



# HALIFAX HEALTH

## **Board of Commissioners Meeting**

July 1, 2019  
4:00pm - France Tower  
Conference Room A

# HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING

303 No. Clyde Morris Boulevard, Daytona Beach, FL

France Tower Conference Room A

4:00 p.m., July 1, 2019

## AGENDA

Call to Order

Invocation & Pledge of Allegiance

Roll Call

Mission Statement

Page 4

Approval of Minutes (Action)

Page 5

- Board of Commissioners Meeting – May 6, 2019

Approval of Agenda (Action)

Medical Staff Report – Joseph Bianchi, MD (Action)

- Credentials Committee Actions

Page 9

Management Report – Jeff Feasel

Page 21

Strategic & Community Health Planning Committee – Jeff Feasel

Page 35

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

- Audit & Finance Committee Minutes – May 2019 Page 36
- Investment Committee Minutes – March 2019 Page 39
- Capital Expenditures \$25,000 - \$50,000 (Working Capital) Page 41
  - Bioquell Decontamination System - \$45,000 Page 42
  - Meditech Software Corp. Management System - \$28,560 Page 44
  - Cash Registers for Cafeterias, Cafe & Gift Shop - \$27,821 Page 46
- Affiliate Company Capital Expenditures - \$50,000 and Over Page 48
  - Hospice Port Orange – Wind Retrofit – \$330,964 Page 49
  - Hospice Ormond Beach - Wind Shutters - \$103,280 Page 51

Consent Agenda (Action)

- Halifax Health Hospice Advisory Board Appointment Page 53
- Financial Statements Ended May 2019 Page 54
- Capital Expenditures - \$50,000 and Over Page 78
  - Mako Robotic Arm - \$790,000 - Resolution Page 79  
(Funding Source: Halifax Health Foundation)
  - Desktop & Laptop Computers – \$500,000 (working capital) Page 82
  - West Clyde Morris Infrastructure - \$400,000 (working capital) Page 84
  - Storage Platform \$ Software - \$368,554 (working capital) Page 86
  - Automatic Transfer Switch for Chiller – \$104,224 (working capital) Page 88
- Disposals – May 2019 Page 90
- Audit Reports Page 91

Old Business (Information Only)

- CIA Dashboard / Update April & May 2019 Page 93

## HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING

303 No. Clyde Morris Boulevard, Daytona Beach, FL

France Tower Conference Room A

4:00 p.m., July 1, 2019

### AGENDA

#### **New Business**

- Establish Proposed “Not to Exceed” Millage Rate
- Confirm date, time, location of Board & Audit & Finance Committee Combined Budget Workshop  
**MONDAY, August 5, 2019, 4:00 pm**, France Tower Conf. Room A
- Confirm date, time, location of First Public Hearing  
**MONDAY, September 9, 2019, 5:05 pm**, France Tower Conf. Room A

#### **Additional Information**

- Affiliate Company Minutes Page 97
- Human Resources Reports April & May 2019 Page 104

#### **Public Participation**

##### **Presentation(s)**

- Managing Agitation in Patients with Traumatic Brain Injury Page 106
- Family Medicine Residency Program FAFP Posters Page 117
- HHMC FY 2019 Financial Forecast Page 120
- FY 2020 Budget Update Page 131

#### **Next Meetings**

- **Monday, August 5, 2019**  
Budget Workshop (Board and Audit & Finance Committee)  
4:00 pm, France Tower Conf. Room A
- **Tuesday, September 9, 2019**  
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 6, 2019**

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Present: Harold Goodemote, Chairman  
Carl W. Lentz, MD, Member (via phone)  
Tom McCall, Secretary  
Glenn Ritchey, Member  
Susan Schandel, Treasurer

Also Present: Mary Jo Allen, Executive Director, Halifax Hospice  
Margaret Crossman, MD, Sr. VP/Chief Medical Officer  
Ben Eby, Director, Halifax Hospice  
Jeff Feasel, President & Chief Executive Officer  
Kim Fulcher, VP/Chief Human Resource Officer  
Bill Griffin, Director, System Research & Planning  
John Guthrie, Director, Communications  
Ammar Hemaïdan, MD, Chief of Staff  
Joni Hunt, Director, Local Government Affairs & Community Relations  
Kelly Kwiatek, Sr. VP/General Counsel  
Arvin Lewis, Sr. VP/Chief Revenue Officer  
Rob Love, Director, HHMC/HHMCPO/Deltona Emergency Department  
Suzanne Lovelady, Director, Quality Improvement  
Ann Martorano, Chief Communication Officer  
Lindsay Martin, Nurse Manager, Emergency & Trauma Services  
Jacob Nagib, Director, Engineering, Design & Construction  
Eric Peburn, Exec. VP/Chief Financial Officer  
Matt Petkus, Vice President, Operations  
Andy Pollock, Chaplain  
Rafael Ramirez, Market Development Specialist  
Shawn Remington, Director, Manager, Finance  
Bill Rushton, Director, Internal Audit Services  
Shelly Shiflet, VP/Corporate Compliance Officer  
Keith Sofiak, Manager, Quality Programs & Analytics  
Tom Stafford, VP/Chief Information Officer  
Alberto Tineo, Sr. VP/Hospital Chief Operating Officer  
Tina Rodrigues, Accounting Manager, Corporate Accounting  
Bob Wade, Board Compliance Expert, Barnes & Thornburg, LLP  
Tonja Williams, Chief Nursing Officer

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Chairman Goodemote called the meeting to order at 4:05 p.m. The Invocation was given, Pledge of Allegiance recited, Mission Statement read and the roll was recorded.

**APPROVAL OF MINUTES**

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

- Board of Commissioners Meeting – March 4, 2019
- Board of Commissioners Closed Litigation Meeting – March 4, 2019

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

### **APPROVAL OF AGENDA**

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

### **MEDICAL STAFF REPORT**

#### **Credentials Committee Actions – March & April 2019**

Discussion: Dr. Hemaïdan requested approval of application for Dr. Mircea Mihiu, Medicine/Critical Care, Associate, who will attend future meeting for personal introduction.

Action: Mrs. Schandel moved to approve application for Dr. Mihiu. Mr. Ritchey seconded the motion. Carried unanimously.

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

- Stephen Levine, MD, Surgery, Wound Care, Hyperbaric Medicine, Associate

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

Discussion: Dr. Hemaïdan requested approval of Resident Affiliate applicants, which do not require personal appearance:

- Ariana N. Abid, Medicine/Family Medicine, Resident Affiliate
- Harry Blanke, MD, Medicine/Family Medicine, Resident Affiliate
- Michael Faille, MD, Medicine/Family Medicine, Resident Affiliate
- Eric Hough, MD, Medicine/Family Medicine, Resident Affiliate
- Kristin LaBell, MD, Medicine/Family Medicine, Resident Affiliate
- Jackson Turner, MD, Medicine/Family Medicine, Resident Affiliate

Action: Mr. Ritchey moved to approve Drs. Abi, Blanke, Faille, Hough, LaBell and Turner. Mrs. Schandel seconded the motion. Carried unanimously.

Discussion: Dr. Hemaïdan requested approval of the following non-physician providers as recommended by the Credentials Committee (Section B of attached Credentials Actions).

- Philip Augustin, CRNA, Anesthesiology
- Daniel Burfield, APRN, General Surgery
- Craig Caldwell, APRN, Neurosurgery
- Maria Cundiff, APRN, Neurosurgery
- Matthew Evans, CRNA, Anesthesiology
- Amanda Gonzalez, CRNA, Anesthesiology
- Taylor Harr, Dental Assistant, Oral/Maxillofacial Surgery
- Steven Mandzuk, RNFA, RN First Assist
- Brandy Pond, EPDA, Oral/Maxillofacial Surgery
- Naomi Tipton, APRN, Vascular Surgery

Action: Mrs. Schandel moved to approve non-physician providers as presented. Mr. Ritchey seconded the motion. Carried unanimously.

Discussion: Dr. Hemaïdan requested approval of the following reappointments and privilege changes (Section C-G of attached Credentials Actions):

- Reappointment Physician Applications (Section C)
- Reappointment with Changes (Section D)
- Reappointment of Non-Physician Providers Applications (Section E)
- Additional Privileges/Deletions/Other (Section F)
- Changes in Status (Section G)

Action: Mrs. Schandel moved to approve reappointment and privilege changes (Sections C-G) as presented/attached. Mr. Ritchey seconded the motion. Carried unanimously.

Discussion: Dr. Hemaïdan requested Board Endorsement of Resignations, Leave of Absence, Automatic Relinquishments.

Action: Mr. Ritchey moved to approve Resignations, Leave of Absence and Automatic Relinquishments as presented. Mrs. Schandel seconded the motion. Carried unanimously.

#### **AUXILIARY REPORT**

Discussion: Mr. WG Watts, Auxiliary Manager, provided the Semi-Annual Auxiliary update (attached).

#### **FOUNDATION REPORT**

Discussion: Mr. Joe Petrock, Halifax Health Foundation Executive Director, provided the Semi-Annual Foundation update (attached).

#### **MANAGEMENT REPORT**

Discussion: Following presentations were provided (full presentations attached):

- Emergency & Trauma Services (Stop the Bleed & Bike Week) – Lindsay Martin
- Quality Update Q1 2019 – Suzanne Lovelady & Keith Sofiak

Mr. Feasel highlighted several items in the management report (attached) and advised that 2018 Accomplishments (attached) had been distributed at each board members place for information.

#### **STRATEGIC & COMMUNITY HEALTH PLANNING COMMITTEE**

Discussion: Ms. Hunt provided an overview of 2019 legislative session, which included an update on the proposed Amendment to the Halifax Enabling Act (presentation attached). Mr. Feasel recommended that we continue to move forward with UF Health/Shands agreement regardless of the Supreme Court & Enabling Act outcome.

Action: Consensus reached by the board to continue with UF Health/Shands agreement regardless of Supreme Court & Enabling Act outcome.

## **AUDIT & FINANCE COMMITTEE REPORT**

Discussion: Mr. Peburn reviewed the financial statements for March 2019 and the updated FY 2019 Income Statement Forecast (attached), noting overall improvement but still not at budget.

## **CONSENT AGENDA**

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

- Financial Statements Ended March 2019
- Audit Reports
- Disposals

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

## **OLD BUSINESS**

Discussion: CIA Dashboard Reports for February 2019 & March 2019 were included in packet.

## **NEW BUSINESS**

### **OIG/Corporate Integrity Agreement**

Discussion: Ms. Shiflet advised that the fifth and final CIA Annual Report had been filed with the Office of the Inspector General. The LIRO (legal independent review organization) conducted their final Arrangements Review and there were no material findings. Mr. Wade completed the Compliance Effectiveness Review. The LIRO report and the Compliance Effectiveness Review were included in the Annual Report.

## **PUBLIC PARTICIPATION**

Discussion: Mrs. Pat Franklin, Daytona Beach resident and member of the Halifax Health Associates, made the Board aware of recent challenges she experienced with 201 Building patient parking. Administration with work on solutions with Halifax Associates.

## **ADDITIONAL INFORMATION**

Discussion: HR Reports and Affiliate minutes included in board book.

## **NEXT MEETING**

Discussion: Mr. Goodemote advised that the next Board of Commissioners meeting will be held on July 1, 2019 in France Tower Conf. Room A

## **ADJOURN**

Discussion: There being no further business, the meeting adjourned at 6:00pm.

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Chairman

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Secretary



# HALIFAX HEALTH

TO: Members of the Board of Commissioners  
FROM: Joseph Bianchi, MD, Medical Staff Chief Elect  
DATE: July 1, 2019  
RE: Credentials Committee Actions, May 20, June 17, 2019

The Medical Staff report is attached for the Board's review and approval at the Board of Commissioner's meeting on July 1, 2019.

## **PHYSICIAN INTRODUCTION: (Mircea Mihu, MD, will attend when is working full time)**

### ***BOARD APPROVAL REQUIRED***

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

The following practitioners were required to appear before the **Credentials Committee** on May 20, June 17, 2019 and are presented to the Board of Commissioners for approval:

|                        |  |  |
|------------------------|--|--|
| Osman Ahmad, MD        | Pediatrics/Pediatric Gastroenterology<br>(Board certified) | Associate                              |
| John Janousek, MD      | Emergency Medicine<br>(Board certified)                    | Associate - <i>September Interview</i> |
| Jennifer Kolodchak, MD | Emergency Medicine<br>(Board certified)                    | Associate - <i>September Interview</i> |
| Tomasz Kozlowski, MD   | Surgery/Transplant Surgery<br>(Board certified)            | Associate                              |
| Raymond Sutkowski, MD  | Radiology/Teleradiology<br>(Board certified)               | Courtesy - <i>Interview Waived</i>     |

#### **B. INITIAL APPLICATIONS FOR NON PHYSICIAN PROVIDERS –** *Action Required (No appearance required; may propose Motion to Approve for entire group)*

The following practitioners were reviewed and approved by the Credentials Committee on May 20, June 17, 2019 and are presented to the Board of Commissioners for approval:

|                               |                         |                          |
|-------------------------------|-------------------------|--------------------------|
| Elizabeth Baker, PA           | Emergency Medicine      | Jennifer Chan, DO        |
| Larisa Davydova, CRNA         | Anesthesiology          | Albert Kabemba, MD       |
| Kristi Doke, CRNA             | Anesthesiology          | Albert Kabemba, MD       |
| Tara James, APRN              | Family Medicine         | Gerald Woodard, DO       |
| Ashley Kalin, APRN            | Orthopaedic Surgery     | Christopher Matthews, MD |
| Robert Logano, CRNA           | Anesthesiology          | Albert Kabemba, MD       |
| Linda McIver, APRN            | Hospice/Palliative Care | Raul Zimmerman, MD       |
| Patrick McRae, APRN           | Neonatology             | Jose A. Perez, MD        |
| Hermite Saloman, CRNA         | Anesthesiology          | Miguel Rodriguez, MD     |
| Michael Schwarz, PA           | Orthopaedic Surgery     | Christopher Matthews, MD |
| Magdalena K. Skowronska, APRN | Neurology               | James Scott, MD, PhD     |

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

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

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

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

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

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

**H. OTHER BUSINESS**

Revised criteria for Transcatheter Aortic Valve Replacement (TAVR) – attachment A

**BOARD ENDORSEMENT REQUIRED**

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

| <u>Practitioner</u>              | <u>Specialty</u>                 | <u>Status: Reason</u>                   |
|----------------------------------|----------------------------------|---|
| Boyd, Adam, CRNA                 | Anesthesiology                   | No longer wishes to maintain privileges |
| Bunnell, John, MD                | Hospice/Palliative Care          | No longer wishes to maintain privileges |
| Denard, Antony, MD               | Orthopaedic Surgery              | No longer wishes to maintain privileges |
| Edge, Kayla, Dental Asst         | Pediatric Dentistry              | No longer wishes to maintain privileges |
| Freeman, Michael, MD             | Reproductive Endocrinology       | No longer wishes to maintain privileges |
| Friendak, Eric, CRNA             | Anesthesiology                   | No longer wishes to maintain privileges |
| Gutierrez, Anna, APRN            | Hospice/Palliative Care          | No longer wishes to maintain privileges |
| James, Jeffrey, CCP              | Perfusionist                     | No longer wishes to maintain privileges |
| Kendall, William, MD             | Transplant Surgery               | No longer wishes to maintain privileges |
| Kerr, Patrick, CRNA              | Anesthesiology                   | No longer wishes to maintain privileges |
| Lawindy, Madiey, MD              | Pediatrics                       | Retiring                                |
| Maya, Emeliine, Dental Assistant | Oral/Maxillofacial               | No longer wishes to maintain privileges |
| Menck, Natalie, CRNA             | Anesthesiology                   | No longer wishes to maintain privileges |
| Nguyen, Khanh, MD                | Intra-operative Neuro-monitoring | No longer wishes to maintain privileges |
| Parris, Cecil, MD                | Family Medicine                  | No longer wishes to maintain privileges |
| Santiago, Josephine, CRNA        | Anesthesiology                   | No longer wishes to maintain privileges |
| Selai, Brian, CRNA               | Anesthesiology                   | No longer wishes to maintain privileges |
| Simmons, Stevie, CRNA            | Anesthesiology                   | No longer wishes to maintain privileges |
| Vasile, Dragos, MD               | Internal Medicine                | No longer wished to maintain privileges |
| Vickery, Brian, CRNA             | Anesthesiology                   | No longer wishes to maintain privileges |
| Wandolowski, Keith CRNA          | Anesthesiology                   | No longer wishes to maintain privileges |
| Weisz, Katie, PA                 | Gastroenterology                 | No longer wishes to maintain privileges |
| Williams, Donnette, MD           | Family Medicine                  | No longer wishes to maintain privileges |

**Resident Affiliate:**

|                         |                 |                             |
|-------------------------|-----------------|-----------------------------|
| Eko, Charity, MD        | Family Medicine | Graduate Resident Affiliate |
| Heyen, Benjamin, MD     | Family Medicine | Graduate Resident Affiliate |
| Kandavanham, Suresh, MD | Family Medicine | Graduate Resident Affiliate |
| Pollard, Cory, MD       | Family Medicine | Graduate Resident Affiliate |
| Williams, Kara, MD      | Family Medicine | Graduate Resident Affiliate |

**BOARD OF COMMISSIONERS – July 1, 2019**  
**CREDENTIALS COMMITTEE ACTIONS – May 20, June 17, 2019**

**FOR BOARD ACTION**

**A. INITIAL PHYSICIAN APPLICATIONS RECOMMENDED FOR APPROVAL**

|                        |  |   |
|------------------------|--|---|
| Osman Ahmad, MD        | Pediatrics/Pediatric Gastroenterology<br>(Board certified) | Associate                                       |
| John Janousek, MD      | Emergency Medicine<br>(Board certified)                    | Associate - <a href="#">September Interview</a> |
| Jennifer Kolodchak, MD | Emergency Medicine<br>(Board certified)                    | Associate - <a href="#">September Interview</a> |
| Tomasz Kozlowski, MD   | Surgery/Transplant Surgery<br>(Board certified)            | Associate                                       |
| Raymond Sutkowski, MD  | Radiology/Teleradiology<br>(Board certified)               | Courtesy - <a href="#">Interview Waived</a>     |

**B. INITIAL NON PHYSICIAN PROVIDERS RECOMMENDED FOR APPROVAL**

{ARNPs 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.}

|                               |                         |                          |
|-------------------------------|-------------------------|--------------------------|
| Elizabeth Baker, PA           | Emergency Medicine      | Jennifer Chan, DO        |
| Larisa Davydova, CRNA         | Anesthesiology          | Albert Kabemba, MD       |
| Kristi Doke, CRNA             | Anesthesiology          | Albert Kabemba, MD       |
| Tara James, APRN              | Family Medicine         | Gerald Woodard, DO       |
| Ashley Kalin, APRN            | Orthopaedic Surgery     | Christopher Matthews, MD |
| Robert Logano, CRNA           | Anesthesiology          | Albert Kabemba, MD       |
| Linda McIver, APRN            | Hospice/Palliative Care | Raul Zimmerman, MD       |
| Patrick McRae, APRN           | Neonatology             | Jose A. Perez, MD        |
| Hermite Saloman, CRNA         | Anesthesiology          | Miguel Rodriguez, MD     |
| Michael Schwarz, PA           | Orthopaedic Surgery     | Christopher Matthews, MD |
| Magdalena K. Skowronska, APRN | Neurology               | James Scott, MD, PhD     |

**C. PHYSICIAN REAPPOINTMENTS RECOMMENDED FOR APPROVAL**

Department of Anesthesiology

|                 |                |        |
|-----------------|----------------|--------|
| Silva, Ebel, MD | Anesthesiology | Active |
|-----------------|----------------|--------|

Department of Emergency Medicine

|                      |                    |        |
|----------------------|--------------------|--------|
| Evens, Zabrina, MD   | Emergency Medicine | Active |
| Highet, Bridget, MD  | Emergency Medicine | Active |
| Patterson, Lyle, MD  | Emergency Medicine | Active |
| Peterson, Daniel, MD | Emergency Medicine | Active |
| Viel, Stephen, MD    | Emergency Medicine | Active |

### Department of Medicine

|                            |                      |                     |
|----------------------------|----------------------|---------------------|
| Cucchiarella, Mario C., MD | Internal Medicine    | Active              |
| Desai, Sureskumar, MD      | Pulmonology          | Active              |
| Doughney, Kathleen, MD     | Internal Medicine    | Community Affiliate |
| Dunn, Luckey M., MD        | Family Medicine      | Courtesy Affiliate  |
| Ejje, Ukonu O., MD         | Infectious Disease   | Active              |
| Garewal, Mandeep, MD       | Neurology            | Active              |
| Guirgis, Wagid F., MD      | Family Medicine      | Senior Active       |
| Hemaidan, Ammar, MD        | Gastroenterology     | Active              |
| Horenstein, Joshua A., MD  | Cardiology           | Active              |
| Mas, Juan, MD              | Allergy & Immunology | Courtesy Affiliate  |
| McLaughlin, Edward T., MD  | Allergy & Immunology | Courtesy Affiliate  |
| Moses, Cheryl M., MD       | Critical Care        | Active              |
| Moulis, Harry, MD          | Gastroenterology     | Active              |
| Obeid, Dany A., MD         | Pulmonology          | Courtesy Affiliate  |
| Oglesby, Sharon M., MD     | Family Medicine      | Active              |
| Pontey, Eric, MD           | Family Medicine      | Active              |
| Rimpel, Ricardy, MD        | Family Medicine      | Active              |
| Rosado, Jose L., MD        | Family Medicine      | Courtesy Affiliate  |
| Suleiman, Saud E., MD      | Gastroenterology     | Active              |
| Wilson, Vance E., MD       | Cardiology           | Active              |

### Department of Obstetrics/Gynecology

|                        |                         |               |
|------------------------|-------------------------|---------------|
| Cortez, Stephen, MD    | Obstetrics & Gynecology | Senior Active |
| Esquivel, Patricia, MD | Obstetrics & Gynecology | Active        |
| Modad, Patricia I., MD | Gynecology              | Active        |
| White, John, MD        | Obstetrics & Gynecology | Senior Active |

### Department of Oncology

|                     |                     |        |
|---------------------|---------------------|--------|
| Sorathia, Abdul, MD | Hematology/Oncology | Active |
|---------------------|---------------------|--------|

### Department of Pathology

No reappointments this month

### Department of Pediatrics

|                          |                            |               |
|--------------------------|----------------------------|---------------|
| Madejczyk, Katarzyna, MD | Pediatrics                 | Active        |
| Thek, Kerry, MD          | Pediatric Gastroenterology | Senior Active |

### Department of Psychiatry

|                  |            |               |
|------------------|------------|---------------|
| Oh, Stephen, MD  | Psychiatry | Senior Active |
| Santos, Eric, MD | Psychiatry | Active        |

### Department of Radiology

|                    |                      |        |
|--------------------|----------------------|--------|
| Cox, Joseph, MD    | Diagnostic Radiology | Active |
| Roberto, Craig, MD | Diagnostic Radiology | Active |
| Tocci, Eric, MD    | Diagnostic Radiology | Active |

### Department of Surgery

|                     |                     |               |
|---------------------|---------------------|---------------|
| Bryan, James M., MD | Orthopaedic Surgery | Active        |
| Craven, James, MD   | Otolaryngology      | Senior Active |
| Dunn, William, MD   | Retina              | Senior Active |



Etienne, Annemarie, MD  
Holt, John, MD  
Kennedy, Mark E., MD  
Martin, Jeffrey W., MD  
Meyers, Cary H., MD  
Mirante, Joseph P., MD  
Munier, Michael A., MD  
Patel, Nishita, MD  
Scaglia, Bennett P., MD  
Staman, Jonathan A., MD  
Thayer, Roger, DMD  
Tolland, John T., MD  
White, Mark, MD  
Wilkie, Caren, MD  
Williams, Kathleen, MD

Ophthalmology  
Thoracic & Cardiovascular Surgery  
Ophthalmology  
Orthopaedic Surgery  
Thoracic & Cardiovascular Surgery  
Otolaryngology  
Otolaryngology  
Ophthalmology  
Urology  
Retina  
Oral & Maxillofacial Surgery  
Colon/Rectal Surgery  
General Surgery  
General Surgery  
Colon/Rectal Surgery

Courtesy Affiliate  
Senior Active  
Courtesy Affiliate  
Active  
Active  
Senior Active  
Senior Active  
Active  
Active  
Courtesy  
Active  
Senior Active  
Active  
Active  
Active

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

|  |                    |                     |
|--|--------------------|---------------------|
| Andah, Edmund, MD<br>(Associate to Active)                 | OB/GYN             | OB/GYN              |
| Andreoni, Kenneth, MD<br>(Associate to Courtesy Affiliate) | Surgery            | Transplant Surgery  |
| Bajorek, Sarah, DO<br>(Associate to Active)                | Pediatrics         | Neonatology         |
| Bogdanowicz, Brian, MD<br>(Active to Courtesy Affiliate)   | Medicine           | Family Medicine     |
| Griepner, Steven, DO<br>(Associate to Active)              | Medicine           | Internal Medicine   |
| Jeanty, Jean-Claude, MD<br>(Active to Senior Active)       | Pediatrics         | Pediatrics          |
| Jeroudi, Abdallah, MD<br>(Associate to Courtesy Affiliate) | Surgery            | Retina              |
| Johnson, Mark, MD<br>(Associate to Active)                 | Surgery            | Transplant Surgery  |
| Liberatore, Anna, MD<br>(Associate to Active)              | Emergency Medicine | Emergency Medicine  |
| Mai, Christopher, MD<br>(Active to Courtesy Affiliate)     | Medicine           | Nephrology          |
| Masoodi, Hammad, MD<br>(Associate to Active)               | Medicine           | Family Medicine     |
| Michael, Albert, MD<br>(Associate to Active)               | Emergency Medicine | Emergency Medicine  |
| Townsend, Tabitha, MD<br>(Associate to Active)             | Oncology           | Hematology/Oncology |
| Valin, Nathaniel, MD<br>(Associate to Active)              | Medicine           | Cardiology          |
| Wahba, Nashwa, DO<br>(Associate to Courtesy Affiliate)     | Medicine           | Internal Medicine   |

#### E. NON PHYSICIAN PROVIDERS REAPPOINTMENTS RECOMMENDED FOR APPROVAL

{ARNPs 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.}

|                          |                       |                    |
|--------------------------|-----------------------|--------------------|
| Brenner, Jeremy, PA      | Stephen Viel, MD      | Emergency Medicine |
| Cassano, Candice, CRNA   | Albert Kabemba, MD    | Anesthesiology     |
| Copley, Kathryn, APRN    | Joseph Bianchi, MD    | General Surgery    |
| Ebersole, Sarah, CRNA    | Albert Kabemba, MD    | Anesthesiology     |
| Everett, Joel, PA        | John Penington, MD    | Family Medicine    |
| Gonzalez, Patricia, CRNA | Albert Kabemba, MD    | Anesthesiology     |
| McComb, Brian, CRNA      | Albert Kabemba, MD    | Anesthesiology     |
| Metakes, Nicholas, CRNA  | Albert Kabemba, MD    | Anesthesiology     |
| Wells, Nicole, APRN      | Thendrex Estrella, MD | Family Medicine    |

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

Barry, Christine, APRN

Chisholm, Shannon, PA  
Gellermann, Diane, APRN  
Peterson, Vincent, DO

*Withdrawal of: Insert Central Lines, Insert Chest Tubes, and Insert of Arterial Lines*

*Additional supervising physician: Tanuja Nemani, MD*

*Additional supervising physician: Tanuja Nemani, MD*

*Proctoring requirements completed: Percutaneous closure of ASD/PFO*

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

Kuhn, William, MD  
(LOA to Active)

Surgery

Neurosurgery

## H. OTHER BUSINESS

Revised criteria for Transcatheter Aortic Valve Replacement (TAVR) – attachment A

## RECOMMENDATION/ACTION: APPROVAL BY THE BOARD OF COMMISSIONERS

## BOARD ENDORSEMENT REQUIRED

### I. RESIGNATIONS:

Boyd, Adam, CRNA  
Bunnell, John, MD  
Denard, Antony, MD  
Edge, Kayla, Dental Asst  
Freeman, Michael, MD  
Frendak, Eric, CRNA  
Gutierrez, Anna, APRN  
James, Jeffrey, CCP  
Kendall, William, MD  
Kerr, Patrick, CRNA  
Lawindy, Madiey, MD  
Maya, Emeline, Dental Assistant  
Menck, Natalie, CRNA  
Nguyen, Khanh, MD  
Parris, Cecil, MD  
Santiago, Josephine, CRNA  
Selai, Brian, CRNA  
Simmons, Stevie, CRNA  
Vasile, Dragos, MD  
Vickery, Brian, CRNA  
Wandolowski, Keith CRNA  
Weisz, Katie, PA  
Williams, Donnette, MD

Anesthesiology  
Hospice/Palliative Care  
Orthopaedic Surgery  
Pediatric Dentistry  
Reproductive Endocrinology  
Anesthesiology  
Hospice/Palliative Care  
Perfusionist  
Transplant Surgery  
Anesthesiology  
Pediatrics  
Oral/Maxillofacial  
Anesthesiology  
Intra-operative Neuro-monitoring  
Family Medicine  
Anesthesiology  
Anesthesiology  
Anesthesiology  
Internal Medicine  
Anesthesiology  
Anesthesiology  
Gastroenterology  
Family Medicine

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### Resident Affiliate:

Eko, Charity, MD  
Heyen, Benjamin, MD  
Kandavanham, Suresh, MD  
Pollard, Cory, MD  
Williams, Kara, MD

Family Medicine  
Family Medicine  
Family Medicine  
Family Medicine  
Family Medicine

Graduate Resident Affiliate  
Graduate Resident Affiliate  
Graduate Resident Affiliate  
Graduate Resident Affiliate  
Graduate Resident Affiliate

## FOR INFORMATION ONLY

### J. LEAVE OF ABSENCE:

Dineen, Martin, MD  
Fynes, Evan, MD  
Lawindy, Samuel, MD  
Singh, J. Peter, MD

Urology  
Urology  
Urology  
Nephrology

### K. LOCUM TENENS PHYSICIANS: Ongoing Privileges this month:

#### Currently providing services

Boilini, Henry, MD  
Fisher, Anton, DO  
Baker, Barry, MD  
Papandreou, Stavros, DO  
Reznikov, Boris, DO

Psychiatry  
Psychiatry  
Emergency Services  
Emergency Services  
Emergency Services

**HALIFAX HEALTH MEDICAL CENTER**  
**BOARD OF COMMISSIONERS**  
**NEW PHYSICIAN PROFILES**  
**July 1, 2019**  
**(Credentials Committee May 20, 2019, June 17, 2019)**

**Osman Ahmad, MD**  
**Pediatric Gastroenterology**

Osman Ahmad, MD, is requesting privileges in the Department of Pediatrics and is in practice with Town Center Medical Center.

**Medical Education:**

St Matthews University of Medicine - 2012

**Residency:**

Maimonides Medical Center 07/01/2012 to 06/30/2015

**Fellowship:**

Uab/ Childrens of Alabama 07/01/2015 to 06/30/2018

Pediatric Gastroenterology

**Board Certification:**

American Board of Pediatrics - Pediatrics

- Pediatric Gastroenterology– Eligible

**John Janousek, MD**  
**Emergency Medicine**

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

**Medical Education:**

Eastern Virginia Graduate School of Med. - 1994

**Residency:**

Darnall Army Community Hospital 07/01/1994 to 06/30/1997

Emergency Medicine

**Board Certification:**

American Board of Emergency Medicine - Emergency Medicine

HALIFAX HEALTH MEDICAL CENTER  
BOARD OF COMMISSIONERS  
NEW PHYSICIAN PROFILES  
July 1, 2019  
(Credentials Committee May 20, 2019, June 17, 2019)

**Jennifer Kolodchak, MD**  
**Emergency Medicine**

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

**Medical Education:**

Northwestern University Feinberg School of Medicine - 1998

**Residency:**

McGaw Medical Center of Northwestern University 07/01/1998 to 06/30/2002  
Emergency Medicine

**Board Certification:**

American Board of Emergency Medicine - Emergency Medicine

**Tomasz Kozlowski, MD**  
**Transplant Surgery**

Tomasz Kozlowski, MD, is requesting privileges in the Department of Surgery and is in practice with Halifax Health Center for Transplant Services.

**Medical Education:**

Medical University of Warsaw - 1985

**Internship:**

Sch. of Med. SUNY at Stony Brook 07/01/1998 to 06/30/1999

General Surgery

**Residency:**

Sch. of Med. SUNY at Stony Brook 07/01/1999 to 06/30/2003

General Surgery

**Fellowship:**

Johns Hopkins Comprehensive Transplant Ctr 07/01/2003 to 06/30/2005

Transplant Abdominal

**Board Certification:**

American Board of Surgery - Surgery

**HALIFAX HEALTH MEDICAL CENTER**  
**BOARD OF COMMISSIONERS**  
**NEW PHYSICIAN PROFILES**  
**July 1, 2019**  
**(Credentials Committee May 20, 2019, June 17, 2019)**

|  |
|--|
| <b>Raymond Sutkowski, MD</b><br><b>Teleradiology</b> |
|--|

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

**Medical Education:**

American University of the Caribbean School of Medicine - 2012

**Internship:**

Kettering Medical Center 07/01/2012 to 06/30/2013

Internal Medicine

**Residency:**

Shands Hospital at the Univ. of Florida 07/01/2013 to 06/30/2017

Diagnostic Radiology

**Fellowship:**

Shands Hospital at the Univ. of Florida 07/01/2017 to 06/30/2018

Vascular/Interventional Radiology

**Board Certification:**

American Board of Radiology - Diagnostic Radiology and Interventional

## HALIFAX HEALTH

### Operator Requirements to perform Transcatheter Aortic Valve Replacement (TAVR)

#### Requirements for Interventional Cardiology:

1. **Fellowship Trained.** Proof of 1 additional year of training in advance interventional cardiology/structural heart interventions in a program that performs  $\geq 150$  TAVRs per year in the US. The cardiologist must present a letter of recommendation from their program director, be proctored in 5 cases at Halifax Health, and signed off as technically proficient by the designated Medical Director of the TAVR program and the Department Chair of the subsection of Cardiology.
2. **Not Fellowship trained but meeting CMS criteria.** Professional experience with 100 structural heart disease procedures lifetime, done as a primary operator (left sided procedures include EVAR, TEVAR, Balloon Aortic Valvuloplasty (BAV), aortic valve and mitral valve prosthetic leak closures and ventricular septal defect closures); or 30 left-sided structural procedures per year of which 60% must be BAV. Atrial septal defect and patent foramen ovale closure **are not** considered left-sided procedures. In addition individual must be proctored in 5 cases at Halifax Health, and signed off as technically proficient by the designated Medical Director of the TAVR program and the Department Chair of the subsection of Cardiology. The physician must also complete device-specific training as required by the manufacturer.
3. **Proctorship.** Cardiologists not fellowship trained nor meeting CMS criteria must be proctored in 50 cases at Halifax Medical Center and signed off as technically proficient by the designated Medical Director of the TAVR program and the Department Chair of the subsection of Cardiology. The physician must also complete device-specific training as required by the manufacturer.
4. Prior experience with peripheral vascular diagnostic procedures and interventions with documented  $\geq 100$  diagnostic procedures and  $\geq 50$  peripheral interventions as primary operator.
5. Must maintain a minimum  $\geq 25$  Percutaneous Coronary Interventions at Halifax Medical Center annually.
6. Board Certified in Cardiology and Interventional Cardiology by the ABIM
7. Maintenance of privileges require the interventional cardiologist to perform 20 TAVR's per year with review of results based on TVT registry outcomes.

#### Requirement for Cardiothoracic Surgeon:

1. Formal Cardiothoracic Training in an AGME fellowship, with  $\geq 100$  career Aortic Valve Replacements including 10 high risk patients or more than 25 Aortic Valve Replacements in one year. Complete off-site TAVR didactics and simulation.
2. or  $\geq 50$  Aortic Valve Replacements in 2 years and which include at least 20 Aortic Valve Replacements in the last year prior to TAVR initiation. Complete off-site TAVR didactics and simulation.
3. Board Certified in General Surgery and Thoracic Surgery.

***\*All procedures counted towards the fulfillment of these requirements must be done at an academic institution in the US and certified by the institution Cath Lab Director.***

*Source:*

*CMS, Journal of the American College of Cardiology*

Revision approved by the Credentials Committee: 06/17/19





# HALIFAX HEALTH

## Halifax Health – Board of Commissioners Management Report – July 1, 2019

### **Presentations**

Managing Agitation in Patients with Traumatic Brain Injury – Dr. Eugene Rankin  
Family Medicine Residency - Drs. Mallory McInnes, Michael Faille, Victoria Otaño Pereira

### **Managing Agitation in Patients with Traumatic Brain Injury – Eugene Rankin, Ph.D.**

Neuropsychology is a psychology specialty profession that evaluates and treats the cognitive, behavioral and emotional aspects of injuries to the brain. A neuropsychologist is a doctoral level professional with specialty training in neuropsychology at the internship and residency levels, with the highest attainment of the profession becoming Board Certified. Presently, there are 68 Board Certified Neuropsychologists in the state of Florida.

Dr. Rankin, a Board Certified Clinical Neuropsychologist, joined Halifax Health/Brooks Rehabilitation Center for Inpatient Rehabilitation in November of 2016, where he was tasked with service to our Level II Trauma program on a half-time basis in management of agitation in traumatic brain injured patient, education of family and staff, and assistance with facilitating patient care as the patient moves through the health care system. He also serves a vital role at the Center for Inpatient Rehabilitation, and then completes service to our patients as they transition to the outpatient program, where he helps with important issues such as helping the patient reintegrate back into family and work life. He is one of the few professionals that treat our patients from the trauma bay to the outpatient clinic and beyond. He is also instrumental in developing our joint venture concussion program.

