



HALIFAX HEALTH

Board of Commissioners Meeting

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

HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING

303 No. Clyde Morris Boulevard, Daytona Beach, FL

France Tower Conf. Room A

4:00pm – November 4, 2019

AGENDA

Call to Order

Invocation & Pledge of Allegiance

Roll Call

Mission Statement

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Approval of Minutes (Action)

- Board of Commissioners Meeting – September 9, 2019
- First Public Hearing – September 9, 2019
- Final Public Hearing – September 16, 2019

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Approval of Agenda (Action)

Medical Staff Report – Ammar Hemaidan, MD (Action)

- Credentials Committee Actions

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Auxiliary Report – WG Watts

- *Report included under Additional Information Tab (Page 127)*

Foundation Report – Joe Petrock

- *Report included under Additional Information Tab (Page 129)*

Management Report – Jeff Feasel

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Strategic & Community Health Planning Committee – Jeff Feasel

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

- Schedule of Uses of Property Taxes September 30, 2019
- Investment Performance Reports
- Capital Expenditures \$25,000 - \$50,000
 - Diagnostic Reading Monitors - \$27,750

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Consent Agenda (Action)

- Financial Statements – September 2019
- Capital Expenditures - \$50,000 and Over (Working Capital)
 - Acquisition of Pulmonary Medical Office
601 No. Clyde Morris Blvd., Daytona Beach – \$1,137,066
 - Retail Pharmacy - \$1,109,493
 - BrainLab Navigation System - \$488,774
 - Epiphany EKG Data Management system - \$402,785
 - C-Arm for Radiology - \$401,401
 - SQL Licenses - \$335,622
 - Surgical Microscope - \$285,891
 - Wireless Access Points - \$148,626
 - Ultrasound for Obstetrics - \$139,567
 - EKG Machines with Carts - \$65,912
 - Televisions for France Tower - \$58,104
- Emergency Resolution – Purchase of Reverse Osmosis Water Filtration
- Disposals – September 2019

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HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING

303 No. Clyde Morris Boulevard, Daytona Beach, FL

France Tower Conf. Room A

4:00pm – November 4, 2019

Old Business [\(Information Only\)](#)

- CIA Dashboard / Update – August & September 2019 Page 106

New Business

- Extension of JPMorgan Chase Direct Pay Letter of Credit, Resolution Authorizing Amendment Reimbursement Agreement (HHMC and HH Holdings, Inc.), and 2019 Amendment to Reimbursement Agreement Page 110

Additional Information

- 2020 Halifax Health Board Meeting Schedule Page 124
- Biketoberfest Statistics Page 125
- Auxiliary Semi-Annual Report Page 126
- Foundation Semi-Annual Report Page 128
- Human Resources Reports – August & September 2019 Page 130
- Affiliate Company Minutes Page 132

Public Participation

Presentation(s)

- Quality Q3 FY19 Page 137
- FY19 Financial Performance Page 150

Next Meeting

- **WEDNESDAY, January 15, 2020 *(New Meeting Rotation)***
Halifax Health Board of Commissioners Meeting
4:00 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
September 9, 2019

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

Also Present: Margaret Crossman, MD, Sr. VP/Chief Medical Officer
Jeff Feasel, President & Chief Executive 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 Kwiatak, Sr. VP/General Counsel
Arvin Lewis, Sr. VP/Chief Revenue Officer
Ann Martorano, Chief Communication Officer
Steve Miles, MD, Sr. VP/Chief Quality Officer
Eric Peburn, Exec. VP/Chief Financial Officer
Rafael Ramirez, Market Development Specialist
Shawn Remington, Director, Manager, Finance
Bill Rushton, Director, Internal Audit Services
Shelly Shiflet, VP/Corporate Compliance Officer
Tom Stafford, VP/Chief Information Officer
Alberto Tineo, Sr. VP/Hospital Chief Operating Officer
Lisa Tyler, Corporate Controller
Bob Wade, Board Compliance Expert, Barnes & Thornburg, LLP
Bob Williams, Director, Business Development
Tonja Williams, Chief Nursing Officer

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

APPROVAL OF MINUTES

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

- Board Education Meeting – June 3, 2019
- Board of Commissioners Meeting – July 1, 2019
- Board and Audit/Finance Budget Workshop – August 5, 2019

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

APPROVAL OF AGENDA

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

MEDICAL STAFF REPORT

Credentials Committee Actions – July & August 2019

Discussion: John Jonousek, MD, who was approved at the July 2019 meeting but unable to attend, was in attendance for introduction to the board.

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

Action: *Christopher Acker, MD, Family Medicine*
Mr. Ritchey moved to approve application of Dr. Acker. Dr. Lentz seconded the motion. Carried unanimously.

Action: *Ousama Alkhatib, MD, Medicine/Gastroenterology (*Interview waived)*
Mrs. Schandel moved to approve application of Dr. Alkhatib. Mr. Francati seconded the motion. Carried unanimously.

Action: *John Borzok, DPM, Surgery/Podiatry (*Will attend future meeting)*
Dr. Lentz moved to approve application of Dr. Borzok. Mrs. Schandel seconded the motion. Carried Unanimously.

Action: *Jeffrey Brabham, MD, Oncology/Radiation Oncology (*Interview waived)*
Mr. Ritchey moved to approve application of Dr. Brabham. Mrs. Schandel seconded the motion. Carried unanimously.

Action: *William Carroll, MD, Surgery/Retina*
Mr. Francati moved to approve application of Dr. Carroll. Mrs. Schandel seconded the motion. Carried unanimously.

Action: *Vrushak Deshpande, MD, Medical/Gastroenterology*
Mr. Ritchey moved to approve application of Dr. Deshpande. Mrs. Schandel seconded the motion. Carried unanimously.

Action: *David Diamond, MD, Oncology/Radiation Oncology (*Interview waived)*
Mr. Ritchey moved to approve application of Dr. Diamond. Mr. Francati seconded the motion. Carried unanimously.

Action: *Jane Dillon, MD, Surgery/Otolaryngology*
Mr. Ritchey moved to approve application of Dr. Dillon. Mrs. Schandel seconded the motion. Carried unanimously.

Action: *Ronald Horowitz, MD, Emergency Medicine (*Will attend future meeting)*
Mrs. Schandel moved to approve application of Dr. Horowitz. Mr. Ritchey seconded the motion. Carried unanimously.

Action: *Barry Kusnick, MD, Medicine/Cardiology/(*Will attend future meeting)*
Dr. Lentz moved to approve application of Dr. Kusnick. Mr. Francati seconded the motion. Carried unanimously

*Kelly LaFave, MD, Oncology/Radiation Oncology (*Interview waived)*

- Action: Mr. Ritchey moved to approve application of Dr. LaFave. Mrs. Schandel seconded the motion. Carried unanimously.
- Amenah Mashayekh, MD, Radiology/Diagnostic Radiology*
- Action: Mrs. Schandel moved to approve application of Dr. Mashayekh. Mr. Francati seconded the motion. Carried unanimously.
- Oscar Plata, MD, Psychiatry (*Will attend future meeting)*
- Action: Mrs. Schandel moved to approve application of Dr. Plata. Mr. Francati seconded the motion. Carried unanimously.
- Alexander Quiroz-Casian, MD, Radiology/Teleradiology (*Interview Waived)*
- Action: Mrs. Schandel moved to approve application of Dr. Quiroz-Casian. Mr. Francati seconded the motion. Carried unanimously.
- Umang Shah, MD, Medicine/Interventional Cardiology*
- Action: Mrs. Schandel moved to approve application of Dr. Shah. Mr. Francati seconded the motion. Carried unanimously.
- Sukumar Suguna-Narasimhulu, MD, Pediatrics/Neonatology*
- Action: Mr. Ritchey moved to approve application of Dr. Suguna-Narasimhulu. Mrs. Schandel seconded the motion. Carried unanimously.
- Zachary Terwilliger, MD, Emergency Medicine (*Will attend future meeting)*
- Action: Mrs. Schandel moved to approve application of Dr. Terwilliger. Mr. Francati seconded the motion. Carried unanimously.
- John Varvarkos, MD, Radiology/Diagnostic Radiology*
- Action: Mr. Francati moved to approve application of Dr. Varvarkos. Mrs. Schandel seconded the motion. Carried unanimously.
- Action: *Joseph Watson, DPM, Surgery/Podiatry*
Mr. Francati moved to approve application for Dr. Watson. 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).
- Jara Apperley, PA, Diagnostic Radiology
 - Meagan Burgess, APRN, Family Medicine
 - Mallory Gustafson, APRN, Cardiology
 - Otto Strunk, Jr, CRNA Anesthesiology
 - Lindsey Watson, APRN, Orthopaedic Surgery
- Action: Mrs. Schandel moved to approve applications for 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)
- Requests for Additional Privileges/Deletions/Other (Section F)
- Changes in Status (Section G)

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

Discussion: Dr. Hemaïdan advised that Resignations, Leave of Absence, Automatic Relinquishments (Sections H-J) were provided for information only.

MANAGEMENT REPORT

Discussion: Dr. Raul Zimmerman, medical director of Halifax Health Hospice, was recognized for his more than 27 years of compassion and dedication to Halifax Health.

Dr. Steve Miles, Suzanne Lovelady and Keith Sofiak presented the Quality Report for Q2 FY19 (presentation attached). Tonja Williams reviewed the Service Expectations initiative currently underway which focuses on patient advocacy and philosophy/culture that guides our patient experience and care.

Mr. Feasel reported following (full report attached):

Deltona Medical Center Update

- The medical center is 90% complete.
- We are working with the Agency for Healthcare Administration (AHCA) to schedule final inspections which will take place during the month of September. Some early final inspections are being held currently.
- We continue to receive equipment and tour the building with potential physicians and surgeons.
- All areas are progressing on time and on budget.

Community Leader in Healthcare Award

Rafael Ramirez, Administrator for Halifax Health | UF Health Health Medical Center of Deltona, received the Community Leader in Healthcare Award at the 1st Annual Healthcare Achievement Awards presented by the Volusia Hispanic Chamber of Commerce in August.

Information Technology

In June, *Computerworld* announced Halifax Health as a 2019 Best Places to Work in IT honoree, one of 100 top organizations recognized for challenging their information technology staffs while providing great benefits and compensation. This is the fifth consecutive year Halifax Health has been featured on this list. Ranked tenth on *Computerworld's* list of mid-sized

organizations with 1,001 to 4,999 U.S. employees, Halifax Health is recognized for its career development

Trauma Talks 2019

Halifax Health will hold its annual Trauma Talks 2019 on September 13 from 7:30 a.m. – 5:30 p.m. Trauma Talks is a comprehensive one-day conference featuring fundamental concepts of trauma care and scenario-based activities – all targeted to optimize the continuum of care for the severely injured patient. This year's conference is comprised of experts in trauma injury, emergency medicine, law enforcement and more and attracts medical professionals from all over the state.

AUDIT & FINANCE COMMITTEE REPORT

Discussion: Mr. Peburn provided a brief statistical and financial (full report attached) on Halifax Health Medical Center and Halifax Health Hospice.

CONSENT AGENDA

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

- Healthy Communities Board Appointments
- Financial Statements Ended July 2019
- Capital Expenditures – \$50,000 and Over
 - Renovation of PO and OB Oncology Pharmacies - \$451,846
 - CVICU Patient Monitor Replacement - \$340,221
 - Ventilators for Respiratory Therapy - \$320,086
 - Chemotherapy Infusion Pumps - \$242,500
 - Kronos Software for Employee Self Service Portal - \$154,058
 - Mobile Digital X-ray System - \$149,660
 - Ultrasound Mobile Cart for Cardiology - \$145,000
 - Diagnostic Ultrasound for PO Hospital - \$144,500
 - Digital Print Press for Print Shop - \$92,603
- Disposals
- Audit Reports

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 June and July, 2019 were included in packet; Ms. Shiflet advised that we are 120 days past the date that the OIG received the annual report. The compliance office will reach out to the OIG monitor toward the end of the month to inquire on status.

NEW BUSINESS

Resolution: Medical Center of Deltona

Discussion: Mr. Feasel provided update on Deltona hospital, steps taken and steps necessary to move forward with collaborative relationship between Halifax Health and UF Health/Shands, noting the Resolution presented (attached) for board consideration.

Ms. Kwiatek reviewed the components of the Resolution:

- A not-for-profit corporation named Medical Center of Deltona, Inc. (MCD), had been formed by Halifax Hospital Medical Center (HHMC), to own the assets related to the Deltona hospital, adding that HHMC is the sole member of MCD. **The Resolution approves MCD's Articles of Incorporation, requires MCD to apply with IRS for a 501(c)(3) determination, and appoints an initial set of directors.**
- Halifax Management System, Inc. (HMS) will serve as landlord and MCD as tenant to a Lease for the land on which the Deltona hospital is located. In order to approve the HMS and MCD Lease, the existing Lease between HHMC & HMS needs to be terminated. **The Resolution both approves the termination of the existing lease and the new lease.**
- Halifax Health and UF Health/Shands plan to enter into a co-management agreement (see attached flow chart), whereby Shands would provide certain services to include physician services provided by faculty, residents and medical students, clinical research, quality improvement, and medical education outreach, and HHMC would provide all other functions necessary for the operation of the Deltona hospital. Once MCD receives its 501(c)(3) determination, the bylaws will be amended to provide for Shands to have an equal number of representatives on the board of directors of MCD. **The Resolution approves the Co-Management Agreement.**
- Funding for the Deltona Hospital, requires HHMC or HHMC affiliate and Shands to each provide \$12,000,000.00 in working capital to MCD. In addition, bonds are to be issued in the approximate amount of \$122,229,000.00, plus costs of issuance, and subject to any premium or discount, in order to finance the construction of the Deltona Hospital. **The Resolution provides approval of the working capital contribution, as well as HMS and secondarily Halifax Hospice, Inc., guaranteeing repayment of one half of the amount of the aforementioned bonds.**

Action: Following discussion, Dr. Lentz moved to adopt the Resolution as presented. Mr. Francati seconded the motion. Carried unanimously.

Medical Center of Deltona Board Appointments

Discussion: Ms. Kwiatek advised that when Medical Center of Deltona was incorporated, the Board of Directors were Jeff Feasel and Eric Peburn; and that the initial MCD board will be made up of 3 (or up to 7) members appointed by Halifax. Once the 501(c)(3) determination is received, the board will become a 50/50 Halifax Health / UF Health Shands joint board. During the interim, UF Health Shands will provide equal input through a management committee.

Recommendation to the board is to appoint Jeff Feasel, Dr. Stephen Viel, and Andrea Kurak, Esq. to the Medical Center of Deltona Board of Directors, as well as remove Eric Peburn as a Director.

Action: Mr. Ritchey moved to approve Jeff Feasel, Dr. Stephen Viel, and Andrea Kurak to the Board of Directors of Medical Center of Deltona. Dr. Lentz seconded the motion. Mr. Ritchey amended motion to include removal of Eric Peburn as a Director. Carried unanimously.

Deltona Free Standing Emergency Department Lease

Discussion: Ms. Kwiatek advised that current lease reflects HH Holdings, Inc. is the tenant and Deltona FSED is the landlord; subsequently, HH Holdings, Inc. assigned its rights to the District. Request is made that the board approve a sublease from the District to Medical Center of Deltona under the same exact terms.

Action: Mr. Ritchey moved to approve sublease from the District to Medical Center of Deltona. Mrs. Schandel seconded the motion. Carried unanimously.

Property Sale - West Clyde Morris Boulevard (13.44 Acres)

Discussion: Mr. Feasel reported that this transaction closed in July, 2019, based on the Board's February 5, 2018, approval of the sale based on a \$200,000.00 per acre sale price. The final acreage of property (Lot F) as reflected on the Plat recorded at Map Book 59, pages 159-162, Public Records of Volusia County, FL was 13.44 acres and the sale price calculated at \$200,000.00 per acre was \$2,688,000.00. The contract was assigned to Daytona Beach SPE, LLC, a Delaware limited liability company and that is the entity that took title at closing. The transaction documents were executed by Eric Peburn, Chief Financial Officer and Kelly Kwiatek, Senior Vice President and General Counsel. Mr. Feasel recommended approval and ratification of the sale of Lot F, Halifax Hospital Medical Center Plat (13.44 acres) to Daytona Beach SPE, LLC, a Delaware limited liability company, at the purchase price of \$200,000.00 /acre.

Action: Mr. Ritchey moved to ratify and approve the sale of Lot F, Halifax Hospital Medical Center Plat (13.44 acres) to Daytona Beach SPE, LLC, a Delaware limited liability company, at the purchase price of \$200,000/acre. Mr. Francati seconded the motion. Carried unanimously.

Property Sale – West Clyde Morris Boulevard (11.3 Acres)

Discussion: Mr. Feasel advised that HHMC owns a real estate parcel, consisting of 11.3 acres, located at West Clyde Morris Boulevard, Daytona Beach and requested approval to enter into a Purchase of Sale Agreement with Henning Holdings, LLC for the sale of this parcel (11.3 acres - exhibit attached). Mr. Feasel added that Discovery Senior Living develops, builds, market and operates upscale senior living communities across the United States. Proposed Sale: \$3,145,000 - \$3,300,000 (adjusted by final number of units developed at \$18,000 per unit).

Action: Dr. Lentz moved to approve disposal of asset and to sell the 11.8 acres real estate parcel on West Clyde Morris Boulevard, Daytona Beach; and to authorize the Chief Executive Officer and/or Chief Financial Officer to execute any related sales documents or agreements. Mr. Francati seconded the motion. Carried unanimously.

PUBLIC PARTICIPATION

Discussion: None.

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 November 4, 2019, 4pm, in France Tower Conf. Room A.

ADJOURN

Discussion: There being no further business, the meeting adjourned at 5:30pm.

Chairman

Secretary

**HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS – FIRST PUBLIC HEARING
Held at 303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
September 9, 2019**

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

Also Present: Margaret Crossman, MD, Sr. VP/Chief Medical Officer
Jeff Feasel, President & Chief Executive 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
Ann Martorano, Chief Communication Officer
Steve Miles, MD, Sr. VP/Chief Quality Officer
Eric Peburn, Exec. VP/Chief Financial Officer
Rafael Ramirez, Market Development Specialist
Shawn Remington, Director, Manager, Finance
Bill Rushton, Director, Internal Audit Services
Shelly Shiflet, VP/Corporate Compliance Officer
Tom Stafford, VP/Chief Information Officer
Alberto Tineo, Sr. VP/Hospital Chief Operating Officer
Lisa Tyler, Corporate Controller
Bob Wade, Board Compliance Expert, Barnes & Thornburg, LLP
Bob Williams, Director, Business Development
Tonja Williams, Chief Nursing Officer
Shawna Stimson, Court Reporter, Volusia Reporting Company

The meeting was called to order by Chairman Goodemote at 5:44pm. Invocation was given, Pledge of Allegiance recited and roll recorded.

PURPOSE OF MEETING

Discussion: Mr. Goodemote stated that the purpose of this hearing was to:

- Adopt a tentative millage rate and tentative budget for fiscal year 2019-2020, and;
- Designate a date for the final public hearing to adopt a final millage rate and budget.

PROPOSED MILLAGE RATE

Discussion: Mr. Goodemote advised that the proposed millage rate is 0.3546 mills; and that the rolled back rate is 0.3329 mills. The proposed millage rate is greater than the rolled back rate by 6.52%. The floor was opened for public comment.

PUBLIC COMMENT

Discussion: None.

RESOLUTION 2019-2020A – PROPOSED MILLAGE RATE

Action: Mr. Connor moved to approve Resolution 2019-2020A to adopt the proposed millage rate of 0.3546 mills. Mr. Ritchey seconded the motion. Carried unanimously via roll call vote (individual Commissioner votes listed below).

- Ed Connor - Yes
- Dan Francati - Yes
- Harold Goodemote - Yes
- Carl W. Lentz., MD - Yes
- Tom McCall - Yes
- Glenn Ritchey - Yes
- Susan Schandel - Yes

PROPOSED OPERATING BUDGET

Discussion: Mr. Goodemote advised that the proposed operating budget for 2019-2020 had been reviewed and discussed at the budget workshop; that the proposed operating revenue of Halifax Health in the budget is \$604 million; and that only 0.46% of Halifax Health's revenue is generated from net ad valorem taxes available for healthcare services, which will be exhausted by the 14th day of the Fiscal Year. The budget includes \$54.3 million for the cost of uncompensated care not paid for by taxes. The floor was opened for public comment.

PUBLIC COMMENT

Discussion: None.

RESOLUTION 2019-2020B – PROPOSED BUDGET

Action: Mr. Connor moved to approve Resolution 2019-2020B to adopt the total proposed budget of approximately \$604 million. Mr. Ritchey seconded the motion. Carried unanimously via roll call vote (individual Commissioner votes listed below).

- Ed Connor - Yes
- Dan Francati - Yes
- Harold Goodemote - Yes
- Carl W. Lentz., MD - Yes
- Tom McCall - Yes
- Glenn Ritchey - Yes
- Susan Schandel - Yes

FINAL PUBLIC HEARING

Discussion: Mr. Goodemote advised that a date and time for the final public hearing needed to be scheduled. The meeting must be after 5:00 p.m. and cannot conflict with a meeting date of the School Board or the County Council.

Action: Following discussion, the board agreed to schedule the Final Public Hearing on Monday, September 16, 2019 at 5:05 p.m. in the France Tower Conference Room A at Halifax Health, 303 N. Clyde Morris Boulevard.

ADJOURNMENT

Action: There being no further business the meeting adjourned at 5:48pm.

