
(8,165)	(4,384)	(3,781)	Provision for bad debts	(42,968)	(36,875)	(6,093)
32,643	41,673	(9,030)	Net patient service revenue	303,162	333,345	(30,183)
549	549	-	Ad valorem taxes	4,393	4,393	-
1,280	1,573	(293)	Other revenue	22,333	12,640	9,693
34,472	43,795	(9,323)	Total operating revenues	329,888	350,378	(20,490)
			Operating expenses:			
19,766	22,120	2,354	Salaries and benefits	167,496	174,887	7,391
6,354	5,906	(448)	Purchased services	51,533	49,140	(2,393)
7,558	9,049	1,491	Supplies	67,456	69,800	2,344
1,826	1,943	117	Depreciation and amortization	15,666	15,989	323
1,330	1,354	24	Interest	11,003	10,829	(174)
506	530	24	Ad valorem tax related expenses	4,116	4,231	115
560	453	(107)	Leases and rentals	4,456	3,980	(476)
1,923	2,052	129	Other	15,918	16,415	497
39,823	43,407	3,584	Total operating expenses	337,644	345,271	7,627
(5,351)	**388**	**(5,739)**	**Excess (deficiency) of operating revenues over expenses**	**(7,756)**	**5,107**	**(12,863)**
			Nonoperating revenues, expenses, and gains/(losses):			
212	-	212	Realized investment income/(losses)	2,734	-	2,734
303	370	(67)	Unrealized investment income/(losses)	353	2,958	(2,605)
38	-	38	Donation revenue	840	-	840
3,208	(94)	3,302	Income (loss) from affiliates	(6,941)	(1,489)	(5,452)
20	56	(36)	Nonoperating gains/(losses), net	656	449	207
3,781	332	3,449	Total nonoperating revenues, expenses, and gains/(losses)	(2,358)	1,918	(4,276)
($1,570)	**$720**	**($2,290)**	**Increase (decrease) in net position**	**($10,114)**	**$7,025**	**($17,139)**

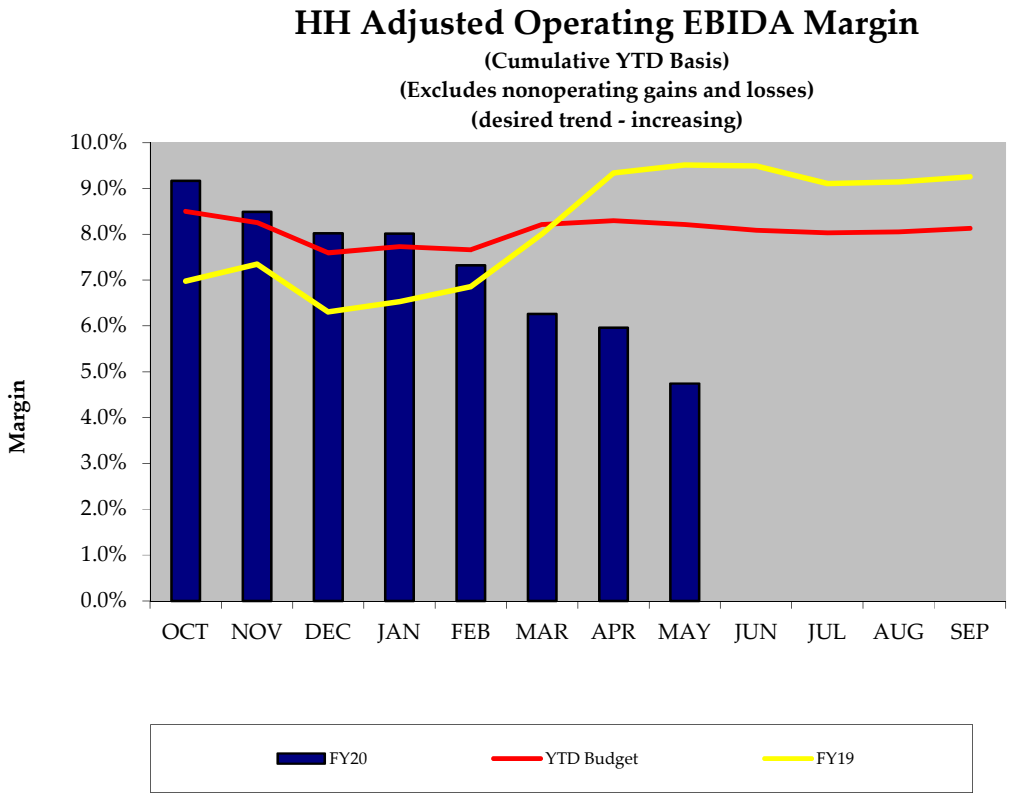
Halifax Health
Financial Summary - Graphic