Dr. Rankin earned his Bachelor, Masters and Doctoral degrees from St. Louis University in St. Louis, MO; his internship at the VAMC in Memphis, Tennessee; and completed his two year residency at the University of Oklahoma in 1994. He has been in practice for 25 years, including rehabilitation facilities in Nebraska and Iowa before coming to Florida in 2001 to practice at Brooks Jacksonville. He has authored or coauthored 14 peer-reviewed journal articles or book chapters, 15 published abstracts and has made 36 scientific presentations.

### **Family Medicine Residency Program**

The residency program continues to present the results from their ongoing Quality and Patient Safety projects at State and National conferences. In May, residents and faculty attended and presented at the Florida Academy of Family Physicians (FAFP), which is composed of more than 5,400 family medicine physicians, resident physicians, and medical students from across the state. FAFP works to advance the specialty of family medicine by promoting excellence and

improvement in the healthcare of all Floridians. Their priority is to help members to become the best family physicians they can be through effective communication, legislation/regulation, education, advocacy, research and motivation. Today we are pleased to welcome Dr. Mallory McInnes, Dr. Michael Faille and Dr. Victoria Ontano Pereira who will be presenting their posters.

### **Mallory McInnes, MD**

Dr. McInnes is a 3<sup>rd</sup> year resident. She attended Auburn University in Alabama and graduated with a degree in biochemistry and a minor in psychology. She received her MD at the University of Miami - Miller School of Medicine. She then spent a year in OB/GYN Residency in New York, where she furthered her obstetric and gynecological skills before transferring to our Family Medicine program. Although Mallory loves obstetrics and gynecology, she has many interests including cosmetic dermatology, sports medicine, pain management, weight management, and preventative care. She is lead author on the presentation 'Weight Management: Diagnose It, Code It, Save Lives' which was selected for a podium presentation and subsequently awarded 1<sup>st</sup> place for scholarly research.

### **Michael Faille, MD**

Dr. Faille is a 3<sup>rd</sup> year resident. He attended the University of Massachusetts Amherst for his undergraduate education where he earned his degree in Biochemistry and Molecular Biology. Dr. Faille obtain his medical degree from New York Medical College. Prior to entering residency, Dr. Faille was lucky enough to work for IBM in their Watson Health division. There he worked with Watson, IBM's artificial intelligence, and helped shape its current and future role in healthcare. Dr. Faille will present his group's work 'Assessing Understanding and Utilization of Medicare Wellness Visits: A Residency Perspective'.

### **Victoria Otaño Pereira, MD**

Dr. Otaño Pereira was born and raised in Argentina and attended the University of North Georgia for her degree in Biology and obtained her medical degree at the University of Kansas School of Medicine. She serves as the American Academy of Family Physicians (AAFP) Liaison to the Latino Medical School Association (LMSA), with goals to increase diversity and create opportunities for Hispanic students in Family Medicine. Dr. Otaño Pereira not only presented her work at AAFP but was awarded 1st place in the McCarthy award (named for the former medical staff leader and executive director of Halifax Health). This award recognizes excellence in publication of medical research among residents. She is lead author on her group's work 'Identifying Health Disparities in our maternal and newborn patient population based on race and creating opportunities for improvement in their care'.

### **Deltona Medical Center Update**

- Cladding the exterior of the building is at the last stage
- Work on all floors to complete the overhead utilities is 95% complete
- All radiology diagnostic rooms are receiving equipment (MRI, CT, etc.)
- All patient rooms are currently being equipped with all the required utilities and mock-up headwalls are currently being reviewed by clinical teams.
- Power house is currently on and being partially used
- Currently we are currently installing flooring in first floor
- All in all, work is going very well and we have had several courtesy visits by AHCA officials to review what has been done to date and we have received very positive comments. We are currently scheduled for 80% AHCA inspection starting the last week

of April and ongoing until the end of June. The 100% AHCA inspections will start in July and will end in September.

- Mobilization, training and mock-up processes will take place in October and November.
- In coordination with Rafael Ramirez and Joni Hunt, coordinating tours for community leaders pending final dates and AHCA state visits coordination.
- Medical Office Building (MOB) block diagrams are complete and we are currently working with users for the final space requirements, construction will start this week.

### **Halifax Health Maternity Nurse Navigator Program**

Halifax Health Medical Center has launched Volusia-Flagler's only Maternity Nurse Navigator Program. Shelley Jones, an advanced practice registered nurse in the Halifax Health-Center for Women and Infant Health, leads the program as the hospital's maternity nurse navigator.

Jones has more than 25 years of clinical experience as a labor and delivery nurse and a nurse practitioner for an obstetrics and gynecology practice. In her new role as maternity nurse navigator, Jones provides individualized, patient-centered care to mothers-to-be, new mothers, babies and their families.

"Those who are unfamiliar with the role of the maternity nurse navigator should know that they are there to serve as a mother's personal coach, advocate and friend from pregnancy through parenthood. A navigator is there to meet with you and your partner to collaborate, educate and help you set expectations so that you may have the best pregnancy, labor and delivery experience possible," Jones explains.

The first meeting with the maternity nurse navigator can be as early as 10-20 weeks gestation of pregnancy. The second meeting will occur at 20-30 weeks and the third will happen at 30-40 weeks. During these meetings, the maternity nurse navigator will answer any questions or concerns a mother may have as well as provide information on nutrition; maintaining a safe and active pregnancy; how to cope with pregnancy discomforts; activity and weight gain; hospital pre-registration; selecting classes and enrolling; tips for selecting a pediatrician; and finalizing a birth plan.

One to three weeks following delivery, the maternity nurse navigator will be available to meet to discuss community resources and support groups available; signs of postpartum depression; and breastfeeding concerns; as well as answer any other questions new parents may have.

There is no fee for services offered by Halifax Health's Maternity Nurse Navigator Program.

In addition to a maternity nurse navigator, expectant mothers will also find refreshed Labor and Delivery rooms at Halifax Health Medical Center. Twelve labor and delivery rooms were recently refurbished to present a spa-like feel. The rooms feature new artwork, essential oil diffusers and speakers that can provide relaxing music to mothers while in labor.

To learn more about Halifax Health Medical Center's Maternity Nurse Navigator Program or to schedule a tour of the Halifax Health-Center for Women and Infant Health, call 386.425.BABY (2229) or visit [www.halifaxhealth.org/ob](http://www.halifaxhealth.org/ob).

### **2019 Project Search Graduation**

On May 30<sup>th</sup>, nine Project SEARCH Volusia County students from Halifax Health Medical Center received their diplomas and on May 31<sup>st</sup>, six Project SEARCH Volusia county students from Halifax Health Medical Center of Port Orange received their high school diplomas. A Graduation celebration was held in both locations giving recognition to these students.

This year's Project SEARCH Volusia County graduates from Halifax Health Medical Center are Ruby Dwyer, Zachary Gercak, Adam Grimes, Warren James, Justice McClain, Christopher Moore, Daniel Perez, Christian Rutherford and Dakota Warrenfeltz. Project SEARCH Volusia County graduates from Halifax Health Medical Center of Port Orange are Kayleigh Boucher, Blake Fosterling, Bethany Martin, Michael Reid, Sage Toriola and Sergio Toriola.

As the third graduating class, this program continues to have positive results. These students have completed their senior year at their respective high schools and had their diploma deferred for a year of special job-coached internships at both Halifax Health Medical Center and Halifax Health Medical Center of Port Orange.

The following graduates have jobs waiting for them:

Kayleigh Boucher, Dietary Aide, Halifax Health  
Ruby Dwyer, Human Resources, Halifax Health  
Zachary Gercak, Publix  
Warren James, Patient Companion, CSO, Halifax Health  
Justice McClain, Dietary Aide, Halifax Health  
Bethany Martin, Dunkin Donuts  
Christopher Moore, Publix  
Daniel Perez, Publix  
Michael Reid, Coastal Nursing Home  
Sergio Toriola, Dietary Aide, Halifax Health

The Project SEARCH High School Transition Program is a unique, business-led, one-year school-to-work program that takes place entirely at the workplace. Total workplace immersion facilitates a seamless balance of classroom instruction, career exploration, and hands-on training through worksite rotations. The program provides real-life work experience to help youth with significant disabilities make successful transitions from school to adult life.

For a third consecutive year, Halifax Health has been a host site for this nationally recognized program and successful local joint venture between Volusia County Schools, Progressive Abilities Support Services (PASS) and the Florida Division of Vocational Rehabilitation.

### **Live Your Life Well Luncheon**

On Monday, May 20, Halifax Health honored Mori Hosseini, chairman of the University of Florida Board of Trustees, during its Live Your Life Well Luncheon held at Halifax Health Medical Center of Daytona Beach. Hosseini was recognized for his instrumental role in Halifax Health's enabling legislation successfully and unanimously passing through the state legislature last month. With the bill's passing, Halifax Health can continue to provide healthcare services outside of the Halifax Hospital District.

The Live Your Life Well Luncheon Series is hosted quarterly to provide updates to community and business leaders on the healthcare programs and services offered by Halifax Health. Guests who attended Monday's luncheon learned more about the collaborations in heart and vascular care, transplant services and neurosurgery Halifax Health has with University of Florida Health and how they raise the quality of services and care available in the Volusia-Flagler area.

### **Boy Scout Golden Eagle Dinner**

On May 9, Jeff Feasel was honored at the 2019 Annual Boy Scout Golden Eagle dinner. This dinner is an annual fundraising event which recognizes community leaders who exemplify the values described in the Boy Scout Oath to be physically strong, mentally awake and morally straight.

### **Team Member Appreciation Week**

Halifax Health Team Member Appreciation Week 2019 was held from May 6<sup>th</sup> – May 11<sup>th</sup>. This year's gifts included a "Halifax Health" branded golf umbrella, and a canvas boat tote. The gifts were very well received among staff and were distributed all week in our specially decorated area on the eighth floor of the France Tower. Team member appreciation week include following festivities:

- Monday, May 6<sup>th</sup>, snack bags full of treats were delivered to each department. Patient care areas were restocked by the Food & Nutrition Department throughout the week.
- We had a "Complimentary Coffee Bar" starting on Monday that lasted throughout the week. Nursing also served juice and bagels to staff on the units.
- Themed baskets were on display for raffle all week with the proceeds benefiting a local charity "Resource for Women", Halifax Health's Employee Emergency Relief Fund (EERF), and Nursing Scholarships. There was also a daily nurse drawing all week and prizes were given.
- Tuesday, May 7<sup>th</sup>, a discounted meal was provided in the Cafeterias and Jeremiah's Italian ice was delivered to the nursing floors.
- Wednesday, May 8<sup>th</sup>, a Complimentary Meal was served by leadership. Off-site locations received pizza delivered by Domino's. There was also Nurse's "Wear Your Whites" day and the Chaplains visited various departments for a special "Healing Hands" prayer for clinicians.
- Thursday, May 9<sup>th</sup>, was the Annual Ice Cream social, which was served by leadership. This fun event is always a favorite among staff! Off-site locations received ice cream sandwiches provided by Ritter's Frozen Custard. Nursing also held their Annual 2019 Nursing Ceremony to recognize and honor department specific Nurses of Excellence, Rookie Nurses, Quality Caregivers and Nursing Scholarship Recipients.
- Friday, May 10<sup>th</sup>, we had a Chips and Salsa Happy Hour provided for all. Nursing celebrated Florence Nightingale's birthday by delivering mini cupcakes to the nursing

units. They also arranged a Food Truck event in which 10% of sales went towards the Shared Governance Scholarship Fund.

Our Annual Halifax Health Team Member Appreciation Week is a great opportunity for us to engage, support, and thank our Team Members for all they do. The recognition shown for our nurses and all of our care providers helps to reinforce our culture of caring at Halifax Health.

### **Annual Team Member Recognition Banquet**

This year's 2019 Team Member Recognition Banquet was held on Friday, May 24<sup>th</sup> at the Ocean Center Daytona Beach with 360 attendees. The theme was "The Almost Greatest Show on Earth". The stage was colorful and bright representing the Circus. Various videos, coupled with on-stage interaction, depicted the style, fads, stunts, and acts of circus performances.

Among those recognized at the banquet were the Team Member of the Year candidates, Service Pin Recipients, Volunteers, and Halifax 100 Club Members. This year we recognized 374 service pin recipients for reaching milestones of 5, 10, all the way to 45 years of service. This alone represents 5,105 years of service to Halifax Health. We also recognized 314 Volunteers, each with 100 hours of service or more, for donating 290,800 collective hours of their time on behalf of our organization.

2019 Award Winners Included:

- *Nurse of Excellence* – Rena Curry, Center for Women & Infant Health
- *Rookie Nurse of Excellence* – Shamally Ortiz, Surgical Care Unit
- *TOWER Winners of the Year* – Jessica Facciponti, Darlynn Whiting, Amber Fryman
- *Inpatient Quality Caregiver of the Year* – Chad Haywood, Department of Radiology
- *Outpatient Quality Caregiver of the Year* – Lauri Meres, Department of Radiology
- *Allied Health Quality Caregiver of the Year* – Jeana Ferguson, PBFA
- *Team Member of the Year* – Tom Tsitas, Logistics HUB

The Annual Team Member Recognition Banquet is a long-standing tradition that Team Members look forward to. It is our opportunity to engage and support our staff in a creative and entertaining way. The recognition shown for these deserving Team Members helps to reinforce our culture of caring at Halifax Health.

### **Neonatal Intensive Care Unit (NICU) Reunion**

On Saturday, May 11<sup>th</sup> we had the 3<sup>rd</sup> annual Halifax Health – Neonatal ICU reunion. There were around 75 people in attendance consisting of Neonatal ICU nurses, former nurses, volunteers, Neonatal ICU graduates and their families. This year's party was monster themed with monster related games and crafts. They had a face painter and a professional photographer and food catered by Chick-Fil-A.

### **Southeast Volusia Care Center 10<sup>th</sup> Anniversary Open House**

Halifax Health - Hospice, Southeast Volusia Care Center, 4140 S. Ridgewood Ave., Edgewater, is celebrating 10 years of providing Southeast Volusia residents with compassionate hospice care. Open houses were held to tour the Care Center on May 21 and 22<sup>nd</sup>.

### **Father Lopez Students Enhance Memorial Walkway**

On Saturday, May 18, members of Father Lopez Catholic High School's Chick-fil-A Leadership Academy installed pavers, a small wishing well, bench and birdfeeder along the Memorial Walkway at Halifax Health-Hospice Ormond Beach Care Center. The students hosted fundraisers to raise the monies needed for the enhancements.

### **Halifax Health - Foundation 2019 Bahama Casual Event Raises \$180,000**

Halifax Health-Foundation raised \$180,000 during its 2019 Bahama Casual event held Friday, June 7 at The Shores Resort and Spa in Daytona Beach Shores. Attendees of the gala event were treated to lip sync performances featuring the music of Joan Jett and the Blackhearts, Donna Summer, Soul Train dancers and The Mustangs. Bee Gees tribute band, US Bee Gees, provided the evening's musical entertainment. Proceeds from the event will go towards the foundation's mission to support leading-edge healthcare for present and future generations in the Greater Daytona Beach Area.

### **Marketing/Communications Update**

July 3. Free Car Seat Safety Check – Daytona Beach. Halifax Health – Healthy Communities is offering free car seat safety checks the first Wednesday of each month from 1:00-3:00 pm at Halifax Health Medical Center, France Tower. This program is presented in conjunction with SafeKids Volusia/Flagler Counties.

July 11. Stop the Bleed – Bleeding Control Basics. This free, one-hour training class led by members of Halifax Health's trauma and emergency medicine team teaches participants bleeding control basics, including how to help in a bleeding emergency before professional medical help arrives. Halifax Health Medical Center, France Tower, Conference Room F. Time: 2:00 pm. To register for training, go to [www.halifaxhealth.org/stopthebleed](http://www.halifaxhealth.org/stopthebleed). For additional information, please call 386.425.4201.

July 17. Suicide Prevention: QPR Training. Halifax Health and SMA Healthcare are partnering to present free classes that provide Question, Persuade, Refer (QPR) training. QPR is an instant response system, much like CPR, that includes proper questioning, practice, referral, and genuine persuasion in the event of a suicide crisis. The classes also provide training on how to identify the warning signs of suicide and the proper ways to deal with a crisis. Four Townes YMCA, Healthy Living Center, 280 Wolf Pack Run, Deltona. 6:00-8:00 p.m.

July 20. New Smyrna Beach Block Party. Join us for a day of free music and dancing, games for kids, face painting, giveaways, health screenings, healthy snacks and drinks, and family fun. Meet our Team Members and providers from: Halifax Health - Children's Medical Centers, Hospice, Pediatric Care, Oncology, Urgent Care, Halifax Health | Brooks Outpatient Rehabilitation & Primary Care. Location: Live Oak Cultural Center, 1050 Live Oak Street, New Smyrna Beach. Time: 11 am-2 pm.

July 27. Port Orange Family YMCA Sprint Triathlon. A part of the Live Your Life Well race series, this Tri-Y Triathlon includes swimming, biking and running. The race starts at 7:00 am at Aunt Catfish's, 4009 Halifax Drive, Port Orange. [www.lylwseries.com](http://www.lylwseries.com).

July 25. Free Car Seat Safety Check – Deltona. Halifax Health – Healthy Communities offers free car seat safety checks the fourth Thursday of every month for West Volusia residents. This program is presented in conjunction with SafeKids Volusia/Flagler Counties.

June 1. Celebration of Life. Halifax Health – Center for Oncology annually presents this event in recognition of National Cancer Survivors Day®. Approximately 300 hundred local physicians, clinicians and survivors attend this breakfast event at The Shores Resort & Spa, 2637 S. Atlantic Avenue, Daytona Beach Shores, 8:30-10:30 am.

June 5. Free Car Seat Safety Check – Daytona Beach. Halifax Health – Healthy Communities is offering free car seat safety checks the first Wednesday of each month from 1:00-3:00 pm at Halifax Health Medical Center, France Tower. This program is presented in conjunction with SafeKids Volusia/Flagler Counties.

June 12. Suicide Prevention: QPR Training. Halifax Health and SMA Healthcare are partnering to present free classes that provide Question, Persuade, Refer (QPR) training. QPR is an instant response system, much like CPR, that includes proper questioning, practice, referral, and genuine persuasion in the event of a suicide crisis. The classes also provide training on how to identify the warning signs of suicide and the proper ways to deal with a crisis. DeLand YMCA, Healthy Living Center, 761 E. International Speedway Blvd., DeLand. 6:00-8:00 p.m.

June 13. Stop the Bleed – Bleeding Control Basics. This free, one-hour training class led by members of Halifax Health’s trauma and emergency medicine team teaches participants bleeding control basics, including how to help in a bleeding emergency before professional medical help arrives. Halifax Health Medical Center, France Tower, Conference Room F. Time: 11 am. To register for training, go to [www.halifaxhealth.org/stopthebleed](http://www.halifaxhealth.org/stopthebleed). For additional information, please call 386.425.4201.

June 22. Ormond Beach Tri-Y Triathlon. A part of the Live Your Life Well race series. To register, visit [www.lylwseries.com](http://www.lylwseries.com).

June 23. Family Medicine Residency Program Graduation Gala. This event honored the 46<sup>th</sup> graduating class of the Halifax Health – Family Medicine Residency Program and the 22<sup>nd</sup> graduate of the Halifax Health Sports Medicine Fellowship.

June 27. Free Car Seat Safety Check - Deltona. Halifax Health – Healthy Communities offers free car seat safety checks the fourth Thursday of every month from 1:00-3:00 pm at Halifax Health - Emergency Department of Deltona. This program is also presented in conjunction with SafeKids Volusia/Flagler Counties.





## HALIFAX HEALTH

### Board Meeting – July 2019 Monthly Award Winners

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**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 2019 Team Member of the Month

##### **Stacy Woodham**

*Dietary Operations Supervisor, Food and Nutrition*

Stacy has been a Halifax Health Team Member since 2010. As Dietary Operations Supervisor, she directly oversees special functions, food production, and the Cooks at Halifax Behavioral Services. She is also responsible for scheduling, hiring, and on-boarding the patient service and food production sections of the department. Stacy is focused and organized, always remaining calm during stressful times, and produces favorable results.

Stacy is very efficient and has worked in almost every position in the department. She often has performance improvement ideas and makes recommendations for positive change. Stacy sees potential problems before they impact service and jumps in to help in any area needed. She exudes a "Be of Service Attitude" every day towards department staff and everyone with whom she comes into contact with.

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



## June 2019 Team Member of the Month

### Ashley Wohlford

*Marketing Specialist, Corporate Marketing & Communications*

Ashley has been a Halifax Health Team Member since 2015. As a Marketing Specialist, she is responsible for consulting with her assigned service lines on marketing and growth initiatives then planning, preparing and executing those strategies in alignment with departmental goals. Her other responsibilities include writing copy, website work, media buying, and creating and monitoring campaigns on media channels. She is also involved with community events and various speaking engagements. Ashley has a great personality and sense of humor which she incorporates into her daily routine.

Ashley is very effective and is able to juggle many tasks at once, while remaining calm and professional. She has innovative ideas, thinks outside the box, rolls up her sleeves and helps whenever needed. Ashley is a proactive Team Member and is always looking to understand the patient's journey, demonstrating compassion, while upholding our image of Exceptional Service, Every Encounter, Every Day to Everyone.

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



**Volunteer of the Month:** Monthly recognition to honor outstanding Volunteers who exemplify what Halifax Health is all about. They receive a \$50 Publix gift card from the Foundation and “Volunteer of the Month” designation on their badge.

### **Halifax Health Announces Joe Petrock Auxiliary Volunteers of the Month for May and June 2019**



#### **Janet Wisneski – May 2019**

A member of the Halifax Health-Auxiliary since 2016, Wisneski has donated more than 762 hours of service as an information desk volunteer for Halifax Health Medical Center.

“An example of how great of a volunteer Janet is came from a patient who’d been recently discharged. He called us personally to share how much he appreciated Janet for her kindness and for going above and beyond to assist him,” says Laura Dickason, information desk supervisor for Halifax Health Medical Center. She adds, “From a staff perspective, we definitely appreciate her. Janet is pleasant to work with and is very dependable. She really helps us out.”



#### **Donna Himes – June 2019**

A member of the Halifax Health-Auxiliary since 2017, Himes has donated more than 767 hours of service in Halifax Health Medical Center’s Stitch ‘N Knit Department, which makes pillows, knitted caps, booties and mittens for the hospital’s newborns and other patients.

“Donna is a conscientious and detailed worker that has taken on more and more responsibilities in the Stitch ‘N Knit Department over the past several months. She also does extra sewing at home and will do anything that needs to be done in the sewing room,” says Dorothy Storey, chairperson for the Stitch ‘N Knit Department.

In addition to her Stitch ‘N Knit Department duties, Himes serves as the recording secretary for the Halifax Health-Auxiliary.

**Daisy Award:** Monthly Nursing award chosen from nominations submitted by patients, families, and Team Members. The Nursing Governance Professional Development Council chooses two recipients per month. The winners receive a certificate, DAISY award pin, reserved parking space, and a sculpture entitled "A Healer's Touch."



**Kolby Kerrutt, RN**  
Clinical Decision Unit

Kolby is a highly skilled nurse who is really devoted to his patients. Kind, polite and hard working. I am recovering from a stroke and my hand is shaking trying to write this in bed. Kolby shows so much compassion to patients which makes him stand out among other nurses. I am a retired RN-Nursing Supervisor. I can tell an outstanding nurse when I see one. You should be proud of him. My ability to walk depends on possible discharge home. I live alone and I need to walk. He helps me and assists me and encourages me to walk. He understands my situation. His compassion made a big and significant difference in my recovery. So, it's my way to thank you, Mr. Kerrutt. Thank you from the bottom of my heart.



**Celeste Harris, RN**  
Medical Surgical  
Halifax Health - Port Orange

I love Celeste so much. I feel like I made a Real Friend. Celeste is by far, hands down, the best nurse I have ever had in my life. I'm 40-years-old. She talked to me and with me. Most importantly, she listened to everything I said. She was genuinely concerned about me, was caring, she was on time for all my medication time. She made sure I was comfortable and not in severe pain. She explained things to me. One thing I shared with Celeste is my past history of abuse, neglect, and how I struggle with opiates along with mental illness. Not only did she listen to me, but she also didn't pass judgment. She encouraged me and I know she was genuinely sincere. I got very emotional because she cares so much about me!



### May 2019 Highlights:

- 23 Team Members recognized with 260 collective years of service.
- 22 Volunteers recognized with 17,000 collective hours of service.

#### *Team Members with **25** Years of Service:*

- Patricia Bohman, Scheduler, Surgical Services Twin Lakes
- Geraldine Pompey, Accountant II, Corporate Accounting and Finance

#### *Volunteer Hours:*

- Joan Gigicos, Auxiliary - 8,500 Hours



### June 2019 Highlights:

- 48 Team Members recognized with 440 collective years of service.
- 26 Volunteers recognized with 29,700 collective hours of service.

#### *Team Members with 25 Years of Service:*

- Steven Green, Certified Surgical Tech, Surgical Services – Medical Center of Port Orange
- Anna Jordan, RN Charge, Center for Oncology
- Richard Purcell, Certified Surgical Tech, Surgical Services – Medical Center of Port Orange

#### *Volunteer Hours:*

- Roseanne Smith, Auxiliary - 8,000 Hours
- Zee Rabb, Auxiliary - 6,000 Hours





# 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 1, 2019

---

Present: Ted Serbousek, Chairman  
Ammar Hemaïdan, MD, Member & Member, Medical Staff  
Greg Motto, Member  
Decker Youngman, Member

Not Present: Daniel Francati, Member & Vice Chairman, Board of Commissioners  
Susan Schandel, Member & Treasurer, Board of Commissioners

Also Present: Eric Peburn, Executive VP/Chief Financial Officer  
Bill Rushton, Director, Internal Audit  
Shelly Shiflet, Chief Compliance Officer  
Lisa Tyler, Corporate Controller  
Shawn Remington, Director, Corporate Finance  
Arvin Lewis, SVP & CRO  
Ben Eby, Director of Operations, Hospice  
Kelly Kwiatek, SVP & General Counsel  
Jared Hamilton, Crowe

---

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

## IT SECURITY UPDATE

Discussion: An IT Security update was shared. Brief discussion ensued.

Action: None required.

## MINUTES

Discussion: Minutes from the November 12, 2018 Investment Committee Meeting and February 27, 2019 Audit & Finance Committee Meeting were reviewed.

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

## AUDIT COMMITTEE CORPORATE COMPLIANCE

Discussion: Monthly Compliance Program Update Dashboard  
Ms. Shiflet presented the Compliance Dashboard for the months ended February 28, 2019 and March 31, 2018.

Action: None required.

## INTERNAL AUDIT

Discussion: Mr. Rushton led committee members through IADA that included highlights of the FY 2019 Plan Status, Audit Plan Additions, Results of FY 19 Audit Projects and Summary of two audit reports:

- DAVID Attestation Audit
- Administrative Payroll Component Audit

Discussion ensued regarding the Administrative Payroll Component Audit and that a typo was found in the Powerpoint (page 17 in meeting packet); there should not have been "1" identified "Low" under the Issues by Impact Level. As such, Mr. Peburn requested this change be reflected in the minutes.

The status of the Deltona Construction audit was provided as well as audit follow-up



issues by month. A table of open audit action plans was provided in the presentation. Discussion ensued regarding exploration of using another audit firm in that Olivari and Associates has been handling for many years. Consensus was reached for Mr. Rushton to research another local firm.

In review of the open audit action plans, brief discussion ensued regarding the action plan deadlines versus revised dates and potential confusion regarding reporting and format. Mr. Serbousek requested that this report be updated to include the original due date in order to provide additional information to the committee on the timeliness of completing action plans.

Action: Mr. Motto moved to approve the two audits: DAVID Attestation and Administrative Payroll Component. Mr. Youngman seconded the motion and it carried unanimously.

Action: Dr. Hemaïdan moved to approve the Audit Plan and Additions. Mr. Youngman seconded the motion and it carried unanimously.

## **FINANCE COMMITTEE**

### **FINANCIAL REPORT**

Discussion: Mr. Peburn led committee members through the Fiscal Year 2019 Income Statement Forecast, updated with actual activity through March 31, 2019. Highlights resulted to brief discussion regarding revenue and expense assumptions, and the obligated group MADS coverage ratio.

Action: Mr. Youngman moved to approve the March 2019 Financial Report and recommends approval by the Halifax Health Board of Commissioners. Mr. Motto seconded the motion and it carried unanimously.

### **ACQUISITIONS, LEASES & DISPOSALS**

Discussion: Capital Investment Strategy, March 2019

Action: None required.

Discussion: Capital Expenditures \$50,000 and over  
*West Volusia Care Center Wind Retrofit* \$236,667 (\$177,500 to be reimbursed by FEMA)

Action: Dr. Hemaïdan moved to approve the Capital Expenditures, \$50,000 and over and recommends approval by the Board of Commissioners. Mr. Motto seconded the motion and it carried unanimously.

Discussion: Disposals, March 2019

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

Discussion: Comparison of Projected and Actual Financial Results for Significant Projects

Action: No update; none required.

### **OLD BUSINESS**

Discussion: Meeting Request Tracker/Checklist

Action: None required.

### **NEW BUSINESS**

Discussion: FY 2020 Operating Budget Calendar

Action: None required.

### **INFORMATIONAL REPORTS**

Discussion: The Schedule of Uses of Property Taxes for March 2019, the Discharged Based-Average Length of Stay and Case Mix Index, the Investment Performance Report for March 2019, and the Capital Expenditures, \$25,000 - \$50,000 (none) were presented under Information Only.

Action: None required.

### **OPEN DISCUSSION**

Discussion: None

**NEXT MEETING DATE:** Monday, May 13, 2019, 4 p.m. Investment Committee Meeting  
Wednesday, June 26, 2019, 4 p.m. Regular Meeting

### **ADJOURNMENT**

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

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Ted Serbousek, Chairman

Halifax Hospital Medical Center  
Investment Committee Meeting, Sub Committee Audit & Finance Committee  
France Tower, Conference Room A, 303 N. Clyde Morris Blvd., Daytona Beach, FL 32114  
Monday, March 11, 2019

---

Present: Dan Francati, Member & Member, Audit & Finance Committee & Vice Chairman, Board of Commissioners  
Dave Graffagnino, Member  
Greg Motto, Member, Audit & Finance Committee  
Susan Schandel, Member & Member, Audit & Finance Committee & Treasurer, Board of Commissioners  
Mike Walsh, Advisor  
Decker Youngman, Member, Audit & Finance Committee

Via Phone: Ted Serbousek, Chairman & Chairman, Audit & Finance Committee

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  
Ben Eby, Director of Operations, Halifax Health Hospice  
Kathleen Dulko, Ashford Investment Advisors  
Cathy Longstreth, Finance, Halifax Health  
Bryan Joseph, The Concord Advisory Group  
Bradford Stephan, The Concord Advisory Group  
Scott Santin, The Concord Advisory Group  
James Wesner, Marquette Associates  
Tim Fallon, Marquette Associates  
Michael Fleming, Vanguard Institutional Investor Group  
Philip Daubney, Vanguard Institutional Investor Group

---

The meeting was called to order at 4:05 p.m. by Vice-Chairman Francati.

**Minutes**

Discussion: Minutes from the November 12, 2018 Investment Committee meeting were reviewed.

Action: Ms. Schandel moved to approve the November 12, 2018 Investment Committee minutes as presented. Mr. Graffagnino seconded the motion and it carried unanimously.

**Old Business**

Discussion: None.

**New Business**

Discussion: RFP, Investment Advisory Services  
Mr. Bailey reported that in response to the investment advisory services request for proposal (RFP), three firms were onsite to present to the committee. The sample score card, team biographies and the executive summaries and presentations from each firm were included in the meeting materials.

Action: None required.

Discussion: Investment Advisory Services Presentations  
Representatives from each of the following three firms presented with questions/discussions following each presentation:

- The Concord Advisory Group

- Marquette Associates, Inc.
- Vanguard Institutional Advisory Services

Each of the firms were dismissed and discussion ensued among committee members.

Action: Ms. Schandel moved that leadership negotiate with Marquette Associates, Inc. to meet terms and finalize and execute an agreement to provide investment advisory services. Mr. Graffagnino seconded the motion and it carried unanimously.

#### **Financial Advisor, Quarterly Review**

Discussion: Mr. Walsh, Ashford Investment Advisors, presented the investment review for the 4<sup>th</sup> calendar quarter, ended 12/31/2018.

Action: It was determined that no action was required.

#### **Informational Only**

Discussion: Asset Allocation, February 2019

Action: None required.

Discussion: Investment Performance Report, January 2019

Action: None required.

**Next Meeting:** Monday, May 13, 2019, 4 p.m. – Regular scheduled meeting

#### **Open Discussion**

Discussion: None.

#### **Adjournment**

---

Ted Serbousek

# INFORMATIONAL REPORT

June 2019

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

| DESCRIPTION                                       | DEPARTMENT             | SOURCE OF FUNDS | TOTAL    |
|---|------------------------|-----------------|----------|
| Bioquell Decontamination System                   | Environmental Services | Working Capital | \$45,000 |
| Meditech Software - Corporate Management System   | Information Technology | Working Capital | \$28,560 |
| Cash Registers for Cafeterias, Café and Gift Shop | Food and Nutrition     | Working Capital | \$27,821 |
|   |                        |                 |          |
|   |                        |                 |          |
|   |                        |                 |          |
|   |                        |                 |          |
|   |                        |                 |          |
|   |                        |                 |          |
|   |                        |                 |          |

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

| DESCRIPTION | DEPARTMENT | REPLACEMENT<br>Y/N | LEASE<br>TERMS | INTEREST<br>RATE | MONTHLY<br>PAYMENT |
|-------------|------------|--------------------|----------------|------------------|--------------------|
|             |            |                    |                |                  |                    |
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# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Alberto Tineo, Executive Vice President and Chief Operating Officer  
DATE: June 14, 2019  
RE: Bioquell Decontamination System

---

Halifax Health Environmental Services is requesting funding to purchase a replacement Bioquell decontamination system.

The Bioquell system is a hydrogen peroxide vapor system that is used to decontaminate patient rooms and other hospital areas. The portable system can also be used at offsite locations.

The project was approved at the Capital Investment Committee meeting on May 15, 2019.

**TOTAL CAPITAL COST      \$45,000**



## Halifax Health Project Evaluation

| Bioquell System                  |                 |
|----------------------------------|-----------------|
| Chief Operating Officer          | Alberto Tineo   |
| Assistant Manager, Environmental | Vince Acosta    |
| Financial Analysis               | Roxanne Edmonds |

### Summary

**Purpose:**

This project is for the purchase of a Bioquell decontamination system.

**Strategic Plan Core Competency Achievement:**

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

**Cornerstone:**

|            |   |
|------------|---|
| Safety     | X |
| Compassion |   |
| Image      |   |
| Efficiency |   |

**Investment Request for Approval** **\$45,000**

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



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Arvin Lewis, Senior Vice President and Chief Revenue Officer  
CC: Tom Stafford, Vice President and Chief Information Officer  
DATE: June 14, 2019  
RE: Meditech Software - Corporate Management System

---

Halifax Health Information Technology is requesting funding to purchase software for a Meditech Corporate Management System. The system will allow us to create separate Health Care Information Systems (HCISs) under the corporate management umbrella and propagate dictionaries and builds from our standard content template that sits above the system. The corporate management system will allow us to decide what we will propagate to the different HCISs.

The project was approved at the Capital Investment Committee meeting on May 15, 2019.

**TOTAL CAPITAL COST    \$28,560**





## Halifax Health Project Evaluation

### Corporate Management Software for Meditech

|  |                 |
|--|-----------------|
| Chief Revenue Officer                    | Arvin Lewis     |
| Chief Information Officer                | Tom Stafford    |
| Director, Healthcare Information Systems | Judy Steiner    |
| Financial Analysis                       | Roxanne Edmonds |

### Summary

#### Purpose:

This project is for the purchase of software for a Meditech Corporate Management System that will separate Health Care Information Systems (HCISs) under the corporate management umbrella and propagate dictionaries.

#### Strategic Plan Core Competency Achievement:

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

#### Cornerstone:

|            |   |
|------------|---|
| Safety     | X |
| Compassion |   |
| Image      |   |
| Efficiency | X |

Investment Request for Approval **\$28,560**

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



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Alberto Tineo, Executive Vice President and Chief Operating Officer  
DATE: June 14, 2019  
RE: Cash Registers for Cafeterias, Café and Gift Shop

---

Halifax Health Food and Nutrition is requesting funds to purchase six cash registers and related software for the main campus and Port Orange cafeterias, the France Tower Café and the Gift Shop. The current equipment and software is at end of life and is no longer supported.

The project was approved by the Capital Investment Committee meeting on May 15, 2019.

**TOTAL CAPITAL COST \$27,821**



## Halifax Health Project Evaluation

|                       |
|-----------------------|
| <b>Cash Registers</b> |
|-----------------------|

|                                      |                 |
|--------------------------------------|-----------------|
| Chief Operating Officer              | Alberto Tineo   |
| Manager, Food & Nutritional Services | Theresa Massie  |
| Financial Analysis                   | Roxanne Edmonds |

|                |
|----------------|
| <b>Summary</b> |
|----------------|

**Purpose:**

This project is for the purchase of six cash registers and related software to replace the current equipment and software at the main campus and Port Orange cafeterias, the France Tower Café and the Gift Shop that are at their end of life and no longer supported.