Chairman

Secretary

**HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS – FINAL PUBLIC HEARING
Held at 303 North Clyde Morris Boulevard, France Tower, Daytona Beach, FL
September 16, 2019**

Present: Ed Connor, Assistant Secretary
Dan Francati, Vice Chairman
Harold Goodemote, Chairman
Carl W. Lentz, MD, Member
Tom McCall, Secretary
Glenn Ritchey, Member

Via Telephone: Susan Schandel, Treasurer

Also Present: Ben Eby, Director, Halifax Health Hospice
Jeff Feasel, President & Chief Executive Officer
Jessica Ferrentino, Manager of Budget and Decision Support, Finance
Bill Griffin, Director of System Planning
John Guthrie, VP Corporate Communications/ED Healthy Communities
Kelly Kwiatak, SVP/General Counsel
Eric Peburn, Exec. VP/Chief Financial Officer
Andy Pollock, Chaplain
Shawn Remington, Director of Finance
Fe Roster, VP and Chief Care Continuum Officer
Alberto Tineo, Sr. VP/Hospital Chief Operating Officer
Lisa Tyler, Corporate Controller
Volusia Reporting Company

The meeting was called to order by Chairman Goodemote at 5:05 pm. Invocation was given, Pledge of Allegiance recited and roll recorded.

PURPOSE OF MEETING

Discussion: Mr. Goodemote stated that the purpose of this hearing was to adopt a final millage rate and final budget for fiscal year 2019-2020.

MILLAGE RATE

Discussion: Mr. Goodemote advised that the tentatively adopted millage rate is 0.3546 mills and the tentatively adopted millage rate is greater than the rolled back rate by 6.52%. He stated the rolled back rate is 0.3329 mills. The floor was opened for public comment.

PUBLIC COMMENT

Discussion: None.

RESOLUTION 2019-2020C – FINAL MILLAGE RATE

Discussion: Mr. Goodemote stated that the rolled back rate is 0.3329 mills. The final millage rate is greater than the rolled back rate. The final millage rate for Halifax Hospital Medical Center is 0.3546.

Action: Mr. Connor moved to approve Resolution 2019-2020C to adopt the final millage rate of 0.3546 mills. Mr. Ritchey seconded the motion. Motion carried via roll call vote (individual Commissioner votes listed below).

- Ed Connor – Yes

- Daniel Francati - Yes
- Harold Goodemote - Yes
- Carl W. Lentz., MD - Yes
- Tom McCall - Yes
- Glenn Ritchey - Yes
- Susan Schandel - Yes

OPERATING BUDGET

Discussion: Mr. Goodemote advised that the proposed revenue of Halifax Hospital Medical Center in the budget is \$604 million; and that only 0.46% of Halifax Health's revenue is generated from net ad valorem taxes available for healthcare services, which will be exhausted by the 14th day of the fiscal year. The budget includes \$54.3 million for the cost of uncompensated care not paid for by taxes.

PUBLIC COMMENT

Discussion: None.

RESOLUTION 2019-2020D – FINAL BUDGET

Action: Mr. Ritchey moved to approve Resolution 2019-2020D to adopt the total budget of \$604 million. Mr. Ritchey seconded the motion. Motion carried via roll call vote (individual Commissioner votes listed below).

- Ed Connor – Yes
- Daniel Francati - Yes
- Harold Goodemote - Yes
- Carl W. Lentz., MD - Yes
- Tom McCall - Yes
- Glenn Ritchey - Yes
- Susan Schandel - Yes

ADJOURNMENT

Action: There being no further business the meeting adjourned at 5:10pm.

Chairman

Secretary



HALIFAX HEALTH

TO: Members of the Board of Commissioners
 FROM: Ammar Hemaidan, MD, Medical Staff President
 DATE: **November 4, 2019**
 RE: Credentials Committee Actions, **September 16, 2019, October 21, 2019**

The Medical Staff report is attached for the Board's review and approval at the Board of Commissioner's meeting on **November 4, 2019**.

PHYSICIAN INTRODUCTION: John Borzok, DPM, Jennifer Kolodchak, MD, Oscar Plata, MD, Zachary Terwilliger, MD, (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:

Shelly Birch, MD	Emergency Medicine *	Associate
Danielle Collins, MD	Emergency Medicine *	Associate
Cameron Cummings, MD	Radiology/Teleradiology (Board certified)	Courtesy - Interview Waived
Johnathan Edwards, MD	Anesthesiology (Board certified)	Associate
Andrew Fritze, MD	Surgery/General Surgery *	Associate
Lauren Girard, DO	Medicine/Family Medicine (Board certified)	Associate
Vivek Kalra, MD	Radiology/Teleradiology (Board certified)	Courtesy - Interview Waived
Saravanan Karuppiah, MD	Surgery/Neurosurgery (Board certified)	Associate
Victor Melgen, MD	Medicine/Internal Medicine (Board certified)	Associate
Maria Olivo, MD	Emergency Medicine (Board certified)	Associate
Ross Smith, MD	Surgery/Orthopaedic Surgery *	Associate
Sathvik Srikanth, MD	Medicine/Critical Care (Board certified)	Associate - January Interview
Carmen Villanueva, MD	Radiology/Teleradiology (Board certified)	Courtesy - Interview Waived
Robert Yu, MD	Surgery/Colon/Rectal Surgery *	Associate
Joshua P. Zeidenberg, MD	Radiology/Diagnostic Radiology (Board certified)	Associate

RESIDENT AFFILIATE - INTERVIEW NOT REQUIRED

Kyla Mohler, MD	Medicine/Family Medicine *	Resident Affiliate
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**Meets criteria to sit for the Board Exam*

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:

Charles Bartha Jr, CRNA	Anesthesiology	Albert Kabemba, MD
Julie Bom Conselho, APRN	Family Medicine	Hung Doan, MD
Toni Bowling, APRN	Nephrology	Jaideep Hoskote, MD
Margorie Cross-Tatro, Dental Assistant	Pediatric Dentistry	Moema Arruda, DMD
Mike Daley, PA	Emergency Medicine	Stephen Viel, MD
Jacinta Feldman, APRN	Family Medicine	Joshua Grube, MD
Pamela Freeman, CRNA	Anesthesiology	Albert Kabemba, MD
Joel T. Gingery, CRNA	Anesthesiology	Albert Kabemba, MD
Barbara Madison, RNFA	General Surgery	Employed; working with multiple physicians
Daniel Martino, CRNA	Anesthesiology	Albert Kabemba, MD
Victoria Mulandi, CRNA	Anesthesiology	Albert Kabemba, MD
Jamie Ponti, APRN	Emergency Medicine	Stephen Viel, MD
Maxx Ramirez, PA	Orthopaedic Surgery	Todd McCall, MD
Odevelyne Saint-Sauveur, CRNA	Anesthesiology	Albert Kabemba, MD

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*

BOARD ENDORSEMENT REQUIRED

H – 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>
Allen, Georgianne, APRN	Nephrology	No longer wishes to maintain privileges
Boggs-Dunne, Kimberly, RNFA	Surgery	No longer wishes to maintain privileges
Clapper, Elizabeth Ashley, PA	Orthopaedic Surgery	No longer wishes to maintain privileges
Devose, Fusun, APRN	FM/IM	No longer wishes to maintain privileges
Harr, Taylor, Dental Assist	Oral/Maxillofacial Surgery	No longer wishes to maintain privileges
Jackson, Gloria, RNFA	Surgery	No longer wishes to maintain privileges
Jackson, Jon, MD	Family Medicine	No longer wishes to maintain privileges
Kirkman, Jennifer, MD	Family Medicine	No longer wishes to maintain privileges
Loe, Shanan, MD	OB/GYN	No longer wishes to maintain privileges

Madejczyk, Katarzyna, MD	Pediatrics	No longer wishes to maintain privileges
Matey, Jennifer, MD	Pulmonology	No longer wishes to maintain privileges
Maya, Emeline, Dental Assistant	Pediatric Dentistry	No longer wishes to maintain privileges
Olotch, Berryl, APRN	Internal Medicine	No longer wishes to maintain privileges
Prasad, Rekha, MD	Psychiatry, Child & Adolescent	No longer wishes to maintain privileges
Robbins, Brandy, Dental Assist	Pediatric Dentistry	No longer wishes to maintain privileges
Rosado, Jose, MD	Family Medicine	No longer wishes to maintain privileges
Skerbetz, Ryan, PA	Internal Medicine	No longer wishes to maintain privileges
Smart, Donald, CRNA	Anesthesiology	No longer wishes to maintain privileges
Teich, Jessica, APRN	Family Medicine/ Internal Medicine	No longer wishes to maintain privileges
Voda, Jan, MD	Critical Care	No longer wishes to maintain privileges
Wade, Robert, CRNA	Anesthesiology	No longer wishes to maintain privileges

J. LOCUM TENENS PHYSICIANS - For Information Only

K. OTHER - New criteria for MakoPlasty - attachment A, **Action Required**



HALIFAX HEALTH
MEDICAL CENTER

BOARD OF COMMISSIONERS – November 4, 2019
CREDENTIALS COMMITTEE ACTIONS – September 16, 2019, October 21, 2019

FOR BOARD ACTION

A. INITIAL PHYSICIAN APPLICATIONS RECOMMENDED FOR APPROVAL

Shelly Birch, MD	Emergency Medicine *	Associate
Danielle Collins, MD	Emergency Medicine *	Associate
Cameron Cummings, MD	Radiology/Teleradiology (Board certified)	Courtesy - Interview Waived
Johnathan Edwards, MD	Anesthesiology (Board certified)	Associate
Andrew Fritze, MD	Surgery/General Surgery *	Associate
Lauren Girard, DO	Medicine/Family Medicine (Board certified)	Associate
Vivek Kalra, MD	Radiology/Teleradiology (Board certified)	Courtesy - Interview Waived
Saravanan Karuppiyah, MD	Surgery/Neurosurgery (Board certified)	Associate
Victor Melgen, MD	Medicine/Internal Medicine (Board certified)	Associate
Maria Olivo, MD	Emergency Medicine (Board certified)	Associate
Ross Smith, MD	Surgery/Orthopaedic Surgery *	Associate
Sathvik Srikanth, MD	Medicine/Critical Care (Board certified)	Associate - January Interview
Carmen Villanueva, MD	Radiology/Teleradiology (Board certified)	Courtesy - Interview Waived
Robert Yu, MD	Surgery/Colon/Rectal Surgery *	Associate
Joshua P. Zeidenberg, MD	Radiology/Diagnostic Radiology (Board certified)	Associate

RESIDENT AFFILIATE - INTERVIEW NOT REQUIRED

Kyla Mohler, MD	Medicine/Family Medicine *	Resident Affiliate
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**Meets criteria to sit for the Board Exam*

B. INITIAL NON PHYSICIAN PROVIDERS RECOMMENDED FOR APPROVAL

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

Charles Bartha Jr, CRNA	Anesthesiology	Albert Kabemba, MD
Julie Bom Conselho, APRN	Family Medicine	Hung Doan, MD
Toni Bowling, APRN	Nephrology	Jaideep Hoskote, MD

Margorie Cross-Tatro, Dental Assistant	Pediatric Dentistry	Moema Arruda, DMD
Mike Daley, PA	Emergency Medicine	Stephen Viel, MD
Jacinta Feldman, APRN	Family Medicine	Joshua Grube, MD
Pamela Freeman, CRNA	Anesthesiology	Albert Kabemba, MD
Joel T. Gingery, CRNA	Anesthesiology	Albert Kabemba, MD
Barbara Madison, RNFA	General Surgery	Employed; working with multiple physicians in OR
Daniel Martino, CRNA	Anesthesiology	Albert Kabemba, MD
Victoria Mulandi, CRNA	Anesthesiology	Albert Kabemba, MD
Jamie Ponti, APRN	Emergency Medicine	Stephen Viel, MD
Maxx Ramirez, PA	Orthopaedic Surgery	Todd McCall, MD
Odevelyne Saint-Sauveur, CRNA	Anesthesiology	Albert Kabemba, MD

C. PHYSICIAN REAPPOINTMENTS RECOMMENDED FOR APPROVAL

Department of Anesthesiology

Fox, David B., MD	Anesthesiology	Active
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Department of Emergency Medicine

No reappointments this month

Department of Medicine

Arnold, Richard, MD	Cardiology	Senior Active
Iskander, Alaa, MD	Critical Care	Active

Department of Obstetrics/Gynecology

No reappointments this month

Department of Oncology

No reappointments this month

Department of Pathology

No reappointments this month

Department of Pediatrics

Ahmed, Salman, MD	Pediatric Infectious Disease	Active
Kuebler, Brandon, MD	Pediatric Cardiology	Courtesy
Nguyen-Tuong, Phi-Yen, MD	Pediatrics	Active

Department of Psychiatry

No reappointments this month

Department of Radiology

Burkett, Charles M., MD	Diagnostic Radiology	Active
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D. PHYSICIAN REAPPOINTMENTS (*WITH CHANGES*) RECOMMENDED FOR APPROVAL

Black, Michael, MD (Associate to Active)	Anesthesiology	Anesthesiology
DeCesare, Gary, MD (Associate to Active)	Surgery	Plastic & Reconstructive Surgery
Lo, Eric, MD (Active to Courtesy Affiliate)	Medicine	Cardiology
Lopez, Maria, MD (Active to Courtesy Affiliate)	Medicine	Cardiology
Miller, Samuel, MD (Associate to Active)	Medicine	Family Medicine
Popelka, Jessica, MD (Associate to Active)	Surgery	Podiatry
Tyser, Zachary, MD (Associate to Active)	OB/GYN	OB/GYN
Warner, Daniel, MD (Courtesy to Community Affiliate)	Medicine	Internal Medicine
Weitzner, Cory, MD (Associate to Active)	Anesthesiology	Anesthesiology

E. NON PHYSICIAN PROVIDERS REAPPOINTMENTS RECOMMENDED FOR APPROVAL

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

Name	Specialty	Supervising Physician
Allard, Allison, APRN	Physical Medicine & Rehab	Jorge Perez Lopez, MD
Atkins, Jacob, CRNA	Anesthesiology	Albert Kabemba, MD
Bayer, Marcia, APRN	Cardiology	Beth Bartholomew, MD
Bonnette, Kelsey, APRN	Gastroenterology	Ammar Hemaidan, MD
Burt, Patricia, APRN	Pediatrics	Rolando Lozano, MD
Hill, Margaux, PA	Neurosurgery	Jacques Farkas, MD
Lacson, Marilene, APRN	OB/GYN	John White, MD
Meyers, Robert, APRN	Orthopaedic Surgery	James Bryan, MD
Miller, Priscilla, APRN	Hospice & Palliative Medicine	Arlen Stauffer, MD
Powers, Bethann, CRNA	Anesthesiology	Albert Kabemba, MD
Rassi, Keri, APRN	Emergency Medicine	Stephen Viel, MD
Vargas, Gladys Marta Rivera, APRN	Psychiatry	Eric Santos, MD

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

Apperley, Jara, PA	Request for CT-Guided Bone Marrow biopsy. Proctoring complete
James, Tara, APRN	Additional Supervising Physician – Lauren Girard, DO - FM
Macmahon, Kevin, MD	Withdrawal of Trauma privileges. Not required per Dr. Viel
Mulvey, Holly, APRN	Additional Supervising Physician – Lauren Girard, DO - FM
Miller, Arthur, APRN	Additional supervising physician: Oscar Plata, MD - Psychiatry
Talarico, Irene, APRN	Additional supervising physician: Oscar Plata, MD – Psychiatry
Zimmerman, Raul, MD	Request for one year Leave of Absence – 10/18/2019 – 10/18/2020

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

Name	From	To	Specialty
Juraszek, Amy, MD	Associate	Courtesy	Pediatrics/Pediatric Cardiology
Klancke, Kim, MD	Senior Active	Community Affiliate	Medicine/Cardiology

FOR INFORMATION ONLY

H. RESIGNATIONS:

Allen, Georgianne, APRN	Nephrology	No longer wishes to maintain privileges
Boggs-Dunne, Kimberly, RNFA	Surgery	No longer wishes to maintain privileges
Clapper, Elizabeth Ashley, PA	Orthopaedic Surgery	No longer wishes to maintain privileges
Devose, Fusun, APRN	FM/IM	No longer wishes to maintain privileges
Harr, Taylor, Dental Assist	Oral/Maxillofacial Surgery	No longer wishes to maintain privileges
Jackson, Gloria, RNFA	Surgery	No longer wishes to maintain privileges
Jackson, Jon, MD	Family Medicine	No longer wishes to maintain privileges
Kirkman, Jennifer, MD	Family Medicine	No longer wishes to maintain privileges
Loe, Shanan, MD	OB/GYN	No longer wishes to maintain privileges
Madejczyk, Katarzyna, MD	Pediatrics	No longer wishes to maintain privileges
Matey, Jennifer, MD	Pulmonology	No longer wishes to maintain privileges
Maya, Emeline, Dental Assistant	Pediatric Dentistry	No longer wishes to maintain privileges
Olotch, Berryl, APRN	Internal Medicine	No longer wishes to maintain privileges
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Rosado, Jose, MD	Family Medicine	No longer wishes to maintain privileges
Skerbetz, Ryan, PA	Internal Medicine	No longer wishes to maintain privileges
Smart, Donald, CRNA	Anesthesiology	No longer wishes to maintain privileges
Teich, Jessica, APRN	Family Medicine/ Internal Medicine	No longer wishes to maintain privileges
Voda, Jan, MD	Critical Care	No longer wishes to maintain privileges
Wade, Robert, CRNA	Anesthesiology	No longer wishes to maintain privileges

I. LEAVE OF ABSENCE:

For Information Only:

Dineen, Martin, MD	Urology
Fynes, Evan, MD	Urology
Lawindy, Samuel, MD	Urology
Ramdath, Sona, DPM	Podiatry
Singh, J. Peter, MD	Nephrology

J. LOCUM TENENS PHYSICIANS:

For Information Only - Ongoing Privileges this month:

Currently providing services

Boilini, Henry, MD	Psychiatry
Fisher, Anton, DO	Psychiatry
Uppu, Krishna, MD	Psychiatry

Recently Credentialed

Bartlett, Jacqueline A., MD	Psychiatry, Child & Adolescent
Hennessee Jr., John P., MD	Psychiatry
Rubenstein, Bruce, MD	Psychiatry

K. OTHER BUSINESS - New criteria for MakoPlasty - attachment A, **Action Required**

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Shelly Birch, MD
Emergency Medicine

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

Medical Education:

University of Miami Miller School of Medicine - 2016

Residency

University of Maryland Medical Center 06/24/2016 to 06/23/2019

Emergency Medicine

Board Certification:

American Board of Emergency Medicine - Meets criteria to sit for the Board Exam

Danielle Collins, MD
Emergency Medicine

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

Medical Education:

Ross University School of Medicine - 2015

Residency

Lehigh Valley Health Network Emergency Medicine Residency 06/24/2015 to 08/04/2019

Emergency Medicine

Board Certification:

American Board of Emergency Medicine - Meets criteria to sit for the Board Exam

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Cameron Cummings, MD
Teleradiology

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

Medical Education:

Medical College of Wisconsin - 2009

Internship

Spartanburg Regional Healthcare System 07/01/2009 to 06/30/2010
Transitional Year

Residency

University of Nebraska Medical Center 07/01/2010 to 06/30/2014
Diagnostic Radiology

Fellowship

Beth Israel Deaconess Medical Center 07/01/2014 to 06/30/2015
Neuroradiology

Board Certification:

American Board of Radiology - Neuroradiology

Johnathan Edwards, MD
Anesthesiology

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

Medical Education:

Eastern Virginia Medical School - 1997

Internship

University of Nevada School of Medicine 07/01/1997 to 06/30/1998
Internal Medicine

Residency

Univ. of South Florida Coll. of Medicine 07/01/2000 to 06/30/2003
Anesthesiology

Board Certification:

American Board of Anesthesiology - Anesthesiology

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Andrew Fritze, MD
General Surgery

Andrew Fritze, MD, is requesting privileges in the Department of Surgery and is in practice with Florida Health Care Plans Surgery.

Medical Education:

Florida State College of Medicine - 2014

Internship

Halifax Health 07/01/2014 to 06/30/2015

General Surgery

Residency

UF College of Medicine - Jacksonville 07/01/2015 to 06/30/2019

General Surgery

Board Certification:

American Board of Surgery - Meets criteria to sit for the Board Exam

Lauren Girard, DO
Family Medicine

Lauren Girard, DO, is requesting privileges in the Department of Medicine and is in practice with Shores Medical Center.

Medical Education:

Nova Southeastern University College of Osteopathic Medicine - 2016

Residency

St Vincent's Family Medicine Residency Program 06/18/2016 to 06/28/2019

Family Medicine Residency

Board Certification:

American Board of Family Medicine - Family Medicine

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Vivek Kalra, MD
Teleradiology

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

Medical Education:

The University of Miami School of Medicine - 2008

Internship

Beth Israel Hospital 07/01/2008 to 06/30/2009

Internal Medicine

Residency

Yale New Haven Hospital 07/01/2009 to 06/30/2013

Diagnostic Radiology

Fellowship

Yale New Haven Hospital 07/01/2013 to 06/30/2014

Neuroradiology

Board Certification:

American Board of Radiology - Neuroradiology

Saravanan Karuppiah, MD
Neurosurgery

Saravanan Karuppiah, MD, is requesting privileges in the Department of Surgery and is in practice with UF Health Neurosurgery Department at Halifax Health.

Medical Education:

Madras Medical College - 01/31/2000

Internship

Creighton University Medical Center 07/01/2007 to 06/30/2008

General Surgery

Residency

University of Florida 07/01/2008 to 06/30/2013

Neurosurgery

Board Certification:

American Board of Neurological Surgery - Neurological Surgery

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Victor Melgen, MD
Internal Medicine

Victor Melgen, MD, is requesting privileges in the Department of Medicine and is in practice with Florida Cancer Specialists.