Halifax Health
Financial Summary - Graphic

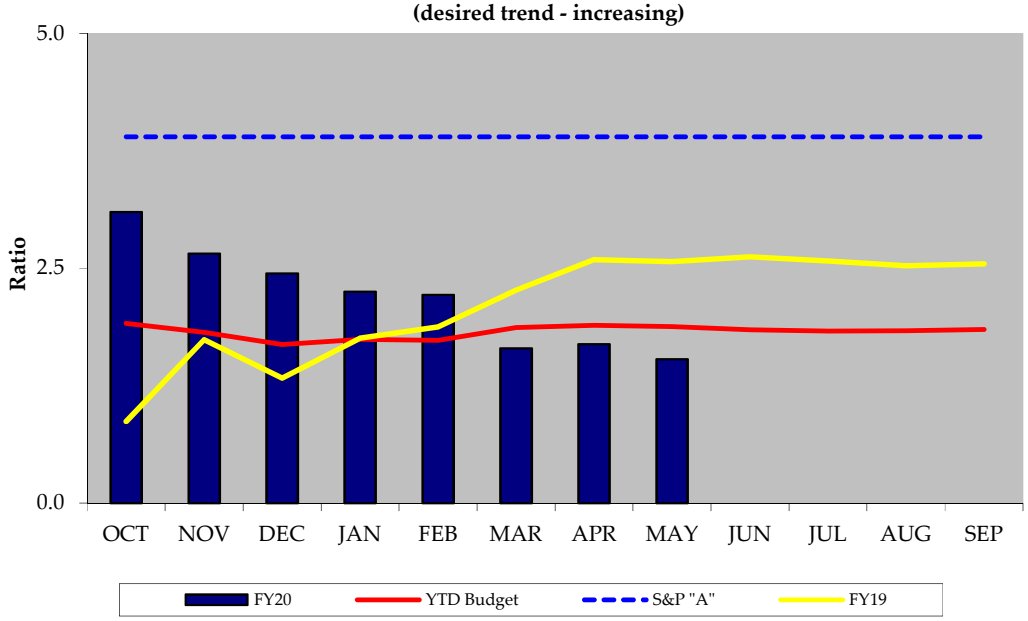




Halifax Health
Financial Summary - Graphic

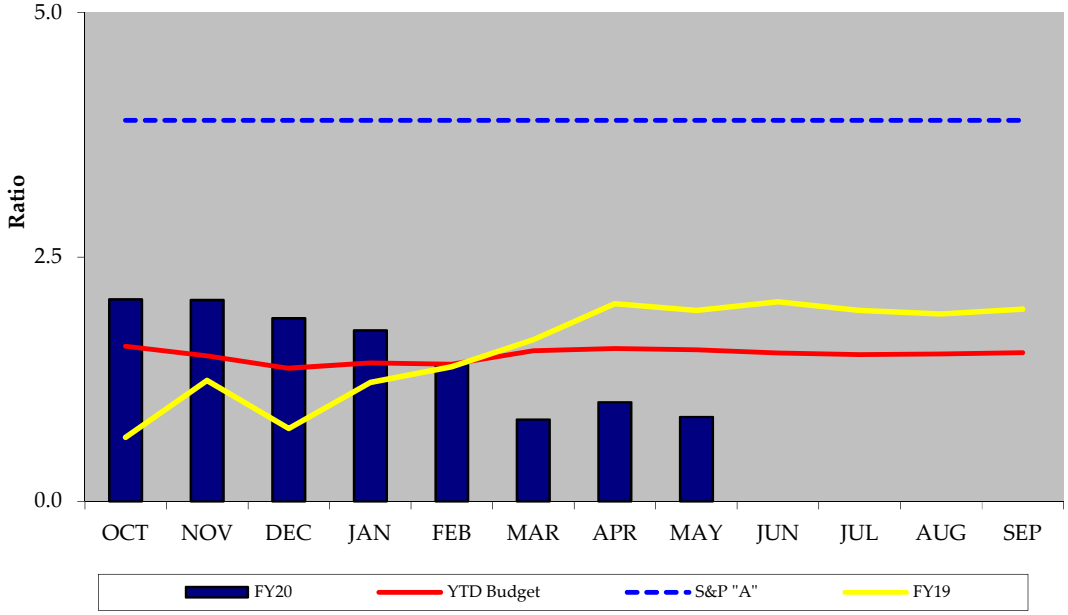
HH MADS Coverage Ratio

(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)



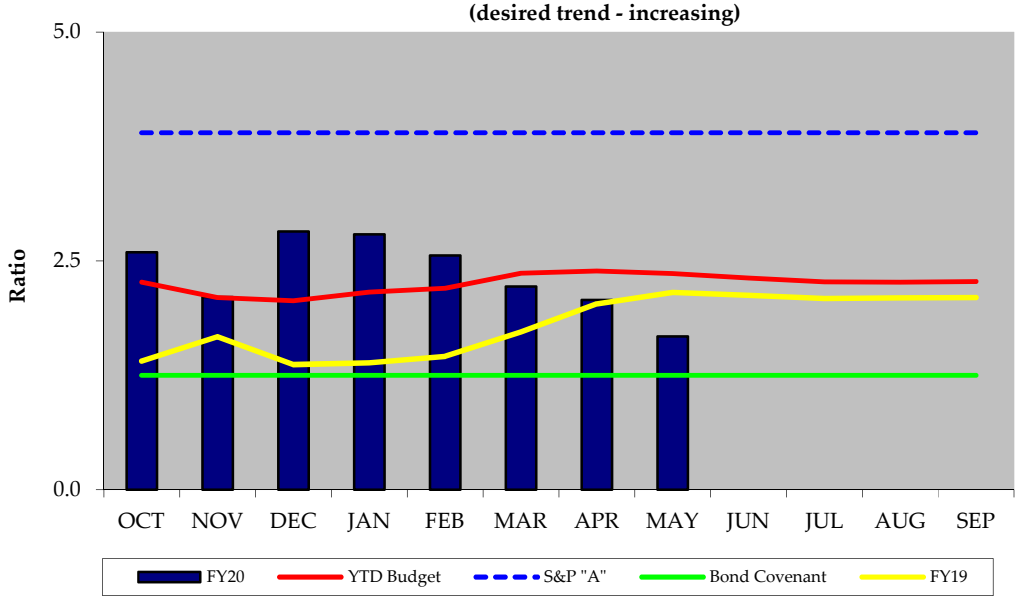
Halifax Health
Financial Summary - Graphic

HHMC Obligated Group MADS Coverage Ratio

(Annualized Basis)

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

(desired trend - increasing)

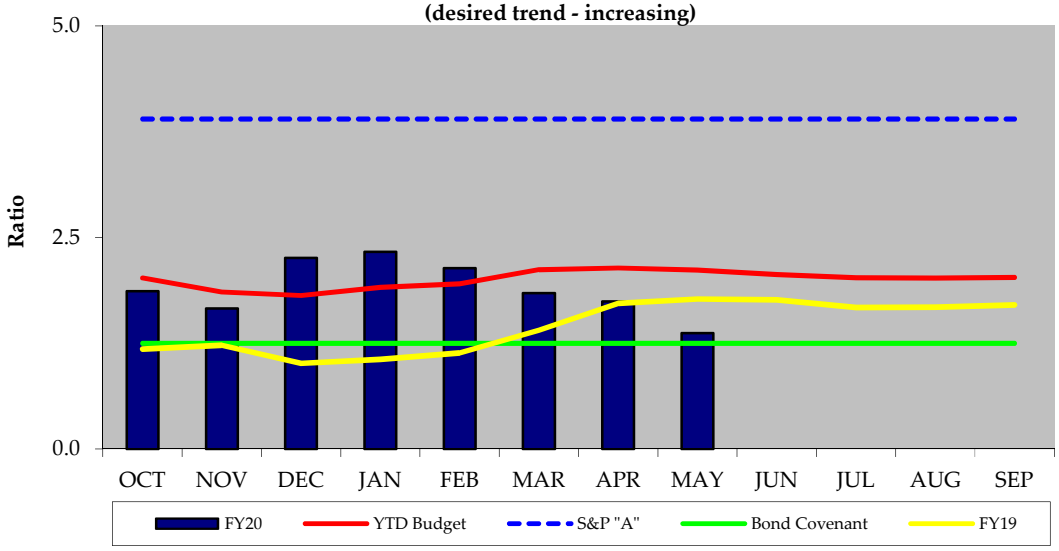


HHMC Obligated Group MADS Coverage Ratio - Operations Only

(Annualized Basis)