**Strategic Plan Core Competency Achievement:**

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

**Cornerstone:**

|            |   |
|------------|---|
| Safety     |   |
| Compassion |   |
| Image      |   |
| Efficiency | X |

**Investment Request for Approval**     **\$27,821**

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

## CAPITAL EXPENDITURES & OPERATING LEASES

Halifax Health Hospice, Board of Directors, July 2019

### **Capital Expenditures \$50,000 and over**

| DESCRIPTION                            | DEPARTMENT             | SOURCE OF FUNDS | TOTAL     |
|--|------------------------|-----------------|-----------|
| Port Orange Care Center Wind Retrofit  | Halifax Health Hospice | Working Capital | \$330,964 |
| Ormond Beach Care Center Wind Shutters | Halifax Health Hospice | Working Capital | \$103,280 |
|  |                        |                 |           |
|  |                        |                 |           |
|  |                        |                 |           |
|  |                        |                 |           |
|  |                        |                 |           |

### **Operating Leases \$250,000 and over**

| DESCRIPTION | DEPARTMENT | REPLACEMENT<br>Y/N | LEASE<br>TERMS | INTEREST<br>RATE | MONTHLY<br>PAYMENT |
|-------------|------------|--------------------|----------------|------------------|--------------------|
|             |            |                    |                |                  |                    |
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# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer  
CC: Mary Jo Allen, VP Post Acute Care Services and Executive Director-Halifax Health Hospice  
DATE: June 19, 2019  
RE: Port Orange Care Center Wind Retrofit

---

Halifax Health Hospice is requesting funds for the Port Orange Care Center Wind Retrofit Project. The purchase includes twenty-five (25) motorized roll-down shutters and a 150 KW impact rated emergency power generator which will harden the care center in preparation for wind events.

This is a cost-reimbursement contract for which quarterly requests for payment will be submitted throughout the project process. Per contract, FEMA will reimburse seventy-five percent of the costs, totaling \$248,223.

The project was approved by the Capital Investment Committee on June 19, 2019.

**TOTAL CAPITAL COSTS    \$330,964**



## Halifax Health Project Evaluation

### Port Orange Care Center Wind Retrofit & Generator

|                             |                 |
|-----------------------------|-----------------|
| Chief Financial Officer     | Eric Peburn     |
| Executive Director, Hospice | Mary Jo Allen   |
| Director, Hospice           | Benjamin Eby    |
| Financial Analysis          | Roxanne Edmonds |

### Summary

#### Purpose:

This project is for the purchase of 25 motorized roll-down shutters and a 150 KW impact rated emergency power generator for the Port Orange Care Center to help harden the center in preparation of wind events.

#### Strategic Plan Core Competency Achievement:

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

#### Cornerstone:

|            |   |
|------------|---|
| Safety     | X |
| Compassion |   |
| Image      |   |
| Efficiency |   |

**Investment Request for Approval**     **\$330,964**

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



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer  
CC: Mary Jo Allen, VP Post Acute Care Services and Executive Director-Halifax Health Hospice  
DATE: June 14, 2019  
RE: Ormond Beach Care Center Wind Shutters

---

Halifax Health Hospice is requesting funds for the Ormond Beach Care Center Wind Retrofit Project. The purchase includes thirty-nine (39) motorized roll-down shutters which will harden the care center in preparation for wind events.

This is a cost-reimbursement contract for which quarterly requests for payment will be submitted throughout the project process. Per contract, FEMA will reimburse seventy-five percent of the costs, totaling \$77,460.

The project was approved by the Capital Investment Committee on May 15, 2019.

**TOTAL CAPITAL COSTS    \$103,280**



## Halifax Health Project Evaluation

### Ormond Beach Care Center Wind Retrofit

|                             |                 |
|-----------------------------|-----------------|
| Chief Financial Officer     | Eric Peburn     |
| Executive Director, Hospice | Mary Jo Allen   |
| Director, Hospice           | Benjamin Eby    |
| Financial Analysis          | Roxanne Edmonds |

### Summary

#### Purpose:

This project is for the purchase of 39 motorized roll-down shutters for the Ormond Beach Care Center to help harden the center in preparation of wind events.

#### Strategic Plan Core Competency Achievement:

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

#### Cornerstone:

|            |   |
|------------|---|
| Safety     | X |
| Compassion |   |
| Image      |   |
| Efficiency |   |

Investment Request for Approval \$103,280

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





# HALIFAX HEALTH HOSPICE

Licensed since 1979

TO: Jeff Feasel, President & CEO  
FROM: Eric M. Peburn, Executive Vice President and CFO  
CC: Mary Jo Allen, Executive Director  
Ben Eby, Director of Hospice  
DATE: July 1, 2019  
RE: Appointment to Halifax Health Hospice Advisory Board

---

The Halifax Health Hospice Advisory Board has approved and respectfully requests consideration of the following appointment to the Advisory Board by the Halifax Health Hospice Board of Directors.

**Advisory Board Appointment: Matthew Gable, Esq.**

Mr. Gable is an attorney since 2006 and is head of the law firm, The Gable Law Firm, P.A., since 2011. His legal practice has primarily focused on the areas of real estate, corporate estate planning and association law.

In addition to running a fully functional legal practice, Mr. Gable is president and founder of Matthew's Gift, Inc., a non-profit organization that helps children with complex and critical medical conditions. The organization was started in 2016.

His professional development includes the following:

- President & CEO of Matthew's Gift
- Arnold/Winnie Palmer Foundation Board 2017 to date
- Halifax Hospital Foundation Board 2018 to date
- Youth Leader for Catholic Parrish 2015 through 2016
- Member, Ormond Beach Chamber of Commerce

## Halifax Health Summary Financial Narrative For the eight months ended May 31, 2019

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.

| Financial Indicator               | YTD Actual FY 19 | YTD Budget FY 19 | YTD Actual vs. Budget | S&P "A" | YTD Actual FY 19 vs. S&P "A" |
|-----------------------------------|------------------|------------------|-----------------------|---------|------------------------------|
| Total Margin                      | 2.6%             | 3.5%             | Unfavorable           | 4.1%    | Unfavorable                  |
| Operating Margin                  | 1.0%             | 1.8%             | Unfavorable           | 1.4%    | Unfavorable                  |
| EBIDA Margin                      | 10.6%            | 11.4%            | Unfavorable           | 11.7%   | Unfavorable                  |
| Operating EBIDA Margin            | 9.1%             | 9.7%             | Unfavorable           | 8.0%    | Favorable                    |
| Adjusted Operating EBIDA Margin * | 9.5%             | 9.5%             | Neutral               | N/A     | N/A                          |
| Days Cash on Hand                 | 270              | 248              | Favorable             | 241     | Favorable                    |
| Cash to Debt                      | 90.2%            | 82.7%            | Favorable             | 221.6%  | Unfavorable                  |
| Debt to Capitalization            | 57.9%            | 57.0%            | Unfavorable           | 26.4%   | Unfavorable                  |
| OG MADDS Coverage                 | 2.16             | 2.09             | Favorable             | 3.80    | Unfavorable                  |
| OG Debt to Capitalization         | 57.3%            | 56.4%            | Unfavorable           | 26.4%   | Unfavorable                  |

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

### **Halifax Health Medical Center**

#### *Statistical Summary--*

- Admissions for the month are greater than budget and prior year; and for the fiscal year-to-date are less than budget and greater than prior year.
- Patient days for the month and for the fiscal year-to-date are greater than budget and prior year.
  - Observation patient days for the month are less than budget and prior year; and for fiscal year-to-date are greater than budget and less than 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 are less than budget and greater than prior year; and for the fiscal year-to-date are less than budget and prior year.

#### *Financial Summary --*

- Net patient service revenue for the fiscal year-to-date is 0.3% less than budget.
- Total operating expenses for the fiscal year-to-date are 0.5% greater than budget.
- Gain from operations for the fiscal year-to-date of \$1.8 million compares unfavorably to budget by \$1.3 million.
- Nonoperating gains/losses for the fiscal year-to-date of \$8.0 million, primarily consisting of net investment income, compares favorably to the budgeted amount by \$3.4 million.
- The increase in net position for the fiscal year-to-date of \$9.9 million compares favorably to budget by \$2.0 million.

### **Halifax Health Hospice**

#### *Statistical Summary --*

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

#### *Financial Summary --*

- Net patient service revenue for the fiscal year-to-date is 4.6% greater than budget.
- Income from operations for the fiscal year-to-date of \$1.8 million compares favorably to budget by \$862,000.
- The increase in net position for the fiscal year-to-date of \$59,000 compares unfavorably to budget by \$3.3 million.

**Other Component Units** - Financial results of other component units is more favorable than budgeted expectations except for increases in unrealized investment losses of the Foundation of \$3.4 million.

## Halifax Health Statistical Summary

| Month Ended<br>May 31 |               |               |               |  | Eight Months Ended<br>May 31 |               |               |              |
|-----------------------|---------------|---------------|---------------|--|------------------------------|---------------|---------------|--------------|
| <u>2018</u>           | <u>2019</u>   | <u>Budget</u> | <u>Var.</u>   |  | <u>2018</u>                  | <u>2019</u>   | <u>Budget</u> | <u>Var.</u>  |
|                       |               |               |               | <b><u>Inpatient Activity</u></b>                 |                              |               |               |              |
| 1,538                 | 1,604         | 1,584         | 1.3%          | HHMC Adult/Ped Admissions                        | 12,672                       | 12,785        | 13,016        | -1.8%        |
| 175                   | 172           | 177           | -2.8%         | HHMCPO Adult/Ped Admissions                      | 1,414                        | 1,447         | 1,441         | 0.4%         |
| 210                   | 206           | 186           | 10.8%         | Adult Psych Admissions                           | 1,502                        | 1,471         | 1,514         | -2.8%        |
| 49                    | 75            | 66            | 13.6%         | Rehabilitative Admissions                        | 501                          | 584           | 537           | 8.8%         |
| <b>1,972</b>          | <b>2,057</b>  | <b>2,013</b>  | <b>2.2%</b>   | <b>Total Adult/Ped Admissions</b>                | <b>16,089</b>                | <b>16,287</b> | <b>16,508</b> | <b>-1.3%</b> |
| 8,086                 | 8,366         | 7,304         | 14.5%         | HHMC Adult/Ped Patient Days                      | 64,757                       | 67,803        | 59,998        | 13.0%        |
| 515                   | 541           | 620           | -12.7%        | HHMCPO Adult/Ped Patient Days                    | 4,927                        | 4,199         | 5,056         | -17.0%       |
| 1,267                 | 1,210         | 1,381         | -12.4%        | Adult Psych Patient Days                         | 10,793                       | 10,125        | 11,269        | -10.2%       |
| 775                   | 1,115         | 946           | 17.9%         | Rehabilitative Patient Days                      | 7,549                        | 8,659         | 7,717         | 12.2%        |
| <b>10,643</b>         | <b>11,232</b> | <b>10,251</b> | <b>9.6%</b>   | <b>Total Adult/Ped Patient Days</b>              | <b>88,026</b>                | <b>90,786</b> | <b>84,040</b> | <b>8.0%</b>  |
| 5.3                   | 5.2           | 4.6           | 13.1%         | HHMC Average Length of Stay                      | 5.1                          | 5.3           | 4.6           | 15.1%        |
| 2.9                   | 3.1           | 3.5           | -10.2%        | HHMCPO Average Length of Stay                    | 3.5                          | 2.9           | 3.5           | -17.3%       |
| <b>5.0</b>            | <b>5.0</b>    | <b>4.5</b>    | <b>11.5%</b>  | <b>HHMC/ HHMCPO Average Length of Stay</b>       | <b>4.9</b>                   | <b>5.1</b>    | <b>4.5</b>    | <b>12.4%</b> |
| 6.0                   | 5.9           | 7.4           | -20.9%        | Adult Psych Average Length of Stay               | 7.2                          | 6.9           | 7.4           | -7.5%        |
| 15.8                  | 14.9          | 14.3          | 3.7%          | Rehabilitative Length of Stay                    | 15.1                         | 14.8          | 14.4          | 3.2%         |
| <b>5.4</b>            | <b>5.5</b>    | <b>5.1</b>    | <b>7.2%</b>   | <b>Total Average Length of Stay</b>              | <b>5.5</b>                   | <b>5.6</b>    | <b>5.1</b>    | <b>9.5%</b>  |
| <b>343</b>            | <b>362</b>    | <b>331</b>    | <b>9.6%</b>   | <b>Total Average Daily Census</b>                | <b>362</b>                   | <b>374</b>    | <b>346</b>    | <b>8.0%</b>  |
| 905                   | 677           | 862           | -21.5%        | HHMC Observation Patient Day Equivalents         | 7,179                        | 6,669         | 6,790         | -1.8%        |
| 209                   | 147           | 174           | -15.5%        | HHMCPO Observation Patient Day Equivalents       | 1,629                        | 1,684         | 1,366         | 23.3%        |
| <b>1,114</b>          | <b>824</b>    | <b>1,036</b>  | <b>-20.5%</b> | <b>Total Observation Patient Day Equivalents</b> | <b>8,808</b>                 | <b>8,353</b>  | <b>8,156</b>  | <b>2.4%</b>  |
| <b>36</b>             | <b>27</b>     | <b>33</b>     | <b>-18.2%</b> | <b>Observation Average Daily Census</b>          | <b>36</b>                    | <b>34</b>     | <b>34</b>     | <b>0.0%</b>  |
| 145                   | 126           | 139           | -9.4%         | HHMC Newborn Births                              | 1,122                        | 1,109         | 1,078         | 2.9%         |
| 273                   | 255           | 261           | -2.3%         | HHMC Nursery Patient Days                        | 2,037                        | 2,154         | 1,949         | 10.5%        |
| 622                   | 541           | 616           | -12.2%        | HHMC Inpatient Surgeries                         | 5,004                        | 4,791         | 5,136         | -6.7%        |
| 12                    | 6             | 9             | -33.3%        | HHMCPO Inpatient Surgeries                       | 78                           | 66            | 59            | 11.9%        |
| <b>634</b>            | <b>547</b>    | <b>625</b>    | <b>-12.5%</b> | <b>Total Inpatient Surgeries</b>                 | <b>5,082</b>                 | <b>4,857</b>  | <b>5,195</b>  | <b>-6.5%</b> |
|                       |               |               |               | <b><u>Inpatient Surgeries</u></b>                |                              |               |               |              |
| 186                   | 159           |               |               | Orthopedics                                      | 1,593                        | 1,574         |               |              |
| 149                   | 96            |               |               | Gastroenterology                                 | 1,163                        | 957           |               |              |
| 99                    | 62            |               |               | General Surgery                                  | 713                          | 655           |               |              |
| 39                    | 41            |               |               | Neurosurgery                                     | 317                          | 335           |               |              |
| 34                    | 40            |               |               | Cardiovascular/Thoracic Surg                     | 257                          | 243           |               |              |
| 127                   | 149           |               |               | All Other  | 1,039                        | 1,093         |               |              |
| <b>634</b>            | <b>547</b>    | <b>625</b>    | <b>-12.5%</b> | <b>Total Inpatient Surgeries</b>                 | <b>5,082</b>                 | <b>4,857</b>  | <b>5,195</b>  | <b>-6.5%</b> |

## Halifax Health Statistical Summary

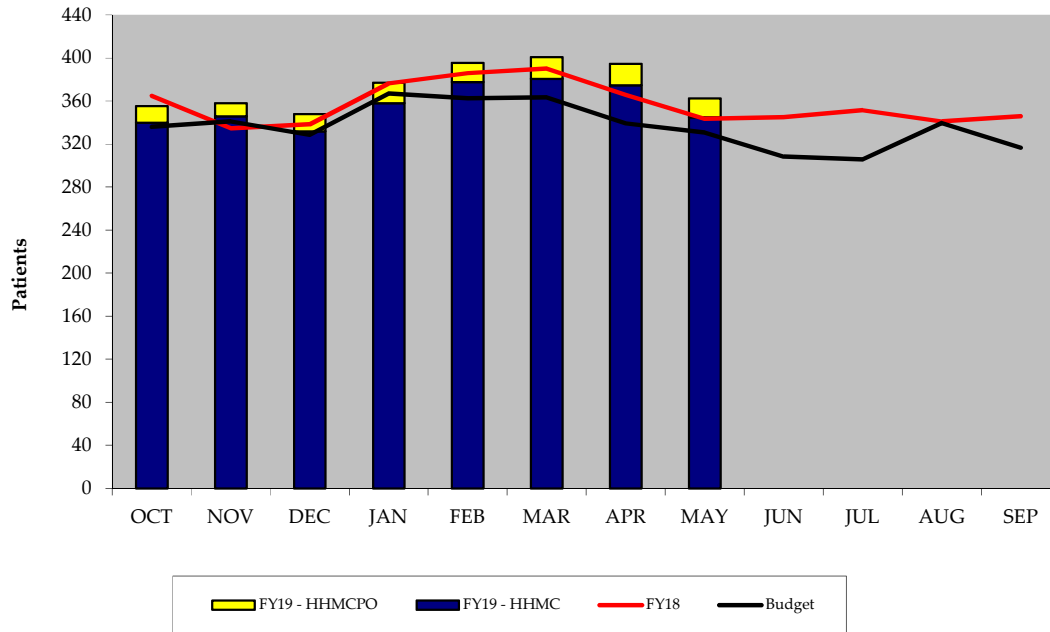
| Month Ended<br>May 31 |               |               |              |  | Eight Months Ended<br>May 31 |                |                |               |
|-----------------------|---------------|---------------|--------------|--|------------------------------|----------------|----------------|---------------|
| <u>2018</u>           | <u>2019</u>   | <u>Budget</u> | <u>Var.</u>  |  | <u>2018</u>                  | <u>2019</u>    | <u>Budget</u>  | <u>Var.</u>   |
|                       |               |               |              | <u>Outpatient Activity</u>                       |                              |                |                |               |
| 6,600                 | 6,368         | 6,824         | -6.7%        | HHMC ED Registrations                            | 55,162                       | 51,090         | 57,040         | -10.4%        |
| 2,640                 | 2,688         | 2,758         | -2.5%        | HHMCPO ED Registrations                          | 22,177                       | 20,876         | 23,196         | -10.0%        |
| 1,257                 | 1,572         | 1,488         | 5.6%         | Deltona ED Registrations                         | 11,396                       | 11,697         | 11,664         | 0.3%          |
| <b>10,497</b>         | <b>10,628</b> | <b>11,070</b> | <b>-4.0%</b> | <b>Total ED</b>                                  | <b>88,735</b>                | <b>83,663</b>  | <b>91,900</b>  | <b>-9.0%</b>  |
|                       |               |               |              |  |                              |                |                |               |
| 427                   | 372           | 472           | -21.2%       | HHMC Outpatient Surgeries                        | 3,108                        | 2,976          | 3,539          | -15.9%        |
| 129                   | 128           | 115           | 11.3%        | HHMCPO Outpatient Surgeries                      | 1,007                        | 879            | 903            | -2.7%         |
| 286                   | 272           | 270           | 0.7%         | Twin Lakes Surgeries                             | 2,461                        | 2,221          | 2,322          | -4.3%         |
| <b>842</b>            | <b>772</b>    | <b>857</b>    | <b>-9.9%</b> | <b>Total Outpatient Surgeries</b>                | <b>6,576</b>                 | <b>6,076</b>   | <b>6,764</b>   | <b>-10.2%</b> |
|                       |               |               |              |  |                              |                |                |               |
|                       |               |               |              | <u>Outpatient Surgeries</u>                      |                              |                |                |               |
| 178                   | 193           |               |              | General Surgery                                  | 1,270                        | 1,333          |                |               |
| 119                   | 99            |               |              | Gastroenterology                                 | 1,085                        | 904            |                |               |
| 128                   | 69            |               |              | Orthopedics                                      | 1,065                        | 634            |                |               |
| 86                    | 82            |               |              | OB/GYN   | 603                          | 633            |                |               |
| 55                    | 67            |               |              | Ophthalmology                                    | 463                          | 412            |                |               |
| 276                   | 262           |               |              | All Other  | 2,090                        | 2,160          |                |               |
| <b>842</b>            | <b>772</b>    | <b>857</b>    | <b>-9.9%</b> | <b>Total Outpatient Surgeries</b>                | <b>6,576</b>                 | <b>6,076</b>   | <b>6,764</b>   | <b>-10.2%</b> |
|                       |               |               |              |  |                              |                |                |               |
|                       |               |               |              | <u>Cardiology Procedures</u>                     |                              |                |                |               |
| 22                    | 30            |               |              | Open Heart Cases                                 | 205                          | 168            |                |               |
| 176                   | 162           |               |              | Cardiac Caths                                    | 1,345                        | 1,190          |                |               |
| 24                    | 34            |               |              | CRM Devices                                      | 232                          | 214            |                |               |
| 60                    | 53            |               |              | EP Studies                                       | 361                          | 305            |                |               |
| <b>282</b>            | <b>279</b>    | <b>263</b>    | <b>6.1%</b>  | <b>Total Cardiology Procedures</b>               | <b>2,143</b>                 | <b>1,877</b>   | <b>2,172</b>   | <b>-13.6%</b> |
|                       |               |               |              |  |                              |                |                |               |
|                       |               |               |              | <u>Interventional Radiology Procedures</u>       |                              |                |                |               |
| 100                   | 102           | 97            | 5.2%         | Vascular   | 695                          | 699            | 673            | 3.9%          |
| 76                    | 108           | 67            | 61.2%        | Nonvascular                                      | 642                          | 739            | 569            | 29.9%         |
| <b>176</b>            | <b>210</b>    | <b>164</b>    | <b>28.0%</b> | <b>Total Interventional Radiology Procedures</b> | <b>1,337</b>                 | <b>1,438</b>   | <b>1,242</b>   | <b>15.8%</b>  |
|                       |               |               |              |  |                              |                |                |               |
|                       |               |               |              | <u>HH Hospice Activity</u>                       |                              |                |                |               |
|                       |               |               |              | <u>Patient Days</u>                              |                              |                |                |               |
| 15,873                | 16,631        | 15,810        | 5.2%         | Volusia/ Flagler                                 | 127,054                      | 130,200        | 123,930        | 5.1%          |
| 1,705                 | 1,726         | 1,891         | -8.7%        | Orange/ Osceola                                  | 11,595                       | 13,110         | 13,971         | -6.2%         |
| <b>17,578</b>         | <b>18,357</b> | <b>17,701</b> | <b>3.7%</b>  | <b>HH Hospice Patient Days</b>                   | <b>138,649</b>               | <b>143,310</b> | <b>137,901</b> | <b>3.9%</b>   |
|                       |               |               |              |  |                              |                |                |               |
|                       |               |               |              | <u>Average Daily Census</u>                      |                              |                |                |               |
| 512                   | 536           | 510           | 5.2%         | Volusia/ Flagler                                 | 523                          | 536            | 510            | 5.1%          |
| 55                    | 56            | 61            | -8.7%        | Orange/ Osceola                                  | 48                           | 54             | 57             | -6.2%         |
| <b>567</b>            | <b>592</b>    | <b>571</b>    | <b>3.7%</b>  | <b>HH Hospice Average Daily Census</b>           | <b>571</b>                   | <b>590</b>     | <b>567</b>     | <b>3.9%</b>   |

# Halifax Health Statistical Summary

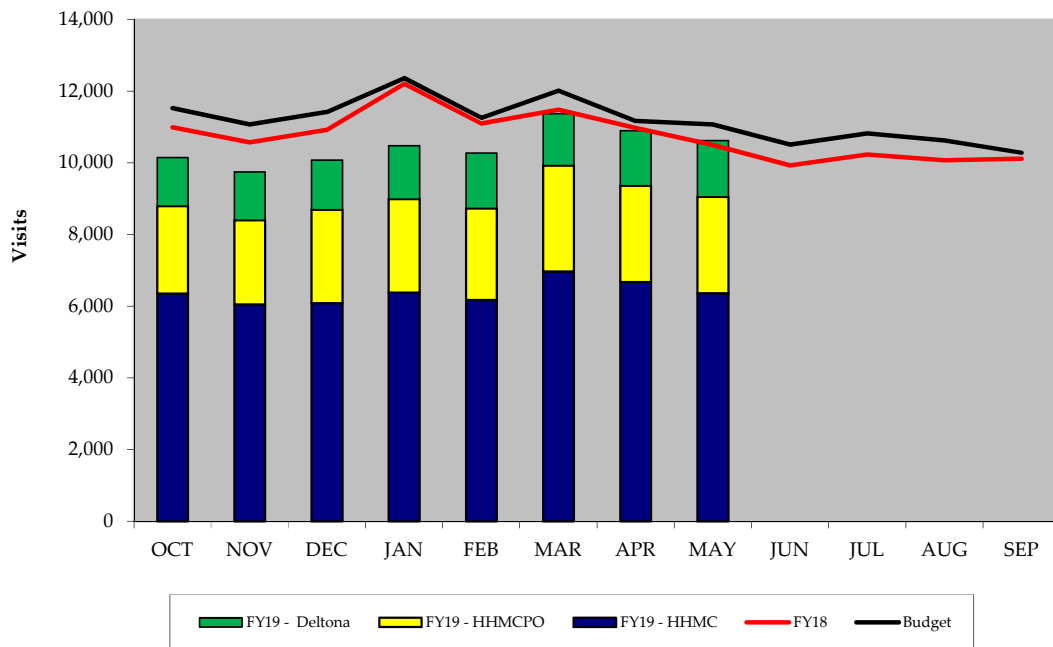
| Month Ended<br>May 31              |              |               |               | Eight Months Ended<br>May 31           |               |               |               |               |
|------------------------------------|--------------|---------------|---------------|--|---------------|---------------|---------------|---------------|
| <u>2018</u>                        | <u>2019</u>  | <u>Budget</u> | <u>Var.</u>   |  | <u>2018</u>   | <u>2019</u>   | <u>Budget</u> | <u>Var.</u>   |
| <u>Physician Practice Activity</u> |              |               |               |  |               |               |               |               |
| <u>Primary Care Visits</u>         |              |               |               |  |               |               |               |               |
| 626                                | 549          | 565           | -2.8%         | Ormond Beach                           | 4,044         | 4,068         | 4,672         | -12.9%        |
| 1,117                              | 1,155        | 1,052         | 9.8%          | Daytona Beach                          | 8,545         | 8,804         | 8,695         | 1.3%          |
| 617                                | 640          | 861           | -25.7%        | Port Orange                            | 5,163         | 4,900         | 7,117         | -31.2%        |
| 183                                | 306          | 472           | -35.2%        | Deltona                                | 1,818         | 1,912         | 3,902         | -51.0%        |
| 730                                | 865          | 1,219         | -29.0%        | New Smyrna                             | 6,053         | 6,322         | 9,554         | -33.8%        |
| 655                                | 625          | 597           | 4.7%          | Ormond Beach (Women's/OB)              | 4,499         | 5,152         | 4,934         | 4.4%          |
| 353                                | 357          | 575           | -37.9%        | Ormond Beach - Urgent Care             | 3,204         | 2,899         | 5,218         | -44.4%        |
| <b>4,281</b>                       | <b>4,497</b> | <b>5,341</b>  | <b>-15.8%</b> | <b>Primary Care Visits</b>             | <b>33,326</b> | <b>34,057</b> | <b>44,092</b> | <b>-22.8%</b> |
| <u>Pediatric Visits</u>            |              |               |               |  |               |               |               |               |
| 611                                | 783          | 664           | 17.9%         | Ormond Beach-CMC                       | 4,682         | 6,477         | 5,204         | 24.5%         |
| -                                  | 301          | 302           | -0.3%         | Ormond Beach-Primary Care              | -             | 1,990         | 2,498         | -20.3%        |
| 438                                | 499          | 442           | 12.9%         | Daytona Beach - Keech Street           | 2,722         | 3,664         | 3,536         | 3.6%          |
| 402                                | 395          | 372           | 6.2%          | Palm Coast-CMC                         | 2,956         | 3,678         | 2,916         | 26.1%         |
| 508                                | 498          | 486           | 2.5%          | Port Orange-CMC                        | 4,046         | 4,081         | 3,809         | 7.1%          |
| <b>1,959</b>                       | <b>2,476</b> | <b>2,266</b>  | <b>9.3%</b>   | <b>Pediatric Visits</b>                | <b>14,406</b> | <b>19,890</b> | <b>17,963</b> | <b>10.7%</b>  |
| <u>Oncology Visits</u>             |              |               |               |  |               |               |               |               |
| 1,182                              | 1,131        | 1,202         | -5.9%         | Daytona                                | 8,630         | 7,824         | 8,779         | -10.9%        |
| 619                                | 550          | 595           | -7.6%         | Ormond                                 | 4,257         | 4,214         | 4,095         | 2.9%          |
| 823                                | 839          | 860           | -2.5%         | New Smyrna                             | 6,522         | 6,536         | 6,816         | -4.1%         |
| 982                                | 932          | 979           | -4.8%         | Port Orange                            | 7,066         | 6,835         | 7,047         | -3.0%         |
| <b>3,606</b>                       | <b>3,452</b> | <b>3,637</b>  | <b>-5.1%</b>  | <b>Total Medical Oncology Visits</b>   | <b>26,475</b> | <b>25,409</b> | <b>26,737</b> | <b>-5.0%</b>  |
| 1,330                              | 1,352        | 1,267         | 6.7%          | Daytona                                | 10,459        | 10,041        | 9,933         | 1.1%          |
| 371                                | 575          | 370           | 55.3%         | New Smyrna                             | 3,613         | 4,321         | 3,607         | 19.8%         |
| <b>1,701</b>                       | <b>1,927</b> | <b>1,638</b>  | <b>17.7%</b>  | <b>Total Radiation Oncology Visits</b> | <b>14,072</b> | <b>14,362</b> | <b>13,539</b> | <b>6.1%</b>   |
| <b>5,307</b>                       | <b>5,379</b> | <b>5,275</b>  | <b>2.0%</b>   | <b>Total Oncology Visits</b>           | <b>40,547</b> | <b>39,771</b> | <b>40,276</b> | <b>-1.3%</b>  |

# Halifax Health Statistical Summary - Graphic

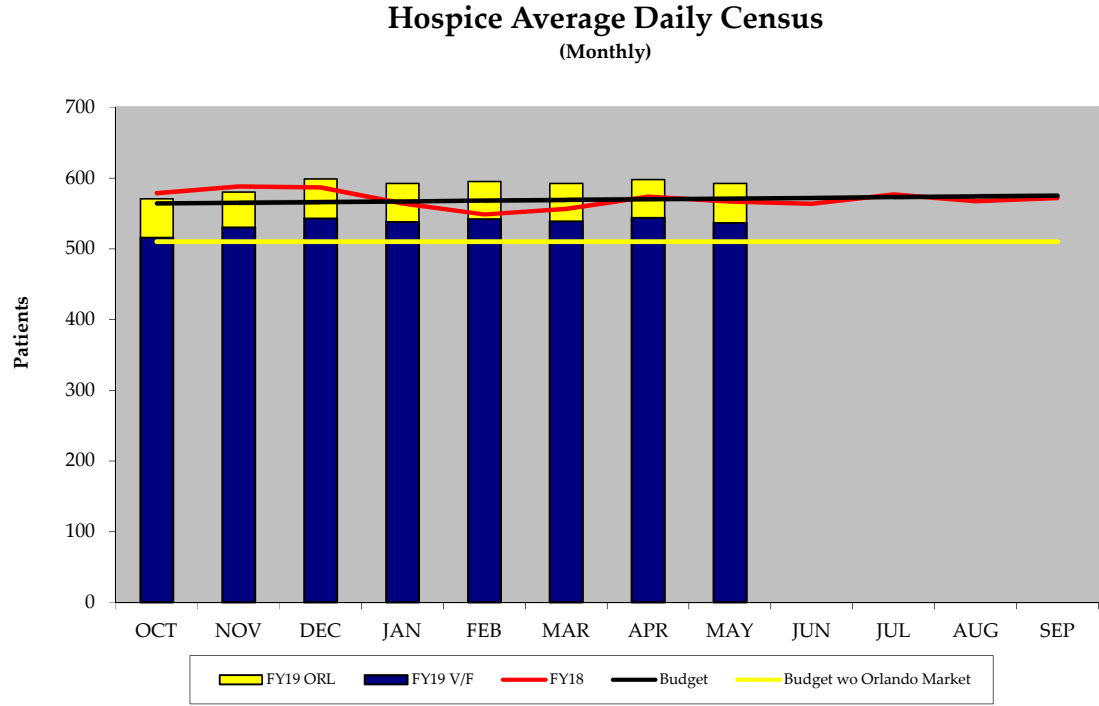
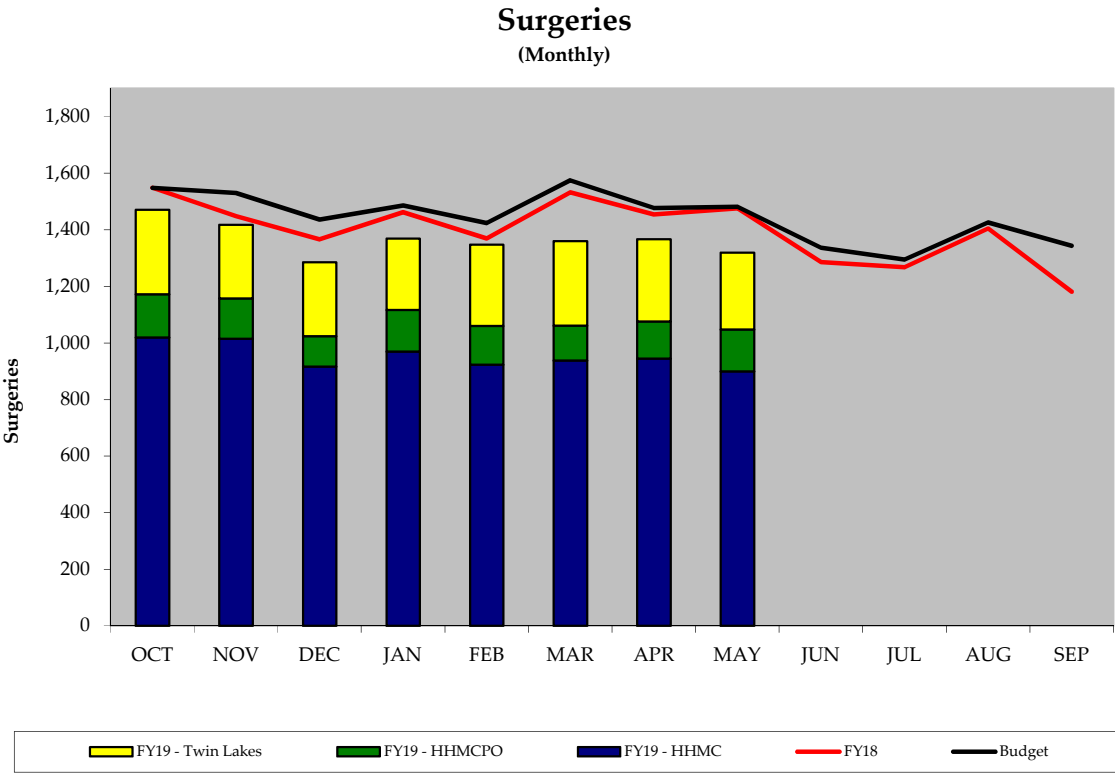
## HHMC Average Daily Census (Monthly)



## ED Visits (Monthly)



# Halifax Health Statistical Summary - Graphic



# Halifax Health

## Condensed Statement of Net Position

(\$ in thousands)

|  | May 31           |                  |                 |
|--|------------------|------------------|-----------------|
|  | 2019             | 2018             | Change          |
| <b><u>Assets</u></b>                       |                  |                  |                 |
| Cash and cash equivalents                  | \$74,475         | \$46,712         | \$27,763        |
| Investments                                | 297,293          | 261,446          | 35,847          |
| Board designated assets                    | 28,314           | 45,254           | (16,940)        |
| Accounts receivable                        | 65,587           | 69,274           | (3,687)         |
| Restricted assets whose use is limited     | 6,146            | 6,213            | (67)            |
| Other assets                               | 45,632           | 54,512           | (8,880)         |
| Deferred outflow - swap                    | 32,649           | 24,989           | 7,660           |
| Deferred outflow - loss on bond refunding  | 14,936           | 15,842           | (906)           |
| Deferred outflow - pension                 | 21,578           | 25,302           | (3,724)         |
| Property, plant and equipment              | 403,707          | 359,781          | 43,926          |
| Total Assets                               | <u>\$990,317</u> | <u>\$909,325</u> | <u>\$80,992</u> |
| <b><u>Liabilities and Net position</u></b> |                  |                  |                 |
| Accounts payable                           | \$45,964         | \$33,459         | \$12,505        |
| Other liabilities                          | 87,120           | 97,638           | (10,518)        |
| Deferred inflow - pension                  | 1,157            | 2,002            | (845)           |
| Net pension liability                      | 57,505           | 69,923           | (12,418)        |
| Long-term debt                             | 425,167          | 357,957          | 67,210          |
| Premium on LTD, net                        | 18,145           | 18,815           | (670)           |
| Long-term value of swap                    | 32,649           | 24,989           | 7,660           |
| Net position                               | <u>322,610</u>   | <u>304,542</u>   | <u>18,068</u>   |
| Total Liabilities and Net position         | <u>\$990,317</u> | <u>\$909,325</u> | <u>\$80,992</u> |