Medical Education:

Universidad Nacional Pedro Henriquez Urefia - 1985

Internship

University of Miami 07/01/1986 to 06/30/1987

Internal Medicine

Residency

University of Miami 07/01/1987 to 06/30/1989

Internal Medicine

Fellowship

University of Miami 07/01/1989 to 06/30/1992

Hematology/Oncology

Board Certification:

American Board of Internal Medicine - Medical Oncology

Maria Olivo, MD
Emergency Medicine

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

Medical Education:

St George's University School of Medicine - 2013

Residency

Brooklyn Hospital Center 07/01/2013 to 06/30/2017

Emergency Medicine

Board Certification:

American Board of Emergency Medicine - Emergency Medicine

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Ross Smith, MD
Orthopaedic Surgery

Ross Smith, MD, is requesting privileges in the Department of Surgery and is in practice with Orthopaedic Clinic of Daytona Beach.

Medical Education:

University of Tennessee COM Memphis - 2013

Residency

West Virginia University 06/01/2013 to 06/30/2018

Orthopedic Surgery

Fellowship

OrthoIndy 08/01/2018 to 07/31/2019

Orthopaedic Trauma

Board Certification:

American Board of Orthopaedic Surgery - Meets criteria to sit for the Board Exam

Sathvik Srikanth, MD
Critical Care

Sathvik Srikanth, MD, is requesting privileges in the Department of Medicine and is in practice with Halifax Health Intensivists.

Medical Education:

SRI Ramachandra Medical College - 2009

Residency

Mount Auburn Hospital 06/23/2014 to 06/22/2017

Internal Medicine

Fellowship

Dartmouth Hitchcock Medical Center 07/09/2017 to 07/08/2019

Critical Care

Board Certification:

American Board of Internal Medicine - Internal Medicine

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Carmen Villanueva, MD
Teleradiology

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

Medical Education:

Universidad Central del Caribe - 2000

Residency

University of Puerto Rico 07/01/2002 to 06/30/2006

Diagnostic Radiology

Fellowship

The George Washington University 07/01/2006 to 06/30/2007

Neuroradiology

Board Certification:

American Board of Radiology - Diagnostic Radiology and Interventional

Robert Yu, MD
Colon/Rectal Surgery

Robert Yu, MD, is requesting privileges in the Department of Surgery and is in practice with Colon & Rectal Surgery Associates.

Medical Education:

Ross University - 2011

Internship

Mount Sinai Hospital 07/01/2011 to 06/01/2012

General Surgery

Residency

Carle Foundation Hospital 07/01/2012 to 06/01/2018

General Surgery

Fellowship

Saint Vincent Health Center 08/01/2018 to 07/31/2019

Colorectal

Board Certification:

American Board of Surgery - Meets criteria to sit for the Board Exam

HALIFAX HEALTH MEDICAL CENTER

BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES

November 4, 2019

(Credentials Committee September 16, 2019, October 21, 2019)

Joshua Zeidenberg, MD
Diagnostic Radiology

Joshua Zeidenberg, MD, is requesting privileges in the Department of Radiology and is in practice with Radiology Associates.

Medical Education:

Albany Medical College - 2012

Internship

Mount Sinai Medical Center 06/24/2012 to 06/30/2013

Internal Medicine

Residency

The University of Miami School of Medicine 07/01/2013 to 06/30/2017

Diagnostic Radiology

Fellowship

Duke University Medical Center 07/01/2017 to 06/30/2018

Musculoskeletal Radiology

Board Certification:

American Board of Radiology - Radiology



HALIFAX HEALTH

CRITERIA: MAKOPLASTY (TOTAL KNEE)

To be eligible for clinical privileges with MAKOplasty (Total Knee) in the Specialty of Orthopaedic Surgery, the following criteria should be met:

- 1) The physician (MD or DO) must hold privileges in general Orthopaedic procedures.
- 2) The physician must show documented evidence of prior training with the MAKO system including at least 2 hours didactic presentation and hands-on demonstration with either sawbones or cadaver set-up OR demonstrate current competence and evidence of at least 5 MAKO procedures in the past 12 months.

Monitoring

1. Ongoing clinical monitoring of demonstrating current competence and evidence of at least 10 MAKOplasty procedures in the past 24 months based on results of ongoing professional practice evaluation and outcomes.
2. Surgical outcomes should be analyzed periodically.

INITIAL - FPPE

10 retrospective case reviews reflective of the scope of privileges requested are required within 12 months of initial granting of privileges.

REAPPOINTMENT - OPPE

To maintain credentialing, demonstrated current competence and evidence of at least 10 arthroplasty procedures in the past 24 months based on results of ongoing professional practice evaluation and outcomes.

~Quality metrics as appropriate (i.e. readmission, complications, mortalities, LOS, cost of care) Readmissions.

*Approved by the Sub-Section of Ortho 8/29/19
Approved by the Credentials Committee 09/16/19*



HALIFAX HEALTH

Halifax Health Board of Commissioners Meeting Management Report November 4, 2019

Presentations

Quality Update – Dr. Steve Miles, Suzanne Lovelady, Keith Sofiak

Dr. Lane Jennings Retirement

Family Medicine physician, Dr. Lane Jennings retired on September 30, 2019 after over 40 years of service to Halifax Health and to our community. Dr. Jennings obtained his Medical Degree at the University of Miami School of Medicine and completed his Family Practice Residency at Duke University. Arriving in Daytona Beach in 1979, Dr. Jennings was in private practice with East Volusia Family Practice and was one of its founding partners, along with Dr. Richard Boye, Dr. Roxy Marrese and Dr. Ken Lucas. His time with East Volusia Family Practice earned him tremendous respect in both the general and medical communities. While still in private practice, Dr. Jennings began serving on the Volusia Health Network Physician Peer Review Committee and was mentored under Dr. Alvin Smith. In 2007, Dr. Jennings succeeded Dr. Smith as Medical Director of VHN where he has been responsible for guiding the utilization management policies and procedures for our health plan. These duties include taking a case management and utilization review approach as new innovative clinical technologies, procedures and pharmaceuticals are continually introduced. His years of private practice made him uniquely qualified in working with local physicians to establish a collegial atmosphere toward a common goal of exceptional quality and cost effective health care for our team members. Dr. Jennings has also had a passion for physician education and served many years as chairman of the Graduate Medical Education Committee. In 2013, he left private practice and joined the Family Practice Residency Program as a part-time faculty member and has continued to serve in that capacity until his retirement. Dr. Jennings has made immeasurable contributions to the mission of Halifax Health and his legacy will forever be a part of the excellence we have achieved.

Deltona Medical Center Update

- The medical center is 90% complete.
- The Agency for Healthcare Administration (AHCA) has been conducting partial inspections during the month of September – all of which have been passed with no major findings.
- Final inspections will be held on November 5 & 6.

- We continue to receive equipment and tour the building with potential physicians and surgeons.
- All areas are progressing on time and on budget.

Biketoberfest

The 2019 Biketoberfest took place October 17 – 20, 2019 and the Halifax Health Emergency Departments were extremely busy due to the influx of visitors to our area. In general, there were 19 Biketoberfest-related admissions and 17 Biketoberfest Trauma-Team Activations during the 4-day period. A full statistical report is included in the “Additional Information” section of the Board packet.

18th Annual Halifax Health – Hospice 5K Run & Walk – Celebrating the Spirit of Caregiving.

The 18th Annual Halifax Health-Hospice 5K Run & Walk will be held on Saturday, November 9, 2019 at the Kenneth W. Parker Amphitheater, 2001 City Center Circle, Port Orange. The goal this year is to have 1100 participants (runners and walkers). Currently, 851 participants have registered. The fundraising goal is \$84,000 and funds raised to date are \$80,263, leaving us short of our goal by \$3,754. Proceeds from the race will benefit the Halifax Health – Hospice Family Caregiver Program. The race starts at 8:00 am and is part of the Live Your Life Well race series. Register at www.halifaxhealth.org/hospice/5K or call 386.425.4747.

CORNERSTONE 8.0 We are Here - 2019

Halifax Health began its eighth annual Cornerstone 8.0 program on October 8th. The Halifax Health Cornerstone program began in 2011 and is uniquely designed each year to keep every Team Member aligned with our mission, vision and values. All 4,300 actively working team members and Volunteers are required to attend. Three Sessions were held in Port Orange (First United Methodist Church) and are currently being held at Halifax Health, Daytona to end Wednesday, October 30th.

This year’s Cornerstone theme was “*We are Here.*” The final program was the result of collaboration with Team Members. Three focus groups comprised of team members throughout the organization began meeting in July to discuss what this year’s theme should be and what topics were relevant and important to them. Team members wanted to hear Halifax Health system updates and growth, as well as a motivational message. This year’s speakers were President & Chief Executive Officer, Jeff Feasel and the Center for Wellbeing Coordinator, Mark Spivey.

While all data has not yet been compiled, it is evident the majority of the Halifax Health Team enjoyed the event via their feedback surveys. Suggestions made regarding the program will be reviewed, analyzed for recurring themes and reported formally. The Cornerstone Oversight Committee will collaborate in the future to assist with the design of ongoing Cornerstone communications to keep the organization engaged in sustaining a high level of service excellence.

Halifax Health, AKA Host 100 Women for Breast Cancer Awareness Event

On Sunday, October 20, Halifax Health, in partnership with Alpha Kappa Alpha Sorority, Incorporated Gamma Mu Omega Chapter of Daytona Beach, hosted 100 women for Pamper Yourself Pink – A Pink Tea. Held at Halifax Health Medical Center of Daytona Beach, this breast

cancer awareness event featured presentations by medical oncologist Dr. Ruby Anne Deveras and breast navigator Jennifer Peludat, both with Halifax Health-Center for Oncology. The event also included presentations offering healthy eating and self-care information, as well as beauty and wellness vendors.

Halifax Health Hosts 2nd Annual Pink Tutu 5K

On Sunday, October 13, nearly 200 participants laced up for the 2nd Annual Pink Tutu 5K presented by Halifax Health in partnership with Tanger Outlets Daytona Beach, the Volusia Flagler Family YMCA and Runner's High Timing and Race Management. Held at Tanger Outlets in recognition of October being Breast Cancer Awareness Month, the run/walk event promoted breast health awareness and raised funds for the Halifax Health - Foundation's Center for Oncology Fund. Approximately 50 cancer survivors were hosted by Halifax Health to participate in the race. The Pink Tutu 5K is a part of the Live Your Life Well Race Series presented by Halifax Health. For a listing of upcoming races, visit www.lylwseries.com

Perry Named Oncology Rehabilitation Navigator for Halifax Health | Brooks Rehabilitation

Dr. Ashley Perry, has been named the oncology rehabilitation navigator for Halifax Health|Brooks Rehabilitation Center for Outpatient Rehabilitation. A new concept in cancer rehabilitation, Perry is the only oncology rehabilitation navigator in the Volusia-Flagler area.

An oncology rehabilitation navigator is rehabilitation professional with expertise in detecting, mitigating and treating functional decline of cancer patients. A part of the oncology treatment team, this healthcare professional is an advocate for patients who are candidates for rehabilitation.

"The oncology rehab navigator performs screenings and provides frequent touch points to monitor for functional decline that may lead to decreased independence or loss of mobility. This much needed role is a new concept in cancer rehab and we are proud to say that Halifax Health|Brooks Rehabilitation Center for Outpatient Rehabilitation is the only facility of its kind in the region to offer this role," says Astrid Gonzalez-Parrilla, executive director of rehabilitation services for Halifax Health|Brooks Rehabilitation.

Perry has nearly a decade of experience as a physical therapist, having worked in a variety of settings, ranging from skilled nursing facilities caring for an aging population to high-level sports clinics. Most recently, she was the manager of the Halifax Health|Brooks Rehabilitation Center for Outpatient Rehabilitation in Ormond Beach, where she worked with patients with orthopedic conditions, as well as those with neurological disorders, vestibular dysfunction, concussions and oncology patients. In addition to her duties as an oncology rehabilitation navigator, she is the oncology program coordinator for the Brooks Rehabilitation outpatient clinics from Amelia Island to Tampa.

A graduate of the University of Florida, Perry previously worked as a social worker with abused children for five years before returning to college and receiving a Doctor of Physical Therapy degree from the University of St. Augustine. Perry also completed a postdoctoral residency specializing in orthopedics and achieved Manual Therapy Certification while attending the University of St. Augustine.

For more information about Halifax Health|Brooks Rehabilitation Center for Outpatient Rehabilitation programs and services, visit halifaxhealth.org/brooks.

More than 150 Florida Healthcare Professionals Attend Halifax Health Trauma Talks 2019 Emergency Medicine Conference

More than 150 healthcare professionals from around Florida attended Halifax Health Trauma Talks 2019 – a comprehensive, one-day trauma and emergency medicine conference featuring fundamental concepts of trauma care and scenario-based activities, all targeted to optimize the continuum of care for the severely injured patient. Held on September 13 at the Mori Hosseini Hospitality Center at Daytona State College, the conference featured experts in trauma injury, emergency medicine and human trafficking from Halifax Health-Emergency Services, University of Florida Health, the Volusia County Medical Examiner Office and Love Missions, as well as a variety of healthcare vendors.

Halifax Health-Hospice Hosts POW-MIA Flag Raising Ceremony

On Saturday, September 21, 2019, Halifax Health – Hospice held a flag-raising ceremony for Prisoners of War and Missing in Action military personnel at its West Volusia Care Center in Orange City. Local veterans and other community members were invited to attend this free event that included the Missing Man Ceremony performed by the Embry-Riddle Aeronautical University Air Force ROTC and the raising of the POW-MIA flag and performance of *Taps* by the Vietnam Veterans Association Chapter 1048. Tours of the Halifax Health - Hospice West Volusia Care Center were given after the ceremony.

October Events

October 2. Free Car Seat Safety Check. Halifax Health – Healthy Communities is offering free car seat safety checks the first Wednesday of each month from 1:00 to 3:00 pm at Halifax Health Medical Center, France Tower. This program is presented in conjunction with SafeKids Volusia/Flagler Counties.

October 5. Camp Winona Mud Fest, DeLeon Springs. A part of the Live Your Life Well Race Series.

October 6. 35th Annual Deltona Fire Open House. Halifax Health was a sponsor of this event which took place at Fire Station 65, 2983 Howland Blvd, Deltona.

October 8-30. CORNERSTONE 8.0. This system-wide event is an opportunity to celebrate Halifax Health's culture of caring, reconnect with our service philosophy, and challenge ourselves to continuously improve.

October 10. West Volusia Business Expo. Presented by the DeLand Area Chamber of Commerce and the Orange City Alliance. The Center At Deltona, 1640 Dr. Martin Luther King Jr. Blvd., Deltona.

October 13. 2nd Annual Halifax Health Pink Tutu 5K & PinkStyle After Party. A part of the Live Your Life Well Race Series. Held in partnership with Tanger Outlets of Daytona Beach.

October 16. 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. Ormond Beach YMCA Healthy Living Center, 500 Sterthaus Drive, Ormond Beach. 5:30 pm.

October 20. Pamper Yourself Pink: A Pink Tea. Halifax Health in partnership with the Daytona Beach Chapter of Alpha Kappa Alpha Sorority, Incorporated will present this breast health education event to promote early detection. Halifax Health Medical Center of Daytona Beach, France Tower. 3:00-5:00 pm.

October 24. 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. 386.425.7920.

October 25-26. 45th Annual DIS Pro-Am Golf Classic. Presented by Daytona International Speedway and Halifax Health – Foundation, this premier event takes place at LPGA International in Daytona Beach and features golf professionals from throughout the U.S. Proceeds benefit Halifax Health – Foundation, including its fund for the Betty Jane France Center of Excellence for Women and Children, and DIS Checkered Flag charities.

October 26. American Cancer Society Making Strides Against Breast Cancer Walk. Join our Halifax Health Lifesavers walk team once again in this annual walk/run, which is Volusia County's largest outdoor fundraising event. Jackie Robinson Ballpark, Daytona Beach. 9:00 am.

October 26. Lighthouse Loop Half Marathon & 5K. A part of the Live Your Life Well Series, this race starts at the base of the Dunlawton Bridge in Port Orange. lylwseries.com. Half Marathon starts at 7:00 am; 5K starts at 8:00 am.

November Events

November 6. Free Car Seat Safety Check. Halifax Health – Healthy Communities is offering free car seat safety checks the first Wednesday of each month from 1:00 to 3:00 pm at Halifax Health Medical Center, France Tower. This program is presented in conjunction with SafeKids Volusia/Flagler Counties.

November 9. 18th Annual Halifax Health – Hospice 5K Run & Walk – Celebrating the Spirit of Caregiving. Kenneth W. Parker Amphitheater, 2001 City Center Circle, Port Orange. Proceeds from the race will benefit the Halifax Health – Hospice Family Caregiver Program. Race starts at 8:00 am. A part of the Live Your Life Well race series. Register at www.halifaxhealth.org/hospice/5K or call 386.425.4747.

November 9. Hometown Heroes Reception and Ceremony, Ormond Beach. Halifax Health will host this veterans' recognition event in partnership with the City of Ormond Beach. Ormond Beach Performing Arts Center. 10 am-12 pm.

November 24. Lake Monroe Marathon, Half Marathon & 5K, DeBary. www.lylwseries.com.



HALIFAX HEALTH

Board Meeting – November 2019 Monthly Award Winners

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

September 2019 Team Member of the Month

Jennifer Willett-Butts, RN

Charge Nurse, Center for Women & Infant Health

Jennifer has been a Halifax Health Team Member since 2016. She is a charge nurse for the Mother-Baby Unit. Jennifer assists her team and ensures patient safety at all times. She greets every new patient to the unit and rounds on each patient every shift. Jennifer demonstrates kindness and is a patient advocate through and through.

Jennifer is an extremely positive team member. She holds a morning huddle every shift to encourage camaraderie. She often brings suggestions forward to improve patient safety and experience. Her genuine care and compassion shown to every patient is remarkable. Jennifer is an amazing leader at Halifax Health!

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



October 2019 Team Member of the Month

Shawn Jones

Special Procedure Technician Lead, Surgical Services – Operating Room

Shawn has been a Halifax Health Team Member since 2008. He has various responsibilities in Surgical Services, some of which include patient transport, gathering necessary equipment for the OR and Anesthesia Pre-Op, prepping patients before cases, and cleanliness of suites. He is the definition of a team player by being dependable, organized, and helpful, all while maintaining a positive attitude.

Shawn is a versatile Team Member and is willing to do whatever is needed to improve patient care. He is proactive and is able to anticipate the needs of the department and our patients. Shawn has a warm personality, greets all with a smile, and treats everyone like they are family. He demonstrates our Cornerstone Quality Standards of Safety, Compassion, Image and Efficiency daily, is well respected by his team, and is an overall bright light in the department.

We are proud to recognize Shawn as our October 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 September and October 2019



Walter Chase of New Smyrna Beach and Martha Bailey of South Daytona have been named the Joe Petrock Auxiliary Volunteers of the Month for September and October 2019, respectively, by the Halifax Health-Auxiliary.

Chase is the Volunteer of the Month for September 2019. A member of the Halifax Health-Auxiliary since 2016, he has donated 138 hours of service to the Therapy Dog Program and has taken numerous pictures of our new Therapy Dog members for visitation cards at the Halifax Health Medical Center of Daytona Beach.

We are very glad to have Walter as part of our team. He gives of his talent and time to our new and upcoming handlers with the photos he shares to ensure our visitors receive cards with the dog's information and pictures alike!

Martha Bailey, Volunteer of the Month for October 2019, is a past team member of Halifax Health in the Facility Operations Department and has been a member of the Halifax Health-Auxiliary since 2017, logging over 1,200 hours. She is always offering a helping hand to those who enter the Gift Shop at the Halifax Health Medical Center of Daytona Beach.

Martha is a true “gift” as well as a valued volunteer, giving true meaning of dedication to return to her workplace after retirement in a volunteer role.

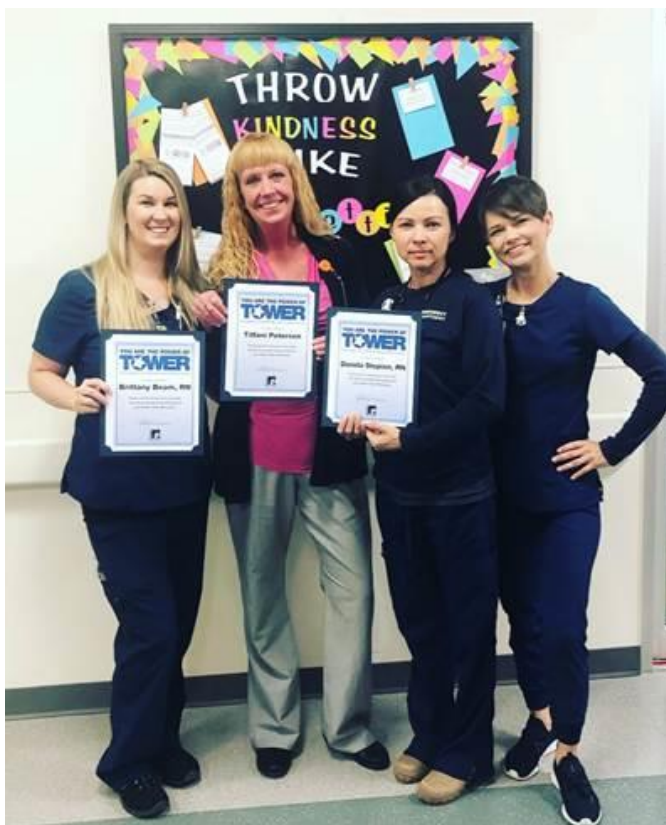
Tower Quarterly Winners: This program is for those in leadership positions (Charge Nurses, Coordinators, Supervisors and above) to acknowledge Team Members each quarter for exemplary actions that go above and beyond their normal job duties. The winning Team Member(s) will receive a \$50 Gift Card, TOWER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

Congratulations to Dorota Stepien, RN, Brittany Beam, Charge RN and Tiffani Petersen, Case Manager!