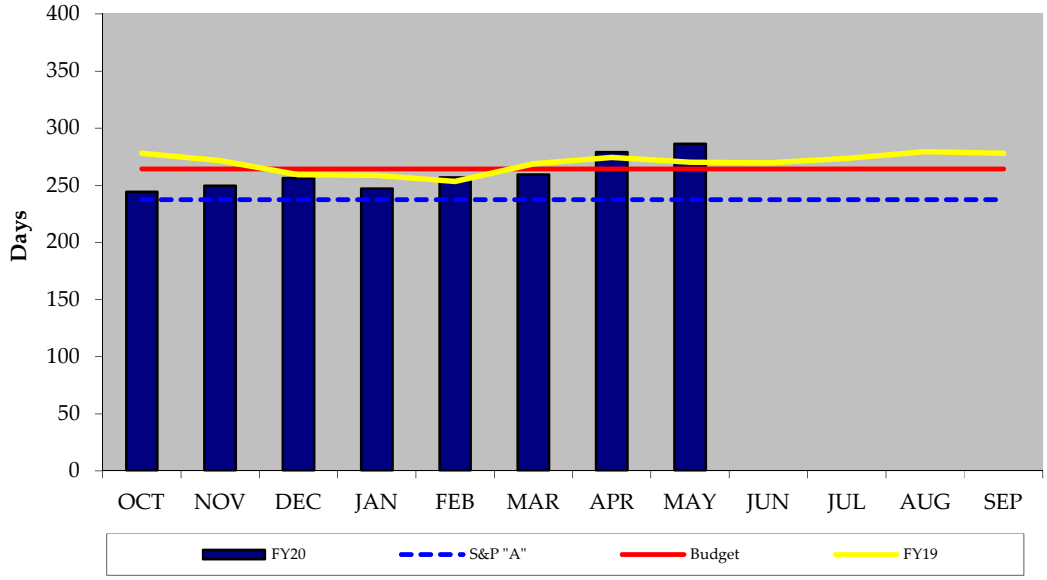
(Excludes nonoperating gains and losses)

(desired trend - increasing)



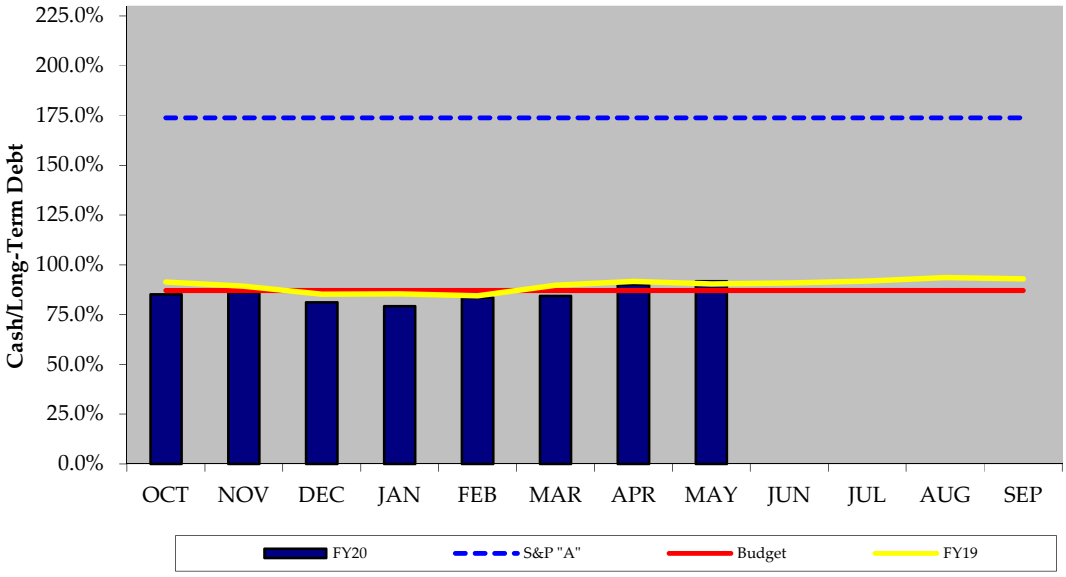
Halifax Health
Financial Summary - Graphic

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



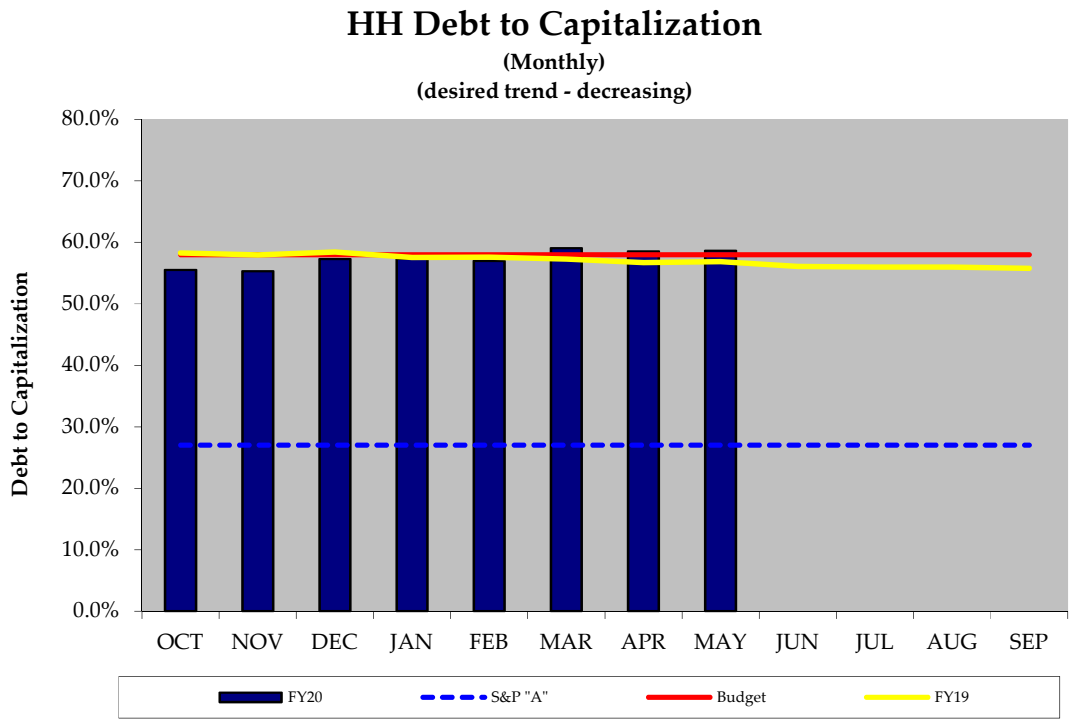
Note: Excludes Medicare Accelerated payments. FY 2020 Days Cash on Hand including the Medicare Accelerated payment would be 318 days