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

| Month ended<br>May 31, 2019 | Month ended<br>May 31, 2018 | Variance  |  | Eight Months ended<br>May 31, 2019 | Eight Months ended<br>May 31, 2018 | Variance |
|-----------------------------|-----------------------------|-----------|--|------------------------------------|------------------------------------|----------|
|                             |                             |           | <b>Cash flows from operating activities:</b>                     |                                    |                                    |          |
| \$46,484                    | \$51,090                    | (\$4,606) | Receipts from third party payors and patients                    | \$371,394                          | \$346,853                          | \$24,541 |
| (30,754)                    | (28,418)                    | (2,336)   | Payments to employees  | (192,535)                          | (204,155)                          | 11,620   |
| -                           | -                           | -         | Payments to pension  | (19,500)                           | (19,876)                           | 376      |
| (12,843)                    | (16,616)                    | 3,773     | Payments to suppliers  | (150,544)                          | (121,659)                          | (28,885) |
| 141                         | 46                          | 95        | Receipt of ad valorem taxes                                      | 5,841                              | 5,766                              | 75       |
| (3,198)                     | (2,185)                     | (1,013)   | Receipt (payment) of State UPL funds, net                        | 7,963                              | 4,040                              | 3,923    |
| 3,321                       | 2,789                       | 532       | Other receipts   | 26,012                             | 21,964                             | 4,048    |
| (3,811)                     | (3,802)                     | (9)       | Other payments   | (29,064)                           | (29,243)                           | 179      |
| (660)                       | 2,904                       | (3,564)   | Net cash provided by (used in) operating activities              | 19,567                             | 3,690                              | 15,877   |
|                             |                             |           | <b>Cash flows from noncapital financing activities:</b>          |                                    |                                    |          |
| 20                          | 67                          | (47)      | Proceeds from donations received                                 | 311                                | 538                                | (227)    |
| 134                         | -                           | 134       | Other nonoperating revenues, expenses and gains/(losses)         | 1,237                              | 9                                  | 1,228    |
| 154                         | 67                          | 87        | Net cash provided by noncapital financing activities             | 1,548                              | 547                                | 1,001    |
|                             |                             |           | <b>Cash flows from capital and related financing activities:</b> |                                    |                                    |          |
| (979)                       | (314)                       | (665)     | Acquisition of capital assets                                    | (8,265)                            | (9,117)                            | 852      |
| (330)                       | (5,133)                     | 4,803     | Acquisition of capital assets- Deltona                           | (33,979)                           | (12,627)                           | (21,352) |
| -                           | -                           | -         | Payment of long-term debt  | -                                  | (1,390)                            | 1,390    |
| (599)                       | (329)                       | (270)     | Payment of interest on long-term debt                            | (10,851)                           | (8,991)                            | (1,860)  |
| (1,908)                     | (5,776)                     | 3,868     | Net cash used in capital financing activities                    | (53,095)                           | (32,125)                           | (20,970) |
|                             |                             |           | <b>Cash flows from investing activities:</b>                     |                                    |                                    |          |
| 1,921                       | 516                         | 1,405     | Realized investment income (loss)                                | 9,433                              | 3,696                              | 5,737    |
| (1,813)                     | (74,491)                    | 72,678    | Purchases of investments/limited use assets                      | (40,331)                           | (78,833)                           | 38,502   |
| 8,018                       | 79,120                      | (71,102)  | Sales/Maturities of investments/limited use assets               | 88,582                             | 86,314                             | 2,268    |
| 8,126                       | 5,145                       | 2,981     | Net cash provided by investing activities                        | 57,684                             | 11,177                             | 46,507   |
| 5,712                       | 2,340                       | 3,372     | <b>Net increase (decrease) in cash and cash equivalents</b>      | 25,704                             | (16,711)                           | 42,415   |
| 68,763                      | 44,372                      | 24,391    | <b>Cash and cash equivalents at beginning of period</b>          | 48,771                             | 63,423                             | (14,652) |
| \$74,475                    | \$46,712                    | \$27,763  | <b>Cash and cash equivalents at end of period</b>                | \$74,475                           | \$46,712                           | \$27,763 |

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

| Actual<br>Month Ended<br>May 31, 2019 | Actual<br>Month Ended<br>May 31, 2018 | Favorable<br>(Unfavorable)<br>Variance |   | Actual<br>Eight Months Ended<br>May 31, 2019 | Actual<br>Eight Months Ended<br>May 31, 2018 | Favorable<br>(Unfavorable)<br>Variance |
|---------------------------------------|---------------------------------------|--|---|--|--|--|
|                                       |                                       |  | Operating revenues:   |  |  |  |
| \$54,153                              | \$53,014                              | \$1,139                                | Net patient service revenue, before provision for bad debts | \$417,819                                    | \$411,237                                    | \$6,582                                |
| (7,365)                               | (7,049)                               | (316)                                  | Provision for bad debts                                     | (55,759)                                     | (60,047)                                     | 4,288                                  |
| 46,788                                | 45,965                                | 823                                    | Net patient service revenue                                 | 362,060                                      | 351,190                                      | 10,870                                 |
| 511                                   | 504                                   | 7                                      | Ad valorem taxes  | 4,086  | 4,032  | 54                                     |
| 452                                   | 2,042                                 | (1,590)                                | Other revenue, including investment income/(losses), net    | 16,352                                       | 18,808                                       | (2,456)                                |
| 47,751                                | 48,511                                | (760)                                  | Total operating revenues                                    | 382,498                                      | 374,030                                      | 8,468                                  |
|                                       |                                       |  | Operating expenses:   |  |  |  |
| 23,423                                | 23,252                                | (171)                                  | Salaries and benefits                                       | 187,735                                      | 181,997                                      | (5,738)                                |
| 8,465                                 | 7,055                                 | (1,410)                                | Purchased services  | 62,190                                       | 57,221                                       | (4,969)                                |
| 8,706                                 | 9,019                                 | 313                                    | Supplies  | 68,360                                       | 67,985                                       | (375)                                  |
| 2,258                                 | 2,151                                 | (107)                                  | Depreciation and amortization                               | 18,050                                       | 17,085                                       | (965)                                  |
| 1,651                                 | 1,401                                 | (250)                                  | Interest  | 12,983                                       | 11,349                                       | (1,634)                                |
| 518                                   | 573                                   | 55                                     | Ad valorem tax related expenses                             | 4,183  | 4,374  | 191                                    |
| 896                                   | 826                                   | (70)                                   | Leases and rentals  | 6,223  | 6,516  | 293                                    |
| 2,429                                 | 2,462                                 | 33                                     | Other   | 18,860                                       | 18,967                                       | 107                                    |
| 48,346                                | 46,739                                | (1,607)                                | Total operating expenses                                    | 378,584                                      | 365,494                                      | (13,090)                               |
| (595)                                 | 1,772                                 | (2,367)                                | Excess (deficiency) of operating revenues over expenses     | 3,914  | 8,536  | (4,622)                                |
|                                       |                                       |  | Nonoperating revenues, expenses, and gains/(losses):        |  |  |  |
| 1,921                                 | 516                                   | 1,405                                  | Realized investment income/(losses)                         | 9,432  | 3,696  | 5,736                                  |
| (3,545)                               | 1,677                                 | (5,222)                                | Unrealized investment income/(losses)                       | (4,695)                                      | 134  | (4,829)                                |
| 19                                    | 67                                    | (48)                                   | Donation revenue  | 310  | 538  | (228)                                  |
| 134                                   | -                                     | 134                                    | Nonoperating gains/(losses), net                            | 1,237  | 10   | 1,227                                  |
| (1,471)                               | 2,260                                 | (3,731)                                | Total nonoperating revenues, expenses, and gains/(losses)   | 6,284  | 4,378  | 1,906                                  |
| (\$2,066)                             | \$4,032                               | (\$6,098)                              | Increase (decrease) in net position                         | \$10,198                                     | \$12,914                                     | (\$2,716)                              |

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

| Actual<br>Month Ended<br>May 31, 2019 | Static Budget<br>Month Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |   | Actual<br>Eight Months Ended<br>May 31, 2019 | Static Budget<br>Eight Months Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |
|---------------------------------------|--|--|---|--|---|--|
|                                       |  |  | Operating revenues:   |  |   |  |
| \$54,153                              | \$52,221                                     | \$1,932                                | Net patient service revenue, before provision for bad debts | \$417,819                                    | \$425,149   | (\$7,330)                              |
| (7,365)                               | (7,756)                                      | 391                                    | Provision for bad debts                                     | (55,759)                                     | (63,497)  | 7,738                                  |
| 46,788                                | 44,465                                       | 2,323                                  | Net patient service revenue                                 | 362,060                                      | 361,652   | 408                                    |
| 511                                   | 511  | -                                      | Ad valorem taxes  | 4,086  | 4,086   | -                                      |
| 452                                   | 2,208  | (1,756)                                | Other revenue, including investment income/(losses), net    | 16,352                                       | 17,672  | (1,320)                                |
| 47,751                                | 47,184                                       | 567                                    | Total operating revenues                                    | 382,498                                      | 383,410   | (912)                                  |
|                                       |  |  | Operating expenses:   |  |   |  |
| 23,423                                | 24,479                                       | 1,056                                  | Salaries and benefits                                       | 187,735                                      | 193,870   | 6,135                                  |
| 8,465                                 | 6,893  | (1,572)                                | Purchased services  | 62,190                                       | 54,656  | (7,534)                                |
| 8,706                                 | 8,708  | 2                                      | Supplies  | 68,360                                       | 68,584  | 224                                    |
| 2,258                                 | 2,203  | (55)                                   | Depreciation and amortization                               | 18,050                                       | 17,706  | (344)                                  |
| 1,651                                 | 1,610  | (41)                                   | Interest  | 12,983                                       | 12,879  | (104)                                  |
| 518                                   | 530  | 12                                     | Ad valorem tax related expenses                             | 4,183  | 4,236   | 53                                     |
| 896                                   | 716  | (180)                                  | Leases and rentals  | 6,223  | 5,713   | (510)                                  |
| 2,429                                 | 2,383  | (46)                                   | Other   | 18,860                                       | 19,054  | 194                                    |
| 48,346                                | 47,522                                       | (824)                                  | Total operating expenses                                    | 378,584                                      | 376,698   | (1,886)                                |
| (595)                                 | (338)  | (257)                                  | Excess (deficiency) of operating revenues over expenses     | 3,914  | 6,712   | (2,798)                                |
|                                       |  |  | Nonoperating revenues, expenses, and gains/(losses):        |  |   |  |
| 1,921                                 | 801  | 1,120                                  | Realized investment income/(losses)                         | 9,432  | 6,410   | 3,022                                  |
| (3,545)                               | -  | (3,545)                                | Unrealized investment income/(losses)                       | (4,695)                                      | -   | (4,695)                                |
| 19                                    | 59   | (40)                                   | Donation revenue  | 310  | 471   | (161)                                  |
| 134                                   | 21   | 113                                    | Nonoperating gains/(losses), net                            | 1,237  | 172   | 1,065                                  |
| (1,471)                               | 881  | (2,352)                                | Total nonoperating revenues, expenses, and gains/(losses)   | 6,284  | 7,053   | (769)                                  |
| (\$2,066)                             | \$543  | (\$2,609)                              | Increase (decrease) in net position                         | \$10,198                                     | \$13,765  | (\$3,567)                              |

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

| Actual<br>Month Ended<br>May 31, 2019 | Static Budget<br>Month Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |   | Actual<br>Eight Months Ended<br>May 31, 2019 | Static Budget<br>Eight Months Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |
|---------------------------------------|--|--|---|--|---|--|
|                                       |  |  | Operating revenues:   |  |   |  |
| \$50,138                              | \$48,373                                     | \$1,765                                | Net patient service revenue, before provision for bad debts | \$386,556                                    | \$395,154   | (\$8,598)                              |
| (7,294)                               | (7,670)                                      | 376                                    | Provision for bad debts                                     | (55,180)                                     | (62,823)  | 7,643                                  |
| 42,844                                | 40,703                                       | 2,141                                  | Net patient service revenue                                 | 331,376                                      | 332,331   | (955)                                  |
| 511                                   | 511  | -                                      | Ad valorem taxes  | 4,086  | 4,086   | -                                      |
| 1,844                                 | 1,436  | 408                                    | Other revenue   | 12,818                                       | 11,495  | 1,323                                  |
| 45,199                                | 42,650                                       | 2,549                                  | Total operating revenues                                    | 348,280                                      | 347,912   | 368                                    |
|                                       |  |  | Operating expenses:   |  |   |  |
| 21,369                                | 22,301                                       | 932                                    | Salaries and benefits                                       | 172,106                                      | 176,793   | 4,687                                  |
| 7,136                                 | 5,770  | (1,366)                                | Purchased services  | 51,743                                       | 45,852  | (5,891)                                |
| 8,497                                 | 8,509  | 12                                     | Supplies  | 66,666                                       | 67,029  | 363                                    |
| 2,124                                 | 2,071  | (53)                                   | Depreciation and amortization                               | 16,983                                       | 16,655  | (328)                                  |
| 1,641                                 | 1,610  | (31)                                   | Interest  | 12,911                                       | 12,879  | (32)                                   |
| 518                                   | 530  | 12                                     | Ad valorem tax related expenses                             | 4,183  | 4,236   | 53                                     |
| 727                                   | 537  | (190)                                  | Leases and rentals  | 4,758  | 4,300   | (458)                                  |
| 2,186                                 | 2,131  | (55)                                   | Other   | 17,142                                       | 17,052  | (90)                                   |
| 44,198                                | 43,459                                       | (739)                                  | Total operating expenses                                    | 346,492                                      | 344,796   | (1,696)                                |
| 1,001                                 | (809)  | 1,810                                  | Excess (deficiency) of operating revenues over expenses     | 1,788  | 3,116   | (1,328)                                |
|                                       |  |  | Nonoperating revenues, expenses, and gains/(losses):        |  |   |  |
| 1,852                                 | 568  | 1,284                                  | Realized investment income/(losses)                         | 5,540  | 4,543   | 997                                    |
| (699)                                 | -  | (699)                                  | Unrealized investment income/(losses)                       | 1,240  | -   | 1,240                                  |
| 3                                     | -  | 3                                      | Donation revenue  | 55   | -   | 55                                     |
| 134                                   | 21   | 113                                    | Nonoperating gains/(losses), net                            | 1,237  | 172   | 1,065                                  |
| 1,290                                 | 589  | 701                                    | Total nonoperating revenues, expenses, and gains/(losses)   | 8,072  | 4,715   | 3,357                                  |
| \$2,291                               | (\$220)                                      | \$2,511                                | Increase (decrease) in net position                         | \$9,860                                      | \$7,831   | \$2,029                                |

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

| Actual<br>Month Ended<br>May 31, 2018 |               | Actual<br>Month Ended<br>May 31, 2019 |               | Static Budget<br>Month Ended<br>May 31, 2019 |               |   | Actual<br>Eight Months Ended<br>May 31, 2018 |               | Actual<br>Eight Months Ended<br>May 31, 2019 |               | Static Budget<br>Eight Months Ended<br>May 31, 2019 |               |
|---------------------------------------|---------------|---------------------------------------|---------------|--|---------------|---|--|---------------|--|---------------|---|---------------|
| \$168,210                             | 100.00%       | \$176,930                             | 100.00%       | \$172,744                                    | 100.00%       | Gross charges                                 | \$1,333,444                                  | 100.00%       | \$1,376,118                                  | 100.00%       | \$1,401,983   | 100.00%       |
| (9,927)                               | -5.90%        | (16,399)                              | -9.27%        | (11,204)                                     | -6.49%        | Charity                                       | (83,826)                                     | -6.29%        | (113,065)                                    | -8.22%        | (91,764)  | -6.55%        |
| (108,951)                             | -64.77%       | (110,393)                             | -62.39%       | (113,167)                                    | -65.51%       | Contractual adjustments                       | (867,803)                                    | -65.08%       | (876,497)                                    | -63.69%       | (915,065)   | -65.27%       |
| 49,332                                | 29.33%        | 50,138                                | 28.34%        | 48,373                                       | 28.00%        | Gross charges, before provision for bad debts | 381,815                                      | 28.63%        | 386,556                                      | 28.09%        | 395,154   | 28.19%        |
| (6,951)                               | -4.13%        | (7,294)                               | -4.12%        | (7,670)                                      | -4.44%        | Provision for bad debts                       | (59,266)                                     | -4.44%        | (55,180)                                     | -4.01%        | (62,823)  | -4.48%        |
| <b>\$42,381</b>                       | <b>25.20%</b> | <b>\$42,844</b>                       | <b>24.22%</b> | <b>\$40,703</b>                              | <b>23.56%</b> | <b>Net patient service revenue</b>            | <b>\$322,549</b>                             | <b>24.19%</b> | <b>\$331,376</b>                             | <b>24.08%</b> | <b>\$332,331</b>                                    | <b>23.70%</b> |

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

| Actual<br>Month Ended<br>May 31, 2019 | Static Budget<br>Month Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |   | Actual<br>Eight Months Ended<br>May 31, 2019 | Static Budget<br>Eight Months Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |
|---------------------------------------|--|--|---|--|---|--|
|                                       |  |  | Operating revenues:   |  |   |  |
| \$4,015                               | \$3,848                                      | \$167                                  | Net patient service revenue, before provision for bad debts | \$31,263                                     | \$29,995  | \$1,268                                |
| (71)                                  | (86)   | 15                                     | Provision for bad debts                                     | (579)  | (674)   | 95                                     |
| 3,944                                 | 3,762  | 182                                    | Net patient service revenue                                 | 30,684                                       | 29,321  | 1,363                                  |
| 160                                   | 194  | (34)                                   | Other revenue   | 1,369  | 1,553   | (184)                                  |
| 4,104                                 | 3,956  | 148                                    | Total operating revenues                                    | 32,053                                       | 30,874  | 1,179                                  |
|                                       |  |  | Operating expenses:   |  |   |  |
| 1,993                                 | 2,109  | 116                                    | Salaries and benefits                                       | 15,106                                       | 16,533  | 1,427                                  |
| 1,278                                 | 1,081  | (197)                                  | Purchased services  | 10,102                                       | 8,472   | (1,630)                                |
| 209                                   | 198  | (11)                                   | Supplies  | 1,693  | 1,550   | (143)                                  |
| 65                                    | 65   | -                                      | Depreciation and amortization                               | 516  | 518   | 2                                      |
| 164                                   | 174  | 10                                     | Leases and rentals  | 1,424  | 1,372   | (52)                                   |
| 211                                   | 182  | (29)                                   | Other   | 1,365  | 1,444   | 79                                     |
| 3,920                                 | 3,809  | (111)                                  | Total operating expenses                                    | 30,206                                       | 29,889  | (317)                                  |
| 184                                   | 147  | 37                                     | Excess of operating revenues over expenses                  | 1,847  | 985   | 862                                    |
|                                       |  |  | Nonoperating revenues, expenses, and gains/(losses):        |  |   |  |
| 69                                    | 233  | (164)                                  | Realized investment income/(losses)                         | 3,892  | 1,867   | 2,025                                  |
| (2,846)                               | -  | (2,846)                                | Unrealized investment income/(losses)                       | (5,935)                                      | -   | (5,935)                                |
| 16                                    | 59   | (43)                                   | Donation revenue  | 255  | 471   | (216)                                  |
| (2,761)                               | 292  | (3,053)                                | Total nonoperating revenues, expenses, and gains/(losses)   | (1,788)                                      | 2,338   | (4,126)                                |
| (2,577)                               | \$439  | (\$3,016)                              | Increase (decrease) in net position                         | \$59   | \$3,323   | (\$3,264)                              |

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

| Actual<br>Month Ended<br>May 31, 2019 | Static Budget<br>Month Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |   | Actual<br>Eight Months Ended<br>May 31, 2019 | Static Budget<br>Eight Months Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>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                                 | -  | -   | -                                      |
| 376                                   | 362  | 14                                     | Other revenue   | 2,995  | 2,898   | 97                                     |
| 376                                   | 362  | 14                                     | Total operating revenues                                    | 2,995  | 2,898   | 97                                     |
|                                       |  |  | Operating expenses:   |  |   |  |
| 49                                    | 59   | 10                                     | Salaries and benefits                                       | 437  | 461   | 24                                     |
| 50                                    | 38   | (12)                                   | Purchased services  | 338  | 302   | (36)                                   |
| -                                     | 1  | 1                                      | Supplies  | 1  | 5   | 4                                      |
| 69                                    | 67   | (2)                                    | Depreciation and amortization                               | 551  | 533   | (18)                                   |
| 10                                    | -  | (10)                                   | Interest  | 72   | -   | (72)                                   |
| 5                                     | 5  | -                                      | Leases and rentals  | 41   | 41  | -                                      |
| 1                                     | 3  | 2                                      | Other   | 4  | 21  | 17                                     |
| 184                                   | 173  | (11)                                   | Total operating expenses                                    | 1,444  | 1,363   | (81)                                   |
| 192                                   | 189  | 3                                      | Excess of operating revenues over expenses                  | 1,551  | 1,535   | 16                                     |
|                                       |  |  | Nonoperating revenues, expenses, and gains/(losses):        |  |   |  |
| -                                     | -  | -                                      | Realized investment income/(losses)                         | -  | -   | -                                      |
| -                                     | -  | -                                      | Unrealized investment income/(losses)                       | -  | -   | -                                      |
| -                                     | -  | -                                      | Donation revenue  | -  | -   | -                                      |
| -                                     | -  | -                                      | Nonoperating gains/(losses), net                            | -  | -   | -                                      |
| -                                     | -  | -                                      | Total nonoperating revenues, expenses, and gains/(losses)   | -  | -   | -                                      |
| \$192                                 | \$189  | \$3                                    | Increase in net position                                    | \$1,551                                      | \$1,535   | \$16                                   |

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

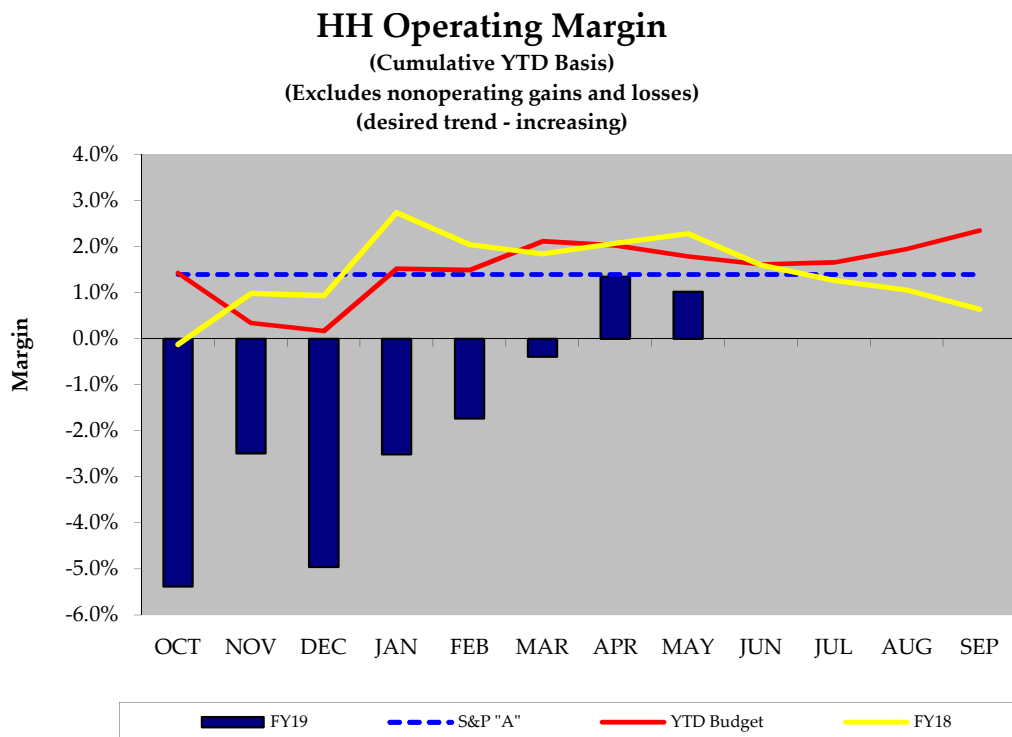
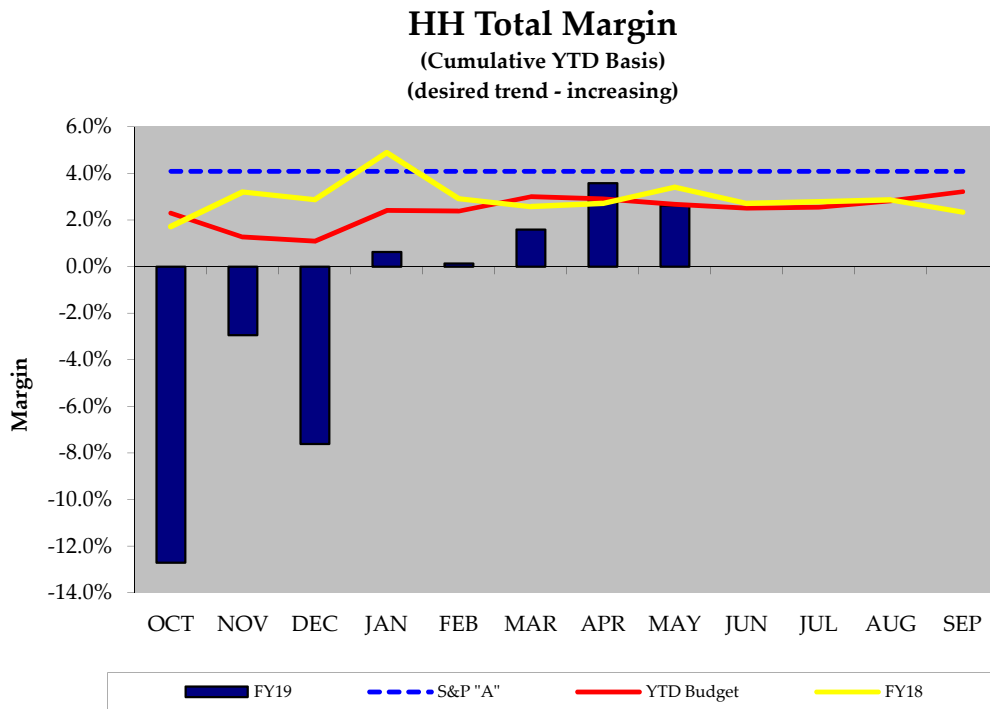
| Actual<br>Month Ended<br>May 31, 2019 | Static Budget<br>Month Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |   | Actual<br>Eight Months Ended<br>May 31, 2019 | Static Budget<br>Eight Months Ended<br>May 31, 2019 | Favorable<br>(Unfavorable)<br>Variance |
|---------------------------------------|--|--|---|--|---|--|
|                                       |  |  | 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                                 | -  | -   | -                                      |
| 27                                    | 127  | (100)                                  | Realized investment income/(losses)                         | 1,754  | 1,013   | 741                                    |
| (2,034)                               | -  | (2,034)                                | Unrealized investment income/(losses)                       | (3,360)                                      | -   | (3,360)                                |
| 79                                    | 89   | (10)                                   | Donation revenue  | 776  | 713   | 63                                     |
| -                                     | -  | -                                      | Other revenue   | -  | -   | -                                      |
| (1,928)                               | 216  | (2,144)                                | Total operating revenues                                    | (830)  | 1,726   | (2,556)                                |
|                                       |  |  | Operating expenses:   |  |   |  |
| 12                                    | 10   | (2)                                    | Salaries and benefits                                       | 86   | 83  | (3)                                    |
| 1                                     | 4  | 3                                      | Purchased services  | 7  | 30  | 23                                     |
| -                                     | -  | -                                      | Supplies  | -  | -   | -                                      |
| -                                     | -  | -                                      | Depreciation and amortization                               | -  | -   | -                                      |
| -                                     | -  | -                                      | Interest  | -  | -   | -                                      |
| -                                     | -  | -                                      | Leases and rentals  | -  | -   | -                                      |
| 31                                    | 67   | 36                                     | Other   | 349  | 537   | 188                                    |
| 44                                    | 81   | 37                                     | Total operating expenses                                    | 442  | 650   | 208                                    |
| (\$1,972)                             | \$135  | (\$2,107)                              | Increase (decrease) in net position                         | (\$1,272)                                    | \$1,076   | (\$2,348)                              |



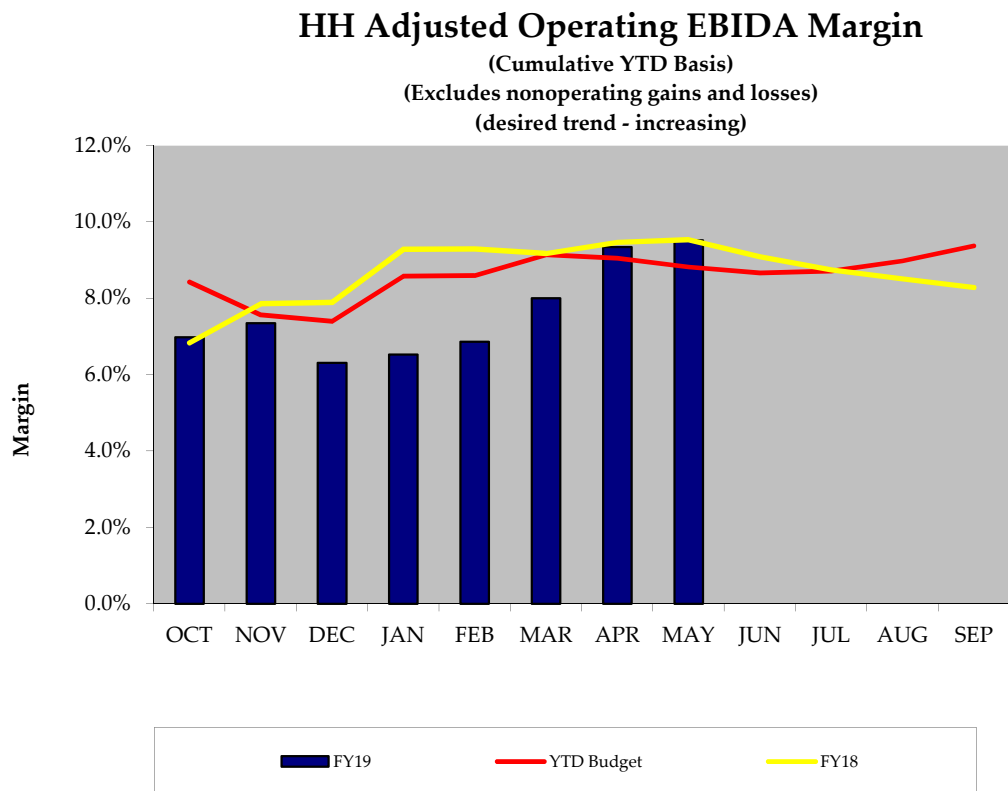
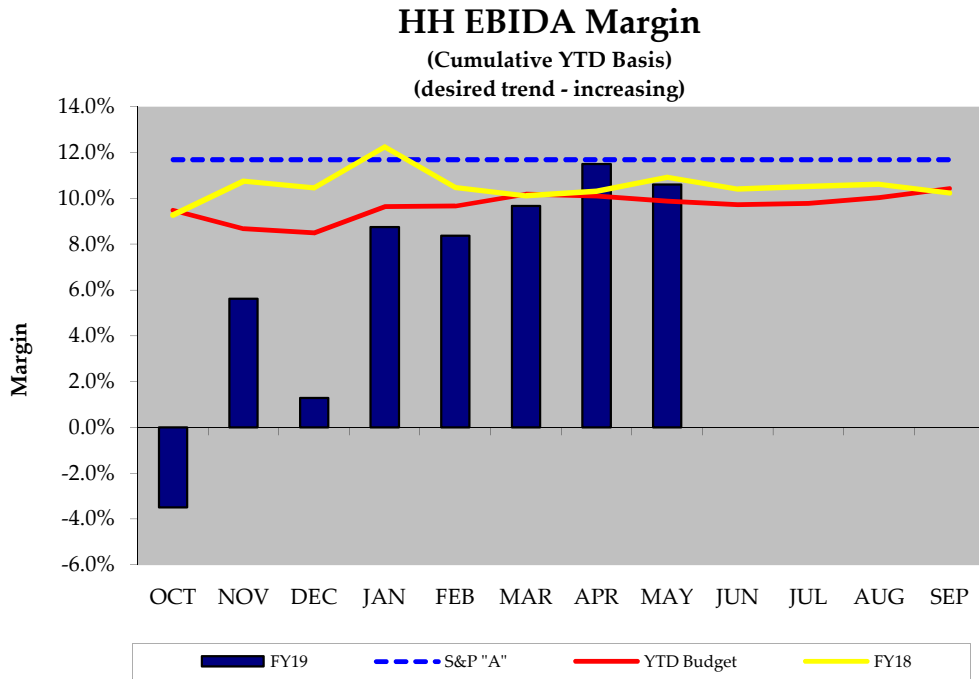
**Halifax Health Medical Center (Obligated Group)**  
**Statements of Revenues, Expenses and Changes in Net Position**  
**(\$ in thousands)**

| <b>Actual<br/>Month Ended<br/>May 31, 2019</b> | <b>Static Budget<br/>Month Ended<br/>May 31, 2019</b> | <b>Favorable<br/>(Unfavorable)<br/>Variance</b> |  | <b>Actual<br/>Eight Months Ended<br/>May 31, 2019</b> | <b>Static Budget<br/>Eight Months Ended<br/>May 31, 2019</b> | <b>Favorable<br/>(Unfavorable)<br/>Variance</b> |
|--|---|---|--|---|--|---|
|  |   |   | Operating revenues:  |   |  |   |
| \$50,138                                       | \$48,373  | \$1,765   | Net patient service revenue, before provision for bad debts    | \$386,556   | \$395,154  | (\$8,598)                                       |
| (7,294)  | (7,670)   | 376   | Provision for bad debts  | (55,180)  | (62,823)   | 7,643   |
| 42,844   | 40,703  | 2,141   | Net patient service revenue                                    | 331,376   | 332,331  | (955)   |
| 511  | 511   | -   | Ad valorem taxes   | 4,086   | 4,086  | -   |
| 1,844  | 1,436   | 408   | Other revenue  | 12,818  | 11,495   | 1,323   |
| 45,199   | 42,650  | 2,549   | Total operating revenues                                       | 348,280   | 347,912  | 368   |
|  |   |   | Operating expenses:  |   |  |   |
| 21,369   | 22,301  | 932   | Salaries and benefits  | 172,106   | 176,793  | 4,687   |
| 7,136  | 5,770   | (1,366)   | Purchased services   | 51,743  | 45,852   | (5,891)   |
| 8,497  | 8,509   | 12  | Supplies   | 66,666  | 67,029   | 363   |
| 2,124  | 2,071   | (53)  | Depreciation and amortization                                  | 16,983  | 16,655   | (328)   |
| 1,641  | 1,610   | (31)  | Interest   | 12,911  | 12,879   | (32)  |
| 518  | 530   | 12  | Ad valorem tax related expenses                                | 4,183   | 4,236  | 53  |
| 727  | 537   | (190)   | Leases and rentals   | 4,758   | 4,300  | (458)   |
| 2,186  | 2,131   | (55)  | Other  | 17,142  | 17,052   | (90)  |
| 44,198   | 43,459  | (739)   | Total operating expenses                                       | 346,492   | 344,796  | (1,696)   |
| <b>1,001</b>                                   | <b>(809)</b>  | <b>1,810</b>                                    | <b>Excess (deficiency) of operating revenues over expenses</b> | <b>1,788</b>  | <b>3,116</b>   | <b>(1,328)</b>                                  |
|  |   |   | Nonoperating revenues, expenses, and gains/(losses):           |   |  |   |
| 1,852  | 568   | 1,284   | Realized investment income/(losses)                            | 5,540   | 4,543  | 997   |
| (699)  | -   | (699)   | Unrealized investment income/(losses)                          | 1,240   | -  | 1,240   |
| 3  | -   | 3   | Donation revenue   | 55  | -  | 55  |
| (4,357)  | 763   | (5,120)   | Income (loss) from affiliates                                  | 338   | 5,934  | (5,596)   |
| 134  | 21  | 113   | Nonoperating gains/(losses), net                               | 1,237   | 172  | 1,065   |
| (3,067)  | 1,352   | (4,419)   | Total nonoperating revenues, expenses, and gains/(losses)      | 8,410   | 10,649   | (2,239)   |
| <b>(\$2,066)</b>                               | <b>\$543</b>  | <b>(\$2,609)</b>                                | <b>Increase (decrease) in net position</b>                     | <b>\$10,198</b>                                       | <b>\$13,765</b>  | <b>(\$3,567)</b>                                |