Dorota, Brittany, and Tiffani have been selected as our quarterly **POWER OF TOWER** winners. As a show of appreciation, they each will receive a gift card and a certificate commemorating their exceptional behavior. They were recognized by Gina Lawrence and then selected as the quarterly winners, from a group of Team Members that had received TOWER recognition cards between May - July 2019 by the Tower Committee.

Dorota recognized a patient in H-pod who was in need. This patient had many belongings on a cart and one of the wheels had come off. Maintenance attempted to repair the cart, but it was unsalvageable. Dorota notified her fellow team members, Brittany and Tiffani, and they stepped in right away. After a few solutions fell through, they went to the flea market and found the perfect size cart and the patient was happily discharged out of the CDU!

Thank you, Dorota, Brittany, and Tiffani for going above and beyond and for your commitment to service excellence!



September 2019 Highlights:

- 28 Team Members recognized with 370 collective years of service.
- 25 Volunteers recognized with 26,800 collective hours of service.

*Team Members with **30** Years of Service:*

- Deborah McMillon, Employee Relations Specialist Sr, Human Resources
- Coleen Summey, RN, Director, Hospice Administration

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

- Mary Berry, Case Manager, Discharge Planning
- Karen Brown, RN, Oncology Services
- Pamela Cardel, RN, Center for Women & Infant Health
- Amy Crawhorn, Occupational Therapist, Occupational Therapy
- Kathryn Fraser, Behavioral Science Coordinator, 201 FPC Faculty
- Michele Gutterman, Physical Therapist, Physical Therapy
- Lydia Powers, CNA, Hospice West Home Care Team A
- Eric Whitwam, Space Planning Business Services Manager, Hospice Administration

Top Volunteer Hours:

- Tom Estes, Auxiliary – 4,000 Hours
- Donna Kemp, Auxiliary – 4,000 Hours



October 2019 Highlights:

- 40 Team Members recognized with 540 collective years of service.
- 23 Volunteers recognized with 16,300 collective hours of service.

*Team Members with **35** Years of Service:*

- Marvette Hill, RN, Intensive Care Unit, Halifax Health Medical Center of Port Orange
- Rebecca Jones, Unit Clerk, Post Anesthesia Care Unit
- Amber McMillen, EKG Supervisor, Respiratory Therapy

*Team Members with **30** Years of Service:*

- Cindy Flaniken, Compensation Manager, Human Resources

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

- Cheryl Geno, RN, Halifax Behavioral Services
- Lisa Jacobs, Charge Surgical Assistant, Operating Room
- Yvonne Patterson, Medical Secretary, Laboratory Services
- Minelva Trybend, Phlebotomist II, Laboratory Services
- Richard Weiss, MD, Oncology Services

Top Volunteer Hours:

- Joanne Ward, Auxiliary – 7,000 Hours



HALIFAX HEALTH

Strategic & Community Health Planning Committee

Report will be provided at meeting

**HALIFAX HEALTH MEDICAL CENTER
SCHEDULE OF USES OF PROPERTY TAXES
FOR THE TWELVE MONTHS ENDED SEPTEMBER 30, 2019**

		in mills
Gross property tax levy	6,129,468	0.3546
Tax discounts and uncollectible taxes	(143,822)	(0.0083)
Net property taxes collected	5,985,646	0.3463
Amounts paid to Volusia County and Cities:		
Tax collector and appraiser commissions	(211,603)	(0.0122)
Volusia County Medicaid matching assessment	(3,152,091)	(0.1824)
Redevelopment taxes paid to Cities	(321,553)	(0.0186)
Subtotal	(3,685,247)	(0.2132)
Net taxes available for community health, wellness and readiness	2,300,399	0.1331
Amounts paid for community health and wellness services:		
Preventive health services (clinics, Healthy Kids, etc.)	(645,750)	(0.0374)
Physician services	(6,709,805)	(0.3882)
Trauma services	(5,629,414)	(0.3257)
Pediatric and neonatal intensive care services	(243,444)	(0.0141)
Child and adolescent behavioral services	(822,475)	(0.0476)
Subtotal	(14,050,888)	(0.8130)
Deficiency of net taxes available to fund hospital operating expenses	(11,750,489)	(0.6799)
Uncompensated care, <i>at cost</i> :		
Halifax Health patients at facilities inside of the Halifax Health tax district	(33,030,827)	(1.9109)
Non-Halifax Health taxing district patients and other write-offs	(22,784,523)	(1.3181)
Subtotal	(55,815,350)	(3.2290)
Total deficiency of net taxes available to fund hospital operating expenses and uncompensated care provided by Halifax Health, <i>at cost</i>	\$ (67,565,839)	(3.9089)
Proforma tax levy to cover uncompensated care, at cost:		
Gross property tax levy		0.3546
Subsidized uncompensated care costs by operations		3.9089
Equivalent property tax levy expended *		4.2635

* This is an equivalent levy for demonstration purposes only and is not intended to represent a proposed millage rate.

Halifax Health Pension Plan

Monthly Update

Market Value: \$275.2 M

Ending September 30, 2019

Asset Class	Market Value 8/31/19	1 Mo Net Cash Flows	Market Value 9/30/19	% of Portfolio	Policy %	1 Mo	YTD	Fiscal YTD
Total Fund Composite	\$272,037,224	-\$1,970,724	\$275,200,899	100.0%	100.0%	1.9%	7.6%	-2.1%
Fixed Income Composite	\$109,771,364	\$0	\$109,942,981	40.0%	40.0%	0.2%	1.6%	1.9%
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%
Ponder US Treasury	Short-Term Govt. Fixed Income	\$101,275,522	\$0	\$101,450,761	36.9%	0.2%	1.3%	1.6%
<i>BBgBarc US Govt 1-3 Yr TR</i>						-0.1%	3.1%	4.4%
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	\$8,495,842	\$0	\$8,492,220	3.1%	0.0%	5.2%	5.9%
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%
U.S. Equity Composite	\$113,760,209	\$0	\$116,587,701	42.4%	40.0%	2.5%	14.2%	-5.9%
<i>Wilshire 5000 Total Market</i>						1.8%	20.1%	2.9%
DFA Large Cap Value	Large-Cap Value	\$28,824,313	\$0	\$29,959,797	10.9%	3.9%	15.0%	-1.9%
<i>Russell 1000 Value</i>						3.6%	17.8%	4.0%
Vanguard Growth Index	Large-Cap Growth	\$17,759,931	\$0	\$17,800,609	6.5%	0.2%	24.9%	4.5%
<i>CRSP US Large Cap Growth TR USD</i>						0.2%	24.9%	4.5%
DFA US Small Cap Value	Small-Cap Value	\$27,225,146	\$0	\$28,846,610	10.5%	6.0%	8.2%	-13.7%
<i>Russell 2000 Value</i>						5.1%	12.8%	-8.2%
Vanguard Small Cap Growth Index	Small-Cap Growth	\$18,357,913	\$0	\$18,075,878	6.6%	-1.5%	21.4%	-2.2%
<i>CRSP US Small Cap Growth TR USD</i>						-1.5%	21.4%	-2.0%
Vanguard Energy Fund	Large-Cap Value	\$10,278,074	\$0	\$10,655,330	3.9%	3.7%	6.9%	-18.0%
<i>S&P 500 Energy</i>						3.8%	6.0%	-19.2%
Vanguard Health Care Fund	Large-Cap Growth	\$11,314,832	\$0	\$11,249,477	4.1%	-0.6%	5.2%	-6.5%
<i>S&P 500 Health Care</i>						-0.2%	5.6%	-3.6%
Non-U.S. Composite	\$45,858,181	\$0	\$47,991,910	17.4%	20.0%	4.7%	6.3%	-7.6%
<i>MSCI ACWI ex USA</i>						2.6%	11.6%	-1.2%
DFA International Value	Non-U.S. Large-Cap Value	\$38,072,960	\$0	\$40,007,498	14.5%	5.1%	7.3%	-8.4%
<i>MSCI EAFE Value</i>						4.8%	7.7%	-4.9%
DFA Emerging Markets Value	Emerging Markets	\$7,785,221	\$0	\$7,984,412	2.9%	2.6%	0.0%	-7.2%
<i>MSCI Emerging Markets Value</i>						2.2%	1.8%	-5.0%
Cash Composite	\$2,647,469	-\$1,970,724	\$678,307	0.2%	--	0.2%	1.5%	2.0%
Money Market	Cash & Equivalents	\$2,647,469	-\$1,970,724	\$678,307	0.2%	0.2%	1.5%	2.0%

Halifax Health Hospice

Monthly Update

Market Value: \$76.1 M

Ending September 30, 2019

Asset Class	Market Value 8/31/19	1 Mo Net Cash Flows	Market Value 9/30/19	% of Portfolio	Policy %	1 Mo	YTD	Fiscal YTD
Total Fund Composite	\$75,196,158	\$0	\$76,085,458	100.0%	100.0%	1.2%	10.6%	2.8%
Fixed Income Composite	\$37,803,799	\$0	\$37,843,792	49.7%	40.0%	0.1%	2.8%	--
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%
Ponder US Treasury	Short-Term Govt. Fixed Income	\$26,016,618	\$0	\$26,061,635	34.3%	0.2%	2.2%	--
<i>BBgBarc US Govt 1-3 Yr TR</i>						-0.1%	3.1%	4.4%
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	\$11,787,181	\$0	\$11,782,157	15.5%	0.0%	5.2%	5.9%
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%
U.S. Equity Composite		\$0	\$34,094,305	44.8%	53.0%	2.1%	17.0%	--
<i>Wilshire 5000 Total Market</i>						1.8%	20.1%	2.9%
DFA Large Cap Value	Large-Cap Value	\$12,452,842	\$0	\$12,943,654	17.0%	3.9%	15.0%	-1.9%
<i>Russell 1000 Value</i>						3.6%	17.8%	4.0%
Vanguard Growth Index	Large-Cap Growth	\$6,311,078	\$0	\$6,325,533	8.3%	0.2%	24.9%	4.5%
<i>CRSP US Large Cap Growth TR USD</i>						0.2%	24.9%	4.5%
DFA US Small Cap Value	Small-Cap Value	\$4,969,317	\$0	\$5,265,315	6.9%	6.0%	8.2%	-13.7%
<i>Russell 2000 Value</i>						5.1%	12.8%	-8.2%
Vanguard Small Cap Growth Index	Small-Cap Growth	\$7,862,664	\$0	\$7,741,869	10.2%	-1.5%	21.4%	-2.0%
<i>CRSP US Small Cap Growth TR USD</i>						-1.5%	21.4%	-2.0%
Vanguard Energy Fund	Large-Cap Value	\$1,028,044	\$0	\$1,065,778	1.4%	3.7%	6.8%	-18.1%
<i>S&P 500 Energy</i>						3.8%	6.0%	-19.2%
Vanguard Health Care Fund	Large-Cap Growth	\$756,526	\$0	\$752,156	1.0%	-0.6%	5.2%	-6.5%
<i>S&P 500 Health Care</i>						-0.2%	5.6%	-3.6%
Non-U.S. Composite		\$0	\$3,675,667	4.8%	7.0%	3.8%	3.8%	--
<i>MSCI ACWI ex USA</i>						2.6%	11.6%	-1.2%
DFA International Value	Non-U.S. Large-Cap Value	\$1,749,410	\$0	\$1,838,300	2.4%	5.1%	7.3%	-8.4%
<i>MSCI EAFE Value</i>						4.8%	7.7%	-4.9%
DFA Emerging Markets Value	Emerging Markets	\$1,791,483	\$0	\$1,837,367	2.4%	2.6%	0.0%	-7.2%
<i>MSCI Emerging Markets Value</i>						2.2%	1.8%	-5.0%
Cash Composite		\$470,995	\$0	\$471,694	0.6%	--	0.1%	1.4%
Money Market	Cash & Equivalents	\$470,995	\$0	\$471,694	0.6%	0.1%	1.4%	--

Market Value: \$49.8 M

Ending September 30, 2019

Asset Class	Market Value 8/31/19	1 Mo Net Cash Flows	Market Value 9/30/19	% of Portfolio	Policy %	1 Mo	YTD	Fiscal YTD
Total Fund Composite	\$49,092,486	\$0	\$49,760,755	100.0%	100.0%	1.4%	8.5%	12.5%
Fixed Income Composite	\$17,458,683	\$0	\$17,463,452	35.1%	40.0%	0.0%	1.9%	--
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%
Ponder US Treasury	Short-Term Govt. Fixed Income	\$16,128,999	\$0	\$16,134,335	32.4%	0.0%	1.6%	--
<i>BBgBarc US Govt 1-3 Yr TR</i>						-0.1%	3.1%	4.4%
Vanguard Short-Term Investment Grade	Short-Term Fixed Income	\$1,329,683	\$0	\$1,329,117	2.7%	0.0%	5.2%	5.9%
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%
U.S. Equity Composite		\$22,795,932	\$0	\$23,342,163	46.9%	53.0%	2.4%	16.2%
<i>Wilshire 5000 Total Market</i>						1.8%	20.1%	2.9%
DFA Large Cap Value	Large-Cap Value	\$8,652,320	\$0	\$8,993,339	18.1%	20.0%	3.9%	15.0%
<i>Russell 1000 Value</i>						3.6%	17.8%	4.0%
Vanguard Growth Index	Large-Cap Growth	\$4,233,068	\$0	\$4,242,763	8.5%	10.0%	0.2%	24.9%
<i>CRSP US Large Cap Growth TR USD</i>						0.2%	24.9%	4.5%
DFA US Small Cap Value	Small-Cap Value	\$3,878,384	\$0	\$4,109,401	8.3%	10.0%	6.0%	8.2%
<i>Russell 2000 Value</i>						5.1%	12.8%	-13.7%
Vanguard Small Cap Growth Index	Small-Cap Growth	\$4,278,491	\$0	\$4,212,760	8.5%	10.0%	-1.5%	21.4%
<i>CRSP US Small Cap Growth TR USD</i>						-1.5%	21.4%	-2.0%
Vanguard Energy Fund	Large-Cap Value	\$950,064	\$0	\$984,936	2.0%	1.5%	3.7%	6.8%
<i>S&P 500 Energy</i>						3.8%	6.0%	-18.1%
Vanguard Health Care Fund	Large-Cap Growth	\$803,605	\$0	\$798,964	1.6%	1.5%	-0.6%	5.2%
<i>S&P 500 Health Care</i>						-0.2%	5.6%	-6.5%
Non-U.S. Composite		\$2,491,385	\$0	\$2,599,690	5.2%	7.0%	4.3%	5.1%
<i>MSCI ACWI ex USA</i>						2.6%	11.6%	--
DFA International Value	Non-U.S. Large-Cap Value	\$1,765,745	\$0	\$1,855,465	3.7%	5.0%	5.1%	7.3%
<i>MSCI EAFE Value</i>						4.8%	7.7%	-8.4%
DFA Emerging Markets Value	Emerging Markets	\$725,640	\$0	\$744,225	1.5%	2.0%	2.6%	0.0%
<i>MSCI Emerging Markets Value</i>						2.2%	1.8%	-7.2%
Cash Composite		\$6,346,487	\$0	\$6,355,450	12.8%	--	0.1%	1.6%
Ponder Money Market	Cash & Equivalents	\$6,346,487	\$0	\$6,355,450	12.8%		0.1%	1.6%

Market Value: \$83.2 M

Ending September 30, 2019

Asset Class	Market Value 8/31/19	1 Mo Net Cash Flows	Market Value 9/30/19	% of Portfolio	Policy %	1 Mo	YTD	Fiscal YTD
Total Fund Composite	\$83,186,402	\$0	\$83,191,656	100.0%	100.0%	0.0%	3.1%	-5.1%
Fixed Income Composite	\$83,186,402	\$0	\$83,191,656	100.0%	100.0%	0.0%	3.1%	--
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%
Ponder Short Term Gov't/Credit Short-Term Fixed Income	\$57,502,518	\$0	\$57,518,721	69.1%		0.0%	2.5%	--
<i>BBgBarc US Govt/Credit 1-3 Yr. TR</i>						-0.1%	3.4%	4.6%
Vanguard Short-Term Investment Grade Short-Term Fixed Income	\$25,683,884	\$0	\$25,672,935	30.9%		0.0%	5.2%	5.9%
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%	6.0%

Ending September 30, 2019

Asset Class	Market Value 8/31/19	1 Mo Net Cash Flows	Market Value 9/30/19	% of Portfolio	Policy %	1 Mo	YTD
Total Fund Composite	\$114,448,215	\$0	\$114,579,767	100.0%	100.0%	0.1%	2.3%
Fixed Income Composite	\$114,448,215	\$0	\$114,579,767	100.0%	100.0%	0.1%	2.3%
<i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>						-0.2%	4.5%
Ponder Short Term Gov't/Credit <i>BBgBarc US Govt/Credit 1-3 Yr. TR</i>	Short-Term Fixed Income	\$25,906,743	\$0	\$25,889,950	22.6%	-0.1%	3.5%
Ponder US Treasury <i>BBgBarc US Govt/Credit 1-3 Yr. TR</i>	Short-Term Govt. Fixed Income	\$87,080,789	\$0	\$87,229,756	76.1%	0.2%	1.9%
Vanguard Short-Term Investment Grade <i>BBgBarc US Govt/Credit 1-5 Yr. TR</i>	Short-Term Fixed Income	\$1,460,683	\$0	\$1,460,060	1.3%	0.0%	5.2%

INFORMATIONAL REPORT

November 2019

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

DESCRIPTION	DEPARTMENT	SOURCE OF FUNDS	TOTAL
Diagnostic Reading Monitors	Information Technology	Working Capital	\$27,750

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

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



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: September 16, 2019
RE: Diagnostic Reading Monitors

Halifax Health Information Technology requests funding for the purchase of three (3) diagnostic reading monitors that will be used by radiologists. The existing reading monitors were purchased in 2013, are no longer under warranty, and have exceeded their light-year expectancy. They are no longer available to purchase as replacements.

The new monitors will deliver exceptionally high brightness and high contrast ratios. The auto-calibration capability will ensure consistent diagnostic quality images.

With the purchase of the new monitors the radiologists will continue to read diagnostic quality images and maintain ACR Guidelines for medical imaging.

TOTAL CAPITAL COST \$27,750



Halifax Health Project Evaluation

Diagnostic Reading Monitors

Chief Information Officer:	Tom Stafford
Manager, Enterprise Imaging:	Judy Russo
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is to purchase three diagnostic reading monitors to replace existing monitors which are no longer under warranty and have exceeded their light-year expectancy.

Strategic Plan Core Competency Achievement:

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

Cornerstone:

Safety	
Compassion	
Image	
Efficiency	X

Investment Request for Approval **\$27,750**

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

Halifax Health
Summary Financial Narrative
For the twelve months ended September 30, 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	3.5%	3.1%	Favorable	4.2%	Unfavorable
Operating Margin	1.2%	1.3%	Unfavorable	1.6%	Unfavorable
EBIDA Margin	11.4%	11.0%	Favorable	10.7%	Favorable
Operating EBIDA Margin	9.3%	9.4%	Unfavorable	8.2%	Favorable
Adjusted Operating EBIDA Margin *	9.3%	9.1%	Favorable	N/A	N/A
Days Cash on Hand	277	248	Favorable	237	Favorable
Cash to Debt	92.9%	82.7%	Favorable	173.8%	Unfavorable
Debt to Capitalization	56.8%	57.0%	Favorable	27.0%	Unfavorable
OG MADS Coverage	2.10	1.97	Favorable	3.90	Unfavorable
OG Debt to Capitalization	56.2%	56.4%	Favorable	27.0%	Unfavorable

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

Halifax Health Medical Center

Statistical Summary--

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

Financial Summary --

- Net patient service revenue for the fiscal year-to-date is 0.1% less than budget.
- Total operating expenses for the fiscal year-to-date are 0.5% greater than budget.
- Income from operations for the fiscal year-to-date of \$1.2 million compares unfavorably to budget by \$359,000.
- Nonoperating gains/losses for the fiscal year-to-date of \$12.7 million, primarily consisting of net investment income, compares favorably to the budgeted amount by \$5.6 million.
- The increase in net position for the fiscal year-to-date of \$13.9 million compares favorably to budget by \$5.2 million.

Halifax Health Hospice

Statistical Summary --

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

Financial Summary --

- Net patient service revenue for the fiscal year-to-date is 2.7% greater than budget.
- Income from operations for the fiscal year-to-date of \$2.4 million compares favorably to budget by \$584,000.
- The increase in net position for the fiscal year-to-date of \$3.5 million compares unfavorably to budget by \$1.8 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 \$1.9 million.