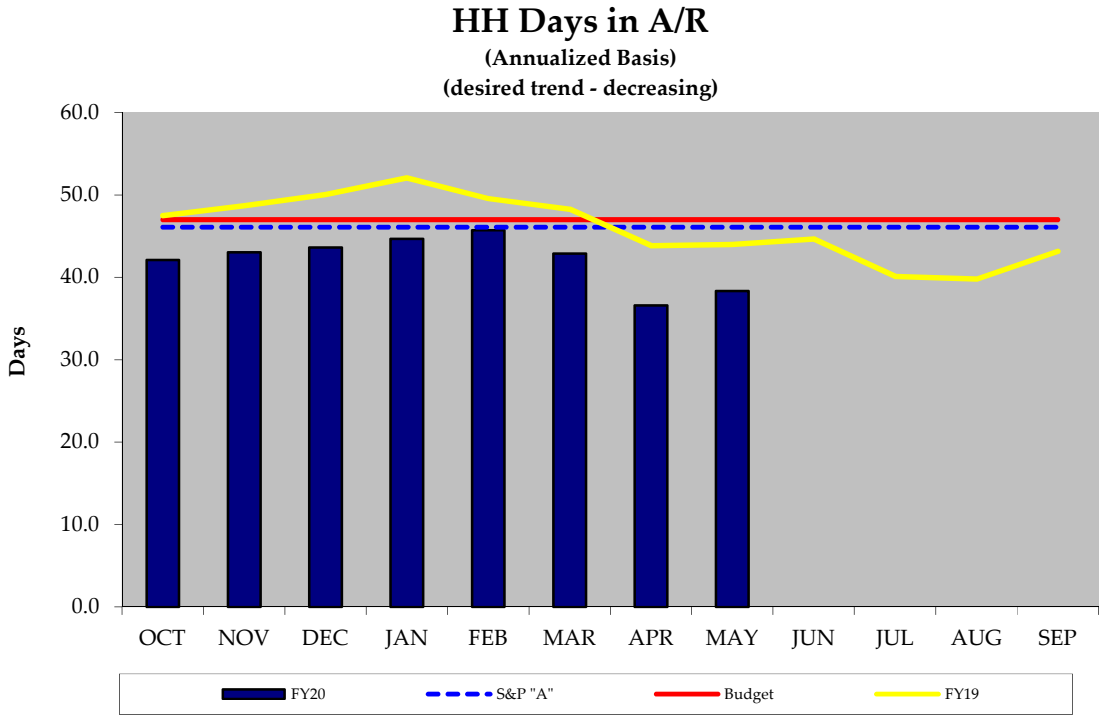
HH Cash/Debt
(Monthly)
(desired trend - increasing)



Note: Excludes Medicare Accelerated payments. FY 2020 Cash to Debt including the Medicare Accelerated payment would be 101.9%

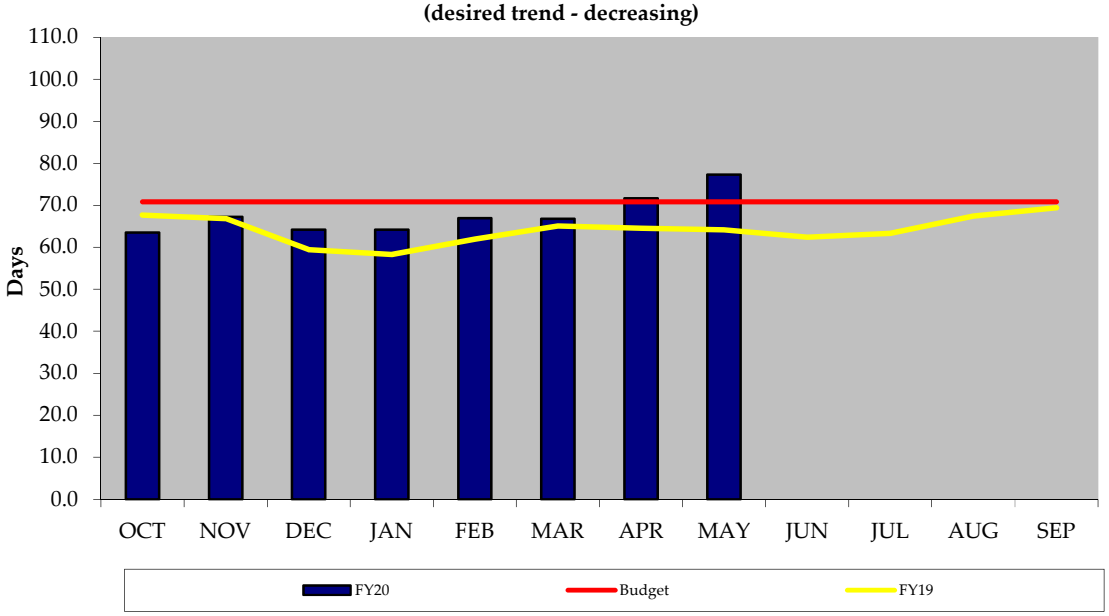
Halifax Health
Financial Summary - Graphic





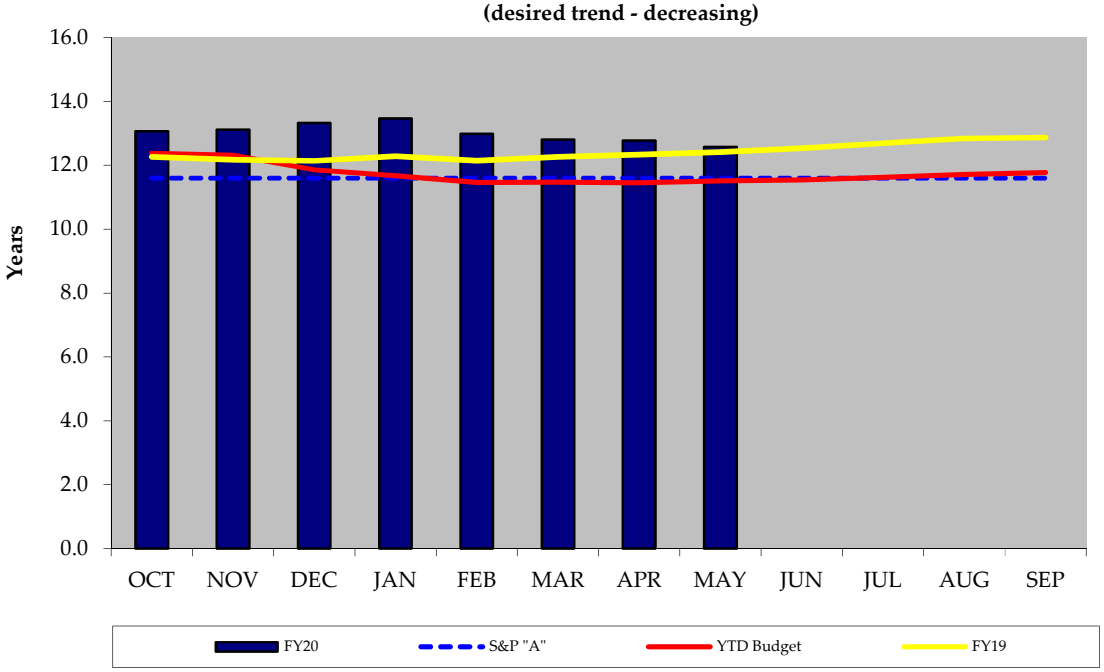
Halifax Health
Financial Summary - Graphic

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



Note: Excludes Medicare Accelerated payments. FY 2020 Average payment period including the Medicare Accelerated payment would be 109 days.