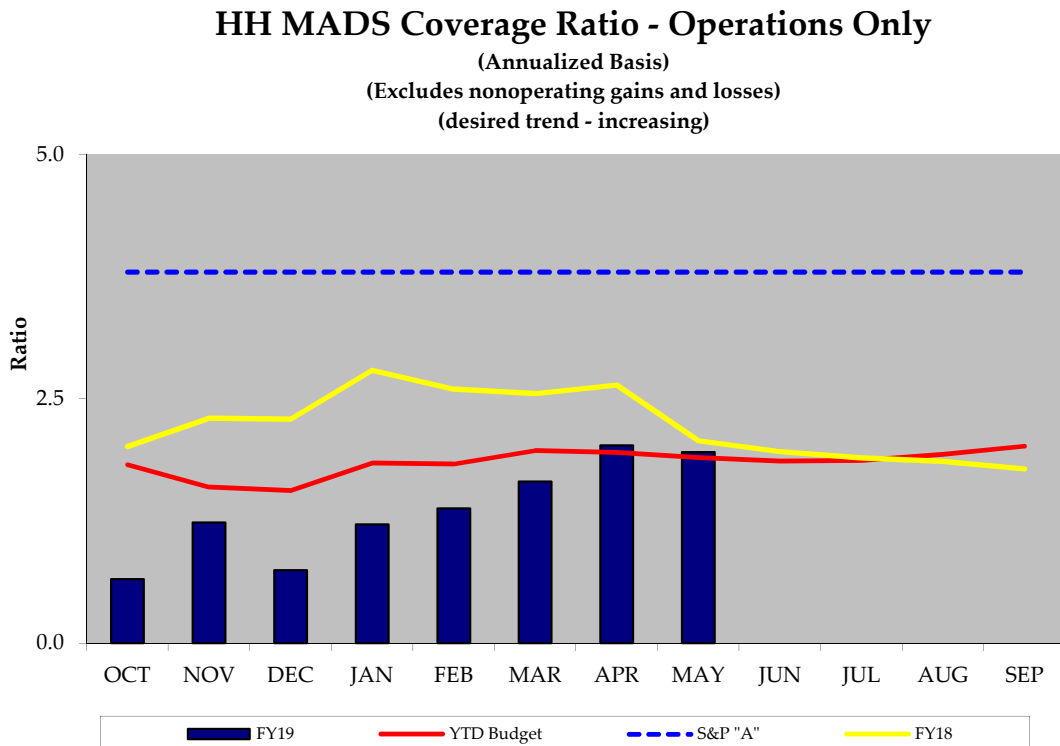
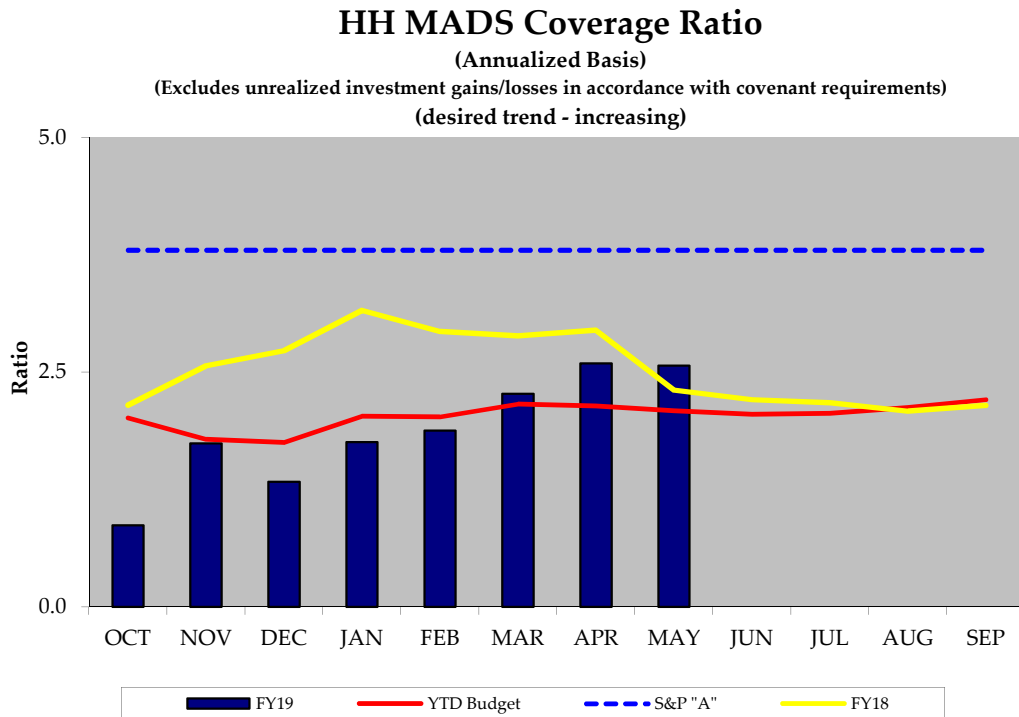
# Halifax Health Financial Summary - Graphic



# Halifax Health Financial Summary - Graphic

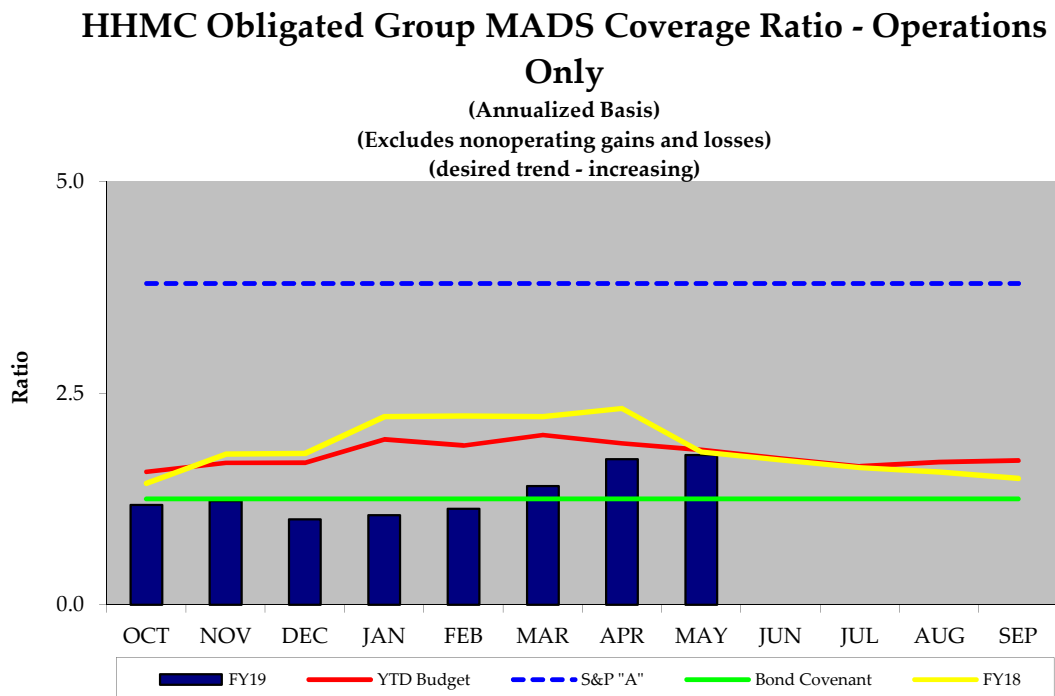
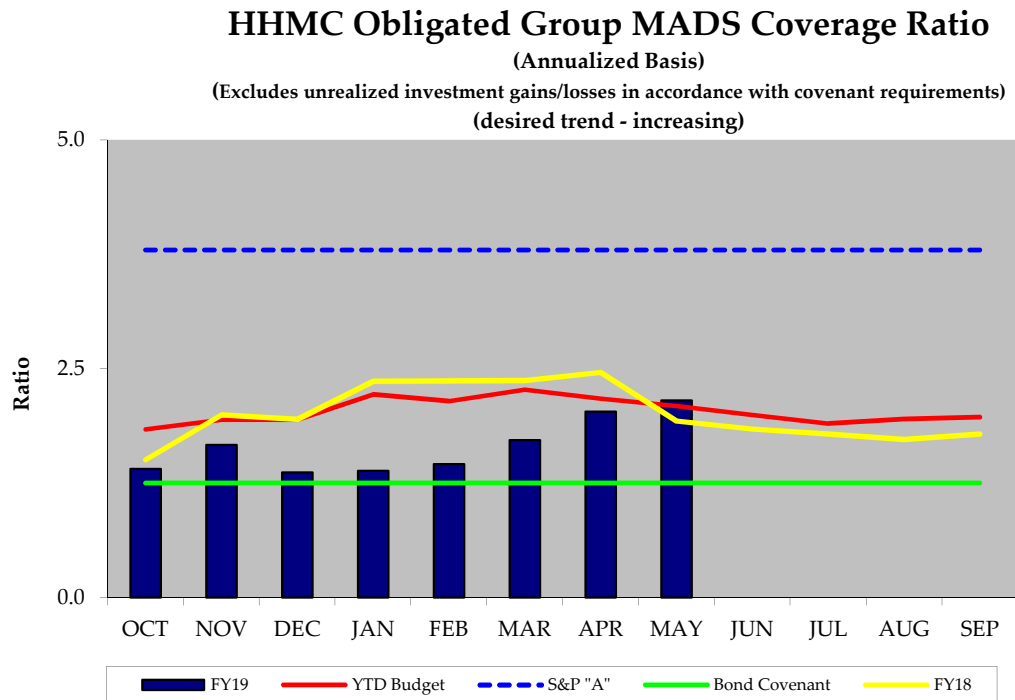


# Halifax Health Financial Summary - Graphic



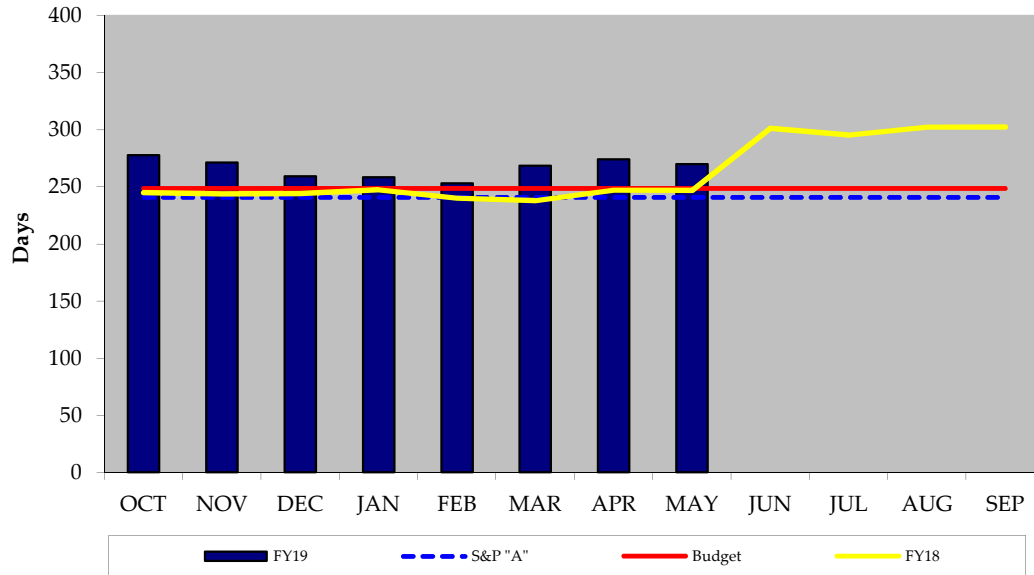
# Halifax Health

## Financial Summary - Graphic

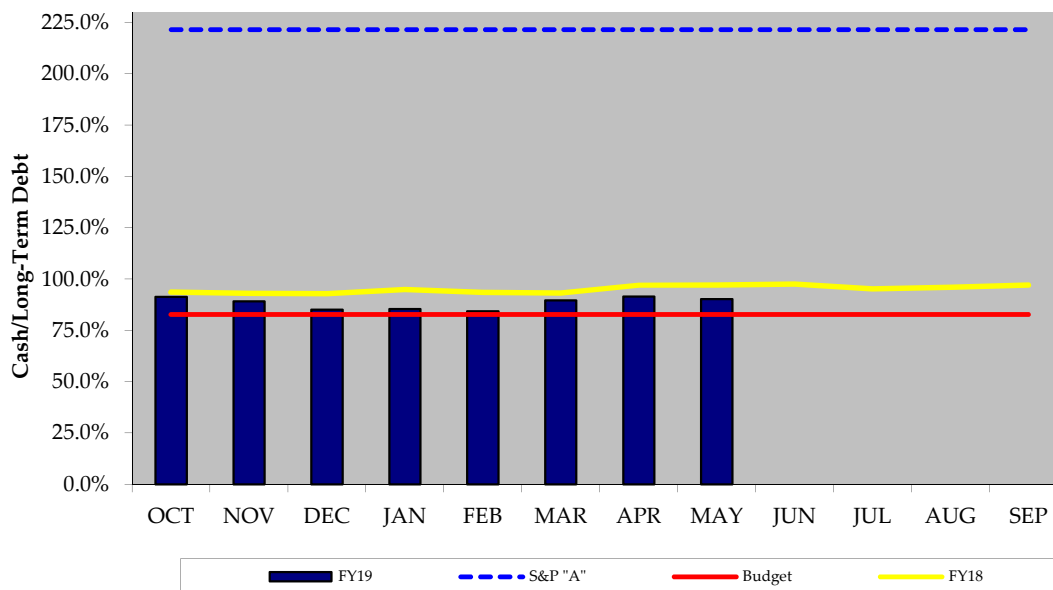


# Halifax Health Financial Summary - Graphic

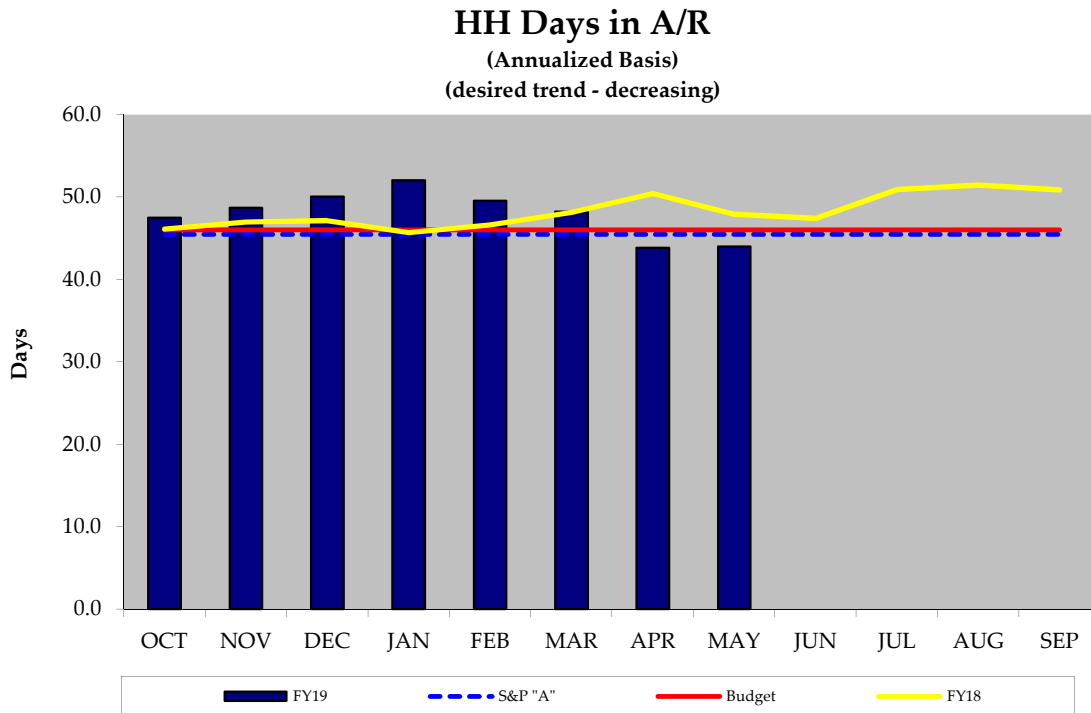
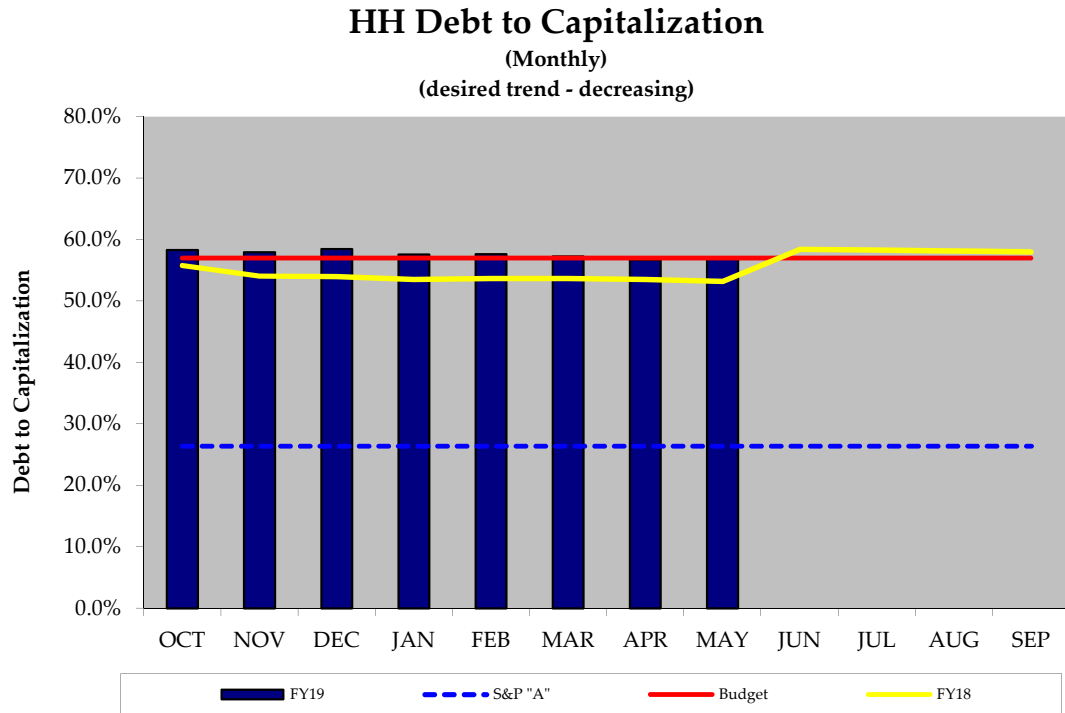
**HH Days Cash on Hand**  
(Annualized Basis)  
(desired trend - increasing)



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

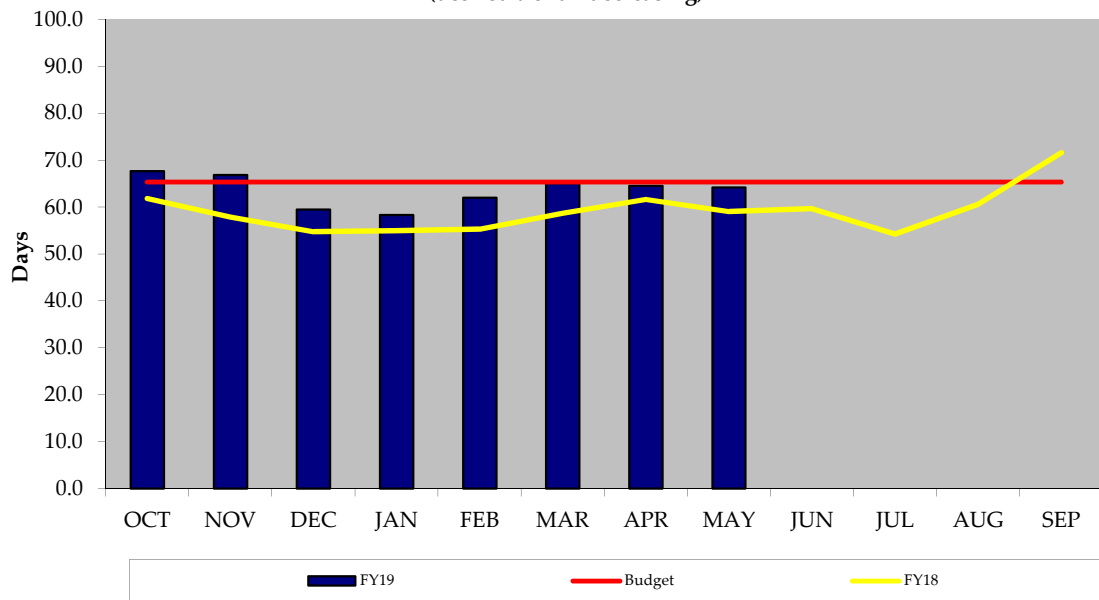


# Halifax Health Financial Summary - Graphic

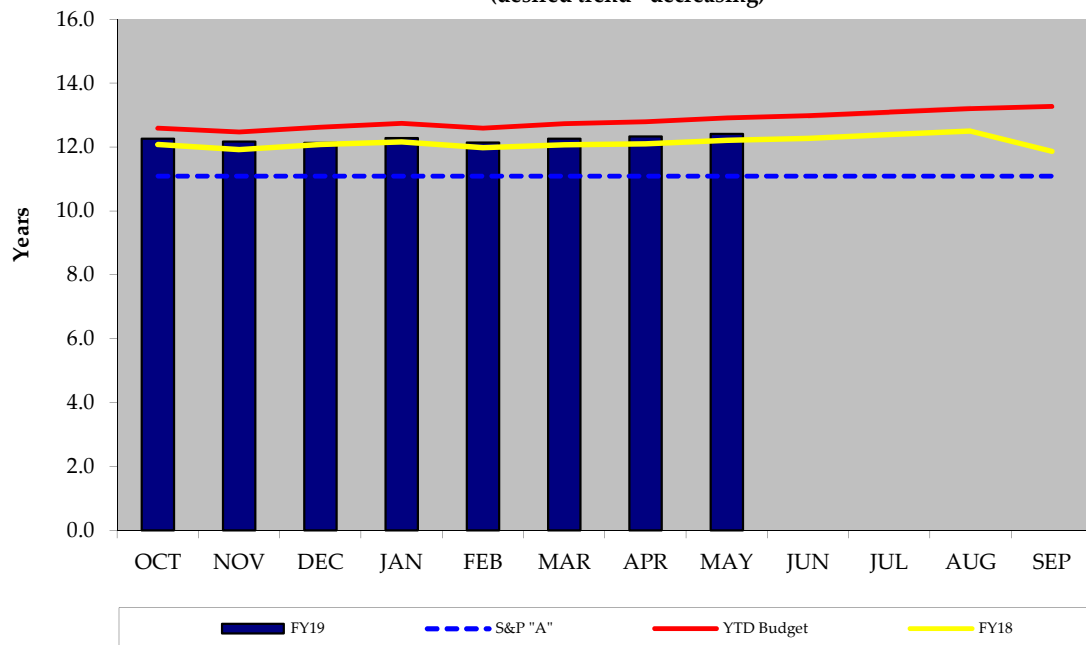


# Halifax Health Financial Summary - Graphic

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



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





**Halifax Health**  
**Financial Ratios and Operating Indicators**  
**Definitions and Calculations**

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

## CAPITAL EXPENDITURES & OPERATING LEASES

Board of Commissioners, July 2019

### **Capital Expenditures \$50,000 and over**

| DESCRIPTION   | DEPARTMENT                               | SOURCE OF FUNDS           | TOTAL     |
|---|--|---------------------------|-----------|
| Mako Robotic Arm  | Department of Surgery                    | Halifax Health Foundation | \$790,000 |
| Desktop and Laptop Computers                              | Information Technology                   | Working Capital           | \$500,000 |
| West Clyde Morris Infrastructure -<br>Additional Approval | System Planning                          | Working Capital           | \$400,000 |
| Storage Platform and Software                             | Information Technology                   | Working Capital           | \$368,554 |
| Automatic Transfer Switch for<br>Chiller                  | Facilities and Engineering<br>Department | Working Capital           | \$104,224 |
|   |  |                           |           |
|   |  |                           |           |
|   |  |                           |           |
|   |  |                           |           |
|   |  |                           |           |
|   |  |                           |           |

### **Operating Leases \$250,000 and over**

| DESCRIPTION | DEPARTMENT | REPLACEMENT<br>Y/N | LEASE<br>TERMS | INTEREST<br>RATE | MONTHLY<br>PAYMENT |
|-------------|------------|--------------------|----------------|------------------|--------------------|
|             |            |                    |                |                  |                    |
|             |            |                    |                |                  |                    |
|             |            |                    |                |                  |                    |
|             |            |                    |                |                  |                    |
|             |            |                    |                |                  |                    |
|             |            |                    |                |                  |                    |
|             |            |                    |                |                  |                    |
|             |            |                    |                |                  |                    |



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Alberto Tineo, Senior Vice President and Chief Operating Officer, Hospitals  
CC: Matt Petkus, Vice President Operations  
DATE: June 14, 2019  
RE: Mako Robotic Arm

---

The Halifax Health Department of Surgery is requesting funding to purchase the Mako Total Knee Robotic-Arm Assisted Surgery system.

By using the Mako robot during total knee replacement, orthopedic surgeons are able to offer surgeries that are more precise and accurate, with fewer cuts to the bone, all while completely protecting soft tissues, ligaments, and blood vessels. The resulting surgery offers better outcomes with less blood loss and pain after surgery. Halifax Health performs over 400 total knee replacements annually and by offering this new technology surgeons will have a new tool to offer patients that suffer from debilitating knee joint pain.

The expenditures requested for the purchase of the Mako system would typically be subject to bid requirements based upon the Enabling Act of the District. The Mako robot is the only FDA approved robotic arm assisted knee joint replacement system. Approval of a Resolution by the Board of Commissioners is requested to by-pass the requirements due to the sole-source nature of the purchase.

The purchase of the Mako system was approved for funding by the Halifax Health Foundation at a meeting on Wednesday, June 19<sup>th</sup>.

**TOTAL CAPITAL COSTS    \$790,000**



## Halifax Health

### Project Evaluation

| Stryker: Mako Robotic Arm System |                |
|----------------------------------|----------------|
| Chief Operating Officer          | Alberto Tineo  |
| VP Operations                    | Matthew Petkus |
| Manger, Surgical Services        | Eric Little    |
| Financial Analysis               | Todd Aldrich   |

### Summary

#### Purpose:

To enable surgeons to have a more predictable surgical experience when performing joint replacement surgery. Additional benefits include enhanced planning, dynamic joint balancing and assisted bone prep

#### Strategic Plan Core Competency Achievement:

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

#### Cornerstone:

|            |   |
|------------|---|
| Safety     |   |
| Compassion |   |
| Image      | X |
| Efficiency | X |

Investment Request for Approval **\$790,000**

## RESOLUTION

WHEREAS, Chapter 2003-374 of the Laws of Florida (the "Enabling Act") prescribes certain bidding requirements for Halifax Hospital Medical Center (the "District") regarding purchases of supplies, commodities, equipment, and materials for its hospital and patient care facilities; and

WHEREAS, the Enabling Act additionally provides for an exception to such bidding requirements in the event the District determines that such supplies, commodities, equipment, and materials are obtainable from only one source or supplier; and

WHEREAS, District staff has determined that the purchase of the Stryker Mako™ System with Total Knee Application ("Mako System") would benefit District patients requiring knee replacement surgery by providing a more predictable surgical experience and enabling more accurate implant positioning and intraoperative adjustments to optimize implant placement; and

WHEREAS, the Mako System is only available through MAKO Surgical Corp., a wholly-owned subsidiary of Stryker Corporation; and

WHEREAS, the District Board of Commissioners is required to approve the purchase of supplies, commodities, equipment, and materials when the product is only obtainable from a sole source.

NOW THEREFORE BE IT RESOLVED as follows:

1. That the Board of Commissioners accepts the recommendation of District staff and authorizes the purchase of the Stryker Mako™ System with Total Knee Application from MAKO Surgical Corp. for the sum of Seven Hundred Ninety Thousand and 00/100 Dollars (\$790,000.00), and authorizes the purchase of this equipment for said amount as a sole source purchase in accordance with Section 19(2) of the Enabling Act.

2. That this resolution shall be effective upon its adoption.

DONE AND RESOLVED this \_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Secretary



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Arvin Lewis, Senior Vice President and Chief Revenue Officer  
CC: Tom Stafford, Vice President and Chief Information Officer  
DATE: June 14, 2019  
RE: Desktop and Laptop Computers

---

Halifax Health Information Technology (IT) is requesting funding to purchase desktop and laptop computers. The devices are part of an ongoing refresh cycle to ensure a reliable and stable computing environment within the IT enterprise.

The project will also include an upgrade to the latest Microsoft Windows 10 operating system.

The project was approved at the Capital Investment Committee meeting on May 15, 2019.

**TOTAL CAPITAL COST    \$500,000**



## Halifax Health

### Project Evaluation

#### Desktop and Laptop Refresh

|                                 |                 |
|---------------------------------|-----------------|
| Chief Revenue Officer           | Arvin Lewis     |
| Chief Information Officer       | Tom Stafford    |
| Director, IT Technical Services | Michael Marques |
| Financial Analysis              | Roxanne Edmonds |

#### Summary

#### Purpose:

This project is for the purchase of desktops and laptops as part of an ongoing refresh cycle to ensure a reliable and stable computing environment within the IT enterprise.

#### Strategic Plan Core Competency Achievement:

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

#### Cornerstone:

|            |   |
|------------|---|
| Safety     | X |
| Compassion |   |
| Image      |   |
| Efficiency | X |

Investment Request for Approval **\$500,000**

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



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Bill Griffin, Director of Strategic Planning  
CC: Eric Peburn, Executive Vice President and Chief Financial Officer  
DATE: June 14, 2019  
RE: West Clyde Morris Infrastructure - Additional Approval

---

Halifax Health is requesting approval for capital funds to complete the west Clyde Morris infrastructure project (spine road and underground utilities).

The Board of Commissioners approved \$2,530,000 for the infrastructure in November 2017. Additional costs to complete the project have been identified that are the result of several factors related to the design and specifications. These factors include additional work to obtain approval from FDOT, the City of Daytona Beach and to install conduit for underground utilities not included in the design.

In addition, the landscaping plan was Bahia sod only and is being upgraded to maintain our attractiveness standard.

The additional cost to complete this project is \$400,000.

There are signed Purchase and Sales Agreements with Highbridge and Next Chapter. Both of these Agreements include a provision for the purchasing party to pay their pro rata share of the cost of the infrastructure improvements. These transactions are scheduled to close in June for Next Chapter and August for Highbridge.

| Purchaser         | Acres | Sale Price  | Initial Infrastructure Share | Additional Infrastructure Share | Closing     |
|-------------------|-------|-------------|------------------------------|---------------------------------|-------------|
| Highbridge        | 11.6  | \$2,336,000 | \$516,880                    | To Negotiated                   | July 2019   |
| Next Chapter      | 13.44 | \$2,688,000 | \$609,841                    | \$30,500                        | August 2019 |
| Remaining Parcels | 30.76 |             | \$1,403,279                  | \$339,000                       |             |

**TOTAL CAPITAL COSTS    \$400,000**





## Halifax Health Project Evaluation

| W. Clyde Morris Infrastructure Additional Cost |                 |
|--|-----------------|
| Director, Strategic Planning                   | Bill Griffin    |
| Financial Analysis                             | Roxanne Edmonds |

### Summary

**Purpose:**

This project is for additional funds to complete the West Clyde Morris Infrastructure project (spine road and underground utilities) including work to obtain approval from FDOT, the City of Daytona Beach and to install conduit for underground utilities not included in the design.

**Strategic Plan Core Competency Achievement:**

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

**Cornerstone:**

|            |   |
|------------|---|
| Safety     |   |
| Compassion |   |
| Image      | X |
| Efficiency |   |

**Investment Request for Approval**     **\$400,000**

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



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Arvin Lewis, Senior Vice President and Chief Revenue Officer  
CC: Tom Stafford, Vice President and Chief Information Officer  
DATE: June 14, 2019  
RE: Storage Platform and Software

---

Halifax Health Information Technology is requesting funding to purchase a network storage system to replace an existing storage platform that is at its end-of-life. The platform is used to store the Picture Archive and Communications (PACS) system for digitized radiologic images and reports and other unstructured data.

The project was approved at the Capital Investment Committee meeting on May 15, 2019.

**TOTAL CAPITAL COST      \$368,554**



## Halifax Health Project Evaluation

|                         |
|-------------------------|
| <b>Storage Platform</b> |
|-------------------------|

|   |   |
|---|---|
| Chief Revenue Officer<br>Chief Information Officer<br>Director, IT Technical Services<br>Financial Analysis | Arvin Lewis<br>Tom Stafford<br>Michael Marques<br>Roxanne Edmonds |
|---|---|

|                |
|----------------|
| <b>Summary</b> |
|----------------|

**Purpose:**

This project is for the purchase of a network storage system to replace the existing storage platform.

**Strategic Plan Core Competency Achievement:**

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

**Cornerstone:**

|            |   |
|------------|---|
| Safety     | X |
| Compassion |   |
| Image      |   |
| Efficiency | X |

**Investment Request for Approval**     **\$368,554**

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



# HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer  
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer  
CC: Jacob Nagib, Director, Engineering, Design and Construction  
DATE: June 14, 2019  
RE: Automatic Transfer Switch for Chiller

---

Halifax Health Facilities and Engineering Department is requesting funds to purchase an Automatic Transfer Switch (ATS) for the 1200 Ton Chiller operated by both normal power and an emergency generator.

The equipment will replace the current ATS which is old, deteriorating and beyond repair. The ATS also feeds emergency power for temporary boilers and chillers when needed for hurricane or other emergencies or repairs.

The project was approved at the Capital Investment Committee meeting on May 15, 2019.

**TOTAL CAPITAL COSTS    \$104,224**



## Halifax Health Project Evaluation

### ATS for Chiller for Generator #6

|  |  |
|--|--|
| Chief Financial Officer<br>Director, Facilities<br>Manager, Facilities<br>Financial Analysis | Eric Peburn<br>Jacob Nagib<br>Chad Hutchinson<br>Roxanne Edmonds |
|--|--|

### Summary

**Purpose:**

This project is for the purchase of a new ATS for the 1200 T Chiller at generator #6 to replace the existing unit which is deteriorating and beyond repair.

**Strategic Plan Core Competency Achievement:**

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

**Cornerstone:**

|            |   |
|------------|---|
| Safety     | X |
| Compassion |   |
| Image      |   |
| Efficiency | X |

**Investment Request for Approval**    **\$104,224**

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

**Halifax Health  
Capital Disposals  
April / May 2019**

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

|                              |         |   |  | Date     | Disposition          | Original         | Book          |
|------------------------------|---------|---|--|----------|----------------------|------------------|---------------|
|                              | 60505   | LENOVO NOTEBOOK                                     | IT   | 05/23/14 | DAMAGED/IRREPAIRABLE | 1,339.10         | -             |
|                              | 55467   | KONICA MINOLTA BIZ HUB 350                          | HHPO ADMIN   | 01/25/19 | DAMAGED/IRREPAIRABLE | 3,160.00         | -             |
|                              | 56246   | GAS FLOW ANALYZER                                   | BIOMED   | 05/03/07 | DAMAGED/IRREPAIRABLE | 9,061.58         | -             |
|                              | 59824   | RECLINER W/WOOD ARM CAPS                            | CARDIAC PULMONARY CARE UNIT(CPCU)                                    | 10/01/12 | DAMAGED/IRREPAIRABLE | 1,781.00         | -             |
|                              | 61470   | ORCHESTRA GLIDER/RECLINER                           | LABOR & DELIVERY   | 10/01/12 | DAMAGED/IRREPAIRABLE | 1,772.50         | -             |
|                              | 0009640 | FOOD CUTTER HOBART                                  | DIETARY  | 02/01/63 | DAMAGED/IRREPAIRABLE | 1,533.00         | -             |
|                              | 55599   | BIARIATRIC WHEELCHAIR SCALE                         | PORT ORANGE ED   | 12/28/06 | DAMAGED/IRREPAIRABLE | 2,007.72         | 334.64        |
| <b>RECLINERS (26)</b>        |         |   |  |          |                      |                  |               |
|                              | 575XX   | 08-09, 15, 19, 21, 24, 38, 51-52, 56-57, 59, 75, 86 | ISC(6), 4 FT TELE(6), 5 FT NEURO(1), 6 FT ORTHO(8), 7 FT MED/SURG(5) | 06/30/09 | DAMAGED/IRREPAIRABLE | -                | -             |
|                              | 576XX   | 02, 15, 19-21, 23-24, 28, 41, 43, 53, 61            | ISC(6), 4 FT TELE(6), 5 FT NEURO(1), 6 FT ORTHO(8), 7 FT MED/SURG(5) | 06/30/09 | DAMAGED/IRREPAIRABLE | 39,178.50        | -             |
| <b>Total to be Disposed:</b> |         |   |  |          |                      | <b>59,833.40</b> | <b>334.64</b> |



# HALIFAX HEALTH

**To:** Jeff Feasel, Chief Executive Officer

**From:** Bill Rushton, Audit Services Director

**Date:** June 19, 2019

**Re:** Audit Services Report for Board of Commissioners Packet

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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 Reports referenced #1 and #2. An executive summary of the audit is enclosed within the Board of Commissioners packet.

| # | Approval Date | Project                                | Objective(s)  | Risk Area(s)            |
|---|---------------|--|---|-------------------------|
| 1 | 5/1/2019      | DAVID Attestation Audit                | Determine if the Security Department's internal controls over Driver and Vehicle Information Database (DAVID) system are adequate to protect the data from unauthorized access and use. | Compliance              |
| 2 | 5/1/2019      | Administrative Payroll Component Audit | Test whether controls over Halifax Staffing, Inc. Administrative payroll component and business expense were functioning as intended.   | AP, Compliance, Payroll |

## 1) DAVID Attestation Audit

Report Date: February 20, 2019

Location: Halifax Health



### OBJECTIVES

The objective of the audit was to determine if internal controls over Driver and Vehicle Information Database (DAVID) system are adequate to protect the data from unauthorized access and use.

### SCOPE

The scope included examining and testing of overall compliance to the DAVID Memorandum of Understanding (MOU) as well as Halifax Health procedures governing user access controls.

**Location(s):** Halifax Health

**Time Period:** March 2019

**Key Information System(s):** DAVID

**Data Selected:** Access and Transaction activity from 3/3/19 through 3/9/19

**Scope Exclusions:** Not applicable

### SUMMARY OF ISSUE RISKS

|               |                   |              |
|---------------|-------------------|--------------|
| High Risk - 1 | Moderate Risk - 1 | Low Risk - 0 |
|---------------|-------------------|--------------|

### CONCLUSION

Point of Contact (POC) not evaluating internal controls over DAVID resulted in improper access by Team Members to protected data and risk of noncompliance with the MOU. Management will develop required oversight procedures that will include transaction testing, reconciling state and Halifax Health user lists, and documenting changes in user access permissions.