Halifax Health Statistical Summary

Month Ended September 30					Twelve Months Ended September 30			
<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>Inpatient Activity</u>				
1,392	1,575	1,468	7.3%	HHMC Adult/Ped Admissions	18,390	18,933	19,004	-0.4%
134	186	164	13.4%	HHMCPO Adult/Ped Admissions	1,957	2,177	2,108	3.3%
185	230	172	33.7%	Adult Psych Admissions	2,236	2,258	2,216	1.9%
70	73	61	19.7%	Rehabilitative Admissions	776	875	786	11.3%
1,781	2,064	1,865	10.7%	Total Adult/Ped Admissions	23,359	24,243	24,114	0.5%
7,487	8,562	6,767	26.5%	HHMC Adult/Ped Patient Days	96,381	100,211	87,605	14.4%
373	542	574	-5.6%	HHMCPO Adult/Ped Patient Days	6,444	6,403	7,399	-13.5%
1,492	1,377	1,280	7.6%	Adult Psych Patient Days	16,214	14,895	16,490	-9.7%
1,019	1,045	876	19.3%	Rehabilitative Patient Days	11,173	12,554	11,292	11.2%
10,371	11,526	9,497	21.4%	Total Adult/Ped Patient Days	130,212	134,063	122,786	9.2%
5.4	5.4	4.6	17.9%	HHMC Average Length of Stay	5.2	5.3	4.6	14.8%
2.8	2.9	3.5	-16.7%	HHMCPO Average Length of Stay	3.3	2.9	3.5	-16.2%
5.2	5.2	4.5	14.9%	HHMC/ HHMCPO Average Length of Stay	5.1	5.1	4.5	12.2%
8.1	6.0	7.4	-19.6%	Adult Psych Average Length of Stay	7.3	6.6	7.4	-11.4%
14.6	14.3	14.4	-0.3%	Rehabilitative Length of Stay	14.4	14.3	14.4	-0.1%
5.8	5.6	5.1	9.7%	Total Average Length of Stay	5.6	5.5	5.1	8.6%
346	384	317	21.4%	Total Average Daily Census	357	367	336	9.2%
842	722	909	-20.6%	HHMC Observation Patient Day Equivalents	10,808	9,402	10,255	-8.3%
202	187	205	-8.8%	HHMCPO Observation Patient Day Equivalents	2,503	2,338	2,126	10.0%
1,044	909	1,114	-18.4%	Total Observation Patient Day Equivalents	13,311	11,740	12,381	-5.2%
35	30	37	-18.9%	Observation Average Daily Census	36	32	34	-5.9%
133	177	152	16.4%	HHMC Newborn Births	1,688	1,729	1,668	3.7%
245	335	273	22.7%	HHMC Nursery Patient Days	3,108	3,273	3,008	8.8%
497	548	560	-2.1%	HHMC Inpatient Surgeries	7,064	6,866	7,314	-6.1%
11	12	14	-14.3%	HHMCPO Inpatient Surgeries	247	208	221	-5.9%
508	560	574	-2.4%	Total Inpatient Surgeries	7,311	7,074	7,535	-6.1%
				<u>Inpatient Surgeries</u>				
160	175			Orthopedics	2,247	2,293		
91	84			Gastroenterology	1,606	1,347		
89	81			General Surgery	1,090	940		
36	45			Neurosurgery	479	478		
36	32			Podiatry	347	367		
96	143			All Other	1,542	1,649		
508	560	574	-2.4%	Total Inpatient Surgeries	7,311	7,074	7,535	-6.1%

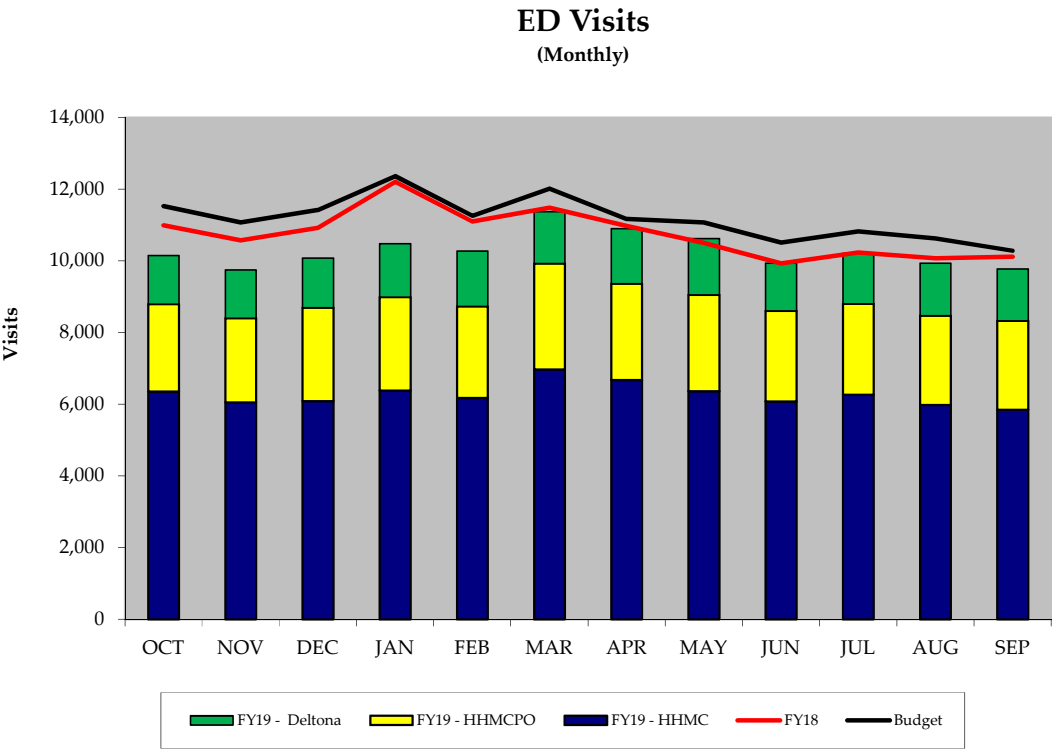
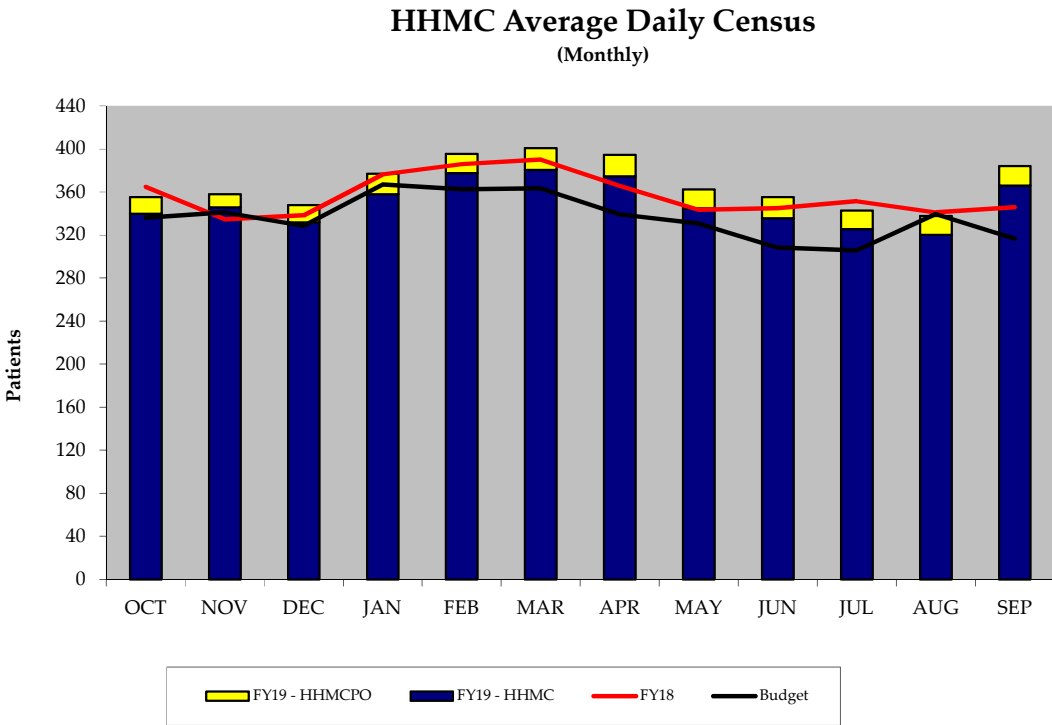
Halifax Health Statistical Summary

Month Ended September 30					Twelve Months Ended September 30			
<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>				
6,187	5,851	6,330	-7.6%	HHMC ED Registrations	80,464	75,266	83,136	-9.5%
2,555	2,482	2,514	-1.3%	HHMCPO ED Registrations	32,171	30,922	33,490	-7.7%
1,371	1,443	1,440	0.2%	Deltona ED Registrations	16,455	17,338	17,520	-1.0%
10,113	9,776	10,284	-4.9%	Total ED	129,090	123,526	134,146	-7.9%
320	317	394	-19.5%	HHMC Outpatient Surgeries	4,504	4,293	5,145	-16.6%
102	92	111	-17.1%	HHMCPO Outpatient Surgeries	1,529	1,323	1,392	-5.0%
251	205	265	-22.6%	Twin Lakes Surgeries	3,454	3,182	3,287	-3.2%
673	614	770	-20.3%	Total Outpatient Surgeries	9,487	8,798	9,824	-10.4%
				<u>Outpatient Surgeries</u>				
133	127			General Surgery	1,856	1,932		
119	118			Gastroenterology	1,549	1,314		
63	52			OB/GYN	858	927		
65	49			Orthopedics	1,420	879		
43	42			Ophtalmology	671	610		
250	226			All Other	3,133	3,136		
673	614	770	-20.3%	Total Outpatient Surgeries	9,487	8,798	9,824	-10.4%
				<u>Cardiology Procedures</u>				
16	25			Open Heart Cases	269	262		
130	164			Cardiac Caths	1,859	1,851		
22	23			CRM Devices	356	300		
40	42			EP Studies	533	442		
208	254	251	1.2%	Total Cardiology Procedures	3,017	2,855	3,253	-12.2%
				<u>Interventional Radiology Procedures</u>				
65	81	63	28.6%	Vascular	1,043	1,058	1,010	4.8%
79	83	70	18.6%	Nonvascular	987	1,074	875	22.7%
144	164	133	23.3%	Total Interventional Radiology Procedures	2,030	2,132	1,885	13.1%
				<u>HH Hospice Activity</u>				
				<u>Patient Days</u>				
15,416	15,345	15,300	0.3%	Volusia/ Flagler	189,824	192,708	186,150	3.5%
1,736	1,539	1,950	-21.1%	Orange/ Osceola	18,343	19,974	21,718	-8.0%
17,152	16,884	17,250	-2.1%	HH Hospice Patient Days	208,167	212,682	207,868	2.3%
				<u>Average Daily Census</u>				
514	512	510	0.3%	Volusia/ Flagler	520	528	510	3.5%
58	51	65	-21.1%	Orange/ Osceola	50	55	60	-8.0%
572	563	575	-2.1%	HH Hospice Average Daily Census	570	583	570	2.3%

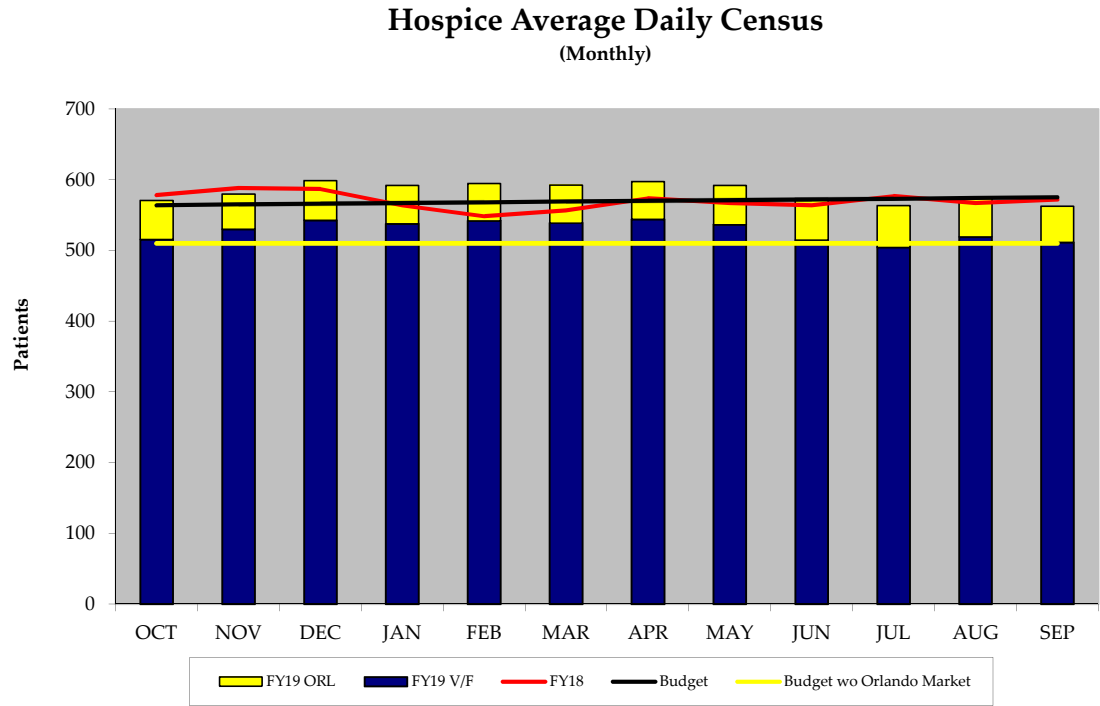
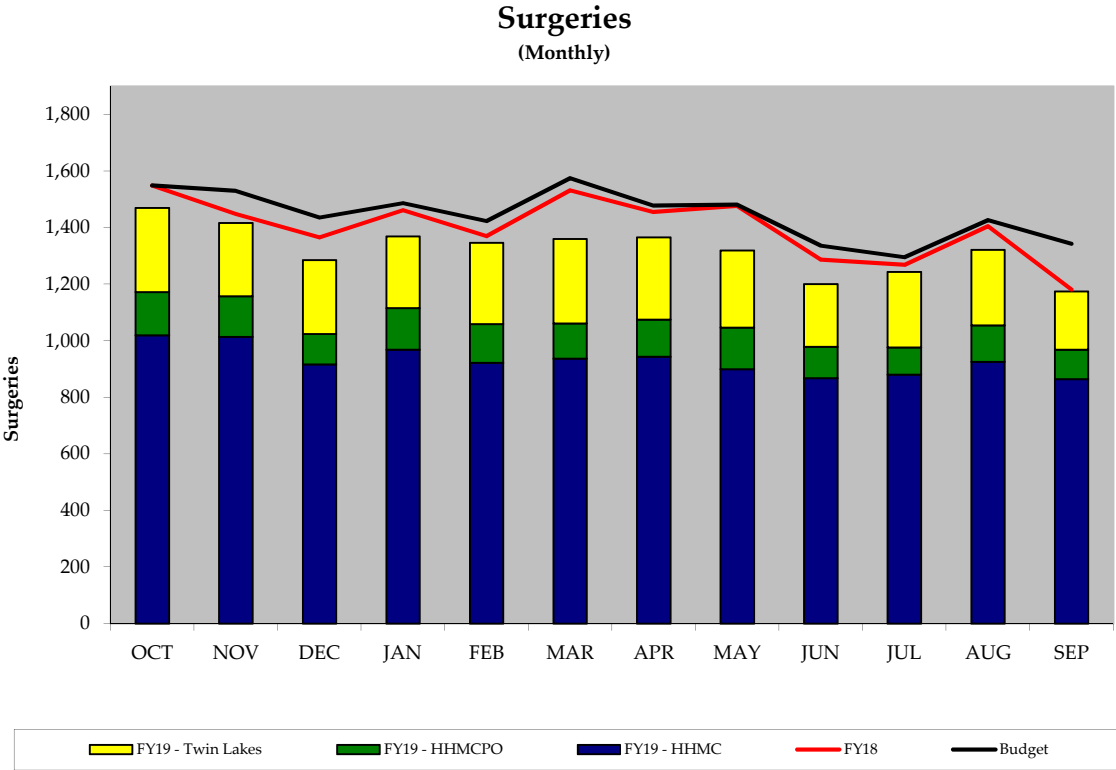
Halifax Health Statistical Summary

Month Ended September 30					Twelve Months Ended September 30			
<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>								
614	431	525	-17.9%	Ormond Beach	6,349	6,059	6,819	-11.1%
1,010	911	976	-6.7%	Daytona Beach	12,693	12,922	12,687	1.9%
573	548	799	-31.4%	Port Orange	6,965	7,228	10,385	-30.4%
142	308	438	-29.7%	Deltona	2,393	3,185	5,695	-44.1%
612	756	1,179	-35.9%	New Smyrna	8,537	9,549	14,350	-33.5%
632	447	554	-19.3%	Daytona Beach (Women's/OB)	6,703	7,270	7,199	1.0%
290	259	506	-48.8%	Ormond Beach - Urgent Care	4,462	3,999	7,300	-45.2%
3,873	3,660	4,977	-26.5%	Primary Care Visits	48,102	50,212	64,435	-22.1%
<u>Pediatric Visits</u>								
622	654	642	1.9%	Ormond Beach-CMC	7,176	9,485	7,816	21.4%
82	262	280	-6.4%	Ormond Beach-Primary Care	111	3,118	3,644	-14.4%
376	366	442	-17.2%	Daytona Beach - Keech Street	4,447	5,329	5,304	0.5%
409	372	360	3.3%	Palm Coast-CMC	4,505	5,248	4,380	19.8%
550	459	470	-2.3%	Port Orange-CMC	6,206	5,929	5,721	3.6%
2,039	2,113	2,194	-3.7%	Pediatric Visits	22,445	29,109	26,865	8.4%
<u>Oncology Visits</u>								
941	877	1,119	-21.7%	Daytona	13,006	11,854	13,321	-11.0%
494	412	536	-23.2%	Ormond	6,316	6,106	6,110	-0.1%
688	672	918	-26.8%	New Smyrna	9,634	9,504	10,267	-7.4%
744	688	849	-19.0%	Port Orange	10,417	10,110	10,455	-3.3%
2,867	2,649	3,423	-22.6%	Total Medical Oncology Visits	39,373	37,574	40,154	-6.4%
1,629	1,715	1,853	-7.4%	Daytona	21,314	21,410	20,783	3.0%
525	520	523	-0.5%	New Smyrna	5,718	6,333	5,706	11.0%
2,154	2,235	2,376	-5.9%	Total Radiation Oncology Visits	27,032	27,743	26,489	4.7%
5,021	4,884	5,799	-15.8%	Total Oncology Visits	66,405	65,317	66,643	-2.0%

Halifax Health Statistical Summary - Graphic



Halifax Health Statistical Summary - Graphic



Halifax Health

Condensed Statement of Net Position

(\$ in thousands)

	September 30		
	2019	2018	Change
<u>Assets</u>			
Cash and cash equivalents	\$87,232	\$48,771	\$38,461
Investments	290,416	336,502	(46,086)
Board designated assets	28,635	45,420	(16,785)
Accounts receivable	63,152	72,194	(9,042)
Restricted assets whose use is limited	6,121	6,188	(67)
Other assets	38,814	39,949	(1,135)
Deferred outflow - swap	38,347	21,010	17,337
Deferred outflow - loss on bond refunding	14,635	15,540	(905)
Deferred outflow - pension	21,267	23,672	(2,405)
Property, plant and equipment	421,236	379,971	41,265
Total Assets	<u>\$1,009,855</u>	<u>\$989,217</u>	<u>\$20,638</u>
<u>Liabilities and Net position</u>			
Accounts payable	\$49,612	\$53,420	(\$3,808)
Other liabilities	89,311	86,282	3,029
Deferred inflow - pension	343	2,256	(1,913)
Net pension liability	61,898	70,037	(8,139)
Long-term debt	419,645	425,208	(5,563)
Premium on LTD, net	17,922	18,592	(670)
Long-term value of swap	38,347	21,010	17,337
Net position	<u>332,777</u>	<u>312,412</u>	<u>20,365</u>
Total Liabilities and Net position	<u>\$1,009,855</u>	<u>\$989,217</u>	<u>\$20,638</u>

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

Month ended	Month ended			Twelve Months ended	Twelve Months ended	
September 30, 2019	September 30, 2018	Variance		September 30, 2019	September 30, 2018	Variance
			Cash flows from operating activities:			
\$38,225	\$38,561	(\$336)	Receipts from third party payors and patients	\$546,854	\$508,993	\$37,861
(22,683)	(22,137)	(546)	Payments to employees	(274,998)	(291,528)	16,530
-	-	-	Payments to pension	(19,500)	(19,876)	376
(16,346)	(4,176)	(12,170)	Payments to suppliers	(219,177)	(174,652)	(44,525)
39	(17)	56	Receipt of ad valorem taxes	6,138	6,050	88
-	-	-	Receipt (payment) of State UPL funds, net	14,075	7,805	6,270
4,891	5,149	(258)	Other receipts	40,691	33,231	7,460
(3,477)	(3,042)	(435)	Other payments	(43,077)	(44,163)	1,086
649	14,338	(13,689)	Net cash provided by operating activities	51,006	25,860	25,146
			Cash flows from noncapital financing activities:			
57	18	39	Proceeds from donations received	500	677	(177)
(30)	190	(220)	Other nonoperating revenues, expenses and gains/(losses)	1,470	1,289	181
27	208	(181)	Net cash provided by noncapital financing activities	1,970	1,966	4
			Cash flows from capital and related financing activities:			
(1,996)	(2,323)	327	Acquisition of capital assets	(12,283)	(16,379)	4,096
(3,175)	(4,928)	1,753	Acquisition of capital assets- Deltona	(51,191)	(26,049)	(25,142)
-	-	-	Proceeds from disposals	2,912	-	2,912
-	-	-	Payment of long-term debt	(5,520)	(6,700)	1,180
-	-	-	Proceeds from issuance of long-term debt	-	85,000	(85,000)
(595)	(2,154)	1,559	Payment of interest on long-term debt	(19,369)	(18,879)	(490)
-	-	-	Payment of bond issue costs	-	(354)	354
(5,766)	(9,405)	3,639	Net cash provided by (used in) capital financing activities	(85,451)	16,639	(102,090)
			Cash flows from investing activities:			
622	4,123	(3,501)	Realized investment income (loss)	11,794	7,887	3,907
(589)	(4,320)	3,731	Purchases of investments/limited use assets	(42,507)	(221,275)	178,768
-	8,029	(8,029)	Sales/Maturities of investments/limited use assets	101,649	154,271	(52,622)
33	7,832	(7,799)	Net cash provided by (used in) investing activities	70,936	(59,117)	130,053
(5,057)	12,973	(18,030)	Net increase (decrease) in cash and cash equivalents	38,461	(14,652)	53,113
92,289	35,798	56,491	Cash and cash equivalents at beginning of period	48,771	63,423	(14,652)
<u>\$87,232</u>	<u>\$48,771</u>	<u>\$38,461</u>	Cash and cash equivalents at end of period	<u>\$87,232</u>	<u>\$48,771</u>	<u>\$38,461</u>