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

CAPITAL EXPENDITURES & OPERATING LEASES
July 2020

Capital Expenditures $50,000 and over

DESCRIPTION	DEPARTMENT	SOURCE OF FUNDS	TOTAL
Adult Psychiatric Unit Renovations	Halifax Health Behavioral Services	Working Capital	$150,000

Operating Leases $250,000 and over

DESCRIPTION	DEPARTMENT	REPLACEMENT Y/N	LEASE TERMS	INTEREST RATE	MONTHLY PAYMENT

HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Alberto Tineo, Senior Vice President and Chief Operating Officer, Hospitals
CC: James Terry, Service Line Administrator, Behavioral Health
DATE: June 30, 2020
RE: Adult Psychiatric Unit Renovations

Halifax Health Behavioral Services is requesting funding to renovate Unit 2500 located in the adult psychiatric department. The unit will be renovated to provide psychiatric emergency services to better meet the needs of patients who present to the emergency department in need of psychiatric care.

The renovations will repurpose the area to make it more suitable for emergency evaluation and patient care. The psychiatric emergency unit will help to reduce the traffic of non-medical emergency patients and provide swifter disposition for patients to receive the appropriate level of care.

The renovations will include physical plant changes and the installation of cameras in each room resulting in improved patient care and safety for the patients and staff.

TOTAL CAPITAL COSTS **$150,000**

Halifax Health

Project Evaluation

Adult Psych Unit Renovations

Chief Operating Officer:	Alberto Tineo
VP of Operations:	Matt Petkus
Service Line Administrator, Behavioral Health	James Terry
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is for the renovation of the Adult Psych unit 2500 to help better meet the needs of patients who present in the emergency department for psychiatric care by providing a more suitable area for emergency evaluations and reduce the traffic of non-medical emergency patients.

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	X
Image	
Efficiency	X

Investment Request for Approval **$150,000**

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

HALIFAX HEALTH

To: Jeff Feasel, Chief Executive Officer

From: Bill Rushton, Audit Services Director

Date: July 1, 2020

Re: Audit Services Report for Board of Commissioners Packet

The Audit and Finance Committee assists the Board of Commissioners in its exercise of oversight of accounting and financial policies, operational controls and processes of the organization. This includes overseeing the audit plan, reviewing and approving audit reports and inquiring of auditors and management on internal controls to address risk. The Committee recommends acceptance of the following Final Audit Report referenced #1. An executive summary of the audit is enclosed within the Board of Commissioners packet.

#	Approval Date	Project	Objective(s)	Risk Area(s)
1	3/4/2020	Payroll Adjustment Audit	Internal Audit Services tested whether the internal controls over pre- and post-payroll adjustment processes were aligned with policies and procedures.	Financial, Regulatory

1) Payroll Adjustment Audit

Report Date: February 11, 2020 **Location:** Halifax Health

HALIFAX HEALTH

OBJECTIVES

Internal Audit Services tested whether the internal controls over pre- and post-payroll adjustment processes were aligned with policies and procedures.

SCOPE

The scope of the audit included controls and processes used during the time period to document and record pre- and post-payroll adjustments.

Location(s): Halifax Health Medical Center - 4 North, Halifax Health Surgical Services and Halifax Health Environmental Services

Time Period: Q4 FY 2019

Key Information System(s): Kronos Workforce Central v8.0, EPSi

Data Selected:
- Kronos Timecards
- EPSi Budget Variance Report

Scope Exclusions: IAS did not evaluate compliance to benefits administration, labor laws or the Internal Revenue Code.

CONCLUSION

Review of pre- and post-payroll adjustments identified opportunities for improvement in entering on-call and call-back pay and aligning the post-payroll correction form to its corresponding policy.

Payroll errors occurred because of the following:
- Inadequate monitoring over payroll adjustments; and
- Missing or unauthorized supporting documentation.

As a result, Management will develop a control environment that will include improved oversight and documentation.

CONTEXT

Kronos Timekeepers enter adjustments to Team Members' timecards prior to payroll in order to correct for missed punches and to notate and compensate Team Members' paid leave, work-related travel, and duties that have associated incentive payments, such as training new nurses or being on call. If adjustments are missed and inaccurate paychecks are disbursed, Timekeepers and/or Managers can request a correction from Payroll to rectify errors. Risks of improperly performing or inadequately monitoring the payroll adjustment process include inaccurate Team Member compensation and systematic abuse. Management requested this audit to provide assurance that the process of entering pre- and post-payroll adjustments is functioning effectively, and that IAS review Surgical Services, 4 North, and Environmental Services because of concerns with payroll adjustments for these Departments. In FY 2019, the audited departments' total reported payroll cost was $9.9 million, or 5% of total reported payroll cost of $203 million.

SUMMARY OF ISSUE RISKS

High Risk - 0	Moderate Risk - 1	Low Risk - 3

HALIFAX HEALTH

To:	Audit and Finance Committee and Board of Commissioners
Cc:	Jeff Feasel, Chief Executive Officer
From:	Sarah Kaylor, Compliance Operations/Project Manager
Date:	May 25, 2020
Re:	Compliance Dashboard Report for the month ended April 30, 2020

Attached is our monthly Compliance Program Dashboard report for your review.

The report attached is for month ended April 30, 2020

Feel free to contact me regarding any questions on this report.

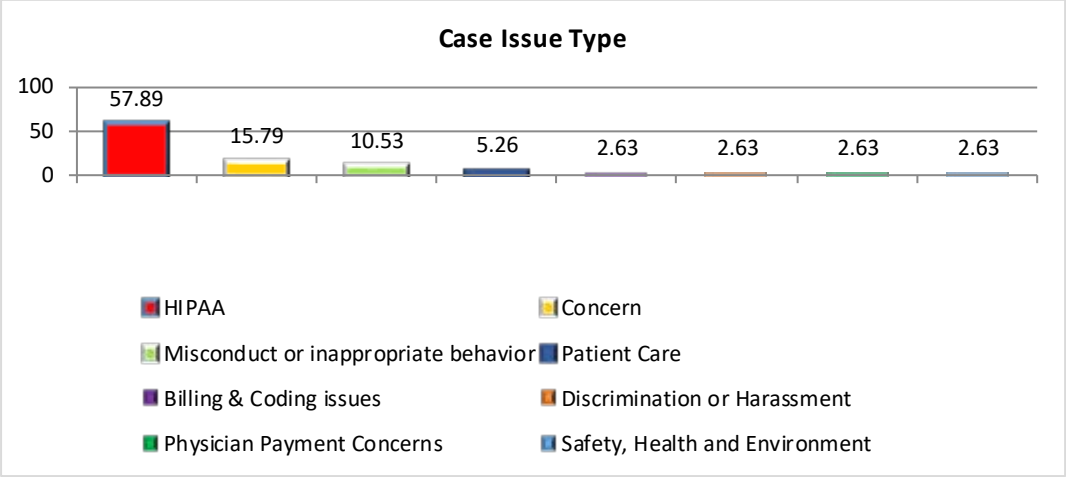
I can be reached at: Sarah.Kaylor@halifax.org
Office: 386-425-7235