### CONTEXT

DAVID is a Florida Highway Safety and Motor Vehicles Department database that collects driver information, violations and personal data, such as home address, bank records and Social Security number. Halifax Health is provided access to the data because it's a Florida government entity with Security Department duties that include enforcement of traffic and public safety laws. Every three years, Internal Audit Services performs an Attestation Audit, as required. The purpose of the audit was to evaluate if internal controls prevent unauthorized access, use and distribution. Inadequate controls over DAVID can lead to the termination of MOU. Team Members are at risk of losing their law enforcement certification, facing criminal charges and receiving monetary penalties.

## 2) Administrative Payroll Component Audit

Report Date: March 2, 2018

Location: Halifax Health



### AUDIT OBJECTIVES

- Test whether controls over Halifax Staffing, Inc. Administrative payroll and business expenses were functioning as intended.

### AUDIT SCOPE

- Examined Administrative payroll and CEO expense transactions for the year ended December 31, 2018. This included controls governing the recording and reporting of Administrative payroll and CEO expenses.

**Location:** Halifax Health

**Time Period:** January 1, 2018 through December 31, 2018

**Key Information System:** Kronos, Meditech AP

**Data Selected:** Payroll Register and Deductions

**Scope Exclusions:** Not Applicable

### AUDIT CONCLUSION

Based on agreed upon audit procedures performed no issues were identified.

### CONTEXT

It's important Halifax Health maintain a high degree of financial integrity over accounting and reporting processes. As such, the Audit and Finance Committee members requested a recurring audit of Executives payroll and CEO's business expenses.

### SUMMARY OF ISSUE RISKS

|              |                   |               |
|--------------|-------------------|---------------|
| Low Risk - 0 | Moderate Risk - 0 | High Risk - 0 |
|--------------|-------------------|---------------|





# HALIFAX HEALTH

To: Audit and Finance Committee and Board of Commissioners  
Cc: Jeff Feasel, Chief Executive Officer  
From: Shelly Shiflet, Vice President, and Chief Compliance Officer  
Date: May 20, 2019  
Re: Compliance Dashboard Report for the month ended April 30, 2019

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The Compliance Program Dashboard Report for April 2019 is attached.

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

Mr. Wade can be reached at: [Bob.Wade@btlaw.com](mailto:Bob.Wade@btlaw.com)  
Office: 574-237-1107

I can be reached at: [Shelly.Shiflet@halifax.org](mailto:Shelly.Shiflet@halifax.org)  
Office: 386-425-4970

**Recommended Action:** None. Information only.

**Halifax Health**  
**Corporate Compliance Program**  
**Board Report – 4/30/19**

**ON TARGET**

**ALERT**

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

|  |          |  |
|--|----------|--|
|  | ➤        | <b>Code of Conduct Attestation<sup>1</sup></b>                                       |
|  | 1. 3,910 | Number of Covered Persons and Board Members required to complete as of end of period |
|  | 2. 100%  | % of Covered Persons who have completed (On Target at 100%)                          |

|  |          |  |
|--|----------|--|
|  | ➤        | <b>CIA Required Training<sup>2</sup></b>   |
|  | 1. 3,894 | Number of Covered Persons and Board Members required to complete as of end of period |
|  | 2. 100%  | % of Covered Persons who have completed (On Target at 100%)                          |

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

|  |          |  |
|--|----------|--|
|  | ➤        | <b>Sanction Check for Covered Persons<sup>3</sup></b>  |
|  | 1. 4,871 | Number of Covered Persons as of the end of the period  |
|  | 2. 100%  | % of Covered Persons above who had no sanctions, based on monthly sanction check results (On Target at 100%) |

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

|  |          |  |
|--|----------|--|
|  | 1. 15    | Number of members on <i>Compliance Committee</i>   |
|  | 2. 93.3% | % of members who attended the meeting (On Target at 70% or Greater) – The last meeting date with approved minutes was 3/27/19. |
|  | 3. 3     | Number of meetings in the last quarter (On Target if 2 or more)  |

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

|  |         |   |
|--|---------|---|
|  | 1. 3/36 | Number of Help Line calls received during month/past 12 months      |
|  | 2. 2/16 | Of calls in 1, how many related to Human Resource issues            |
|  | 3. 0    | Number of open Help Line calls rated as High Priority as of 4/30/19 |
|  | 4. 0    | Number of open Help Line calls rated as High Priority as of 4/30/19 |
|  | 5. 0    | Number of Help Line calls closed since last month                   |

**V. COMPLIANCE ISSUES**

|  |        |   |
|--|--------|---|
|  | 1. 22  | Number of issues open as of 3/31/19                                     |
|  | 2. 30  | Of the issues in item 1, ___ remain open as of 4/30/19                  |
|  | 3. 8   | Number of issues from item 1 closed as of 4/30/19                       |
|  | 4. 26% | Percent of open issues from item 1 closed (On Target at 25% or Greater) |

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

|  |      |  |
|--|------|--|
|  | 1. 1 | Number of Compliance Policies reviewed/ updated in the last month (On Target at 1) |
|--|------|--|

**VII. BILLING AND CODING REVIEWS** - Halifax Health will conduct reviews as part of scheduled audits or to investigate concerns brought to the attention of the Compliance Committee or the Compliance Officer.

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

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

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

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



# HALIFAX HEALTH

To: Audit and Finance Committee and Board of Commissioners  
Cc: Jeff Feasel, Chief Executive Officer  
From: Shelly Shiflet, Vice President, and Chief Compliance Officer  
Date: June 17, 2019  
Re: Compliance Dashboard Report for the month ended May 30, 2019

---

The Compliance Program Dashboard Report for May 2019 is attached.

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

Mr. Wade can be reached at: [Bob.Wade@btlaw.com](mailto:Bob.Wade@btlaw.com)  
Office: 574-237-1107

I can be reached at: [Shelly.Shiflet@halifax.org](mailto:Shelly.Shiflet@halifax.org)  
Office: 386-425-4970

**Recommended Action:** None. Information only.

**Halifax Health**  
**Corporate Compliance Program**  
**Board Report – 5/31/19**

**ON TARGET**

**ALERT**

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

|    |       |  |
|----|-------|--|
|    | ➤     | <b>Code of Conduct Attestation<sup>1</sup></b>                                       |
| 1. | 3,920 | Number of Covered Persons and Board Members required to complete as of end of period |
| 2. | 100%  | % of Covered Persons who have completed (On Target at 100%)                          |

|    |       |  |
|----|-------|--|
|    | ➤     | <b>CIA Required Training<sup>2</sup></b>   |
| 1. | 3,382 | Number of Covered Persons and Board Members required to complete as of end of period |
| 2. | 100%  | % of Covered Persons who have completed (On Target at 100%)                          |

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

|    |       |  |
|----|-------|--|
|    | ➤     | <b>Sanction Check for Covered Persons<sup>3</sup></b>  |
| 1. | 4,881 | Number of Covered Persons as of the end of the period  |
| 2. | 100%  | % of Covered Persons above who had no sanctions, based on monthly sanction check results (On Target at 100%) |

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

|    |       |   |
|----|-------|---|
| 1. | 15    | Number of members on <i>Compliance Committee</i>  |
| 2. | 93.3% | % of members who attended the meeting (On Target at 70% or Greater) – The last meeting date with approved minutes was 5/1/19. |
| 3. | 2     | Number of meetings in the last quarter (On Target if 2 or more)   |

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

|    |      |   |
|----|------|---|
| 1. | 3/20 | Number of Help Line calls received during month/past 12 months      |
| 2. | 2/9  | Of calls in 1, how many related to Human Resource issues            |
| 3. | 0    | Number of open Help Line calls rated as High Priority as of 4/30/19 |
| 4. | 0    | Number of open Help Line calls rated as High Priority as of 5/31/19 |
| 5. | 3    | Number of Help Line calls closed since last month                   |

**V. COMPLIANCE ISSUES**

|    |     |   |
|----|-----|---|
| 1. | 39  | Number of issues open as of 4/30/19                                     |
| 2. | 7   | Of the issues in item 1, ___ remain open as of 5/31/19                  |
| 3. | 10  | Number of issues from item 1 closed as of 5/31/19                       |
| 4. | 25% | Percent of open issues from item 1 closed (On Target at 25% or Greater) |

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

|    |   |  |
|----|---|--|
| 1. | 1 | Number of Compliance Policies reviewed/ updated in the last month (On Target at 1) |
|----|---|--|

**VII. BILLING AND CODING REVIEWS** - Halifax Health will conduct reviews as part of scheduled audits or to investigate concerns brought to the attention of the Compliance Committee or the Compliance Officer.

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

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

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

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



# HALIFAX HEALTH

## FOUNDATION

Meeting Minutes  
May 16, 2019

|                   |  |
|-------------------|--|
| Call to Order     | 7:54 A.M.<br>Andrew Leech, Halifax Health- Foundation President  |
| Roll Call         | <p>Present:</p> <p>Larry Bartlett, Lisa Bradley, Denise Breneman, Eleanor Callon, Dr. Pam Carbiener, Stacy Cunningham, Ray Donadio, Jeff Feasel, Dick Fornell, Matt Gable, Sherry Gailey, Mary Greenlees, John Guthrie, Buck Harris, Joni Hunt, Mike Jackson, Austin Keeler, Dean Kurtz, Andrew Leech, Margaret Lyon, Mary Maholias, George Mirabal, Bill Olivari, Glenn Padgett, Joe Petrock, Jennifer Quattrochi, Bud Ritchey, Cynthia Rose, Michelle Carter- Scott, Budd Severino, Edith Shelley, Greg Snell, Bobby Thigpen, Ninette Turay- Lewis, Lisa Tyler, Scott Vanacore, Linda Webster, W.G. Watts, Rick Wells, Dr. Alex White</p> <p>New member: Dwight Selby</p> <p>Patti Earl, Kathryn Nagib</p> |
| Review of Minutes | <p>Andrew Leech, Halifax Health- Foundation President called for approval of the following minutes:</p> <ol style="list-style-type: none"><li>1. Full Board Meeting- March 27, 2019</li><li>2. Motion by Andrew Leech to approve the minutes from the full board meeting on March 27, 2019. Motion carried unanimously.</li></ol>  |
| New Members       | Dwight Selby, Selby Realty Inc & Ormond Beach City Commissioner  |
| Board Approvals   | <p>April Hultz, RN Quality Improvement Coordinator presented to the board a new fall prevention program.</p> <ul style="list-style-type: none"><li>- Using data from our Trauma Registry, we were able to calculate the critical need for a fall prevention program.</li><li>- The cost is \$9,340.00</li></ul> <p>Motion by Glenn Padgett to approve the funds. Motion carried unanimously.</p> <p>Please see attached for “Learn How to Save a Life”- Stop the Bleed information. This is a free event for the community provided by Halifax Health- Trauma Services.</p>  |

|                       |   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
|-----------------------|---|----------------|---------------------------|--------------|-----------------------------------|-----------|---------------------------|--------------|---------------------|---------------|-----------------------------|-----------------|----------------------|--------------------|---------------------------|--------------------|-------------------|---------------|-------------------------|-----------------------|-------------------------------------|-------------------|--|----------------|----------------------------|
| Presentation          | Dr. Roland Torres, UF Health Neurosurgery at Halifax Health will be presenting on current technology and research in Traumatic Brain Injury.  |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| Reports               | Cynthia Rose, Auxiliary, informed the board that the Auxiliary department currently has 201 volunteers. Of those volunteers 4,427 hours have been donated to the hospital.  |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
|                       | Andrew Leech, Halifax Health- Foundation President called for approval of the following January financial report.<br>Motion and second to accept report as presented. Motion carried.<br>(Financial Report not included in packets, sent via e-mail)  |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
|                       | <p>Joe Petrock, Executive Director of the Foundation updated the Board on various Foundation projects and events.</p> <table border="1"> <tr> <td>April 27, 2019</td><td>Simons Angel Denim &amp; Dice</td></tr> <tr> <td>May 20, 2019</td><td>Live Your Life Well Luncheon - UF</td></tr> <tr> <td>May, 2019</td><td>Haley Watson Surf Classic</td></tr> <tr> <td>June 7, 2019</td><td>Bahama Casual Event</td></tr> <tr> <td>June 17, 2019</td><td>Randy Dye's Golf Tournament</td></tr> <tr> <td>August 10, 2019</td><td>Embassy of Hope Gala</td></tr> <tr> <td>September 13, 2019</td><td>2nd Annual Sheriff's Gala</td></tr> <tr> <td>September 13, 2019</td><td>Trauma Talks 2019</td></tr> <tr> <td>October, 2019</td><td>ACS activities - Tanger</td></tr> <tr> <td>October 24 - 25, 2019</td><td>46th Annual DIS Pro-Am Golf Classic</td></tr> <tr> <td>November 10, 2019</td><td>Howard Frank Memorial Deep Stack Poker</td></tr> <tr> <td>December, 2019</td><td>Molta Bella Shopping Event</td></tr> </table> <p>Please contact the Foundation if you are interested in any of these events.</p> | April 27, 2019 | Simons Angel Denim & Dice | May 20, 2019 | Live Your Life Well Luncheon - UF | May, 2019 | Haley Watson Surf Classic | June 7, 2019 | Bahama Casual Event | June 17, 2019 | Randy Dye's Golf Tournament | August 10, 2019 | Embassy of Hope Gala | September 13, 2019 | 2nd Annual Sheriff's Gala | September 13, 2019 | Trauma Talks 2019 | October, 2019 | ACS activities - Tanger | October 24 - 25, 2019 | 46th Annual DIS Pro-Am Golf Classic | November 10, 2019 | Howard Frank Memorial Deep Stack Poker | December, 2019 | Molta Bella Shopping Event |
| April 27, 2019        | Simons Angel Denim & Dice   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| May 20, 2019          | Live Your Life Well Luncheon - UF   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| May, 2019             | Haley Watson Surf Classic   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| June 7, 2019          | Bahama Casual Event   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| June 17, 2019         | Randy Dye's Golf Tournament   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| August 10, 2019       | Embassy of Hope Gala  |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| September 13, 2019    | 2nd Annual Sheriff's Gala   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| September 13, 2019    | Trauma Talks 2019   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| October, 2019         | ACS activities - Tanger   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| October 24 - 25, 2019 | 46th Annual DIS Pro-Am Golf Classic   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| November 10, 2019     | Howard Frank Memorial Deep Stack Poker  |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| December, 2019        | Molta Bella Shopping Event  |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| President/CEO Report  | <p>Jeff Feasel, President and CEO of Halifax Health updated and answered questions regarding all services provided by Halifax Health. Please see Management Report.</p> <ul style="list-style-type: none"> <li>- Enabling Act signed by the Gov.</li> <li>- Mental Health in the Community</li> </ul>   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |
| Meeting Adjourned     | <p>9:05 A.M</p> <p>Andrew Leech, Halifax Health- Foundation President</p>   |                |                           |              |                                   |           |                           |              |                     |               |                             |                 |                      |                    |                           |                    |                   |               |                         |                       |                                     |                   |  |                |                            |

Next Foundation Board of Directors Meeting will be on July 10, 2019. The meeting will be held in France Tower Conference Rooms E & F.

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Andrew Leech, Halifax Health- Foundation President

## DRAFT

### HALIFAX HEALTHY COMMUNITIES Board of Directors Quarterly Meeting Minutes France Tower Conference Room "D" January 16, 2019

Members Present: Gwen Azama-Edwards, Chairperson  
Patricia Boswell  
Jeff Davidson  
Debbie Hinson Fisher  
Jeff Feasel

Absent: Ed Connor  
Bob Snyder

Others Present: John Guthrie, Healthy Communities  
Alicia Watson, Healthy Communities  
Steve Parris, Healthy Communities  
Cher Philio, Healthy Communities

The meeting was called to order at 4:05 p.m. Welcome ensued. On behalf of the Board, Chairperson Azama-Edwards opened the meeting with words of acknowledgement in recognition of Deanna Schaeffer's recent retirement. Chairperson Azama-Edwards expressed appreciation for Ms. Schaeffer's dedication and commitment to Halifax Health, the Healthy Communities Department as well as the children and families we serve.

#### **CHAIRMAN'S REPORT/COMMENT:**

##### **Introduction of Healthy Communities' New Executive Director:**

Chairperson Azama-Edwards introduced John Guthrie. She informed the Board that in addition to serving as the Vice President of Halifax Health's Corporate Communication's Department, Mr. Guthrie is the newly appointed Executive Director of Healthy Communities. Mr. Guthrie joined Halifax Health in 2013 and has been instrumental in positioning the organization as an invaluable asset within the communities we serve.

Mr. Guthrie stated that he is passionate about his role in healthcare as well as the community. After meeting with the Healthy Communities staff, Mr. Guthrie indicated that he is encouraged by the current position of the programs that was achieved under the leadership of Dee Schaeffer. He is excited by the growth potential as well as the opportunity to further expand current initiatives in hopes of increasing program accessibility to families.

##### **Healthy Kids and KidCare Outreach/Enrollment – Steve Parris:**

###### **Florida KidCare Enrollment**

Mr. Parris reviewed the provided report (*Reference Florida KidCare Volusia and Flagler Counties*). He noted that the numbers continue to display a slow trend upward. The program enrollment is as follows:

- Medicaid (02/19) – Volusia 53,022; and, Flagler 9,206
- MediKids (09/18) – Volusia 841; and, Flagler 192
- Children's Medical Services (CMS) (09/18) – Volusia 319; and, Flagler 69
- Healthy Kids (09/18) – Volusia 4,875; and, Flagler 1,058

Mr. Parris informed the Board that he and Jeannette Pubill, Florida KidCare Specialist-West Volusia, recently attended a Florida KidCare focus group in Orlando. He is hopeful that the focus groups will assist Florida KidCare to improve its education and awareness throughout the state; thereby,

## **DRAFT**

increasing its enrollment potential. Ms. Fisher inquired as to whether there was any discussion about bringing Florida KidCare back into the school system. Mr. Parris responded that he was not aware of any discussion at this time.

Mr. Parris informed the Board that the Florida Healthy Kids Corporation announced that there will be some funding opportunities coming available through grants that have not been available in recent years. He is hopeful that Healthy Communities will have some opportunity to access some of those funds to benefit the two-county area.

Ms. Boswell inquired as to whether Florida KidCare has a snapshot as to the estimated number of children eligible for the program who could be enrolled at one time and how close we are to filling that capacity. Mr. Parris stated that he is unaware of such information. However, the uninsured estimate for children in the State of Florida who could be insured is about 350,000 of which around 5.2% is attributed to Volusia County.

Due to the current gap in the full pay and subsidized costs, Mr. Guthrie stated that the development of a sliding fee scale would be beneficial. Mr. Parris replied that there has been some discussion regarding revising the premium for the full pay cost, but a definitive decision or methodology has not been determined to date. Discussion ensued.

### **KidCare Outreach**

Mr. Parris reviewed the provided list of Healthy Communities' community activities (*Reference KidCare/Marketplace Outreach Activities and Program Highlights*).

Mr. Parris informed the Board that the West Volusia Hospital Authority funding application for FY2019-20 was submitted in request of \$74,363.15 to cover the cost to employ 1.5 FTE to conduct Florida KidCare Outreach and Enrollment as well as Healthcare Marketplace Enrollment assistance in the West Volusia areas. Although Mr. Parris won't have definitive information until the WVHA's budget is approved in September, he does not foresee an issue with the request being approved for another year. He anticipates having more information as to the status of the funding request sometime in July once the budget is finalized.

### **Safe Kids Outreach**

Mr. Parris reported the following Safe Kids program update:

#### **A. Child Passenger Safety Program**

- Healthy Communities continues to hold monthly car seat check-up events at Halifax Medical Center on the 1<sup>st</sup> Wednesday of the month and at the Halifax Health – Emergency Department of Deltona on the 4<sup>th</sup> Thursday of each month.
- Staff continues to provide car seat checks/installations during the week at our office.
- Healthy Communities will be holding some check-up events in the coming months to provide car seats to low-income families with the funds from the \$5,000 grant awarded by the Chrysalis Community Foundation, Inc. The events will be held in conjunction with Head Start staff at local day care facilities.
- A National Child Passenger Safety Certification Training Course was held January 28 – 31, 2019 at the Daytona Beach Police Department. Eight new technicians were certified.
- Mr. Parris completed a presentation regarding the Child Passenger Safety Program and “Never Leave Your Child Alone” in a hot car at the One Voice for Volusia meeting in April as part of its “Pinwheels for Prevention Panel.”



## **DRAFT**

### **B. 2019 Safe Kids Swim Scholarship Program**

- Agreements have been mailed out to the City of Daytona and the YMCA for our 2019 Safe Kids Swim Scholarship Program. The goal is to provide scholarships for 800 children to receive water safety lessons. The Agreements are due back by April 26<sup>th</sup>.
- The application forms and flyers promoting the scholarships are being printed. They will be sorted and delivered to the Volusia County Schools mailroom for distribution to all elementary school students in early May.

Chairperson Azama-Edwards inquired as to whether the YMCA has been able to secure additional lifeguards. Mr. Parris stated that he is unaware. Mr. Guthrie added that their capacity at the individual locations is one of the items under review by the new CEO of the YMCA.

Mr. Parris stated that in addition to the children in its summer camp programs, the City of Daytona Beach will be extending its targeted population to engage children throughout the community.

### **C. Never Leave Your Child Alone - Kids In Hot Cars**

- In 2019, a record number of 51 children died after being left in hot cars in the United States. 5 of last year's total deaths happened in Florida. This year to date, two children have died and both deaths occurred in Florida.

Mr. Parris requested the Board's support and advocacy in favor of SB 724 and HB 805. The purpose of these bills is as follows:

- Pool owners are required to have two separate barriers hindering access to a pool. The devices may include but are not limited to pool fencing, pool alarms, door locks, yard fencing, etc.
- When a home is sold, an inspection confirming that the two mandatory barriers are in place would be required for all homes with pools, to include both newly constructed as well as previously constructed and older homes.

Follow us on our Safe Kids Coalition of Volusia and Flagler Counties Facebook page. Find us and like us at [www.facebook.com/safekidsvf](http://www.facebook.com/safekidsvf).

### **Healthy Start**

Ms. Philio reviewed the *Healthy Start Screening Results for Service Delivery Area (Volusia & Flagler County Residents) FY 18/19 Qtr 3*. She explained that the very top of the report lists the Quarterly goals and whether they have been met, and the prenatal screening rate is based on the number of infants born as opposed to the actual number of pregnancies. Therefore, those numbers can often be higher or lower than the actual numbers. As such, instead of using this data, Ms. Philio uses the provider data instead to determine how well the Volusia/Flagler area is progressing. In review of the report, Ms. Philio stated that all of the Healthy Start screening and consent goals were exceeded. The Quarter 3 rates were as follows:

- The infant screening rate of 95.03% exceeded the goal of 84.00%
- The prenatal screening rate of 88.48% didn't meet the goal of 78.00%
- The women consenting to the prenatal screen rate of 90.37% exceeded the goal of 90.00%
- The eligible prenatal referrals consenting to participation at the time of the screen rate of 99.26% exceeded the goal of 96.00%

## **DRAFT**

Ms. Philio has met with Shelley Jones, the Paternity Nurse Navigator at Halifax. Ms. Philio will be helping to connect Ms. Jones with the Healthy Start participants who will be delivering at Halifax. Ms. Jones will be providing the participants with a wealth of information and behind the scenes tour prior to their arrival for delivery. Ms. Philio is also working with Dixie Morgese, Executive Director of the local Healthy Start Coalition to get Ms. Jones additional access to referral data.

Mr. Davidson inquired as to why the screening rate is not 100% if an equal number of infants were born and screened. Ms. Philio noted that there must be a discrepancy in the data. She will review the data and make the necessary correction.

Ms. Philio informed the Board of the national opioid epidemic. She stated that the number of babies being born addicted to opioids is on the rise. Healthy Start has hired Pier Recovery Specialists (PRS) to assist in its effort to reduce these numbers locally. A PRS must be a parent in recovery who is fighting to overcome their substance abuse issues. Additionally, a new organization by the name of Strongwell is integrating itself into the State of Florida and currently has a location in Deland. Strongwell is a referral program that assists pregnant moms to overcome opioid addiction. Ms. Philio will be touching base with the organization to see how they can partner with Healthy Start.

## **OTHER BUSINESS**

Chairperson Azama-Edwards inquired as to the status of teenage births in comparison to adult births. Ms. Philio indicated that she does not have that data available. Ms. Boswell added that the number of teenage births has been declining nationally for quite some time, which has resulted in the health department shifting its focus to addressing unwanted pregnancy regardless of a woman's age.

Chairperson Azama-Edwards inquired as to whether Project Warm is an option for pregnant mothers upon release from jail. Ms. Philio stated that it is not as the jail does not have a standard procedure upon release. However, if Project Warm has an opening the mom can be connected with the Healthy Start program and Healthy Start can help the mom get into the program.

Ms. Philio informed the Board that Dixie Morgese has agreed to include funding in the Healthy Communities budget to cover the cost of car seats for Healthy Start clients.

Ms. Azama-Edwards inquired about the status of the Halifax Keech Health Center since the departure of Dr. Thorpe. Mr. Guthrie responded that a new physician has replaced Dr. Thorpe and marketing will begin promoting the clinic more. Ms. Boswell added that the health department will be moving into the old Children's Medical Services (CMS) building located next to Halifax Keech Health Center. However, the move is currently on hold due to the need for additional maintenance and repairs. She anticipates completion of the additional work by late August early September. Mr. Guthrie inquired as to what services will be provided at the new location. Ms. Boswell replied Women, Infant, and Children (WIC) services, family planning, immunizations, STD/HIV testing, Hepatitis testing, and dental hygiene for children to include minimal dental services such as, exams, cleaning, sealants, etc. Discussion ensued.

Mr. Guthrie informed the Board that he anticipates that there will be a rate cut in Medicaid business. The Certificate of Need (CON) legislation is still up in the air with no major impact anticipated at this time.

## **DRAFT**

Mr. Guthrie informed the Board that Halifax has joined in suicide prevention efforts to encourage increased dialogue. A webpage has been developed as well as Question, Persuade, Refer (QPR) classes scheduled in collaboration with Stewart Marchman Center at the Healthy Living Centers located in the YMCA facilities throughout Volusia County. Additionally, as a result of the Sandy Hook Promise, Volusia County Schools has a suicide prevention program known as "Say Something". The purpose of Say Something is to encourage students to speak up freely without fear of consequence. The overall goal of these initiatives is to encourage individuals, young and old, to begin to discuss suicide as opposed to ignoring it. Mr. Guthrie stated that suicide prevention is an initiative in which he would like to see Healthy Communities become involved because he feels that our community is currently better set up for a crisis than it is for prevention, which creates a huge challenge. The school will be scheduling its training for some time next year. Discussion ensued.

Ms. Boswell informed the Board that Volusia County is now listed as a high risk county due to individuals dying of reasons other than old age. Infectious disease has a major impact on the risk factor locally. She noted that there were 5 cases of Hepatitis B in 2018, and to date there have been 35 cases in 2019. As a result, Hepatitis B vaccinations are being administered in the school system.

## **ADJOURNMENT**

There being no further business, the meeting of April 17, 2019 adjourned. The next meeting is scheduled for Wednesday, July 17, 2019 at 4:00 p.m., unless otherwise notified.



HALIFAX HEALTH

## Human Resources Executive Summary - April 2019



HALIFAX HEALTH

| Recruitment  |  |       |                                       | Turnover                           |   |                                    |  |        |
|--|--|-------|---------------------------------------|------------------------------------|---|------------------------------------|--|--------|
| ^Vacancy Rate  |  | 4.60% | New Hires                             |                                    | 87  | *Annualized Turnover Rate          |  | 23.00% |
| Number of Applications   |  | 2,313 | FT                                    |                                    | 68  | *Annualized RN Turnover Rate       |  | 27.72% |
| Average Days to Fill   |  | 34.1  | PT                                    |                                    | 2   | Terminated/Resigned                |  | 84     |
| RNs  |  | 23.0  | Casual Pool                           |                                    | 17  | Average Number of Employees        |  | 4,034  |
| Allied Health  |  | 39.3  | Core RNs                              |                                    | 20  | Average Number of FT /PT Employees |  | 3,496  |
| Employee Relations   |  |       |                                       | Retention                          |   |                                    |  |        |
| Employee of the Month: Rosie Gilbert, Business Intelligence Developer, Corporate Finance |  |       |                                       | Average Tenure of Active Employees |   | 7.93                               |  |        |
| Service Awards   |  |       |                                       | Active Employees                   |   |                                    |  |        |
| 5 Year   |  | 12    | Average Tenure 0 - 1 yr               |                                    | 30.14%  |                                    |  |        |
| 10 Year  |  | 0     | Average Tenure 2 - 5 yr               |                                    | 28.43%  |                                    |  |        |
| 15 Year  |  | 6     | Average Tenure 6 - 10 yr              |                                    | 10.88%  |                                    |  |        |
| 20 Year  |  | 1     | Average Tenure > 10 yr                |                                    | 30.54%  |                                    |  |        |
| 25 Year  |  | 0     |                                       |                                    |   |                                    |  |        |
| 30 Year  |  | 2     | Seperations                           |                                    |   |                                    |  |        |
| 35 Year  |  | 0     | Average Tenure 0 - 1 yr               |                                    | 54.76%  |                                    |  |        |
| 40 Year  |  | 0     | Average Tenure 2 - 5 yr               |                                    | 21.43%  |                                    |  |        |
|  |  |       | Average Tenure 6 - 10 yr              |                                    | 7.14%   |                                    |  |        |
|  |  |       | Average Tenure > 10 yr                |                                    | 16.67%  |                                    |  |        |
| *Organizational & Talent Development   |  |       | Compensation                          |                                    |   |                                    |  |        |
| **Inservice & Continuing Education   |  |       | Total Evaluations Due                 | 350                                | Includes 6 Month and Annual Performance Evals |                                    |  |        |
| Number of Programs   |  | 639   | Early/OnTime Evaluations              | 163                                |   |                                    |  |        |
| Participants   |  | 7,301 | Late Evaluations                      | 87                                 |   |                                    |  |        |
| Instructions Hours   |  | 7,379 | Outstanding Evaluations               | 100                                |   |                                    |  |        |
| *Computer Based Learning   |  | 4,041 | Avg Score                             | 3.22                               |   |                                    |  |        |
|  |  |       | Avg Hourly Rate                       | \$ 27.34                           |   |                                    |  |        |
| *Continuing Physician Education  |  |       | RN Referral Bonuses Paid              | \$ 3,000.00                        |   |                                    |  |        |
| Number of Programs   |  | 17    | At Max/Bonus Paid                     | \$ 4,087.00                        |   |                                    |  |        |
| Participants   |  | 290   | Tuition Reimbursements                | 4@5173.14                          |   |                                    |  |        |
|  |  |       | Sign On/Relocation Bonuses            | \$ 17,500.00                       |   |                                    |  |        |
| *Continuing Clinical Education   |  |       | Nursing Loan Forgiveness              | 3@7018.44                          |   |                                    |  |        |
| Number of Programs   |  | 13    |                                       |                                    |   |                                    |  |        |
| Participants   |  | 25    | Work / Life Benefits & Leave Programs |                                    |   |                                    |  |        |
| *Medical Library   |  |       | Total Employees on Leave              | 42                                 | Number of Benefits Eligible                   | 3,456                              |  |        |
| Patrons  |  | 77    | Worker's Compensation Claims          | 3                                  | Number of 457 Plan Participants               | 52                                 |  |        |
| Article Sources  |  | 150   | Leave of Absence Requests             | 8                                  | Number of 403(b) PlanParticipants             | 3,587                              |  |        |
|  |  |       | Family Medical Leave Act Requests     | 24                                 | 1%-3% Contributions                           | 2,692                              |  |        |
|  |  |       | Military Leave Requests               | 1                                  | 4% or Higher Contributions                    | 895                                |  |        |
|  |  |       | Voluntary Summer Leave                | 1                                  | * UNUM Wellness Claims Paid                   | 21 @ \$1350                        |  |        |
|  |  |       | Number of Retirements                 | 8                                  | Disability Claims Paid                        |                                    |  |        |
|  |  |       | Worker's Compensation Incidents       | 36                                 | STD   | 7@\$9422.31                        |  |        |
|  |  |       | Administrative Leave                  | 5                                  | LTD   | 2@\$5235.95                        |  |        |
|  |  |       |                                       |                                    | Management                                    | \$ -                               |  |        |
| Auxiliary  |  |       | Visitor Access                        |                                    |   |                                    |  |        |
| Volunteer Hours  |  | 4,427 | Total Visitors                        | 32,708                             |   |                                    |  |        |
|  |  |       | Halifax Main Campus                   | 29,802                             |   |                                    |  |        |
|  |  |       | HHPO                                  | 1,124                              |   |                                    |  |        |
|  |  |       | HBS                                   | 1,782                              |   |                                    |  |        |

\*\*Based on statistics reported by Date

^Vacancy Rate =  $\frac{\text{Open Positions}}{\text{Entire House}}$ \*Turnover Rate =  $\frac{\text{FT \& PT Seperations}}{\text{Average FT \& PT Employees}}$ 

\*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 2019



HALIFAX HEALTH

| Recruitment  |  |       |                                       | Turnover                           |   |                                    |        |        |
|--|--|-------|---------------------------------------|------------------------------------|---|------------------------------------|--------|--------|
| ^Vacancy Rate  |  | 4.60% | New Hires                             |                                    | 70  | *Annualized Turnover Rate          |        | 27.16% |
| Number of Applications   |  | 2,826 | FT                                    |                                    | 56  | *Annualized RN Turnover Rate       |        | 15.84% |
| Average Days to Fill   |  | 33.4  | PT                                    |                                    | 2   | Terminated/Resigned                |        | 79     |
| RNs  |  | 32.8  | Casual Pool                           |                                    | 12  | Average Number of Employees        |        | 4,035  |
| Allied Health  |  | 33.7  | Core RNs                              |                                    | 10  | Average Number of FT /PT Employees |        | 3,490  |
| Employee Relations   |  |       |                                       | Retention                          |   |                                    |        |        |
| Team Member of the Month: Stacy Woodham, Dietary Operations Supervisor, Food and Nutrition |  |       |                                       | Average Tenure of Active Employees |   |                                    |        | 7.9    |
| Service Awards   |  |       |                                       | Active Employees                   |   |                                    |        |        |
| 5 Year   |  | 13    | Average Tenure 0 - 1 yr               |                                    |   |                                    | 29.76% |        |
| 10 Year  |  | 0     | Average Tenure 2 - 5 yr               |                                    |   |                                    | 29.05% |        |
| 15 Year  |  | 3     | Average Tenure 6 - 10 yr              |                                    |   |                                    | 10.95% |        |
| 20 Year  |  | 5     | Average Tenure > 10 yr                |                                    |   |                                    | 30.24% |        |
| 25 Year  |  | 2     | Seperations                           |                                    |   |                                    |        |        |
| 30 Year  |  | 0     | Average Tenure 0 - 1 yr               |                                    |   |                                    | 48.10% |        |
| 35 Year  |  | 0     | Average Tenure 2 - 5 yr               |                                    |   |                                    | 26.58% |        |
| 40 Year  |  | 0     | Average Tenure 6 - 10 yr              |                                    |   |                                    | 6.33%  |        |
|  |  |       |                                       | Average Tenure > 10 yr             |   |                                    |        | 18.99% |
| *Organizational & Talent Development   |  |       | Compensation                          |                                    |   |                                    |        |        |
| **Inservice & Continuing Education   |  |       | Total Evaluations Due                 | 320                                | Includes 6 Month and Annual Performance Evals |                                    |        |        |
| Number of Programs   |  | 832   | Early/OnTime Evaluations              | 149                                |   |                                    |        |        |
| Participants   |  | 8,905 | Late Evaluations                      | 90                                 |   |                                    |        |        |
| Instructions Hours   |  | 6,234 | Outstanding Evaluations               | 81                                 |   |                                    |        |        |
| *Computer Based Learning   |  | 3,837 | Avg Score                             | 3.24                               |   |                                    |        |        |
|  |  |       | Avg Hourly Rate                       | \$ 27.50                           |   |                                    |        |        |
| *Continuing Physician Education  |  |       | RN Referral Bonuses Paid              | \$ 3,000.00                        |   |                                    |        |        |
| Number of Programs   |  | 17    | At Max/Bonus Paid                     | \$ 5,557.76                        |   |                                    |        |        |
| Participants   |  | 239   | Tuition Reimbursements                | 19 @ \$16,483.56                   |   |                                    |        |        |
|  |  |       | Sign On/Relocation Bonuses            | -                                  |   |                                    |        |        |
| *Continuing Clinical Education   |  |       | Nursing Loan Forgivness               | 9 @ \$23,661.04                    |   |                                    |        |        |
| Number of Programs   |  | 14    |                                       |                                    |   |                                    |        |        |
| Participants   |  | 26    | Work / Life Benefits & Leave Programs |                                    |   |                                    |        |        |
| *Medical Library   |  |       | Total Employees on Leave              | 49                                 | Number of Benefits Eligible                   | 3,470                              |        |        |
| Patrons  |  | 131   | Worker's Compensation Claims          | 3                                  | Number of 457 Plan Participants               | 52                                 |        |        |
| Article Sources  |  | 270   | Leave of Absence Requests             | 9                                  | Number of 403(b) PlanParticipants             | 3,568                              |        |        |
|  |  |       | Family Medical Leave Act Requests     | 31                                 | 1%-3% Contributions                           | 2,671                              |        |        |
|  |  |       | Military Leave Requests               | 1                                  | 4% or Higher Contributions                    | 897                                |        |        |
|  |  |       | Voluntary Summer Leave                | 1                                  | * UNUM Wellness Claims Paid                   |                                    |        |        |
|  |  |       | Number of Retirements                 | 3                                  | Disability Claims Paid                        |                                    |        |        |
|  |  |       | Worker's Compensation Incidents       | 31                                 | STD   | 7 @ \$18,153.45                    |        |        |
|  |  |       | Administrative Leave                  | 4                                  | LTD   | 1 @ \$3,238.15                     |        |        |
|  |  |       | Management                            |                                    |   |                                    | -      |        |
| Auxiliary  |  |       | Visitor Access                        |                                    |   |                                    |        |        |
| Volunteer Hours  |  | 4,421 | Total Visitors                        | 31,007                             |   |                                    |        |        |
|  |  |       | Halifax Main Campus                   | 28,194                             |   |                                    |        |        |
|  |  |       | HHPO                                  | 1,696                              |   |                                    |        |        |
|  |  |       | HBS                                   | 1,117                              |   |                                    |        |        |

\*\*Based on statistics reported by Date

^Vacancy Rate =  $\frac{\text{Open Positions}}{\text{Entire House}}$ \*Turnover Rate =  $\frac{\text{FT \& PT Seperations}}{\text{Average FT \& PT Employees}}$ 

\*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.