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

Actual Month Ended September 30, 2019	Actual Month Ended September 30, 2018	Favorable (Unfavorable) Variance		Actual Twelve Months September 30, 2019	Actual Twelve Months September 30, 2018	Favorable (Unfavorable) Variance
			Operating revenues:			
\$44,150	\$42,512	\$1,638	Net patient service revenue, before provision for bad debts	\$608,887	\$602,997	\$5,890
(1,299)	(5,079)	3,780	Provision for bad debts	(74,666)	(86,967)	12,301
42,851	37,433	5,418	Net patient service revenue	534,221	516,030	18,191
511	504	7	Ad valorem taxes	6,129	6,048	81
3,450	5,595	(2,145)	Other revenue, including investment income/(losses), net	27,629	30,572	(2,943)
46,812	43,532	3,280	Total operating revenues	567,979	552,650	15,329
			Operating expenses:			
22,026	18,688	(3,338)	Salaries and benefits	277,803	268,113	(9,690)
7,556	7,123	(433)	Purchased services	92,495	85,617	(6,878)
8,142	8,581	439	Supplies	101,242	102,395	1,153
2,193	2,444	251	Depreciation and amortization	26,835	26,158	(677)
1,550	1,377	(173)	Interest	19,285	17,536	(1,749)
560	535	(25)	Ad valorem tax related expenses	6,317	6,570	253
581	792	211	Leases and rentals	9,079	9,750	671
2,404	1,941	(463)	Other	28,314	28,728	414
45,012	41,481	(3,531)	Total operating expenses	561,370	544,867	(16,503)
1,800	2,051	(251)	Excess of operating revenues over expenses	6,609	7,783	(1,174)
			Nonoperating revenues, expenses, and gains/(losses):			
622	4,122	(3,500)	Realized investment income/(losses)	11,793	7,886	3,907
603	(4,039)	4,642	Unrealized investment income/(losses)	(1,806)	(83)	(1,723)
57	18	39	Donation revenue	498	678	(180)
-	-	-	Interest - bond issue costs	-	(354)	354
(30)	190	(220)	Nonoperating gains/(losses), net	3,271	1,290	1,981
1,252	291	961	Total nonoperating revenues, expenses, and gains/(losses)	13,756	9,417	4,339
\$3,052	\$2,342	\$710	Increase in net position	\$20,365	\$17,200	\$3,165

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

Actual Month Ended September 30, 2019	Static Budget Month Ended September 30, 2019	Favorable (Unfavorable) Variance		Actual Twelve Months Ended September 30, 2019	Static Budget Twelve Months Ended September 30, 2019	Favorable (Unfavorable) Variance
			Operating revenues:			
\$44,150	\$49,968	(\$5,818)	Net patient service revenue, before provision for bad debts	\$608,887	\$627,126	(\$18,239)
(1,299)	(7,418)	6,119	Provision for bad debts	(74,666)	(93,444)	18,778
42,851	42,550	301	Net patient service revenue	534,221	533,682	539
511	511	-	Ad valorem taxes	6,129	6,129	-
3,450	2,211	1,239	Other revenue, including investment income/(losses), net	27,629	26,516	1,113
46,812	45,272	1,540	Total operating revenues	567,979	566,327	1,652
			Operating expenses:			
22,026	21,614	(412)	Salaries and benefits	277,803	286,299	8,496
7,556	6,867	(689)	Purchased services	92,495	82,169	(10,326)
8,142	8,141	(1)	Supplies	101,242	101,371	129
2,193	2,108	(85)	Depreciation and amortization	26,835	26,307	(528)
1,550	1,610	60	Interest	19,285	19,319	34
560	530	(30)	Ad valorem tax related expenses	6,317	6,356	39
581	713	132	Leases and rentals	9,079	8,573	(506)
2,404	2,382	(22)	Other	28,314	28,586	272
45,012	43,965	(1,047)	Total operating expenses	561,370	558,980	(2,390)
1,800	1,307	493	Excess of operating revenues over expenses	6,609	7,347	(738)
			Nonoperating revenues, expenses, and gains/(losses):			
622	801	(179)	Realized investment income/(losses)	11,793	9,615	2,178
603	-	603	Unrealized investment income/(losses)	(1,806)	-	(1,806)
57	59	(2)	Donation revenue	498	707	(209)
-	-	-	Interest - bond issue costs	-	-	-
(30)	21	(51)	Nonoperating gains/(losses), net	3,271	258	3,013
1,252	881	371	Total nonoperating revenues, expenses, and gains/(losses)	13,756	10,580	3,176
\$3,052	\$2,188	\$864	Increase in net position	\$20,365	\$17,927	\$2,438

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

Actual Month Ended September 30, 2019	Static Budget Month Ended September 30, 2019	Favorable (Unfavorable) Variance		Actual Ended September 30, 2019	Static Budget Ended September 30, 2019	Favorable (Unfavorable) Variance
			Operating revenues:			
\$40,643	\$46,220	(\$5,577)	Net patient service revenue, before provision for bad debts	\$563,018	\$581,925	(\$18,907)
(1,311)	(7,335)	6,024	Provision for bad debts	(74,177)	(92,432)	18,255
39,332	38,885	447	Net patient service revenue	488,841	489,493	(652)
511	511	-	Ad valorem taxes	6,129	6,129	-
2,205	1,439	766	Other revenue	19,988	17,250	2,738
42,048	40,835	1,213	Total operating revenues	514,958	512,872	2,086
			Operating expenses:			
20,095	19,643	(452)	Salaries and benefits	254,311	260,922	6,611
6,456	5,765	(691)	Purchased services	77,396	68,914	(8,482)
7,931	7,947	16	Supplies	98,754	99,030	276
2,059	1,976	(83)	Depreciation and amortization	25,234	24,731	(503)
1,550	1,610	60	Interest	19,222	19,319	97
560	530	(30)	Ad valorem tax related expenses	6,317	6,356	39
398	537	139	Leases and rentals	6,881	6,449	(432)
2,158	2,131	(27)	Other	25,629	25,578	(51)
41,207	40,139	(1,068)	Total operating expenses	513,744	511,299	(2,445)
841	696	145	Excess of operating revenues over expenses	1,214	1,573	(359)
			Nonoperating revenues, expenses, and gains/(losses):			
404	568	(164)	Realized investment income/(losses)	7,329	6,815	514
(68)	-	(68)	Unrealized investment income/(losses)	1,992	-	1,992
10	-	10	Donation revenue	77	-	77
-	-	-	Interest - bond issue costs	-	-	-
(30)	21	(51)	Nonoperating gains/(losses), net	3,271	258	3,013
316	589	(273)	Total nonoperating revenues, expenses, and gains/(losses)	12,669	7,073	5,596
\$1,157	\$1,285	(\$128)	Increase in net position	\$13,883	\$8,646	\$5,237

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

Actual Month Ended September 30, 2018		Actual Month Ended September 30, 2019		Static Budget Month Ended September 30, 2019			Actual Twelve Months Ended September 30, 2018		Actual Twelve Months Ended September 30, 2019		Static Budget Twelve Months Ended September 30, 2019	
\$152,288	100.00%	\$165,578	100.00%	\$164,853	100.00%	Gross charges	\$1,958,419	100.00%	\$2,037,330	100.00%	\$2,069,367	100.00%
(15,579)	-10.23%	(16,495)	-9.96%	(10,714)	-6.50%	Charity	(133,741)	-6.83%	(168,533)	-8.27%	(135,012)	-6.52%
(97,492)	-64.02%	(108,440)	-65.49%	(107,919)	-65.46%	Contractual adjustments	(1,265,077)	-64.60%	(1,305,779)	-64.09%	(1,352,430)	-65.35%
39,217	25.75%	40,643	24.55%	46,220	28.04%	Gross charges, before provision for bad debts	559,601	28.57%	563,018	27.64%	581,925	28.12%
(5,244)	-3.44%	(1,311)	-0.79%	(7,335)	-4.45%	Provision for bad debts	(86,263)	-4.40%	(74,177)	-3.64%	(92,432)	-4.47%
\$33,973	22.31%	\$39,332	23.75%	\$38,885	23.59%	Net patient service revenue	\$473,338	24.17%	\$488,841	23.99%	\$489,493	23.65%

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

Actual Month Ended September 30, 2019	Static Budget Month Ended September 30,	Favorable (Unfavorable) Variance		Actual Twelve Months September 30, 2019	Static Budget Twelve Months September 30, 2019	Favorable (Unfavorable) Variance
			Operating revenues:			
\$3,507	\$3,748	(\$241)	Net patient service revenue, before provision for bad debts	\$45,869	\$45,201	\$668
12	(83)	95	Provision for bad debts	(489)	(1,012)	523
3,519	3,665	(146)	Net patient service revenue	45,380	44,189	1,191
135	194	(59)	Other revenue	1,959	2,329	(370)
3,654	3,859	(205)	Total operating revenues	47,339	46,518	821
			Operating expenses:			
1,876	1,904	28	Salaries and benefits	22,757	24,560	1,803
1,073	1,060	(13)	Purchased services	14,621	12,758	(1,863)
211	193	(18)	Supplies	2,486	2,333	(153)
65	65	-	Depreciation and amortization	775	777	2
178	171	(7)	Leases and rentals	2,137	2,063	(74)
183	181	(2)	Other	2,122	2,170	48
3,586	3,574	(12)	Total operating expenses	44,898	44,661	(237)
68	285	(217)	Excess of operating revenues over expenses	2,441	1,857	584
			Nonoperating revenues, expenses, and gains/(losses):			
218	233	(15)	Realized investment income/(losses)	4,464	2,800	1,664
671	-	671	Unrealized investment income/(losses)	(3,798)	-	(3,798)
47	59	(12)	Donation revenue	421	707	(286)
936	292	644	Total nonoperating revenues, expenses, and gains/(losses)	1,087	3,507	(2,420)
1,004	\$577	\$427	Increase in net position	\$3,528	\$5,364	(\$1,836)

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

Actual Month Ended September 30, 2019	Static Budget Month Ended September 30, 2019	Favorable (Unfavorable) Variance		Actual Twelve Months Ended September 30, 2019	Static Budget Twelve Months Ended September 30, 2019	Favorable (Unfavorable) Variance
			Operating revenues:			
\$0	\$0	\$0	Net patient service revenue, before provision for bad debts	\$0	\$0	\$0
-	-	-	Provision for bad debts	-	-	-
-	-	-	Net patient service revenue	-	-	-
341	362	(21)	Other revenue	4,391	4,348	43
341	362	(21)	Total operating revenues	4,391	4,348	43
			Operating expenses:			
45	57	12	Salaries and benefits	609	692	83
26	38	12	Purchased services	468	452	(16)
-	1	1	Supplies	2	8	6
69	67	(2)	Depreciation and amortization	826	799	(27)
-	-	-	Interest	63	-	(63)
5	5	-	Leases and rentals	61	61	-
-	3	3	Other	6	32	26
145	171	26	Total operating expenses	2,035	2,044	9
196	191	5	Excess of operating revenues over expenses	2,356	2,304	52
			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)	-	-	-
\$196	\$191	\$5	Increase in net position	\$2,356	\$2,304	\$52

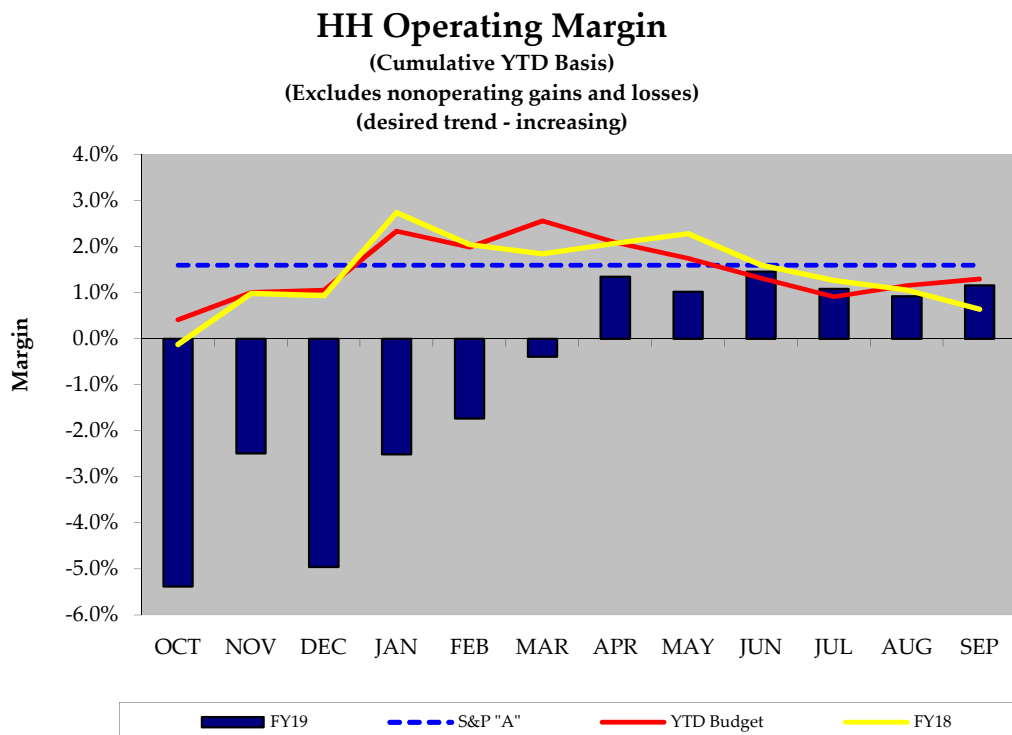
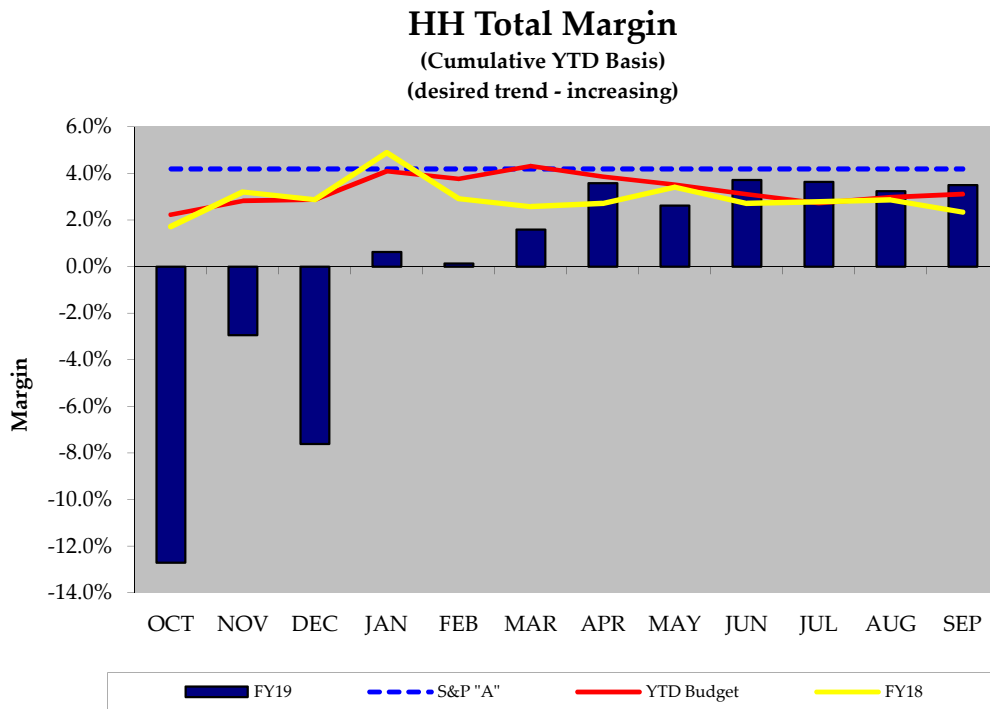
Halifax Health Foundation
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual Month Ended September 30, 2019	Static Budget Month Ended September 30, 2019	Favorable (Unfavorable) Variance		Actual Twelve Months September 30, 2019	Static Budget Twelve Months September 30, 2019	Favorable (Unfavorable) Variance
			Operating revenues:			
\$0	\$0	\$0	Net patient service revenue, before provision for bad debts	\$0	\$0	\$0
-	-	-	Provision for bad debts	-	-	-
-	-	-	Net patient service revenue	-	-	-
128	127	1	Realized investment income/(losses)	2,081	1,520	561
554	-	554	Unrealized investment income/(losses)	(1,939)	-	(1,939)
-	-	-	Donation revenue	-	-	-
87	89	(2)	Other revenue	1,149	1,069	80
769	216	553	Total operating revenues	1,291	2,589	(1,298)
			Operating expenses:			
10	10	-	Salaries and benefits	126	125	(1)
1	4	3	Purchased services	10	45	35
-	-	-	Supplies	-	-	-
-	-	-	Depreciation and amortization	-	-	-
-	-	-	Interest	-	-	-
-	-	-	Leases and rentals	-	-	-
63	67	4	Other	557	806	249
74	81	7	Total operating expenses	693	976	283
\$695	\$135	\$560	Increase in net position	\$598	\$1,613	(\$1,015)

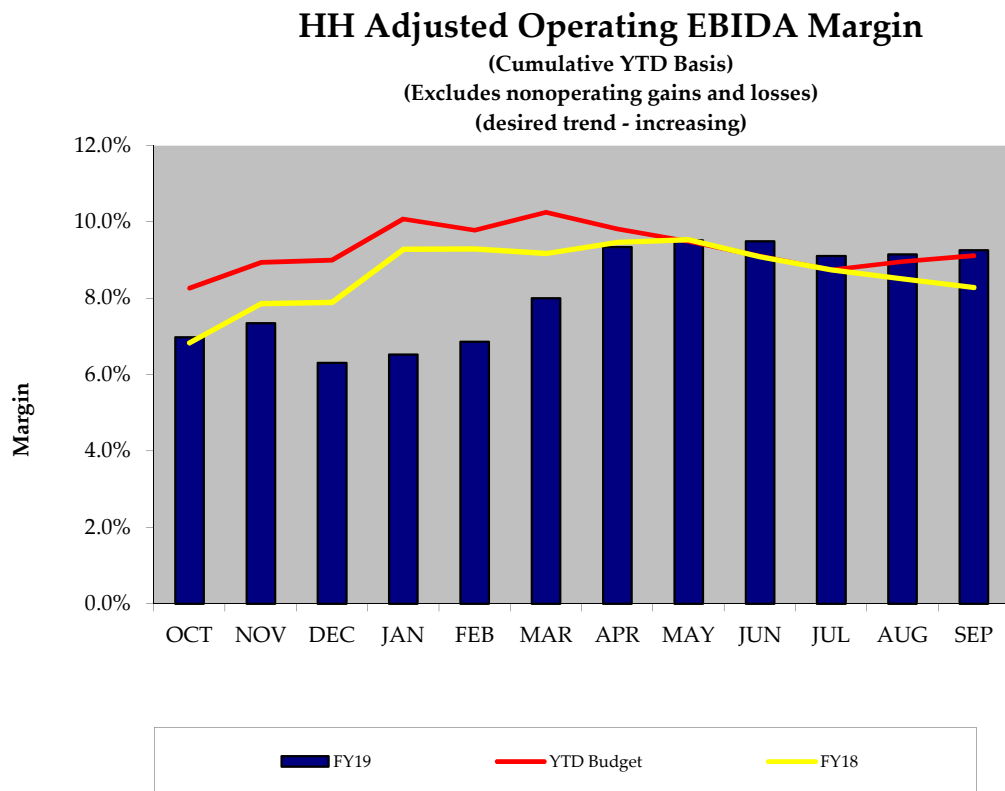
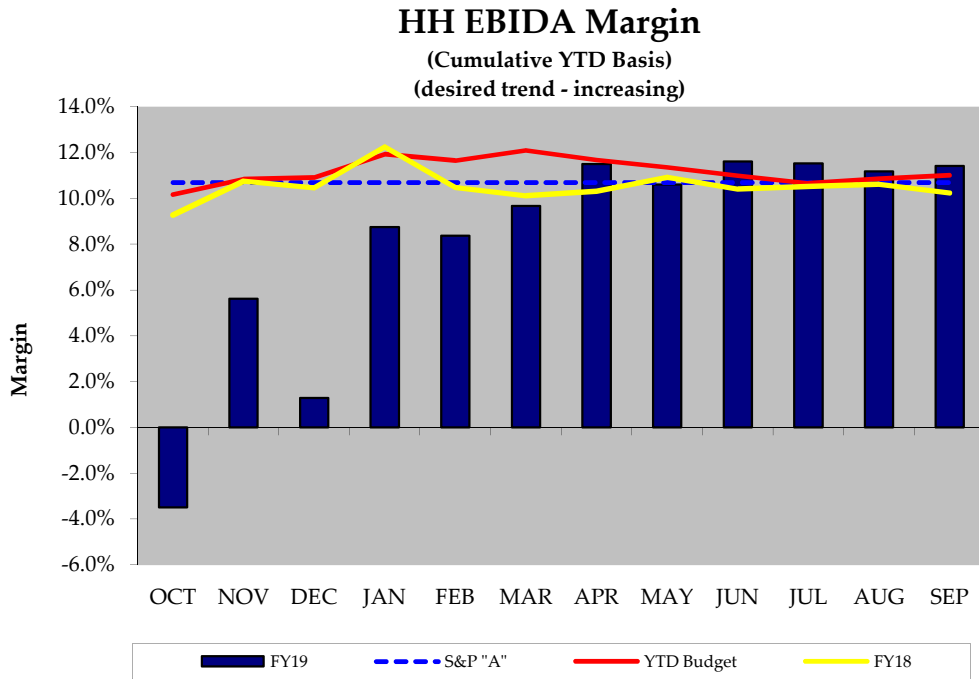
Halifax Health Medical Center (Obligated Group)
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual Month Ended September 30, 2019	Static Budget Month Ended September 30, 2019	Favorable (Unfavorable) Variance		Actual Twelve Months September 30, 2019	Static Budget Twelve Months September 30, 2019	Favorable (Unfavorable) Variance
			Operating revenues:			
\$40,643	\$46,220	(\$5,577)	Net patient service revenue, before provision for bad debts	\$563,018	\$581,925	(\$18,907)
(1,311)	(7,335)	6,024	Provision for bad debts	(74,177)	(92,432)	18,255
39,332	38,885	447	Net patient service revenue	488,841	489,493	(652)
511	511	-	Ad valorem taxes	6,129	6,129	-
2,205	1,439	766	Other revenue	19,988	17,250	2,738
42,048	40,835	1,213	Total operating revenues	514,958	512,872	2,086
			Operating expenses:			
20,095	19,643	(452)	Salaries and benefits	254,311	260,922	6,611
6,456	5,765	(691)	Purchased services	77,396	68,914	(8,482)
7,931	7,947	16	Supplies	98,754	99,030	276
2,059	1,976	(83)	Depreciation and amortization	25,234	24,731	(503)
1,550	1,610	60	Interest	19,222	19,319	97
560	530	(30)	Ad valorem tax related expenses	6,317	6,356	39
398	537	139	Leases and rentals	6,881	6,449	(432)
2,158	2,131	(27)	Other	25,629	25,578	(51)
41,207	40,139	(1,068)	Total operating expenses	513,744	511,299	(2,445)
841	696	145	Excess of operating revenues over expenses	1,214	1,573	(359)
			Nonoperating revenues, expenses, and gains/(losses):			
404	568	(164)	Realized investment income/(losses)	7,329	6,815	514
(68)	-	(68)	Unrealized investment income/(losses)	1,992	-	1,992
10	-	10	Donation revenue	77	-	77
1,895	903	992	Income (loss) from affiliates	6,482	9,281	(2,799)
(30)	21	(51)	Nonoperating gains/(losses), net	3,271	258	3,013
2,211	1,492	719	Total nonoperating revenues, expenses, and gains/(losses)	19,151	16,354	2,797
\$3,052	\$2,188	\$864	Increase in net position	\$20,365	\$17,927	\$2,438