Recommended Action: None. Information Only

Halifax Health
Corporate Compliance Program
Board Report- 4/30/20

On Target Alert

***I. 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. 11	Number of members on *Compliance Committee (not including 3 members on furlough/1 member separated)*
	2. 82%	% of members who attended last Compliance Committee Meeting 4/29/20 (On Target at 70% or Greater)
II. HELP LINE** [844-251-1880] or **halifaxhealth.ethicspoint.com** or **EMS Occurrence Report		
	1. 43	Number of "in process" cases at last Compliance Committee- 4/29/20
	2. 23/54%	Number of cases closed at last Compliance Committee-4/29/20 (On Target at 25% or Greater)
	3.	Case Issue Type (Rolling 90 days) as of 4/30/20 (2/1/20-4/30/20)
		Total High Cases Open as of 4/29/2020: **1 Case (#704)** Total Cases open greater than 6 months as of 4/29/2020: **1 Case (#662)**
III. Compliance Audits/Provider Education - Compliance completed chart audits/provider educations on the following specialties for this reporting period		
	1. 0 _____ 0	Number of outpatient physician audits completed April 2020 _____ Number of Outpatient New Provider Educations
	2. 1 _____ 1	Number of Inpatient/Specialty audits completed April 2020 ➢ Hospitalist- 1 _____ Number of Inpatient/Specialty New Provider Educations
IV. Physician Payment Errors - Compliance will investigate and report on the errors found in payments made to physicians		
	1. 2	Number of active cases related to Physician Payment Errors (as of last Compliance Committee) 4/29/20 (#704, 751)
V. Billing/Coding Refunds- Compliance cases which after review/investigation resulted in a refund to the payer in this reporting period		
	1. 0	Number of cases related to Billing/Coding issues with refunds closed at last Compliance Committee-4/29/20



Compliance Special Projects-2nd Quarter (April, May, June)

- COVID-19 PHE Billing

HALIFAX HEALTH

To:	Audit and Finance Committee and Board of Commissioners
Cc:	Jeff Feasel, Chief Executive Officer
From:	Sarah Kaylor, Compliance Operations/Project Manager
Date:	June 29, 2020
Re:	Compliance Dashboard Report for the month ended May 31, 2020

Attached is our monthly Compliance Program Dashboard report for your review.

The report attached is for month ended May 31, 2020

Feel free to contact me regarding any questions on this report.

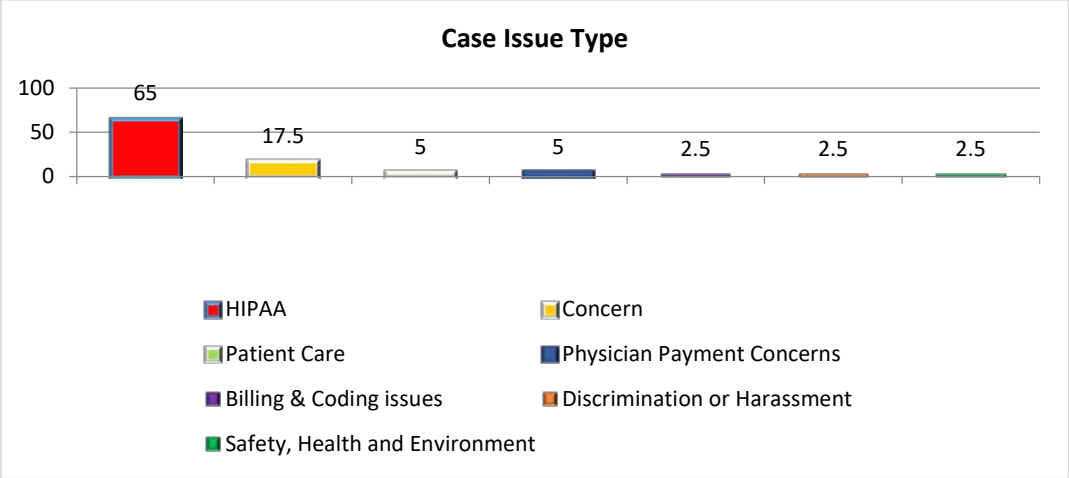
I can be reached at: Sarah.Kaylor@halifax.org
Office: 386-425-7235

Recommended Action: None. Information Only

Halifax Health
Corporate Compliance Program
Board Report- 5/31/20

On Target Alert

***I. 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. 11	Number of members on *Compliance Committee (not including 3 members on furlough/1 member separated)*
	2. 100%	% of members who attended last Compliance Committee Meeting 6/3/20 (On Target at 70% or Greater)
II. HELP LINE** [844-251-1880] or **halifaxhealth.ethicspoint.com** or **EMS Occurrence Report		
	1. 30	Number of "in process" cases at last Compliance Committee- 6/3/20
	2. 14/47%	Number of cases closed at last Compliance Committee-6/3/20 (On Target at 25% or Greater)
	3.	Case Issue Type (Rolling 90 days) as of 5/31/20 (3/1/20-5/31/20)
		Total High Cases Open as of 6/3/20: **1 Case (#704)** Total Cases open greater than 6 months as of 6/3/20: **2 Cases (#704 & 662)**
IV. Physician Payment Errors - Compliance will investigate and report on the errors found in payments made to physicians		
	1. 1	Number of active cases related to Physician Payment Errors (as of last Compliance Committee) 6/3/20 (#704)
V. Billing/Coding Refunds- Compliance cases which after review/investigation resulted in a refund to the payer in this reporting period		
	1. 0	Number of cases related to Billing/Coding issues with refunds closed at last Compliance Committee-6/3/20



HALIFAX HEALTH

TO: Jeff Feasel, President/CEO
FROM: Joe Petrock, Executive Director, Foundation
DATE: July 15, 2020
RE: Halifax Health Foundation and Associates Boards' Semi-Annual Report
December, 2019 – June, 2020

The Foundation and Associates Boards consist of a combined 110 community leaders who financially assist and support the Foundation and Halifax Health. Through special events and the generosity of our donors, the Foundation has raised $900K this fiscal year which includes a gift from the NASCAR Foundation of $100K - proceeds from our fundraising partnership with Betty Jane France Poker Tournament. Currently we have net assets of over $44.6M. Since 1998, the Foundation has funded over $14.5M for the needs of the medical center including the purchase of state of the art technology/equipment and providing medical education for the staff, this includes our most recent $790K purchase, Mako Robotic-Arm Assisted Surgery.

The Foundation and Associates Boards welcomed the following speakers at our bimonthly meetings:

- January 13, 2020 – Dr. Luke Basdea, Kidney Health & Nephrology
- Due to COVID 19 all subsequent meetings were cancelled

FOUNDATION FUND RAISING PROJECTS

In an effort to increase its opportunity to raise funds and support Halifax Health, Halifax Health - Foundation, partners with numerous organization in the Volusia/Flagler County area. These partnerships are wonderful opportunities to help market Halifax Health, educate the community on the high quality of care Halifax provides, and promote the quality of our medical staff.