[halifaxhealth.org/brooks](http://halifaxhealth.org/brooks)

# *Comprehensive brain injury agitation management in the critical care setting: Preliminary results on a multidisciplinary neurobehavioral approach*

*Eugene J. Rankin, Ph.D., ABPP*

- Agitation is a part of traumatic brain injury recovery.
- Management is complex and disorganized, especially in an ICU/ISC setting.
- Untreated agitated patients have longer length of stays, increased hospital costs, and cause potential injuries to the patient, staff and visitors.
- The goal was to manage agitation, improve patient, staff and visitor safety, reduce length of stay, and allow for a seamless transition of our TBI patients within the system.

# Post-Traumatic Brain Injury Agitation: What is it?

- A stage of recovery following emergence from coma when a patient becomes restless, extremely irritable, distractible, impulsive and is unable to reason, with little to no insight, awareness or judgment.





# The Neurobehavioral Approach

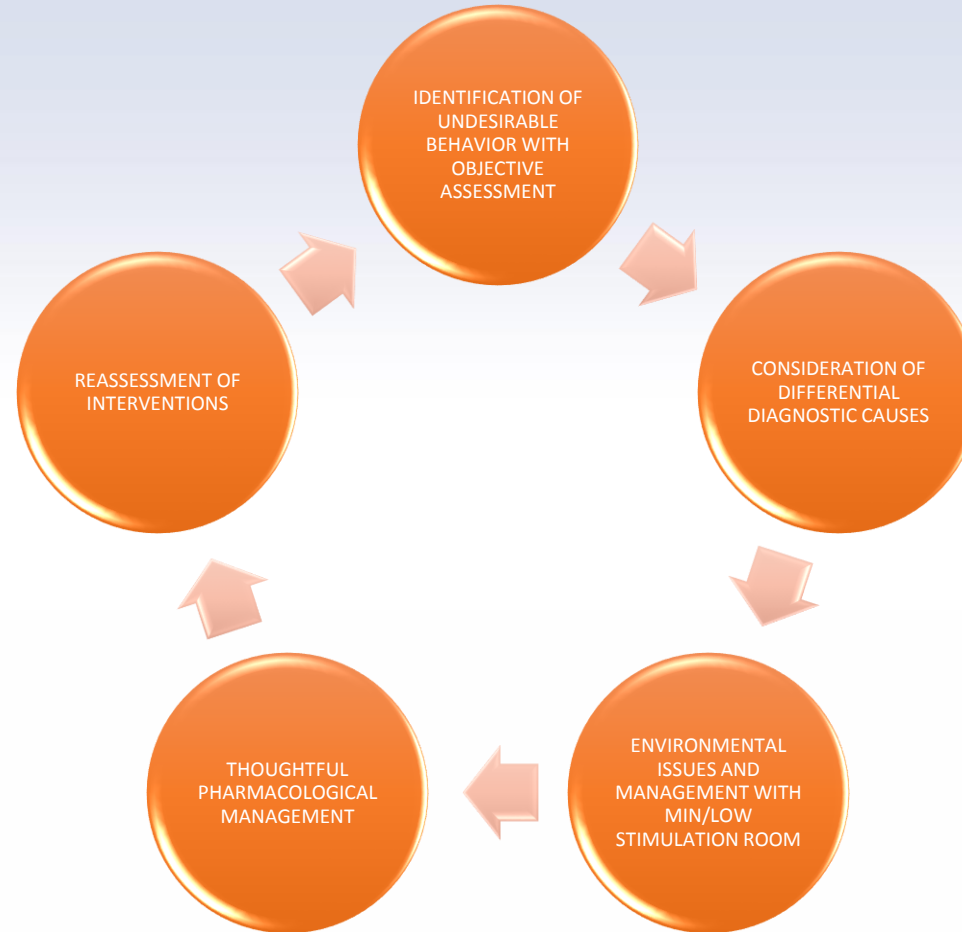
## Assessment and Management

- Measure agitation with Agitated Behavior Scale (ABS) by RN each 12 hour shift.
- Daily rounding emphasizing physical and neurobehavioral recovery.
- Identifying confounding causes of agitation.

## Interventions

- Thoughtful pharmacological management with Valproic Acid, Seroquel and PRN Haldol.
- MIN/LOW Stimulation rooms to limit visitors, reduce noise and maintain sleep-wake cycles
- Family education of TBI.

# Comprehensive Agitation Management at Halifax Health/Brooks Rehabilitation



# Halifax Minimal Stimulation Policy & Procedure

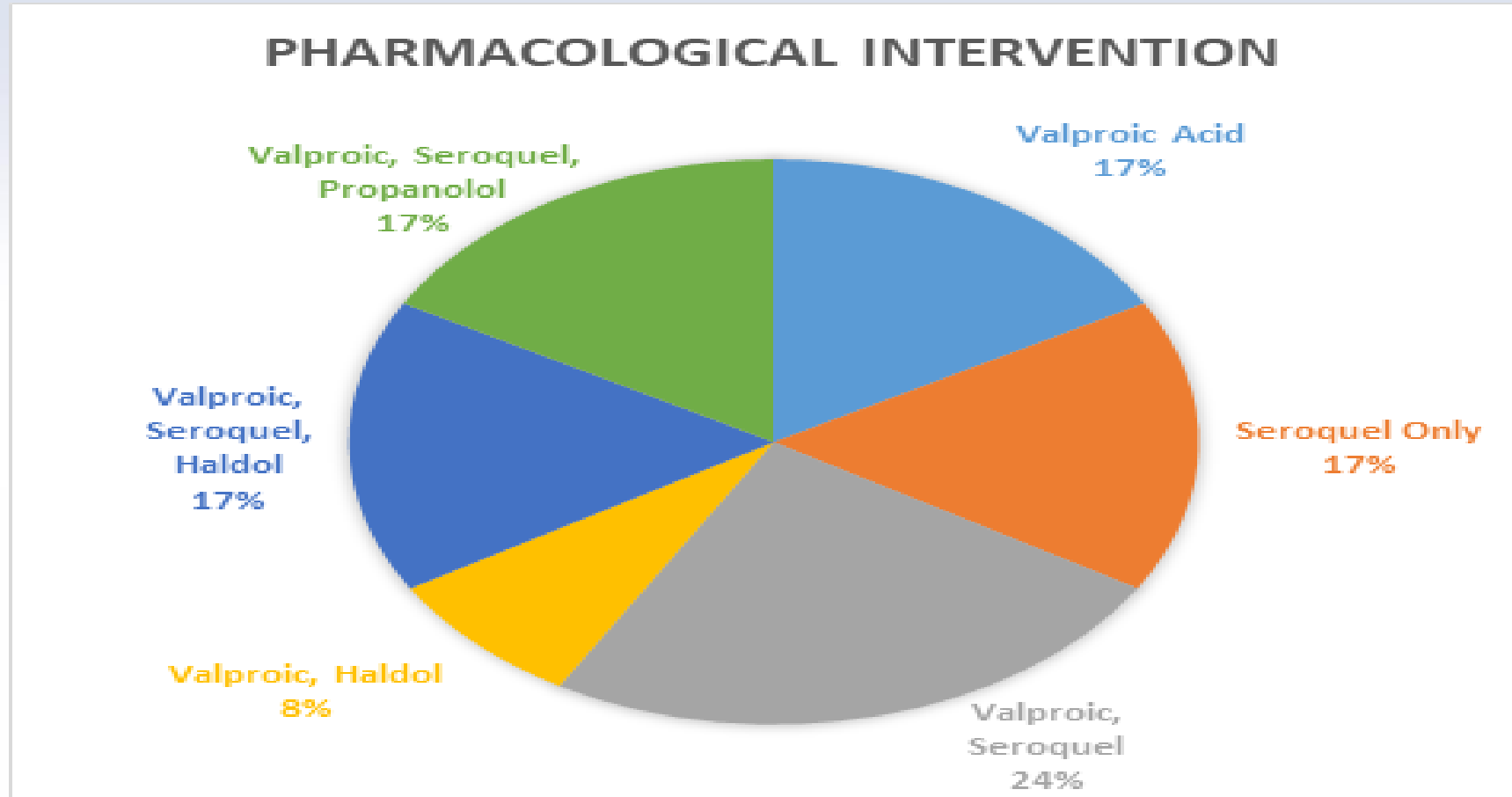


**LOW STIMULATION  
PRECAUTION**

Please maintain a  
**quiet environment**  
within this room.

No more than two visitors allowed at a time  
and visits must be of a short duration.  
Keep lights dim and television volume low.

# Pharmacological Intervention



# Case Presentation

- 70 year old man status post traumatic brain injury secondary to fall who was admitted to Halifax Medical Center as a Trauma Alert I.
- Head CT showed small left temporal-parietal subdural hematoma and multiple small hemorrhagic contusions of the right frontal lobe.
- He has a past medical history of hypertension, atrial fibrillation, coronary artery disease, diabetes mellitus, GERD and obstructive sleep apnea.

Daily  
multidisciplinary  
rounding

MIN/LOW  
stimulation rooms  
adopted hospital-  
wide

Computer Based  
Training modules  
on ABS for nurses

One-on-one  
education for  
nurses

## How did we sustain change?

Monthly meetings  
focused on TQIP  
benchmarks and  
outcomes

Neuropsychological  
follow-up through  
ICU, Inpatient Rehab,  
and Outpatient  
Services

Physician buy-in  
and active  
participation

# GENERAL OUTCOMES

- The agitated brain injury patient is no longer dreaded, but managed.
- We have an objective way to measure agitation, and we have a way to treat agitation.
- Serves as a tangible example of the Joint Venture partnership between Halifax Health and Brooks Rehabilitation.
- Demonstrates how hospital culture can be changed by evidence based practices developed in house.
- Provides a seamless transition of patients following critical care stabilization, and has allowed CIR to take patients at an agitated and confused stage of recovery.
- Agitated Behavior Scale is now used hospital wide for monitoring agitation from causes other than TBI, and outside facilities look for these scores in making acceptance determinations.
- The “MIN/LOW STIM” protocol is utilized hospital wide.
- This program was presented at the American College of Surgeons’ Trauma Quality Improvement Program (Nov. 2019) and published in the Journal of the Intensive Care Society.

# Questions are welcomed . . .

Do you have  
any questions  
or comments?





## Background

- ❖ Obesity affects 40% of the US population, however it is **not** consistently addressed and managed by healthcare professionals (1,2).
- ❖ In a meta-analysis of 230 cohort studies, including over 30 million individuals, both obesity and overweight were associated with an increased risk of all-cause mortality (3).
- ❖ Increased BMI is significantly associated with increase in coronary heart disease, stroke, diabetes, chronic kidney disease, and cancers (4).
- ❖ **Having a BMI of 30-35 kg/m2 decreased survival by 2-4 years, and BMI of 40-45 kg/m2 decreased survival by 8-10 years (5).**
- ❖ Screening and identifying patients with this disease and creating a management plan appropriate to the patient and their comorbidities is needed.

## Overall Project Aims

- ❖ To compare physicians in our clinic to the national average in terms of addressing BMI and treating obesity.
- ❖ To educate physicians on ways to efficiently use clinic time and appropriately bill for weight management in practice.
- ❖ Provide physicians materials to help guide patients to the right diet plan, provide a follow-up schedule to patients, and when to consider bariatric surgery with a patient.
- ❖ Create a “Health Report Card” for each patient as a tangible measure of their current risk factors and goals, and to visibly link obesity and CVD risk.

## Methods

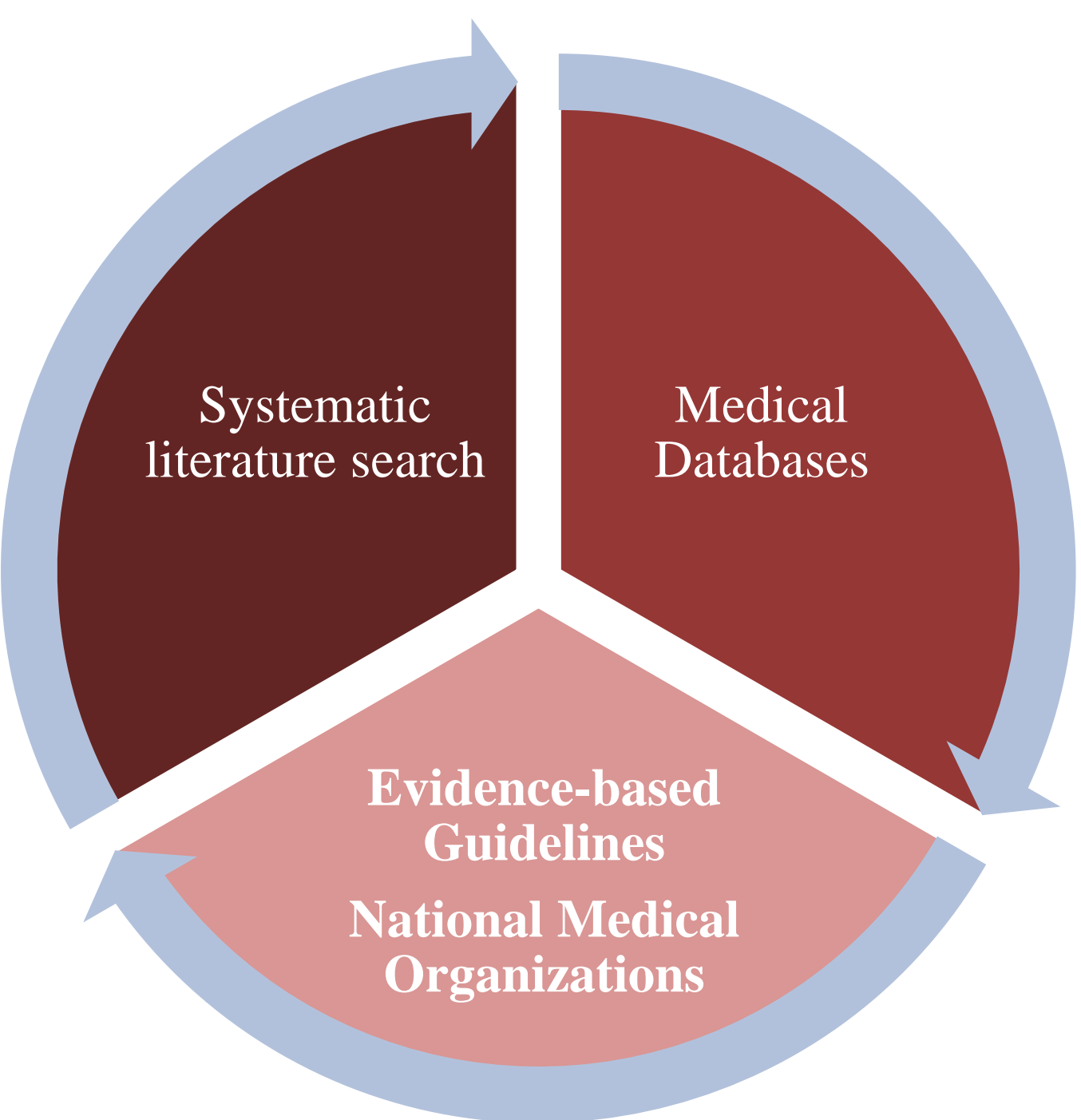
### Data Collection & Comparison

All patient records from a randomly selected clinic day retrieved and reviewed

Clinical data abstraction for BMI, documentation of obesity, obesity management strategy

Rates compared to national prospective study of 9827 patients where 20% had obesity dx and 20% of those had management plan documented

### Establish Evidence Base



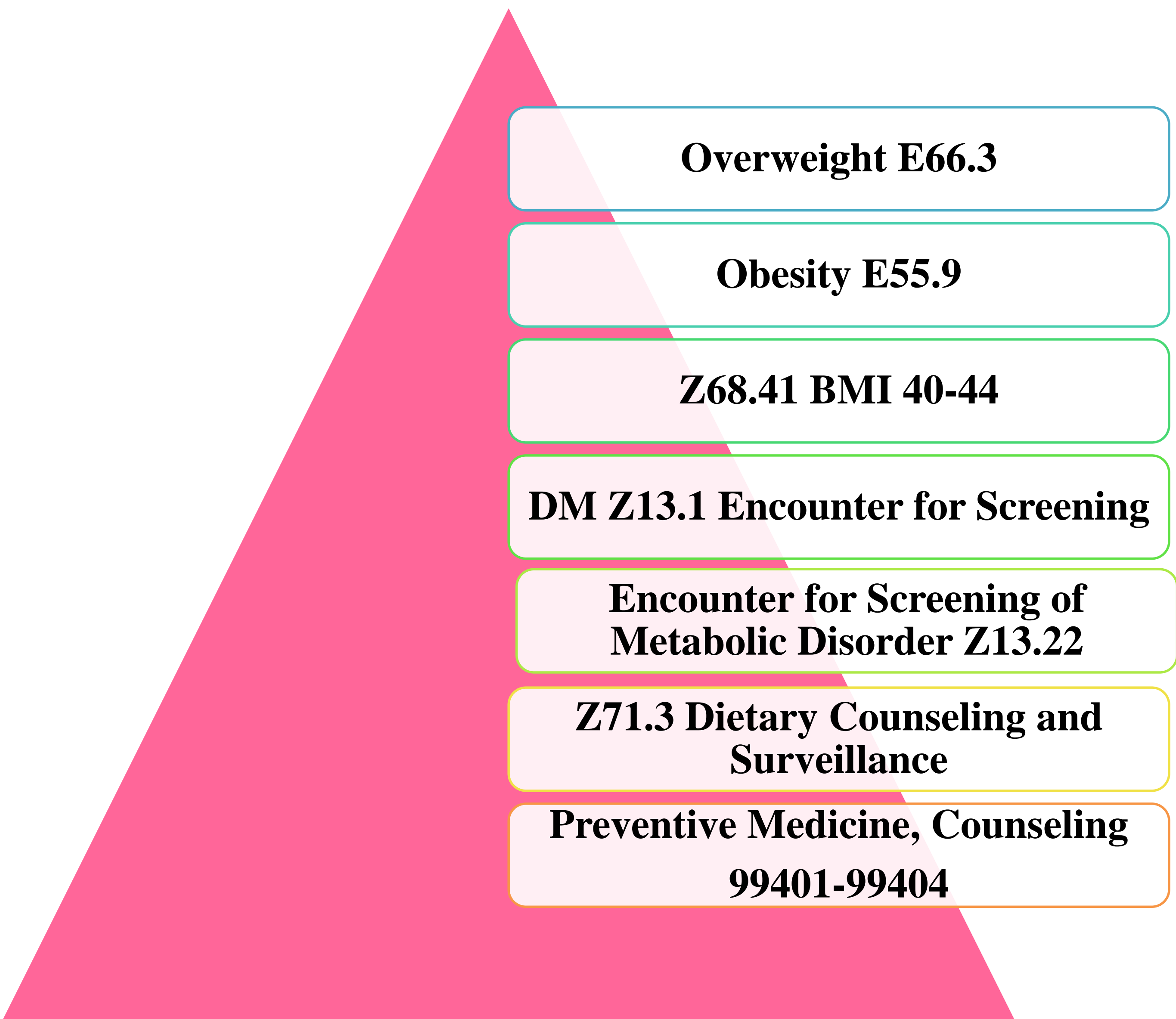
Few well-designed prospective cohort studies or RCT comparing diets

Variability in cultural influences on dietary patterns may contribute

## Results

**100% of patients had BMI objectively measured and documented.**  
**47.6% of patients in our clinic had an obesity management plan documented (vs 20% in study).**  
**However, opportunity for improvement in documenting obesity as a diagnosis.**  
**Appropriate billing codes not consistently used.**

## Codes for treatment, screening and time



## Discussion

- ❖ Compared to national data, within our clinic we do screen for obesity.
- ❖ However, our documentation using specific codes has room for improvement.
- ❖ Guidelines for “When to Refer to Bariatric Surgery” should be posted in all PCPs offices and considered when indicated.
- ❖ By giving each patient a Health Report Card, you are providing patients a tangible correlation between their BMI and CVD risk AND setting clear goals.

1. Bray GA. The Battle of the Bulge: A History of Obesity Research, Dorrance, Pittsburgh 2007.  
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3. Aune D, Sen A, Prasad M, et al. BMI and all cause mortality: systematic review and non-linear dose-response meta-analysis of 230 cohort studies with 3.74 million deaths among 30.3 million participants. BMJ 2016; 353:i2156.  
4. Prospective Studies Collaboration, Whitlock G, Lewington S, et al. Body-mass index and cause-specific mortality in 900 000 adults: collaborative analyses of 57 prospective studies. Lancet 2009; 373:1083.  
5. Chen Y, Copeland WK, Vedanthan R, et al. Association between body mass index and cardiovascular disease mortality in east Asians and south Asians: pooled analysis of prospective data from the Asia Cohort Consortium. BMJ 2013; 347:f5446.



## Introduction

- Medicare annual wellness visits (MAWV) are an essential part of a family medicine outpatient practice
- MAWV provide an opportunity to ensure optimal quality of care
- There are two different types of MAWV, including the Initial Preventive Physical Examination (IPPE) and the Annual Wellness Visit (AWV)
- Both types of visits review patient information, including health risks, medical history, and functional ability. They also include a focus on counseling with a written plan regarding future screenings
- These visits are covered under Medicare Part B
- In residency clinics, MAWV are underutilized and poorly understood due to lack of exposure**
- Increasing recognition of eligible patients for MAWV is an important skill to develop early in a physician’s training as well as learning correct documentation**
- Accurate utilization is not only essential for billing purposes, but to provide quality patient care**

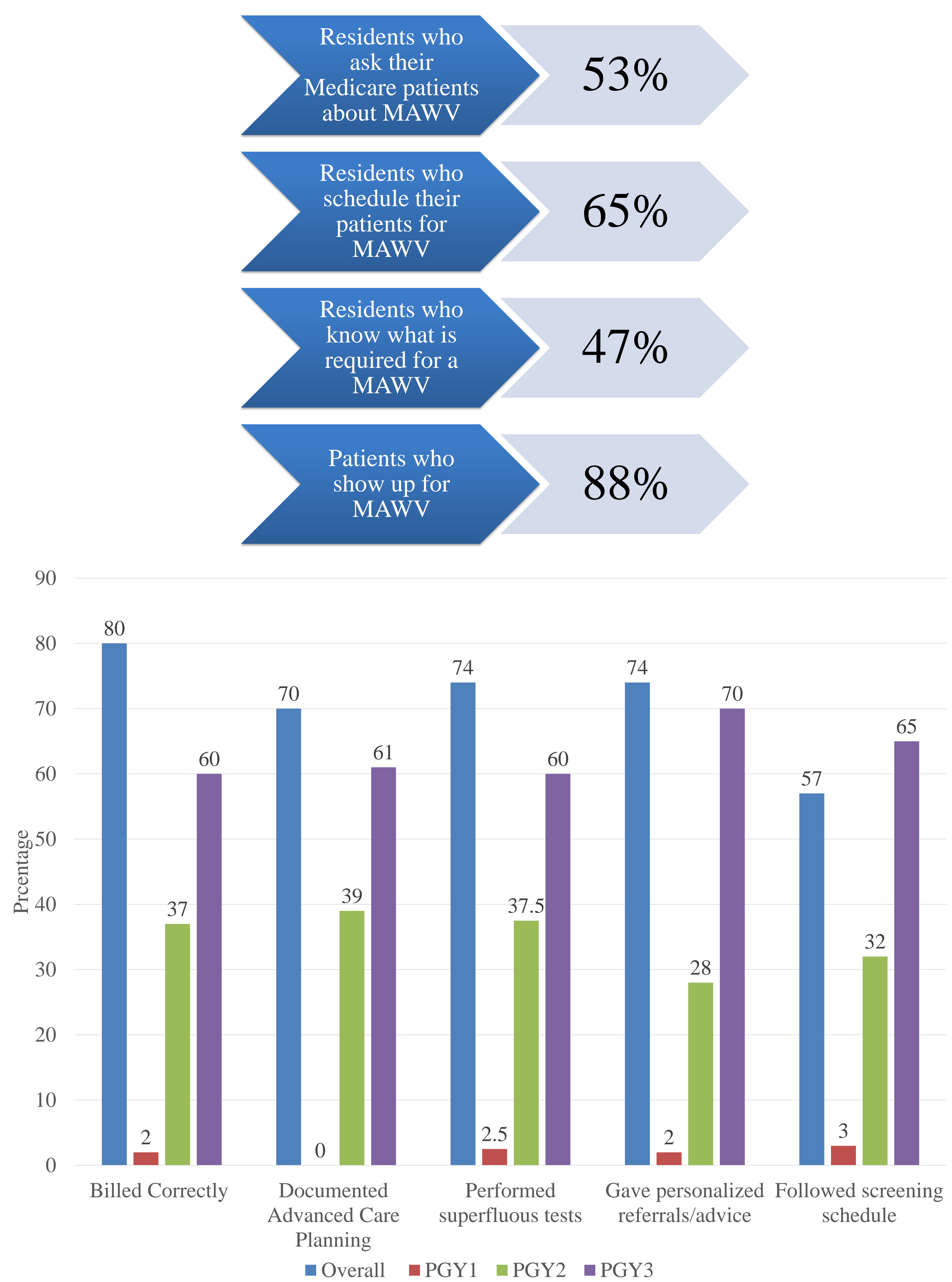
## Objectives

- Measure residents’ understanding of the requirements for Medicare annual wellness visits**
- Assess current compliance with completing MAWV for eligible patients in a residency clinic**
- Identify gaps in knowledge about MAWV and to improve awareness for residents**

## Methods

- Baseline data was collected via surveys that were completed by the residents to gauge their understanding about completion of MAWV and the requirements
- Eligible patients with Medicare insurance in the residency clinic with completed MAWV encounters were collected via the electronic health record
- MAWV encounters that were performed by residents over the span of ten months, from February 2018 through November 2018, were audited to measure completeness

## Results



**Overall, the majority of visits were coded correctly and had documentation of discussions around advanced care planning. As expected, PGY-3 residents were more likely to correctly complete these aspects of the MAWV than less experienced residents. PGY-3s were also significantly more likely to provide personalized advice and referrals to patients (p<0.1) and were more likely to follow a screening schedule (65% vs 35%, p=0.1).**

## Discussion

- Knowledge is limited among residents regarding MAWV
  - Residents do not consistently ask their eligible patients about scheduling a MAWV
  - Patients do show up for MAWV, thus no show appointments do not account for the low percentage of MAWV performed
- There is a lack of education regarding MAWV in the residency setting
- PGY-3 residents were more likely to complete documentation appropriately compared to residents who were earlier in their training
  - However, this may be explained by PGY-3 residents having greater exposure to MAWV or seeking out this knowledge from attendings closer to their graduation
  - Analysis showed that 63% of PGY-2s and 42% of PGY-3s did not bill correctly
  - Unnecessary tests and examinations were performed by 60% of PGY-3s and 38% of PGY-2s

### Opportunities for Improvement

- Clearly, there are opportunities to provide targeted education on testing within the MAWV so that physicians can be appropriately reimbursed.
- Education about MAWV needs to be started earlier in residency to promote correct habits going forward
- Future projects can focus on understanding how to increase awareness in residents and assessing effective teaching methods
- With a significant portion of residents entering the outpatient realm upon graduation, MAWV will be an important aspect of their career.
- The facets of a MAWV are especially applicable to family medicine due to the comprehensive care it provides and organizing information that is essential in the geriatric years, which are the majority of Medicare patients
- As family medicine physicians, accurate MAWV not only promote compensation efforts but provides encounters to improve quality healthcare and improve patient’s well-being.

## References

Annual Wellness Visit. American Academy of Family Physicians. [www.aafp.org](http://www.aafp.org)  
Annual Wellness Visit. Center for Medicare & Medicaid Services. [www.cms.gov](http://www.cms.gov)



## ABSTRACT

- In the United States, maternal and neonatal outcomes regarding morbidity and mortality differ by race.
- Recent studies showed an increased risk of unfavorable outcomes for minority mothers and newborns, especially for African Americans.
- During June of 2018, a CLER visit performed at our residency program brought to our attention an opportunity to improve our approach to Health Care Disparities in our patient population.
- As a result, we developed a QI project to specifically evaluate perinatal morbidity and mortality as they relate to health disparities, and uncover interventions to improve the health of our newborns.

## OBJECTIVE

**To examine differences in newborn outcomes by race concentrating on maternal risk factors**

- Neonatal outcomes:**
  - low birth weight (<2500g),
  - Neonatal Intensive Care Unit (NICU) admission
  - Apgar scores (1 and 5 minutes)
  - prematurity defined as being born before 37 weeks of gestational age (WGA)
  - rate of breastfeeding
- Maternal risk factors:**
  - late to prenatal care (>20 WGA)
  - smoking during pregnancy
  - positive Urine Drug Screen (UDS).

**Race was categorized as White vs non- white (minorities).**

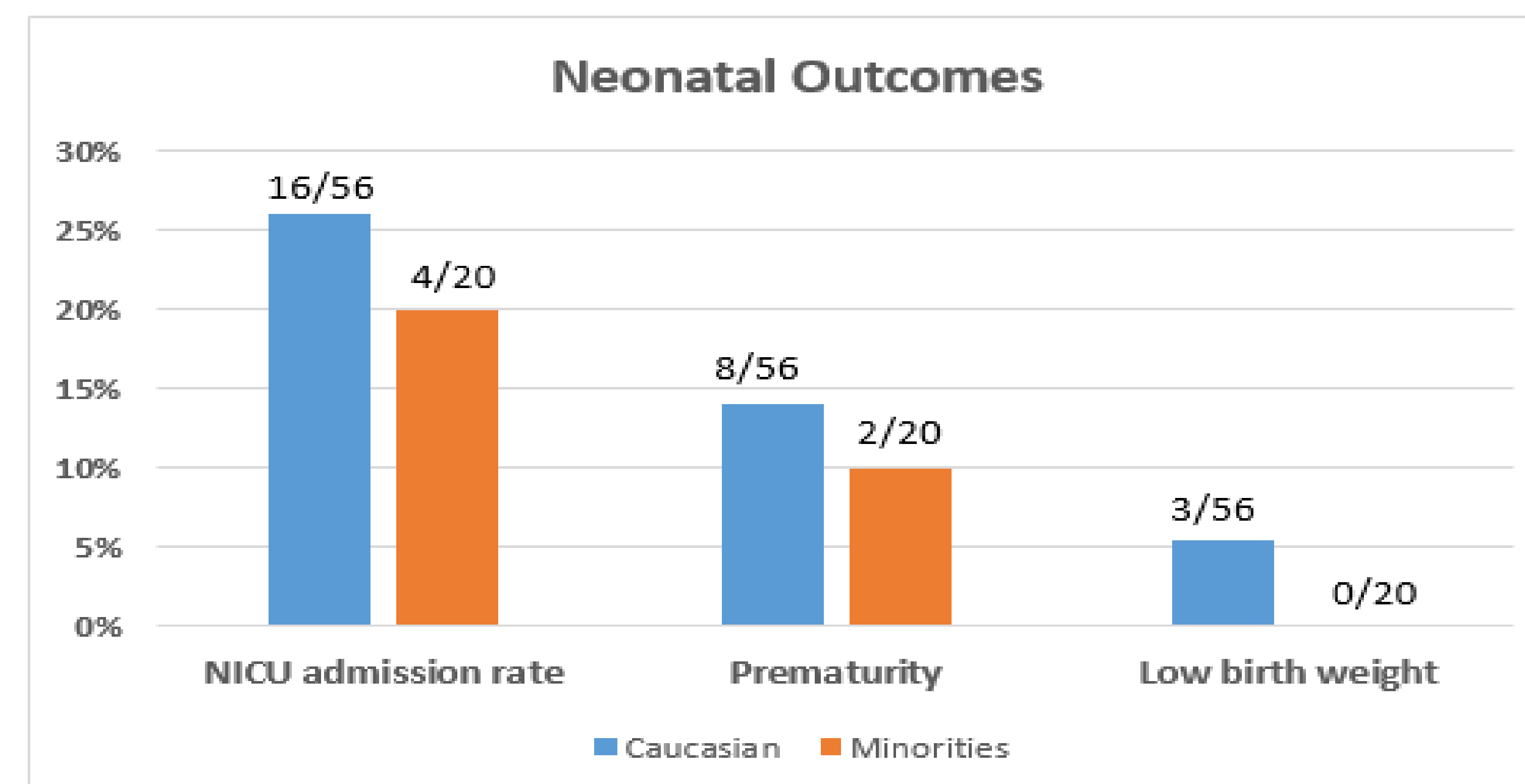
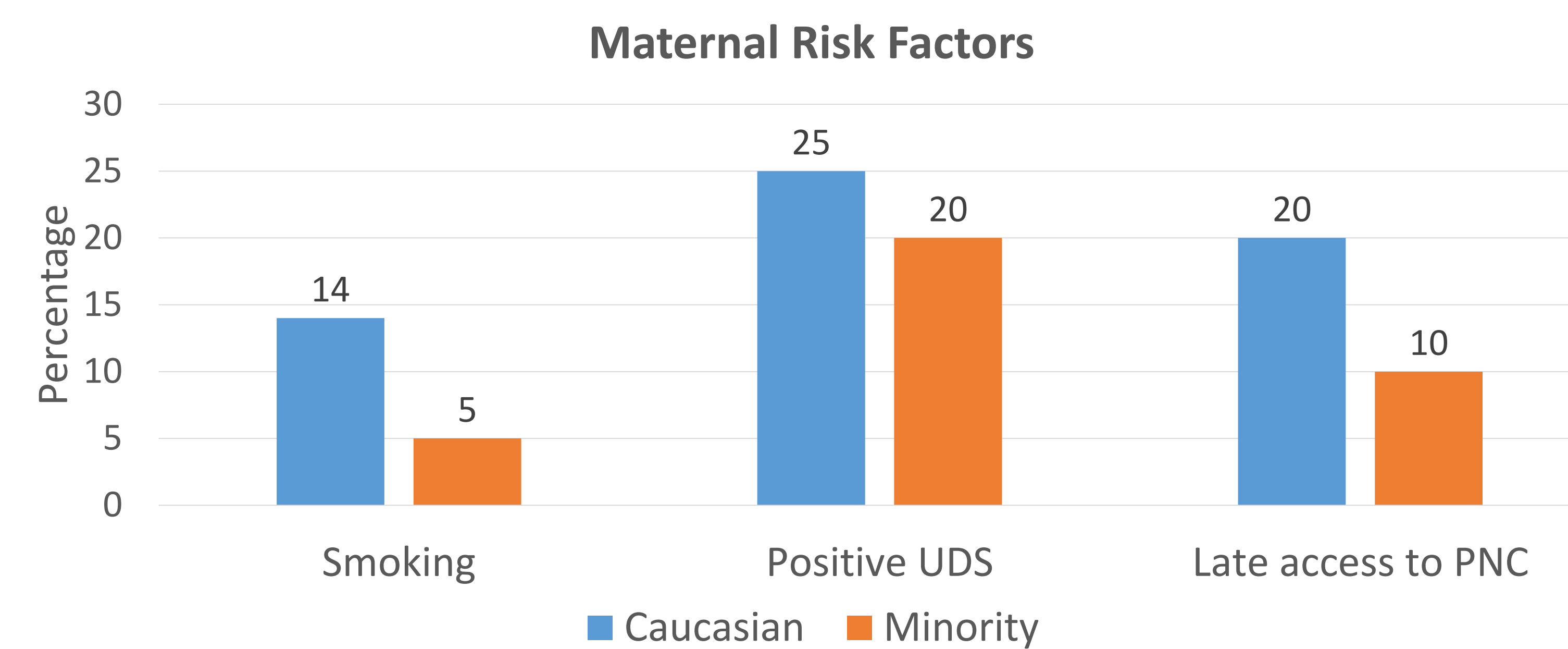
- Minority groups were consolidated due to reduced number of certain races.

## METHODS

- Review of maternal and newborn charts during the month of July 2018.
- A total of 152 charts were reviewed (76 newborns and 76 mothers).
- All records were systematically reviewed from our EMR.
- Race was self-reported during registration and obtained from EMR records. All non- white patients were grouped as minorities for our review.