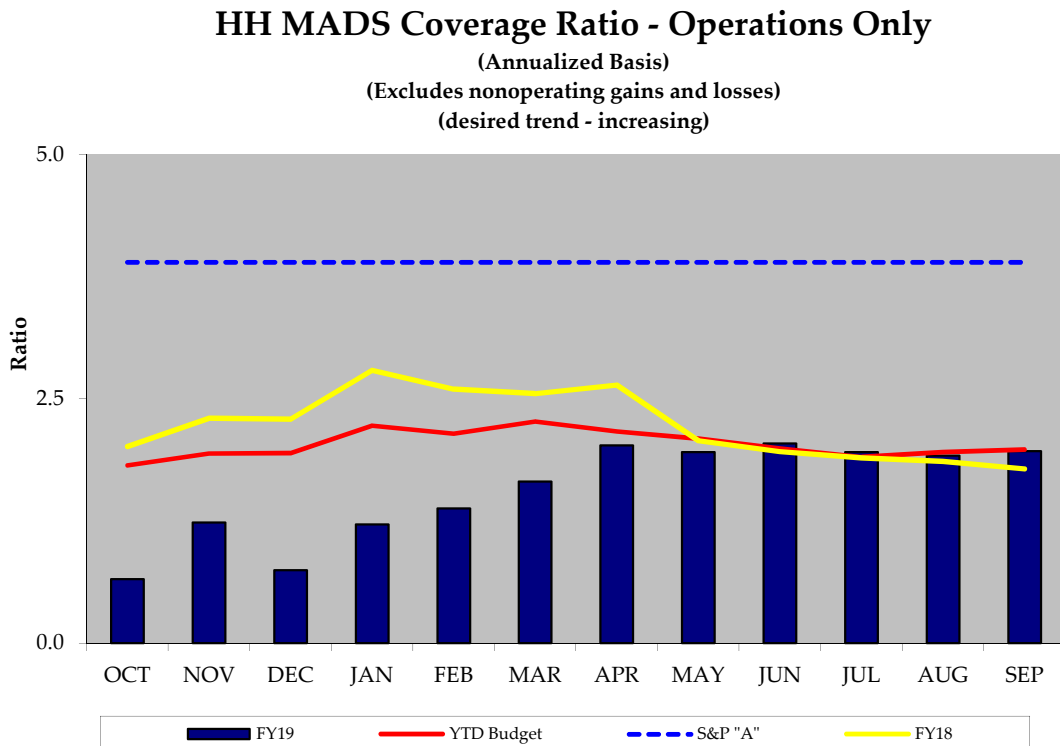
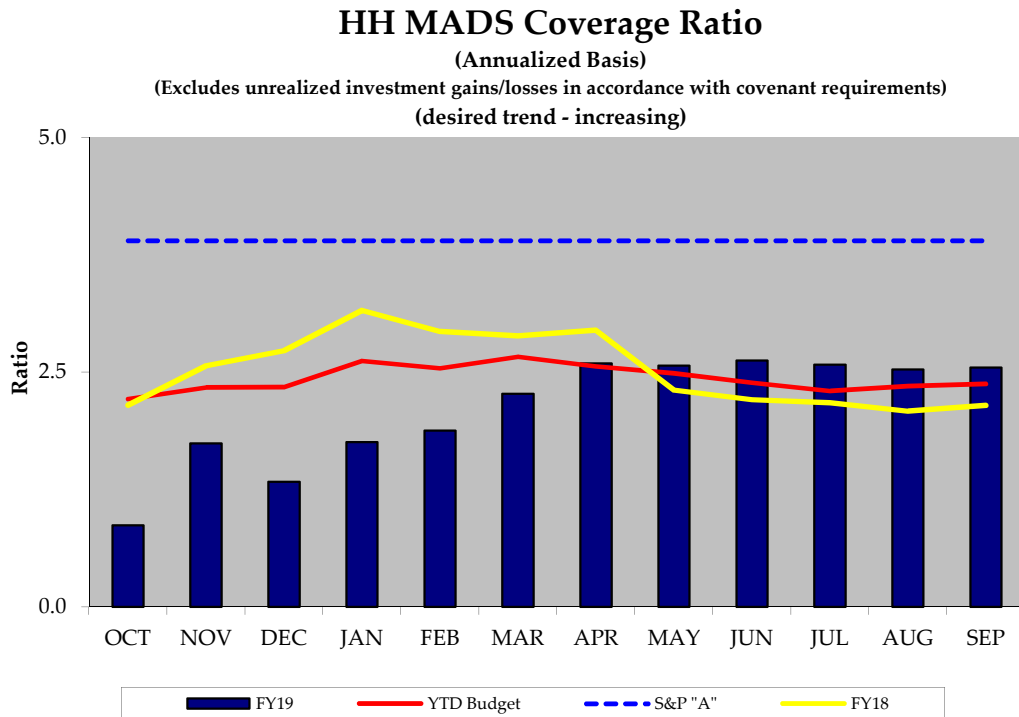
Halifax Health Financial Summary - Graphic



Halifax Health Financial Summary - Graphic

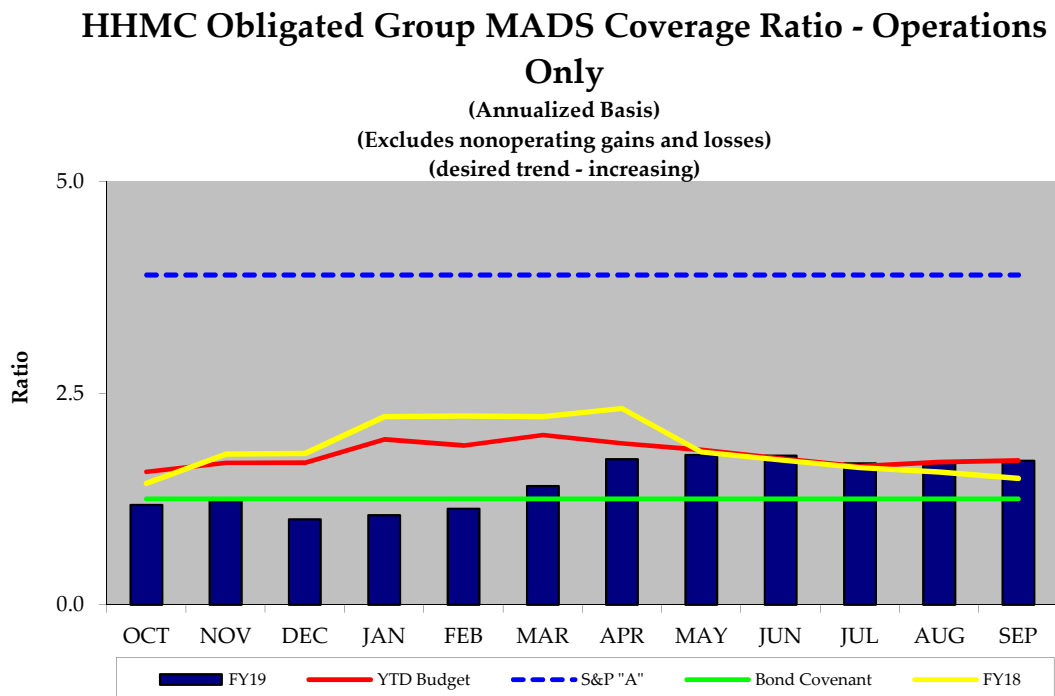
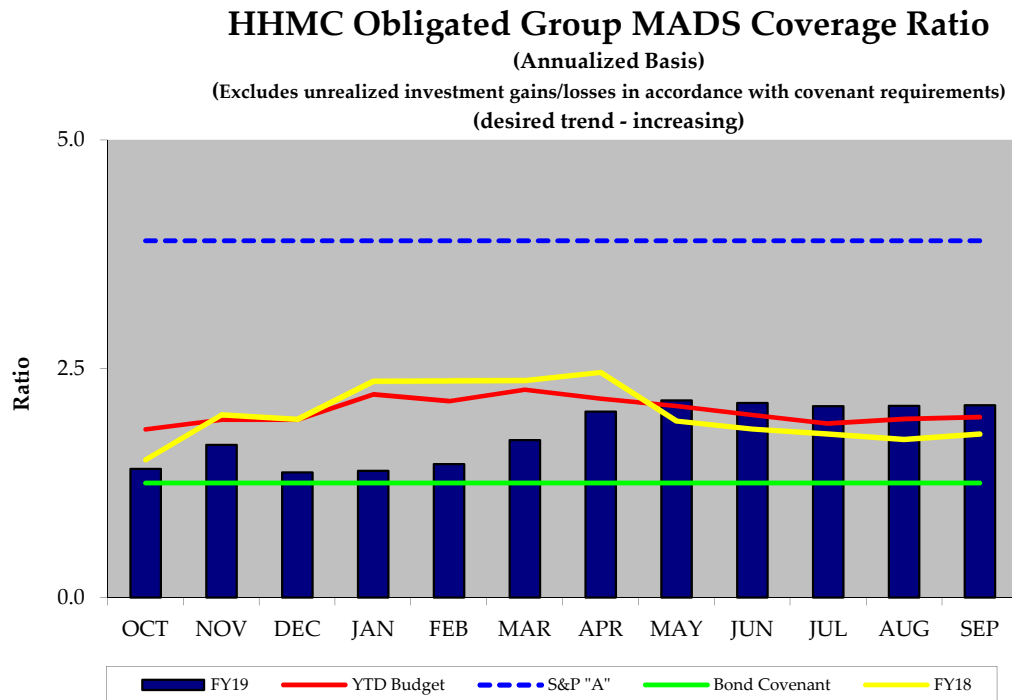


Halifax Health Financial Summary - Graphic



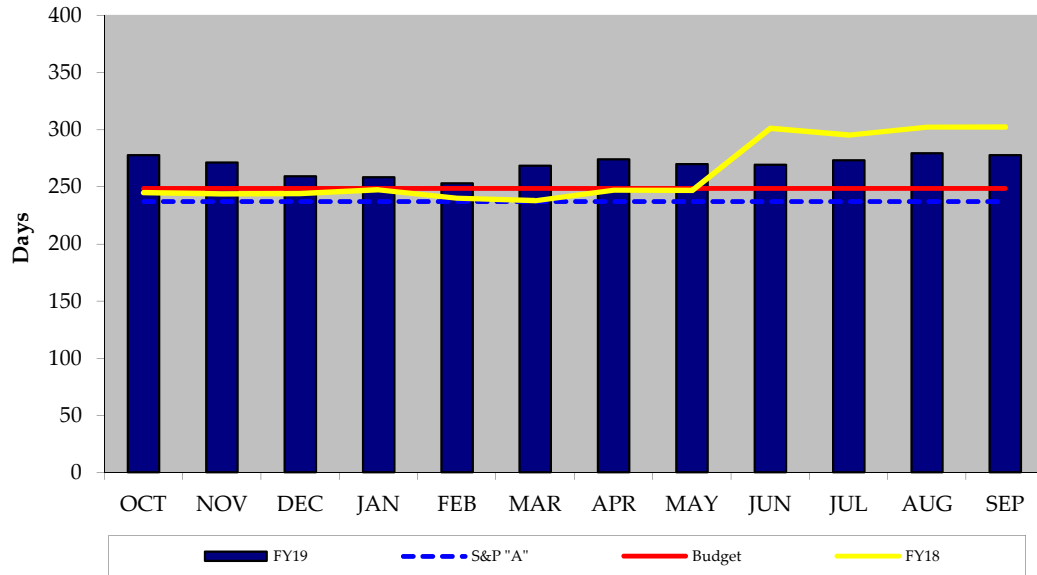
Halifax Health

Financial Summary - Graphic

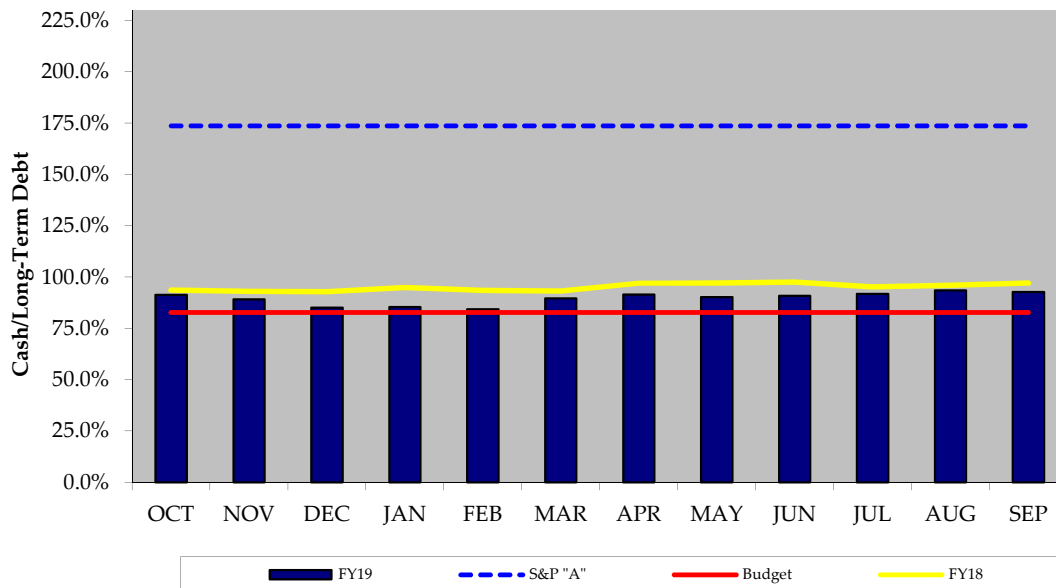


Halifax Health Financial Summary - Graphic

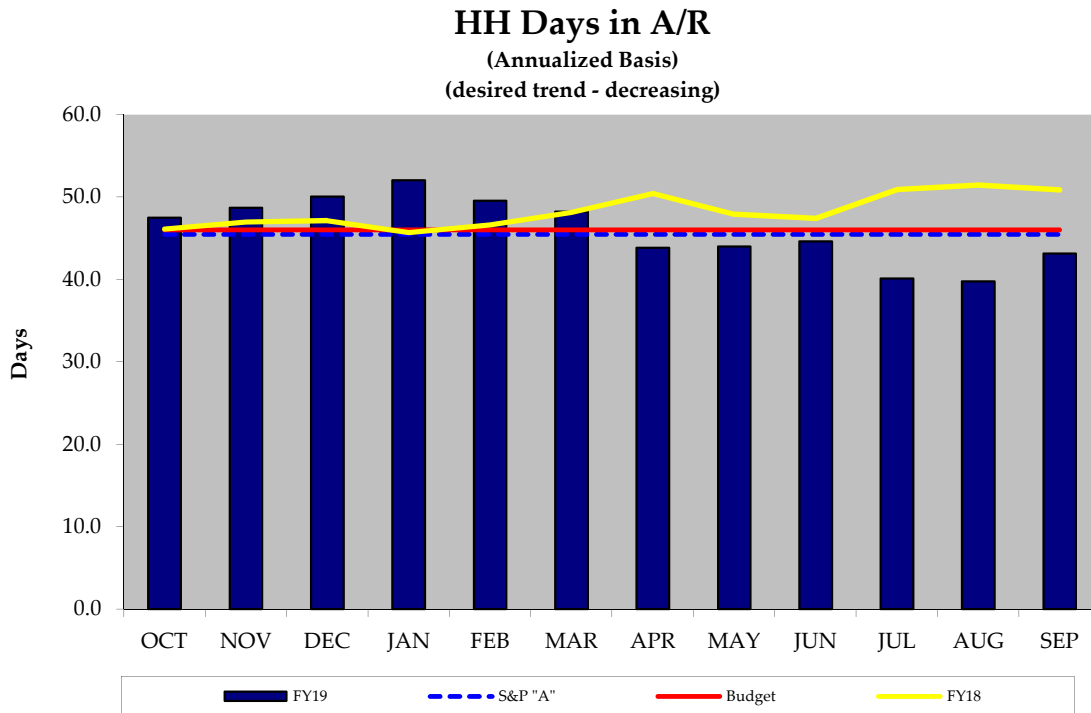
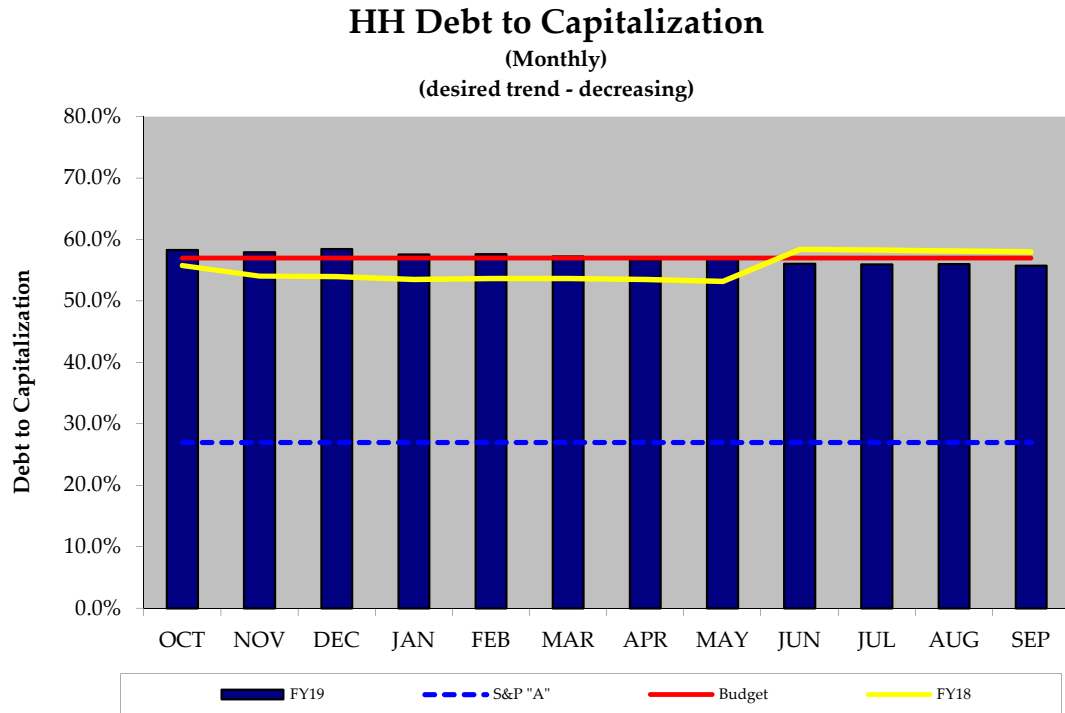
HH Days Cash on Hand
(Annualized Basis)
(desired trend - increasing)