December 6-8, 2019: 59th Riviera Open Pro-Am
This event included a golf clinic for special needs athletes. Proceeds benefited Health Health – Cardiovascular.

February 9-14, 2020: Molta Bella Valentines' Day Shopping Event
Twenty percent of the sales from this new event were donated to Halifax Health – Foundation.

February 10, 2020: NASCAR Foundation Betty Jane France Texas Hold 'Em Tournament
NASCAR Foundation hosted a Celebrity Poker Tournament at ERAU featuring NASCAR drivers and top ranked female professional poker player, Maria Ho. Funds raised benefit our Speediatrics program.

June 26, 2020: Golf for Kid's Sake – 71 MVP
Hosted by Randy Dye, Daytona Dodge, proceeds from this golf tournament benefit Halifax Health/Brooks Rehab Adaptive Sports program.

August 9-15, 2020: Military Order of the Devil Dogs (A subsidiary of the National Marine Corps League)
At their annual convention, held throughout the United States, the Devil Dogs' select a local charity to receive proceeds from their convention. After meeting with our Foundation and seeing our scope of work, Halifax Health – Foundation was selected as this year's charity.

Rescheduled for September 18, 2020: 41st Annual Daytona Beach Mayor's Charity Golf Tournament
Proceeds from this Scramble Format golf tournaments benefits Halifax Health – Foundation and Dolly Parton's Imagination Library.

November 6, 2020: American Cancer Society "Give Cancer the Boot"
A new partnership with the ACS.

November, 2020: Howard Frank Memorial Poker Tournament
Proceeds benefiting Halifax Health Women & Children's Programs

Rescheduled for December 4, 2020: Vince Carter Embassy of Hope Gala
This event is a partnership between Embassy of Hope Foundation and Halifax Health – Foundation. Proceeds benefit Halifax Health – Regional Oncology Center. This year we will celebrated Vince Carter's career as he retires from the NBA.

December 4-6, 2020: 60th Riviera Open Pro-Am
This event included a golf clinic for special needs athletes. Proceeds benefited Halifax Health – Cardiovascular.

Rescheduled for January 29, 2021: Bahama Casual Event
Bahama Casual is one of our communities' most anticipated annual events and one of the most successful.

March 12, 2021: 1st Annual Sugar Mill Country Club Swings for Success Golf Tournament
Halifax Health – Foundation signed a 3 year Partnership Agreement with Sugar Mill Country Club to host a yearly golf tournament with our goal to raise $50K-$100K annually. Proceeds will benefit Halifax Health – Oncology.

Rescheduled for April, 2021: 47th Annual DIS Pro-Am Golf Classic
In partnership with Daytona International Speedway's Checkered Flag Committee, the Pro-Am tournament will be held at Oceanside Country Club and Sugar Mill Country Club.

Rescheduled for April, 2020: Jeep Beach
This is our second year of partnership with Jeep Beach, one of the largest Jeep-specific events in the United States. Jeep Beach raises funds for local and national charities which includes Halifax Health – Foundation.

Rescheduled for April, 2021: Simon's Angel Denim & Dice
A gala held at ERAU Henderson Center with proceeds to benefit Women's and Children's service.

HALIFAX HEALTH

Human Resources Executive Summary - April 2020

HALIFAX HEALTH

Recruitment

^Vacancy Rate	4.10%	New Hires	51
Number of Applications	1,183	FT	38
Average Days to Fill	36.6	PT	5
RNs	41.7	Casual Pool	8
Allied Health	33.2	Core RNs	9

Turnover

*Annualized Turnover Rate	19.40%
*Annualized RN Turnover Rate	12.58%
Terminated/Resigned	58
Average Number of Employees	4,125
Average Number of FT /PT Employees	3,587

Employee Relations

Team Member of the Month: Debbie McMillon, Employee Relations Specialist Sr., Human Resources

Service Awards

5 Year	20
10 Year	4
15 Year	8
20 Year	3
25 Year	-
30 Year	3
35 Year	1
40 Year	1
45 Year	-

Retention

Average Tenure of Active Employees	7.64
Active Employees	
Average Tenure 0 - 1 yr	33.99%
Average Tenure 2 - 5 yr	27.20%
Average Tenure 6 - 10 yr	11.43%
Average Tenure > 10 yr	27.37%
Seperations	
Average Tenure 0 - 1 yr	54.29%
Average Tenure 2 - 5 yr	22.86%
Average Tenure 6 - 10 yr	10.00%
Average Tenure > 10 yr	12.86%

*Organizational & Talent Development

****Inservice & Continuing Education**	
Number of Programs	436
Participants	5,627
Instructions Hours	12,694
*Computer Based Learning	4,376
***Continuing Physician Education**	
Number of Programs	16
Participants	193
***Continuing Clinical Education**	
Number of Programs	4
Participants	5
***Medical Library**	
Patrons	58
Article Sources	107

Compensation

Total Evaluations Due	285
Early/OnTime Evaluations	107
Late Evaluations	79
Outstanding Evaluations	99
Avg Score	3.16
Avg Hourly Rate	$ 28.06
RN Referral Bonuses Paid	$ 5,000.00
At Max/Bonus Paid	$ 2,290.08
Tuition Reimbursements	3 @ $3991.96
Sign On/Relocation Bonuses	$ 35,000.00
Nursing Loan Forgivness	-

Includes 6 Month and Annual Performance Evals

Work / Life Benefits & Leave Programs

Total Employees on Leave	19	Benefits Eligible	3,574
Worker's Compensation Claims	0	Number of 457 Plan Participants	51
Leave of Absence Requests	4	Number of 403(b) PlanParticipants	3,547
Family Medical Leave Act Requests	12	1%-3% Contributions	2,661
Military Leave Requests	3	4% or Higher Contributions	886
Voluntary Summer Leave	0	* UNUM Wellness Claims Paid	43@$3050.00
Number of Retirements	6	Disability Claims Paid	
Worker's Compensation Incidents	29	STD	3@$5884.09
Administrative Leave	0	LTD	4@$7256.31
		Management	

Auxilary

Volunteer Hours	-

**All Volunteers were furloughed mid-March

Visitor Access

Total Visitors	3,337
Halifax Main Campus	2,810
HHPO	66
HBS	461

**Based on statistics reported by Date

^Vacancy Rate = Open Positions / Entire House

*Turnover Rate = FT & PT Seperations / Average FT & PT Employees

Annualized Turnover is multiplied by 12 to create a predictive nature.
This allows us to foresee the annual turnover rate if current rate doesn't change.
Divide by 12 to get the monthly value.