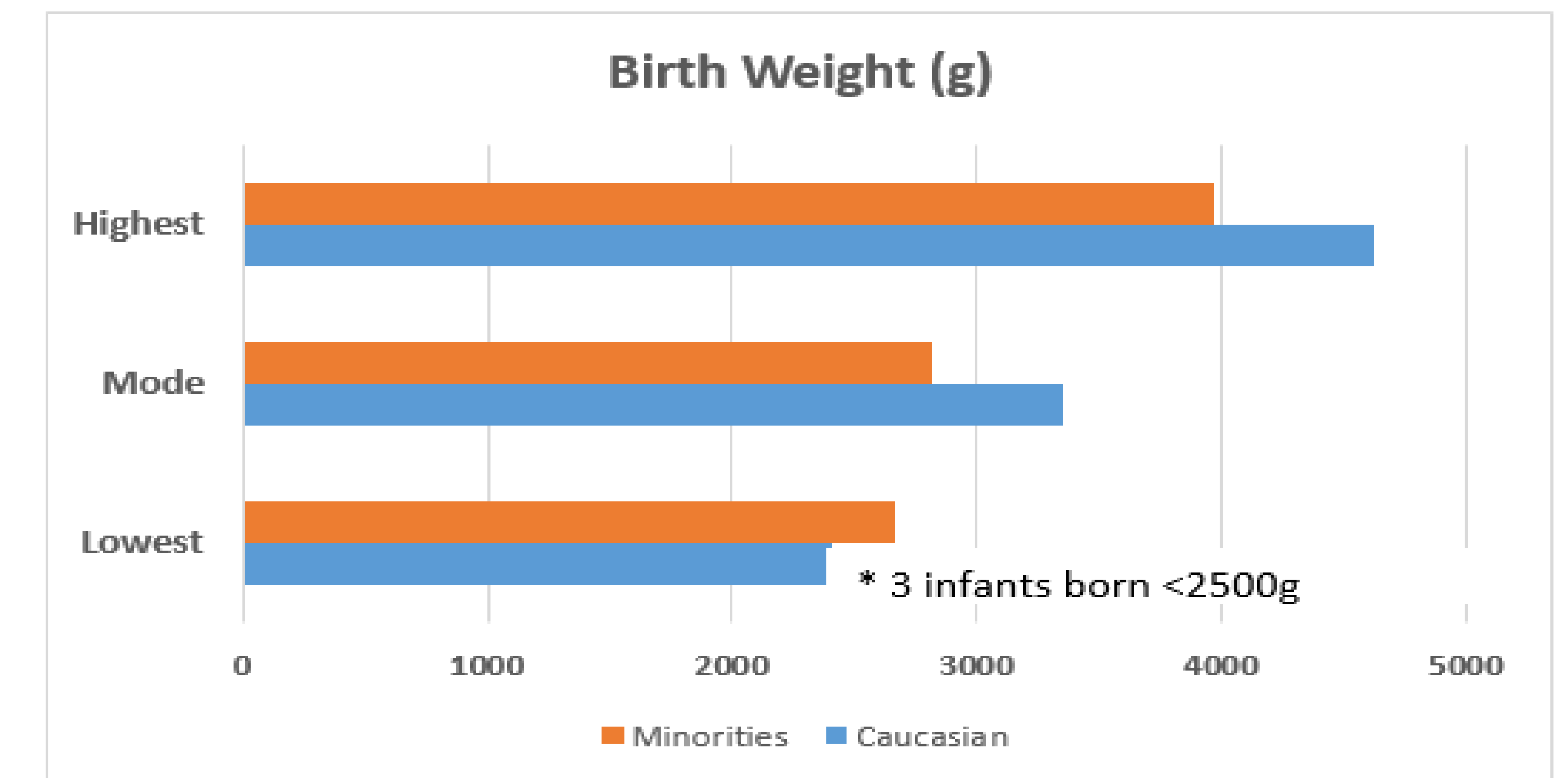
## RESULTS

Out of 76 newborns, 56 (74%) were identified as white and 20 (26%) as minorities. Minority group is composed mainly of African American newborns (n=12), with some other races represented (Hispanic n= 6, Asian n=1, and Middle Eastern n=1).



## RESULTS

**Very similar rates found on APGAR and Breastfeeding rates.**



## CONCLUSIONS

- We were able to collect and compare relevant health data for our maternal population.
- It is evident to us that health disparities in our hospital are mainly divided by socioeconomic status and access to health care, rather than by race.
- Some areas of improvement are possible ways to screen for health disparities as well as, smoking cessation counseling, and breastfeeding incentives point for our residents and faculty.
- We are currently using Narcotic Abstinence syndrome (NAS) scoring for newborns born to mothers who had positive UDS.
- Our Family Health Center is in the process of partnering with a non-profit organization for pregnant teens to provide access to care.

## REFERENCES

- Clapp, Mark A. et al. Preconception uninsurance: associations with prenatal care and pregnancy outcomes. American Journal of Obstetrics & Gynecology , Volume 220 , Issue 1 , S492 - S493
- Howell, Elizabeth A. et al. Site of delivery contribution to black-white severe maternal morbidity disparity American Journal of Obstetrics & Gynecology , Volume 215 , Issue 2 , 143 – 152
- Howell, E. A., & Zeitlin, J. (2017, August). Improving hospital quality to reduce disparities in severe maternal morbidity and mortality. In Seminars in perinatology (Vol. 41, No. 5, pp. 266-272). WB Saunders.
- MacDorman MF, Mathews TJ. Understanding racial and ethnic disparities in US infant mortality rates. NCHS Data Brief 2011;74: 1-8.
- Smith, I. Z., Bentley-Edwards, K. L., El-Amin, S., & Darity Jr, W. (2018). Fighting at Birth: Eradicating the Black-White Infant Mortality Gap.



# FY 2019 Income Statement Monthly Forecast Halifax Health

Updated with Actual activity through May 31, 2019



# Halifax Health Medical Center

## FY 2019 Income Statement Monthly Forecast

### -Updated with actual results from April and May

- FY 2019 October-May Financial Results
  - April and May's actual performance exceeded the re-forecast by \$8M
    - Revenues were higher than forecast by \$8M due to higher volumes and better than expected collections
    - Expenses were equal to the forecasted amounts
  - YTD Operating income is \$1.3M less than budget
- Obligated Group MADS Coverage ratio
  - Bond covenant is 1.25x and FY 2019 Budget is 1.97x
  - Updated Forecast is at 1.87x at 9/30/19 with \$16.5M cushion from 1.25x and a deficit of \$2.7M from Budget

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HALIFAX  
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# Halifax Health Medical Center

## Net improvement on Operating Margin

\$ in thousands

|  | <u>Monthly</u> | <u>Annualized</u> |
|--|----------------|-------------------|
| <b>Margin Improvements</b>                 |                |                   |
| Revenue improvements                       | \$400          | \$4,800           |
| Positions eliminations                     | 297            | 3,564             |
| Other operational improvments              | 420            | 5,040             |
| <b>Subtotal</b>                            | <b>1,117</b>   | <b>13,404</b>     |
| <b>Incremental expenses above budget:</b>  |                |                   |
| Hospitalists physican costs                | \$180          | \$2,160           |
| Anesthesia physician costs                 | 150            | 1,800             |
| Adult Psych physician costs                | 80             | 960               |
| <b>Subtotal</b>                            | <b>410</b>     | <b>4,920</b>      |
| <b>Net improvement on operating margin</b> | <b>\$707</b>   | <b>\$8,484</b>    |

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**HALIFAX  
HEALTH**

**Halifax Health Medical Center**  
**FY 2019 Actual and Projected with Margin Improvements**  
**Statements of Revenues, Expenses and Changes in Net Position**  
**(\$ in thousands)**

|   | Actual         |              |                  |                |              |                |                |                | Projected        |                  |              |                | Actual/Proj    | Budget         |
|---|----------------|--------------|------------------|----------------|--------------|----------------|----------------|----------------|------------------|------------------|--------------|----------------|----------------|----------------|
|   | Oct            | Nov          | Dec              | Jan            | Feb          | Mar            | Apr            | May            | Jun              | Jul              | Aug          | Sep            | Total          | Total          |
| Operating revenues:                                       |                |              |                  |                |              |                |                |                |                  |                  |              |                |                |                |
| Net patient service revenue                               | \$40,396       | \$39,452     | \$39,002         | \$41,350       | \$38,750     | \$44,668       | \$44,914       | \$42,844       | \$37,926         | \$37,638         | \$40,514     | \$37,735       | \$485,188      | \$489,493      |
| Ad valorem taxes  | 511            | 511          | 511              | 511            | 511          | 511            | 511            | 511            | 511              | 511              | 511          | 511            | 6,129          | 6,129          |
| Other revenue   | 1,561          | 1,432        | 1,446            | 1,529          | 1,612        | 1,705          | 1,689          | 1,843          | 1,435            | 1,436            | 1,445        | 1,439          | 18,572         | 17,250         |
| Total operating revenues                                  | 42,468         | 41,394       | 40,959           | 43,389         | 40,872       | 46,884         | 47,114         | 45,198         | 39,872           | 39,585           | 42,470       | 39,685         | 509,890        | 512,872        |
| Operating expenses:                                       |                |              |                  |                |              |                |                |                |                  |                  |              |                |                |                |
| Salaries and benefits                                     | 22,200         | 21,225       | 22,140           | 22,091         | 20,113       | 21,951         | 21,016         | 21,370         | 20,777           | 20,508           | 21,052       | 18,926         | 253,370        | 260,924        |
| Purchased services  | 5,913          | 5,774        | 6,423            | 6,474          | 6,833        | 6,808          | 6,381          | 7,136          | 5,953            | 5,961            | 6,027        | 6,170          | 75,854         | 68,914         |
| Supplies  | 8,472          | 8,292        | 7,948            | 8,882          | 7,609        | 8,537          | 8,430          | 8,497          | 7,890            | 7,920            | 8,694        | 8,097          | 99,267         | 99,029         |
| Depreciation and amortization                             | 2,142          | 2,134        | 2,140            | 2,094          | 2,131        | 2,101          | 2,116          | 2,123          | 2,038            | 2,032            | 2,029        | 1,976          | 25,058         | 24,731         |
| Interest  | 1,610          | 1,630        | 1,602            | 1,594          | 1,597        | 1,627          | 1,611          | 1,641          | 1,610            | 1,610            | 1,610        | 1,610          | 19,351         | 19,319         |
| Ad valorem tax related expenses                           | 522            | 523          | 523              | 532            | 521          | 525            | 519            | 518            | 530              | 530              | 530          | 530            | 6,303          | 6,356          |
| Leases and rentals  | 566            | 562          | 564              | 592            | 589          | 580            | 579            | 727            | 537              | 537              | 537          | 537            | 6,908          | 6,449          |
| Other   | 2,160          | 2,176        | 2,050            | 2,130          | 2,018        | 2,340          | 2,081          | 2,186          | 2,131            | 2,131            | 2,131        | 2,131          | 25,668         | 25,577         |
| Total operating expenses                                  | 43,586         | 42,316       | 43,389           | 44,389         | 41,410       | 44,470         | 42,733         | 44,198         | 41,466           | 41,230           | 42,611       | 39,979         | 511,778        | 511,299        |
| <b>Income (loss) from operations</b>                      | <b>(1,118)</b> | <b>(922)</b> | <b>(2,430)</b>   | <b>(1,000)</b> | <b>(538)</b> | <b>2,414</b>   | <b>4,381</b>   | <b>1,000</b>   | <b>(1,594)</b>   | <b>(1,646)</b>   | <b>(141)</b> | <b>(294)</b>   | <b>(1,888)</b> | <b>1,573</b>   |
| Nonoperation revenues, expenses, and gains/(losses):      |                |              |                  |                |              |                |                |                |                  |                  |              |                |                |                |
| Realized investment income/(losses)                       | 293            | 1,271        | 220              | 438            | 520          | 489            | 457            | 1,851          | 40               | 72               | 43           | 90             | 5,784          | 6,815          |
| Unrealized investment income/(losses)                     | (12)           | 166          | 592              | 444            | 42           | 558            | 149            | (698)          | -                | -                | -            | -              | 1,241          | -              |
| Donation revenue  | -              | -            | 3                | 8              | 6            | 25             | 9              | 3              | -                | -                | -            | -              | 55             | -              |
| Nonoperation gains/(losses), net                          | 209            | 199          | 179              | 89             | 179          | 136            | 112            | 134            | 100              | 100              | 100          | 100            | 1,637          | 258            |
| Total nonoperating revenues, expenses, and gains/(losses) | 490            | 1,637        | 994              | 979            | 748          | 1,208          | 727            | 1,290          | 140              | 172              | 143          | 190            | 8,717          | 7,073          |
| <b>Increase (decrease) in net position</b>                | <b>(\$628)</b> | <b>\$715</b> | <b>(\$1,436)</b> | <b>(\$20)</b>  | <b>\$209</b> | <b>\$3,622</b> | <b>\$5,108</b> | <b>\$2,290</b> | <b>(\$1,454)</b> | <b>(\$1,474)</b> | <b>\$2</b>   | <b>(\$104)</b> | <b>\$6,829</b> | <b>\$8,646</b> |

**Halifax Health Medical Center**  
**FY 2019 Actual and Projected**  
**Maximum Annual Debt Service Calculation**  
**(\$ in thousands)**

|   | Actual         |                  |                  |                  |                  |                  |                  |                 | Projected       |                 |                  |                  |
|---|----------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|------------------|------------------|
|   | Oct            | Nov              | Dec              | Jan              | Feb              | Mar              | Apr              | May             | Jun             | Jul             | Aug              | Sep              |
| <b><u>MADS calculation</u></b>          |                |                  |                  |                  |                  |                  |                  |                 |                 |                 |                  |                  |
| Total income available for debt service | \$3,135        | \$7,448          | \$9,162          | \$12,386         | \$16,281         | \$23,074         | \$31,760         | \$38,512        | \$40,705        | \$42,874        | \$46,515         | \$49,997         |
| <b>MADS</b>                             | <b>\$2,233</b> | <b>\$4,467</b>   | <b>\$6,700</b>   | <b>\$8,934</b>   | <b>\$11,167</b>  | <b>\$13,401</b>  | <b>\$15,634</b>  | <b>\$17,867</b> | <b>\$20,101</b> | <b>\$22,334</b> | <b>\$24,568</b>  | <b>\$26,801</b>  |
| MADS Coverage Ratio                     | 1.40           | 1.67             | 1.37             | 1.39             | 1.46             | 1.72             | 2.03             | 2.16            | 2.03            | 1.92            | 1.89             | 1.87             |
| <b>Income Cushion from 1.25x</b>        | <b>\$343</b>   | <b>\$1,864</b>   | <b>\$787</b>     | <b>\$1,219</b>   | <b>\$2,322</b>   | <b>\$6,323</b>   | <b>\$12,217</b>  | <b>\$16,177</b> | <b>\$15,580</b> | <b>\$14,956</b> | <b>\$15,805</b>  | <b>\$16,496</b>  |
| <b>Income Deficit from Budget</b>       | <b>(\$952)</b> | <b>(\$1,069)</b> | <b>(\$3,521)</b> | <b>(\$7,262)</b> | <b>(\$7,619)</b> | <b>(\$7,391)</b> | <b>(\$2,204)</b> | <b>\$1,231</b>  | <b>\$698</b>    | <b>\$651</b>    | <b>(\$1,326)</b> | <b>(\$2,699)</b> |





# Halifax Health (System)

## FY 2019 Income Statement Monthly Forecast

### -Updated with actual results from April and May

- FY 2019 October-May Financial Results
  - April and May's actual performance exceeded budget excluding for Foundation Unrealized Investment income/loss
    - Primarily due to higher inpatient volumes compared to budget
  - YTD Adjusted Operating EBIDA is equal to the YTD Budget at 9.5%
    - *Excludes investment income/loss of Foundation recorded as operating income*
- Year ending forecast shows \$2.5M variance from budgeted income from operations excluding projected Foundation investment losses of 2.5M.



**Halifax Health**  
**FY 2019 Actual and Projected**  
**Statements of Revenues, Expenses and Changes in Net Position**  
**(\$ in thousands)**

|   | Actual           |                |                  |                 |                |                |                |                  | Projected      |                |              |              | Actual/Proj     | Budget          |
|---|------------------|----------------|------------------|-----------------|----------------|----------------|----------------|------------------|----------------|----------------|--------------|--------------|-----------------|-----------------|
|   | Oct              | Nov            | Dec              | Jan             | Feb            | Mar            | Apr            | May              | Jun            | Jul            | Aug          | Sep          | Total           | Total           |
| Operating revenues:                                       |                  |                |                  |                 |                |                |                |                  |                |                |              |              |                 |                 |
| Net patient service revenue                               | \$44,109         | \$43,216       | \$42,876         | \$45,343        | \$42,253       | \$48,649       | \$48,826       | \$46,788         | \$41,573       | \$41,413       | \$44,295     | \$41,400     | \$530,740       | \$533,682       |
| Ad valorem taxes  | 511              | 511            | 511              | 511             | 511            | 511            | 511            | 511              | 511            | 511            | 511          | 511          | 6,129           | 6,129           |
| Other revenue   | 478              | 2,579          | (358)            | 4,575           | 3,045          | 2,411          | 3,168          | 451              | 2,208          | 2,208          | 2,217        | 2,211        | 25,194          | 26,516          |
| Total operating revenues                                  | 45,098           | 46,306         | 43,029           | 50,428          | 45,809         | 51,571         | 52,505         | 47,750           | 44,291         | 44,132         | 47,023       | 44,121       | 562,063         | 566,327         |
| Operating expenses:                                       |                  |                |                  |                 |                |                |                |                  |                |                |              |              |                 |                 |
| Salaries and benefits                                     | 24,184           | 23,101         | 24,144           | 24,026          | 21,899         | 23,982         | 22,975         | 23,424           | 22,859         | 22,625         | 23,181       | 20,898       | 277,298         | 286,300         |
| Purchased services  | 7,121            | 7,029          | 7,653            | 7,830           | 8,083          | 8,191          | 7,817          | 8,465            | 7,049          | 7,087          | 7,155        | 7,271        | 90,752          | 82,169          |
| Supplies  | 8,703            | 8,475          | 8,129            | 9,089           | 7,813          | 8,791          | 8,653          | 8,707            | 8,083          | 8,120          | 8,893        | 8,291        | 101,746         | 101,370         |
| Depreciation and amortization                             | 2,275            | 2,267          | 2,273            | 2,227           | 2,264          | 2,235          | 2,249          | 2,257            | 2,170          | 2,163          | 2,161        | 2,108        | 26,650          | 26,307          |
| Interest  | 1,616            | 1,630          | 1,617            | 1,609           | 1,607          | 1,637          | 1,616          | 1,651            | 1,610          | 1,610          | 1,610        | 1,610        | 19,423          | 19,319          |
| Ad valorem tax related expenses                           | 522              | 523            | 523              | 532             | 521            | 525            | 519            | 518              | 530            | 530            | 530          | 530          | 6,303           | 6,356           |
| Leases and rentals  | 739              | 737            | 747              | 789             | 777            | 766            | 772            | 896              | 714            | 717            | 717          | 714          | 9,084           | 8,573           |
| Other   | 2,366            | 2,386          | 2,336            | 2,303           | 2,193          | 2,555          | 2,293          | 2,428            | 2,382          | 2,384          | 2,384        | 2,382        | 28,390          | 28,586          |
| Total operating expenses                                  | 47,528           | 46,148         | 47,421           | 48,405          | 45,157         | 48,683         | 46,894         | 48,345           | 45,396         | 45,235         | 46,630       | 43,804       | 559,647         | 558,980         |
| <b>Income from operations</b>                             | <b>(2,430)</b>   | <b>157</b>     | <b>(4,392)</b>   | <b>2,023</b>    | <b>652</b>     | <b>2,888</b>   | <b>5,610</b>   | <b>(595)</b>     | <b>(1,105)</b> | <b>(1,103)</b> | <b>393</b>   | <b>318</b>   | <b>2,416</b>    | <b>7,347</b>    |
| Nonoperating revenues, expenses, and gains/(losses):      |                  |                |                  |                 |                |                |                |                  |                |                |              |              |                 |                 |
| Realized investment income/(losses)                       | 269              | 1,558          | 1,372            | 724             | 563            | 2,501          | 524            | 1,920            | 273            | 305            | 276          | 323          | 10,609          | 9,615           |
| Unrealized investment income/(losses)                     | (3,411)          | 766            | (4,581)          | 8,241           | (2,283)        | (1,289)        | 1,406          | (3,544)          | -              | -              | -            | -            | (4,694)         | -               |
| Donation revenue  | 1                | 9              | 114              | 94              | 7              | 46             | 19             | 19               | 59             | 59             | 59           | 59           | 546             | 707             |
| Interest - bond issue costs                               | -                | -              | -                | -               | -              | -              | -              | -                | -              | -              | -            | -            | -               | -               |
| Nonoperating gains/(losses), net                          | 209              | 199            | 179              | 89              | 179            | 136            | 112            | 134              | 100            | 100            | 100          | 100          | 1,637           | 258             |
| Total nonoperating revenues, expenses, and gains/(losses) | (2,932)          | 2,531          | (2,915)          | 9,149           | (1,534)        | 1,394          | 2,062          | (1,471)          | 432            | 464            | 435          | 482          | 8,098           | 10,580          |
| <b>Increase in net position</b>                           | <b>(\$5,362)</b> | <b>\$2,689</b> | <b>(\$7,308)</b> | <b>\$11,172</b> | <b>(\$882)</b> | <b>\$4,283</b> | <b>\$7,672</b> | <b>(\$2,066)</b> | <b>(\$673)</b> | <b>(\$639)</b> | <b>\$829</b> | <b>\$800</b> | <b>\$10,515</b> | <b>\$17,927</b> |

# Appendix



**Halifax Health Medical Center Obligated Group**  
**Reconciliation between FY 2019 Budget and Forecast**  
**Income Available for Debt Service**  
**\$ in thousands**

|   | <u>Income Available</u> |
|---|-------------------------|
| <b>A FY 2019 Original Budget</b>  | <b>\$52,696</b>         |
| Net patient service revenue   | (\$18,582)              |
| Realized investment income  | (\$3,184)               |
| LOS - avoidable day costs   | (\$1,574)               |
| Hospitalist physician costs   | (\$1,200)               |
| Anesthesia physician costs  | (\$1,200)               |
| <b>B FY 2019 Initial Forecast without Margin Improvements (Actual Oct-Jan and projected Feb-Sept)</b> | <b>\$26,956</b>         |
| Revenue improvements  | \$600                   |
| Position eliminations   | \$1,780                 |
| Reduce excess patient days  | \$600                   |
| Other operational changes   | \$1,920                 |
| <b>C FY 2019 Initial Forecast with Margin Improvements (Actual Oct-Jan and projected Feb-Sept)</b>    | <b>\$31,856</b>         |



**Halifax Health Medical Center Obligated Group**  
**Reconciliation between FY 2019 Budget and Forecast (cont.)**  
**Income Available for Debt Service**  
**\$ in thousands**

|          |  |                 |
|----------|--|-----------------|
| <b>C</b> | <b>FY 2019 Initial Forecast with Margin Improvements (Actual Oct-Jan and projected Feb-Sept)</b> | <b>\$31,856</b> |
|----------|--|-----------------|

**February variance to initial forecast:**

|   |         |
|---|---------|
| Expenses lower than initial forecast, primarily due to lower labor and supply costs | \$1,035 |
| Realized investment income  | \$408   |
| Other   | \$157   |
| Sub-total   | \$1,600 |

**March variance to initial forecast**

|                                       |         |
|---------------------------------------|---------|
| Revenues higher than initial forecast | \$2,104 |
| Realized investment income            | \$397   |
| Other                                 | \$291   |
| Sub-total                             | \$2,792 |

|                                      |                |
|--------------------------------------|----------------|
| <b>Re-forecast from April - Sept</b> | <b>\$1,571</b> |
|--------------------------------------|----------------|

|          |  |                 |
|----------|--|-----------------|
| <b>D</b> | <b>FY 2019 Updated Forecast with Margin Improvements (Actual Oct- Mar and projected Apr-Sept )</b> | <b>\$37,819</b> |
|----------|--|-----------------|



**Halifax Health Medical Center Obligated Group**  
**Reconciliation between FY 2019 Budget and Forecast (cont.)**  
**Income Available for Debt Service**  
**\$ in thousands**

|          |  |                        |
|----------|--|------------------------|
| <b>D</b> | <b>FY 2019 Updated Forecast with Margin Improvements (Actual Oct- Mar and projected Apr-Sept )</b> | <b>\$37,819</b>        |
|          | <b>April variance to initial forecast:</b>   |                        |
|          | Revenues higher than initial forecast  | \$4,927                |
|          | Realized investment income   | \$391                  |
|          | Other  | \$207                  |
|          | Sub-total  | <u>\$5,525</u>         |
|          | <b>May variance to initial forecast</b>  |                        |
|          | Revenues higher than initial forecast  | \$2,933                |
|          | Realized investment income   | \$968                  |
|          | Sub-total  | <u>\$3,901</u>         |
|          | <b>Re-forecast from Jun - Sept (incremental improvement from initial forecast)</b>                 | <u>\$1,181</u>         |
| <b>E</b> | <b>FY 2019 Updated Forecast with Margin Improvements (Actual Oct- May and projected Jun-Sept )</b> | <b><u>\$48,426</u></b> |



# Fiscal Year 2020 Budget Update

Eric M. Peburn  
Chief Financial Officer

Board of Commissioners  
July 1, 2019



HALIFAX HEALTH

# FY 2020 Budget Update Agenda

- Key Factors in Setting Budget
- Budget Status and Next Steps
- Ad valorem tax schedules

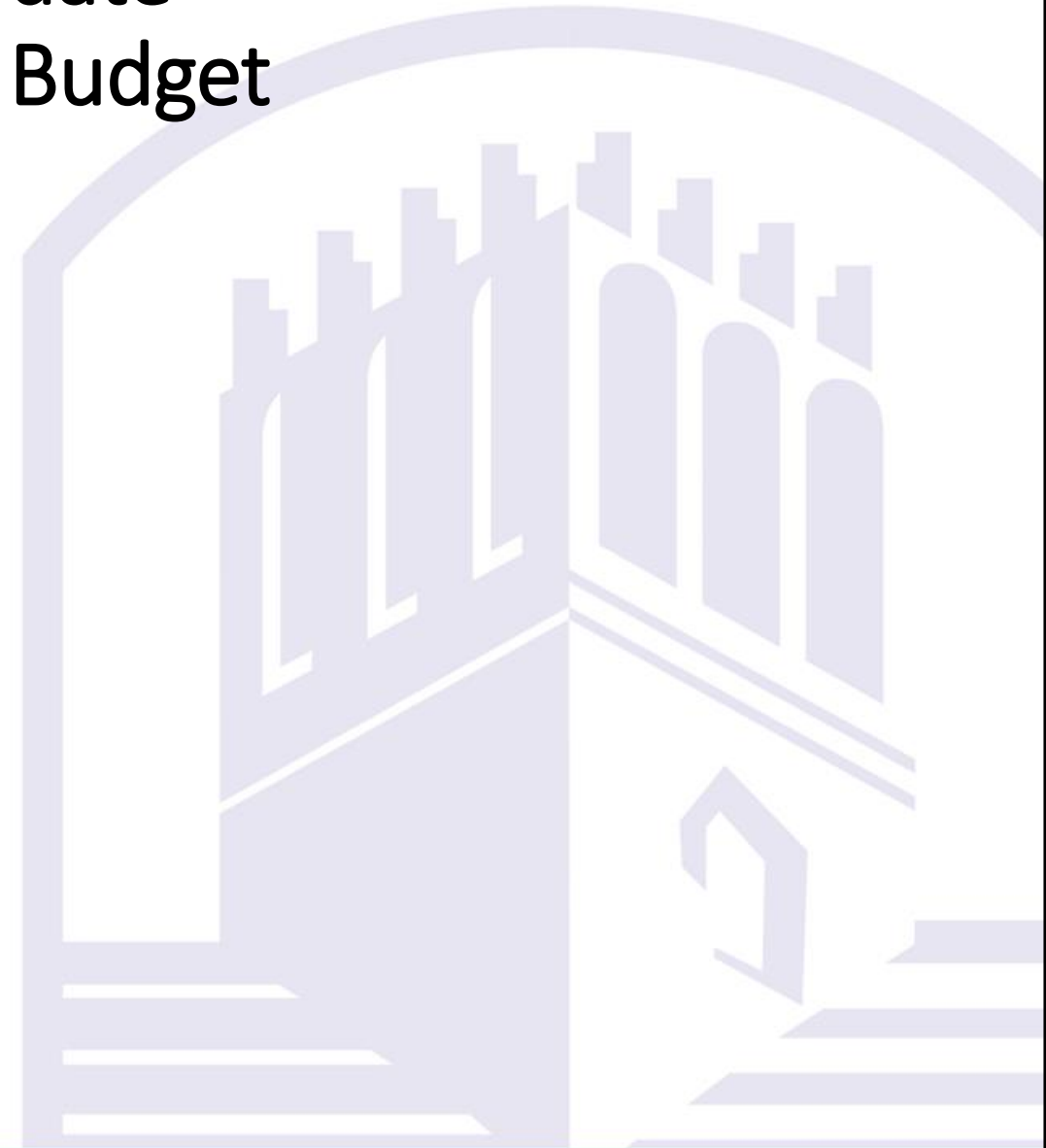




# FY 2020 Budget Update

## Key Factors in Setting Budget

- Achieve positive cash flow after capital and pension funding
- Targeting a 2% operating margin excluding Deltona Hospital
- Continuation of critical community services and benefits



# FY 2020 Budget Update

## Current Status and Next Steps

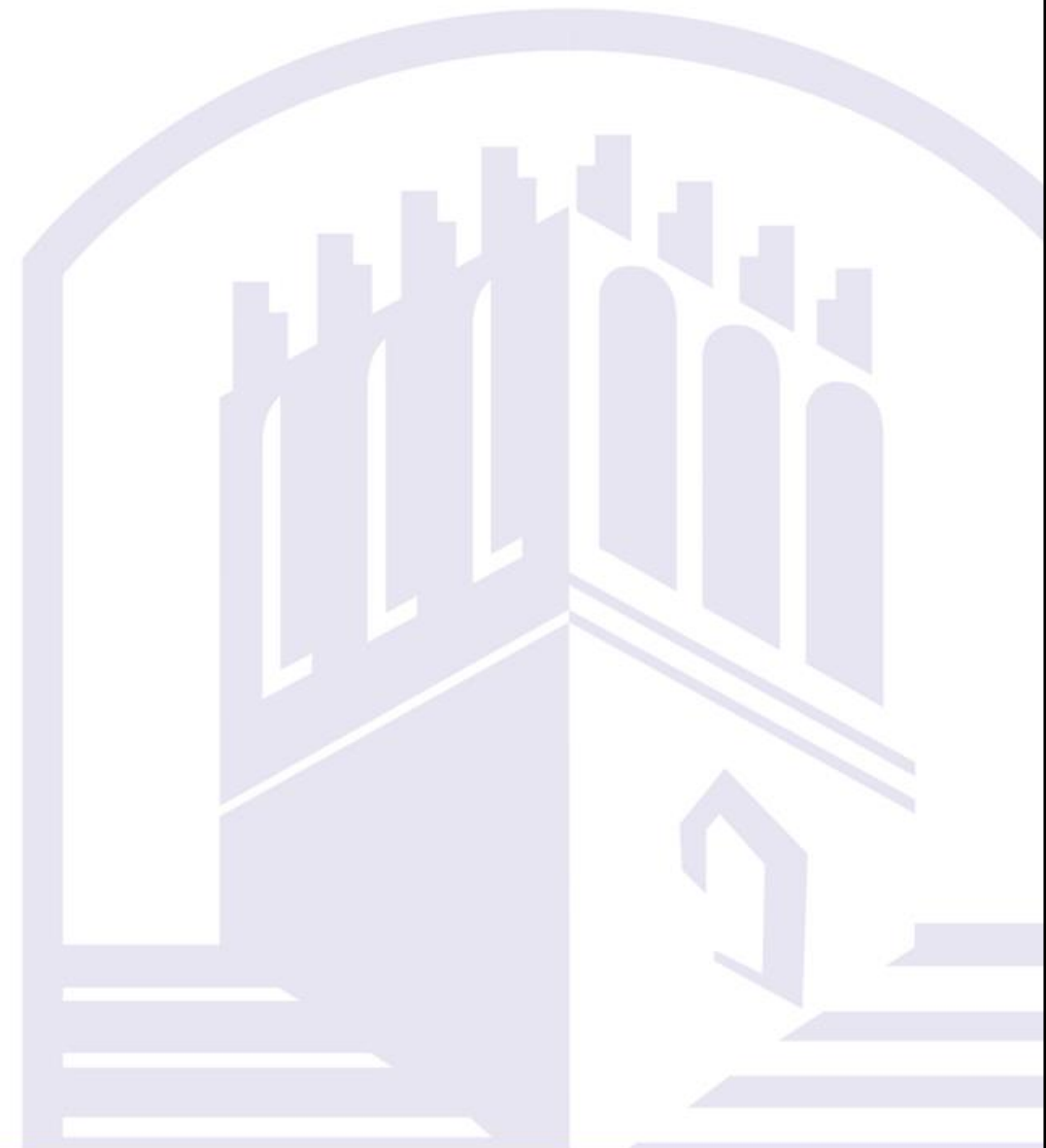
- Current budget gap has been identified at \$9.8M with \$2.0M remaining to be identified to achieve 2% operating margin
- Management is currently working through the following improvements and will be focused on the following strategies:
  - Appropriate patient classification
  - Throughput efficiency
  - Continued focus on reducing the Length of Stay
  - Reduced supply expense
  - Reduce costs in overhead, non-clinical areas
  - Evaluation of non essential programs and services
  - Attrition – not filling jobs as Team Members exit with the exception of direct patient care positions such as nursing
  - More effectively flexing staff on volumes and acuity – even in non-flex, overhead departments
- Restructuring patient care management along with consultant (Clinical Intelligence) to improve operating margin at a sustainable level above 3%

**Halifax Health Medical Center**  
**Preliminary Tax Base, Millage Rate and Estimated Tax Levies**  
**FY 2020 Budget \***  
**(\$ in thousands)**

|          |                  | Millage Rate, per 1,000 |              |             |                        |                            |
|----------|------------------|-------------------------|--------------|-------------|------------------------|----------------------------|
| Tax Base |                  | 1.0000                  | 0.7500       | 0.5000      | Current Rate<br>0.3546 | Rolled back Rate<br>0.3329 |
| FY 2020  | \$18,581,089,383 | \$18,581,089            | \$13,935,817 | \$9,290,545 | \$6,588,854            | \$6,185,785                |

\* Based on Preliminary assessed total taxable value.

# Appendix



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

|                   | Actual       |              |              |              |              |              |              |              |              |              |              |              |              | Preliminary Budget |
|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------------|
|                   | FY 2007      | FY 2008      | FY 2009      | FY 2010      | FY 2011      | FY 2012      | FY 2013      | FY 2014      | FY 2015      | FY 2016      | FY 2017      | FY 2018      | FY 2019      | FY 2020 *          |
| Tax Base (DR 420) | \$19,152,904 | \$20,292,636 | \$18,481,578 | \$15,359,834 | \$13,403,649 | \$12,487,804 | \$12,207,295 | \$12,431,762 | \$13,149,276 | \$13,876,457 | \$17,201,983 | \$18,581,089 | \$17,285,583 | \$18,581,089       |
| Gross Tax Levy    | \$52,735     | \$50,732     | \$41,584     | \$34,560     | \$26,807     | \$21,854     | \$15,259     | \$12,432     | \$13,149     | \$13,252     | \$13,007     | \$6,589      | \$6,129      | \$6,589            |
| Millage Rate      | 2.750        | 2.500        | 2.250        | 2.250        | 2.000        | 1.750        | 1.250        | 1.000        | 1.000        | 0.9550       | 0.7561       | 0.3546       | 0.3546       | 0.3546             |

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

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

|                                     | <u>Prior<br/>Year</u> | <u>FY 2020<br/>Budget</u> | <u>Percent<br/>Change</u> |
|-------------------------------------|-----------------------|---------------------------|---------------------------|
| Millage rate, per 1,000             | 0.3546                | 0.3546                    | 0.0%                      |
| Property value <sup>2</sup>         | \$175,000             | \$185,610                 | 6.1%                      |
| Exemptions                          | \$0                   | \$0                       | 0.0%                      |
| Property taxes                      | \$62                  | \$66                      | 6.1%                      |
| <b>Tax Levy impact to homeowner</b> |                       | <b>\$4</b>                |                           |

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

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

# Halifax Health Medical Center

## Impact of Millage Rate

### Homesteaded Homeowner

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

|                                       | Prior<br>Year | FY 2020<br>Budget | Percent<br>Change |
|---------------------------------------|---------------|-------------------|-------------------|
| Millage rate, per 1,000               | 0.3546        | 0.3546            | 0.0%              |
| Homestead Property value <sup>2</sup> | \$175,000     | \$178,325         | 1.9%              |
| Exemptions                            | (\$50,000)    | (\$50,000)        | 0.0%              |
| Property taxes                        | \$44          | \$46              | 2.7%              |
| Tax Levy impact to homeowner          |               | \$1               |                   |

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

<sup>2</sup> FY 2020 Property Value (Assessed value) increased 1.019% due to the Consumer Price Index being lower than the Save Our Homes max cap of 3%.

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

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

\* Based on Preliminary assessed total taxable value.



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