HALIFAX HEALTH

Human Resources Executive Summary - May 2020

HALIFAX HEALTH

Recruitment

^Vacancy Rate	4.40%	New Hires	40
Number of Applications	1,823	FT	31
Average Days to Fill	37.8	PT	3
RNs	37.8	Casual Pool	6
Allied Health	37.8	Core RNs	13

Turnover

*Annualized Turnover Rate	24.63%
*Annualized RN Turnover Rate	19.33%
Terminated/Resigned	73
Average Number of Employees	4,093
Average Number of FT /PT Employees	3,557

Employee Relations

Team Member of the Month: Jillian Chvisuk, Quality Improvement Coordinator, Quality & Outcomes

Service Awards

5 Year	16
10 Year	3
15 Year	17
20 Year	3
25 Year	2
30 Year	3
35 Year	-
40 Year	1
45 Year	-

Retention

Average Tenure of Active Employees	7.71
Active Employees	
Average Tenure 0 - 1 yr	33.25%
Average Tenure 2 - 5 yr	27.76%
Average Tenure 6 - 10 yr	11.72%
Average Tenure > 10 yr	27.27%
Seperations	
Average Tenure 0 - 1 yr	43.84%
Average Tenure 2 - 5 yr	20.55%
Average Tenure 6 - 10 yr	6.85%
Average Tenure > 10 yr	28.77%

*Organizational & Talent Development

****Inservice & Continuing Education**	
Number of Programs	519
Participants	6,038
Instructions Hours	7,480
*Computer Based Learning	2,425
***Continuing Physician Education**	
Number of Programs	13
Participants	98
***Continuing Clinical Education**	
Number of Programs	8
Participants	13
***Medical Library**	
Patrons	45
Article Sources	92

Compensation

Total Evaluations Due	328
Early/OnTime Evaluations	121
Late Evaluations	64
Outstanding Evaluations	143
Avg Score	3.21
Avg Hourly Rate	$ 26.63
RN Referral Bonuses Paid	$ 4,000.00
At Max/Bonus Paid***	-
Tuition Reimbursements	18 @ $15704.76
Sign On/Relocation Bonuses	-
Nursing Loan Forgivness	8 @ $29432.88

Includes 6 Month and Annual Performance Evals

Work / Life Benefits & Leave Programs

Total Employees on Leave	22	Number of Benefits Eligible	3,555
Worker's Compensation Claims	0	Number of 457 Plan Participants	51
Leave of Absence Requests	5	Number of 403(b) PlanParticipants	3,634
Family Medical Leave Act Requests	14	1%-3% Contributions	2,763
Military Leave Requests	3	4% or Higher Contributions	871
Voluntary Summer Leave	0	* UNUM Wellness Claims Paid	19@$1250.00
Number of Retirements	3	Disability Claims Paid	
Worker's Compensation Incidents	30	STD	11@$29,990.73
Administrative Leave	0	LTD	4@$7633.02
		Management	

Auxilary

Volunteer Hours	122

Visitor Access

Total Visitors	8,246
Halifax Main Campus	7,263
HHPO	441
HBS	542

**Based on statistics reported by Date

^Vacancy Rate = Open Positions / Entire House

*Turnover Rate = FT & PT Seperations / Average FT & PT Employees

****Annualized Turnover is multiplied by 12 to create a predictive nature.***
This allows us to foresee the annual turnover rate if current rate doesn't change.
Divide by 12 to get the monthly value.

Volusia Health Network
Board of Directors' Meeting Minutes
May 12, 2020 – 7:45 am

Call to order

Dr. Hemaidan called the Board of Directors' meeting to order at 7:43 a.m.

Members Present

Ammar Hemaidan, MD
Joseph Bianchi, MD
David Turetsky, MD
Brent Fulton, MD
Debbie Marz
Eric Peburn - Telephonically

Others Present

David Billmeier, MD
Kim Fulcher
Terry Martin
Michelle Mitchell
Jean Carroll

Approval of Minutes

A motion was made and seconded to accept the minutes, as presented, from the February 11, 2020 meeting. The minutes were approved as presented.

Medical Director's Report

Dr. Billmeier began his report discussing how VHN is handling recent hospital cutbacks. The hospital has lost several people in leadership, which included Mr. Williams. Therefore, we have had a lot to figure out and putting in extra hours to rapidly become experts. We are still working with HPI on utilization reviews. We have had some challenges, mostly because HPI does things differently, but we are having weekly telephone conferences with them to try and hammer out some differences. Some of which would be, previously to this, if there was a denial, we could more personally approach the doctor and discuss what's going on so it wouldn't be viewed, by the provider, as a harsh denial. Another challenge with HPI, as far as utilization, is there are certain things that they automatically approve based on a diagnosis. In the days prior to this, Dr. Jennings and I could step in, see some red flags and redirect to save the plan money. We are asking HPI to change some policies so we can review certain high utilization and high costly procedures. Emergency room utilization is another issue we are having. Some VHN members use the emergency room for primary care, but if they don't like the answer they get in an in-network ER, Halifax, they will seek a different answer at an out-of-network ER. Also, some member's, for many reasons, will drive past Halifax to go to the ER in Ormond. This is something we can't fix, so we are going to monitor this on the back-side. Some of these things we can try to intervene to save cost. At the end of this year we can look back and re-address.

Administrative Report

Ms. Fulcher began her report introducing herself and Terry Martin. Ms. Fulcher is the chief human resources officer and now works with VHN. She has been with Halifax for 15 years and has been in HR for almost 28 years, and started in this side of the HR business many years ago. Terry Martin is handling some of the operational issues, she has worked with VHN for many years. Ms. Fulcher told the board she is looking forward to working with each of them. We are having weekly meetings with the VHN team to iron out some issues we are working through with HPI who is our third party administrator for claims processing. Still working on some of the transitional issues that we've had, effective January 2020.

Team members seem very happy with the Publix pharmacy option; we have not heard any complaints regarding that transition. We continue to have weekly calls with Navitus, the pharmacy benefits manager for Publix.

Adjournment

There being no further business, Dr. Hemaidan adjourned the Board of Directors' meeting at 7:53 a.m.

Minutes submitted by: Jean E. Carroll

Minutes reviewed by: Kim Fulcher

Volusia Health Network
Peer Review Minutes
May 12, 2020

Call to order

Dr. Hemaidan called the Peer Review meeting to order at 7:54 am.

Approval of Minutes

A motion was made to accept the minutes, as presented, from the February 11, 2020 meeting. The minutes were approved as presented.

Discussion

Seventy-seven providers were presented to the board for a two-year reappointment to Volusia Health Network.

Action

A motion was made to accept all providers presented, as recommended by the credentials committee. Upon a vote, the motion carried.

Discussion

Fourteen providers were presented to the board for initial appointment to Volusia Health Network.

Action

A motion was made to accept all the providers presented, as recommended by the credentials committee. Upon a vote, the motion carried.

Adjournment

There being no further business, Dr. Hemaidan adjourned the Peer Review meeting at 8:02 am.

Minutes submitted by: Jean E. Carroll

Minutes reviewed by: Kim Fulcher