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

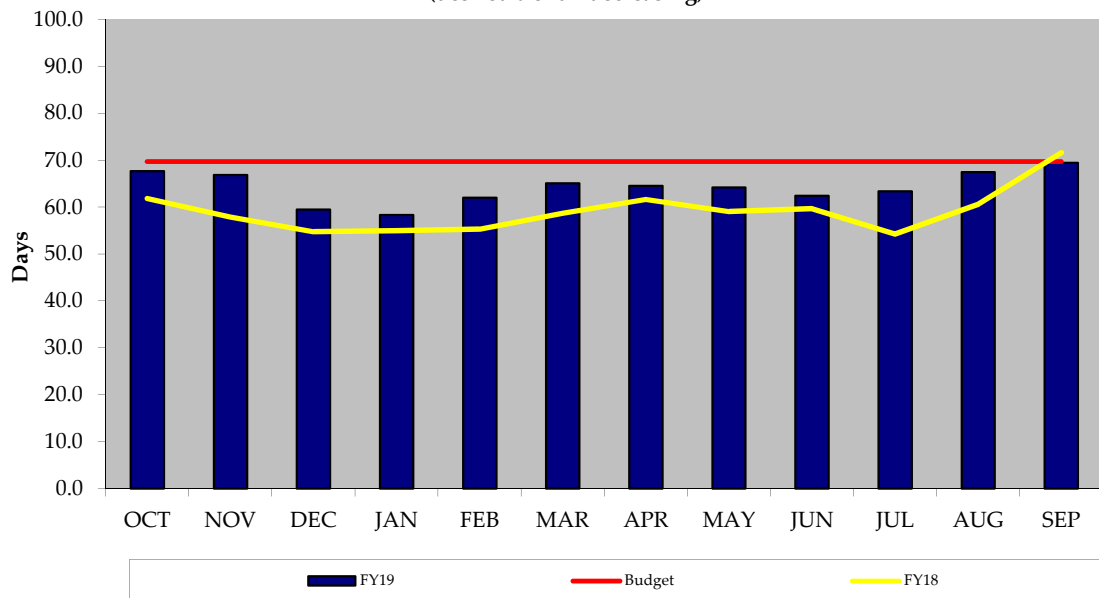


Halifax Health Financial Summary - Graphic

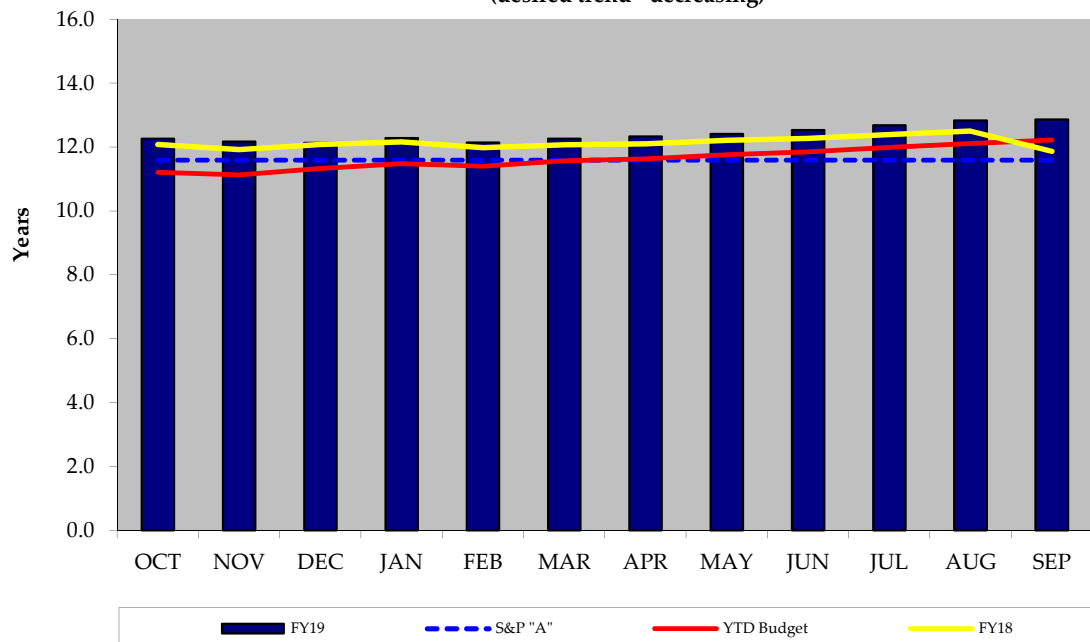


Halifax Health Financial Summary - Graphic

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
November 2019

Capital Expenditures \$50,000 and over

DESCRIPTION	DEPARTMENT	SOURCE OF FUNDS	TOTAL
Acquisition of Pulmonary Medical Office – 601 N. Clyde Morris Boulevard	Physician Services	Working Capital	\$1,137,066
Retail Pharmacy	Population Health Business Development	Working Capital	\$1,109,493
BrainLab Navigation System	Surgical Services	Working Capital	\$488,774
Epiphany EKG Data Management System	Information Technology	Working Capital	\$402,785
C-Arm for Radiology	Radiology Department	Working Capital	\$401,401
SQL Licenses	Information Technology	Working Capital	\$335,622
Surgical Microscope	Surgical Services	Working Capital	\$285,891
Wireless Access Points	Information Technology	Working Capital	\$148,626
Ultrasound for OB Diagnostics/Maternal Fetal Medicine	OB Diagnostics/Maternal Fetal Medicine	Working Capital	\$139,567
EKG Machines with Carts	EKG Department	Working Capital	\$65,912
Televisions for France Tower	Information Technology	Working Capital	\$58,104

Operating Leases \$250,000 and over

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



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer
CC: Jeanne Connelly, Executive Director, Physician Services
DATE: October 15, 2019
RE: Acquisition of Pulmonary Medical Office – 601 N. Clyde Morris Boulevard

Halifax Health Physician Services is requesting funding to purchase medical office real estate and related equipment, furnishings and renovations. With the acquisition of the practice, Halifax Health will increase access to quality pulmonary services for the residents of the community.

Pulmonology is a major service line requiring a closely affiliated relationship with Halifax Health's critical care and inpatient care team to meet the expectations of patients and payers for quality care as demonstrated by positive outcomes and reduced cost of care. The transition of care from inpatient acute pulmonology care to outpatient chronic pulmonology care needs to be well defined to improve outcomes for patients, increase patient compliance and reduce readmissions.

The most effective and efficient means of achieving this strategic position is to employ and partner with pulmonary physicians to create, implement and manage the system of pulmonary services. Employing an established pulmonologist provides the foundation for the recruitment of the next generation of pulmonologists to meet the needs of our residents and the strategic direction of Halifax Health.

The integration of Dr. R. Steven White's practice provides the services of a well-respected, experienced pulmonologist who has the capacity for an additional physician. Dr. White will enter into an employment agreement and continue to provide medical services in the purchased medical office.

We request approval for the acquisition of Dr. White's real estate and related costs as reflected below.

TOTAL CAPITAL COSTS \$1,137,066

Office Real Estate - 601 N. Clyde Morris Blvd Daytona Beach	\$1,012,500
Building Renovations & Improvements	\$79,281
Information Technology Equipment	\$37,500
Equipment and Furnishings	\$7,785



Halifax Health Project Evaluation

Acquisition of Pulmonary Medical Office 601 N. Clyde Morris Blvd.	
Chief Operating Officer:	Alberto Tineo
VP of Operations:	Matt Petkus
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is for the purchase of a medical pulmonary office real estate and related equipment, furnishings, and renovations located at 601 North Clyde Morris Blvd to increase access to quality pulmonary services for the community.

Strategic Plan Core Competency Achievement:

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

Cornerstone:

Safety	
Compassion	X
Image	X
Efficiency	

Investment Request for Approval **\$1,137,066**

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: Bob Williams, Population Health Business Development
DATE: October 15, 2019
RE: Retail Pharmacy

Halifax Health Population Health Business Development is requesting funding to construct a space for a retail pharmacy. The pharmacy will be located adjacent to the entrance of the Emergency Department at the main campus. In conjunction with the construction, Publix will purchase the Halifax Health Outpatient Pharmacy for \$2.1M. The new pharmacy will be operated by Publix onsite at Halifax Health.

The benefits include:

- Affords timely on-site filling of prescriptions for patients upon inpatient discharge
- Offers bedside delivery of medications
- Gives patients convenient access to retail pharmacy upon Emergency Department discharge
- Provides Halifax Health employees a convenient place to fill prescriptions
- Leverages Publix's national expertise in retail pharmacy operations
- Enhances Halifax's patient assistance program by providing patients access to Publix's free and discount medication programs
- Works seamlessly with our current 340B federal benefits contract pharmacy program
- Takes advantage of Publix pharmacy outreach programs for chronic disease management including medication adherence strategies and readmission prevention programs

TOTAL CAPITAL COSTS \$1,109,493



Halifax Health Project Evaluation

Retail Pharmacy

Chief Financial Officer:	Eric Peburn
Director Population Health Business Development	Bob Williams
Financial Analysis by:	Steve Mach/Todd Aldrich

Summary

Purpose:

Construction of a retail pharmacy on the Halifax Main Campus in partnership with Publix Supermarkets.

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	

Cornerstone:

Safety	X
Compassion	X
Image	
Efficiency	X

Investment/Return:

	Investment Cash Flow	Operations Cash Flow	Cumulative Cash Flow
Year 0 ¹	(\$1,109,493)	\$2,100,000	\$990,507
Year 1	\$0	\$158,999	\$1,149,506
Year 2	\$0	\$160,727	\$1,310,234
Year 3	\$0	\$162,490	\$1,472,724
Year 4	\$0	\$164,288	\$1,637,012
Year 5	\$0	\$166,122	\$1,803,133
Terminal Value ²	\$0	\$0	\$1,803,133

Decision Metrics

Required rate of Return	6.2%
Internal Rate of Return (IRR)	N/A
5 Year Net Present Value (NPV)	\$1,670,501
Payback Period (in Years)	(6.2)

Investment Request for Approval **\$1,109,493**

¹ Includes capital acquisition and project startup costs

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



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Alberto Tineo, Senior Vice President and Chief Operating Officer, Hospitals
CC: Matt Petkus, Vice President Operations
DATE: October 15, 2019
RE: BrainLab Navigation System

Halifax Health Surgical Services is requesting funding to purchase a BrainLab Navigation System. Surgeons will use the system to optimize navigation with pre-op planning and surgical visualization.

The image guided surgery system includes dual-option 26-inch touch monitors, 3-D software and an all-in-one smart hub. The monitors provide multiple views on larger displays to assist the surgeons during surgery. Surface acoustic wave-touch technology decreases display deterioration, enhances 3-D software images and produces higher contrast for crystal clear tissue differentiation. The all-in-one smart hub rapidly integrates third party surgical devices. Surgeons shift easily from digital imaging viewing to surgical navigation to video routing, controlling the clinical workflow with a touch of a home button.

The navigation system adapts to virtually any surgical operating room with a camera stand that can be independently raised to 100 inches in height. A convenient laser pointer located in the camera head offers optimal orientation and positioning. Surgeons and staff are free to move, expand, contract, contort and control their operating room setup with multiple varieties including sterile and non-sterile combinations.

The project was approved at the Capital Investment Committee meeting on August 21, 2019.

TOTAL CAPITAL COST \$488,774



Halifax Health Project Evaluation

BrainLab Curve Navigation System

Chief Operating Officer:	Alberto Tineo
Vice President Operations	Matt Petkus
Director, Surgical Services:	Eric Little
Finance Analysis by:	Todd Aldrich

Summary

Purpose:

This project will replace one existing Brainlab cranial/spinal navigation system in Surgical Services.

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	

Cornerstone:

Safety	X
Compassion	X
Image	
Efficiency	X

Investment/Return:

	Investment Cash Flow	Operations Cash Flow	Cumulative Cash Flow	Decision Metrics	
Year 0 ¹	(\$488,774)	\$0	(\$488,774)	Required rate of Return	6.2%
Year 1	\$0	\$299,322	(\$189,452)	Internal Rate of Return (IRR)	48.5%
Year 2	\$0	\$254,931	\$65,479	5 Year Net Present Value (NPV)	\$644,947
Year 3	\$0	\$260,030	\$325,509	Payback Period (in Years)	1.7
Year 4	\$0	\$265,231	\$590,740		
Year 5	\$0	\$270,535	\$861,275		
Terminal Value ²	\$0	\$0	\$861,275		

Investment Request for Approval **\$488,774**

¹ Includes capital acquisition and project startup costs

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



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Arvin Lewis, Senior Vice President and Chief Revenue Officer
CC: Tom Stafford, Vice President and Chief Information Officer
DATE: October 15, 2019
RE: Epiphany EKG Data Management System

Halifax Health Information Technology is requesting funding to purchase an Epiphany EKG Data Management System. The existing system was purchased in 2015 and is at end of life. The current vendor will end manufacturing and sale of the product and will not release updates for compatibility with subsequent operating systems.

Epiphany is a web-based, multi-modality/multi-vendor system that incorporates waveforms from multiple areas into one system, such as Cardiographs, Holter, Exercise Stress, Lifenet and Cardiac Rehab. The web-based functionality aligns with the current workflow for integration into Meditech web and iPad usage. Epiphany will also integrate with the FUJI PACS and CV systems to further complement the Enterprise Imaging project.

The project was approved at the Capital Investment Committee meeting on September 18, 2019.

TOTAL CAPITAL COST \$402,785



Halifax Health Project Evaluation

Epiphany EKG Management System

Chief Information Officer:	Tom Stafford
Manager Enterprise Imaging Informatics:	Judy Russo
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is to purchase a new Epiphany Cardio Server EKG Management System to replace the existing end of life Pyramis system which utilizes Windows Server 2008 ending support January 2020.

Strategic Plan Core Competency Achievement:

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

Cornerstone:

Safety	X
Compassion	
Image	X
Efficiency	

Investment Request for Approval **\$402,785**

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



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Alberto Tineo, Senior Vice President and Chief Operating Officer, Hospitals
DATE: October 15, 2019
RE: C-Arm for Radiology

Halifax Health Radiology Department is requesting funding to purchase a C-arm for the main campus operating room.

The C-Arm will provide 3-D and 2-D capabilities that will allow the surgeons to confirm planned results and provide precise intraoperative guidance. One of the features on the C-Arm is a digital interface that will connect with the BrainLab equipment. The interface will automatically transfer 3-D datasets to the navigation system for combined use of image-guided and navigated surgery. The precise 3-D visualization will provide the surgeon the finest image quality to confidently see and evaluate anatomical structures, implants, screws, and devices.

The project was approved at the Capital Investment Committee meeting on August 21, 2019.

TOTAL CAPITAL COSTS \$401,401



Halifax Health Project Evaluation

C-Arm for Radiology

Chief Financial Officer:	Alberto Tineo
Vice President Operations:	Matt Petkus
Radiology Manager:	Andrea Huffman
Finance Analysis by:	Todd Aldrich

Summary

Purpose:

The C-Arm will provide 3-D and 2-D capabilities that will allow the surgeons to confirm planned results and provide precise intraoperative guidance

Strategic Plan Core Competency Achievement:

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

Cornerstone:

Safety	
Compassion	
Image	
Efficiency	X

Investment Request for Approval **\$401,401**

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: October 15, 2019
RE: SQL Licenses

Halifax Health Information Technology is requesting funding to purchase twenty-three Enterprise Microsoft SQL Licenses. These licenses will allow the continued consolidation of our server database environment.

The SQL licenses will provide enhanced security, performance and compatibility as we continue to store more information electronically.

The project was approved at the Capital Investment Committee meeting on September 18, 2019.

TOTAL CAPITAL COST \$ 335,622



Halifax Health Project Evaluation

SQL Licenses

Chief Information Officer:	Tom Stafford
Director, IT Technical Services:	Mike Marques
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is to purchase 23 Enterprise Microsoft SQL Licenses to allow continued consolidation of our server database environment, as well as providing enhanced security, performance and compatibility of our electronic information.

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 **\$335,622**

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



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: September 16, 2019
RE: Surgical Microscope

Halifax Health Surgical Services is requesting funding for the purchase of a Leica surgical microscope. The purchase will replace one of our existing microscopes that was acquired in January 2007 and is nearing end of life.

The new Leica microscope will work in conjunction with the navigation system for neurosurgical cases and provide more options to view the surgical field. In addition, the microscope will allow surgeons to view the patient while using the microscope to access supporting visual data directly through the oculars.

The project was approved at the Capital Investment Committee meeting on August 21, 2019.

TOTAL CAPITAL COSTS \$285,891



Halifax Health Project Evaluation

Leica M530 Surgical Microscope

Chief Financial Officer:	Alberto Tineo
Vice President Operations	Matt Petkus
Director Surgical Services	Eric Little
Finance Analysis by:	Todd Aldrich

Summary

Purpose:

This project will provide high quality optics and engineering for cranial and spine procedures.

Strategic Plan Core Competency Achievement:

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

Cornerstone:

Safety	
Compassion	
Image	
Efficiency	X

Investment Request for Approval \$285,891

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: October 15, 2019
RE: Wireless Access Points

Halifax Health Information Technology is requesting funding to purchase 180 wireless access points. These wireless access points are part of a 3-phase rolling upgrade of all wireless access points throughout the Halifax Health campus.

The new access points provide improved wireless coverage and performance for employees and patients. Wireless has become critical to employees for communication, patient documentation and for patient's guest internet access.

The project was approved at the Capital Investment Committee meeting on September 18, 2019.

TOTAL CAPITAL COST \$ 148,626



Halifax Health Project Evaluation

Wireless Access Points

Chief Information Officer:
Director, IT Technical Services:
Finance Analysis by:

Tom Stafford
Michael Marques
Roxanne Edmonds

Summary

Purpose:

This project is to purchase of 180 Cisco wireless access points as part of a three-phase project to enhance the hospital's wireless coverage and reliability.

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 \$148,626

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, Senior Vice President and Chief Operating Officer, Hospitals
CC: Tonja Williams, RN Chief Nursing Officer
DATE: October 15, 2019
RE: Ultrasound for OB Diagnostics/Maternal Fetal Medicine

Halifax Health OB Diagnostics/Maternal Fetal Medicine is requesting funding for the purchase of an ultrasound machine. The new ultrasound will replace equipment that is 6 years old, has an obsolete operating system and is no longer supported.

The state of the art ultrasound will have the ability to accurately evaluate anatomy one millimeter or less.

The project was approved at the Capital Investment Committee meeting on September 18, 2019.

TOTAL CAPITAL COSTS \$139,567



Halifax Health

Project Evaluation

Ultrasound for OB Diagnostics

Chief Nursing Officer:

Tonja Williams

Manager, Women's Services:

Heidi Wright

Finance Analysis by:

Roxanne Edmonds

Summary

Purpose:

This project is for the purchase of an ultrasound machine to replace the current unit which has an obsolete operating system that is no longer supported.

Strategic Plan Core Competency Achievement:

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

X
X

Cornerstone:

Safety
Compassion
Image
Efficiency

X
X

Investment Request for Approval **\$139,567**

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



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: October 15, 2019
RE: EKG Machines with Carts

Halifax Health EKG Department is requesting funding for the purchase of eight (8) electrocardiograph (EKG) machines and carts. The existing model was discontinued in 2013 and parts are no longer available.

The EKG machines will record the electrical activity of a patient's heart to assess heart rhythm, blood flow and abnormalities. The new EKG carts will have wireless capability for remote transmission from the cart to the data management system which will enter the patient information into the Electronic Medical Record. The carts also include bar coding for patient identification and rapid identification of cardiac arrhythmias.

The project was approved at the Capital Investment Committee meeting on September 18, 2019.

TOTAL CAPITAL COSTS \$65,912



Halifax Health Project Evaluation

EKG Carts (x8)

Chief Operating Officer:	Alberto Tineo
Vice President Operations:	Matt Petkus
Manager, Respiratory Therapy:	John Walburg
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is for the purchase of eight EKG carts to replace the current models which are discontinued and no longer can be repaired.

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 **\$65,912**

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



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: October 15, 2019
RE: Televisions for France Tower

Halifax Health Information Technology is requesting funding to purchase 180 patient televisions for the France Tower. The new HD televisions will replace all existing televisions in the France Tower. The existing analog televisions are 10 years old and showing signs of wear.

The new televisions will allow for an HD signal to be broadcast in the France Tower. The HD signal will improve the functionality of the TV guide and the quality of television service for our patients.

The project was approved at the Capital Investment Committee meeting on September 18, 2019.

TOTAL CAPITAL COST \$ 58,104



Halifax Health

Project Evaluation

Televisions for France Tower

Chief Information Officer:	Tom Stafford
Director IT Technical Services:	Mike Marques
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is to purchase of 180 HD televisions to replace existing out dated units in the France Tower, providing improved signal, quality and functionality of the television service for our patients.

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	X
Efficiency	X

Investment Request for Approval **\$58,104**

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

RESOLUTION

WHEREAS, Chapter 2003-374 of the Laws of Florida, as amended by Chapter 2019-172 (the "Enabling Act"), prescribes certain bidding requirements for Halifax Hospital Medical Center (the "District") regarding purchases of supplies, commodities, equipment, and materials; and

WHEREAS, the Enabling Act additionally provides for an exception to such bidding requirements in the event the District determines that by reason of an emergency or other unusual condition, the compliance with the bidding procedure would be detrimental to the interests of the District or its patients; and

WHEREAS, the District has identified such an emergency or other unusual condition in regard to certain equipment and desires to authorize the acquisition of such equipment without complying with the standard bidding procedure.

NOW THEREFORE BE IT RESOLVED as follows:

1. The District hereby finds that an emergency/unusual condition exists in regard to the reverse osmosis water filtration system utilized in the Halifax Hospital Medical Center – Daytona Beach surgical department. Reverse osmosis water filtration is required for the proper cleaning of surgical instruments. The existing filtration system is unable to keep up with the demand for an average of 1,440 gallons per day, resulting in delays and inefficiencies in the scheduling of patient surgeries. It has been determined that the filtration system cannot be repaired, and immediate purchase of a new system was required in order to provide safe and efficient patient care within the surgical department.

2. The District has determined that compliance with the bidding procedure prescribed by the Enabling Act would be detrimental to the delivery of patient care within the surgical department.

3. The District therefore authorizes acquisition of the Ameriwater R02 Reverse Osmosis System for a total cost of \$25,222.00.

DONE AND RESOLVED this ____ day of October, 2019.

Chairman

Secretary



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 of Operations
DATE: October 15, 2019
RE: Board Resolution - Emergency Purchase of Reverse Osmosis Water Filtration

Halifax Health Surgical Services is requesting a Board Resolution to approve the emergency purchase of a reverse osmosis water filtration system for the instrument room. The filtration system supplies the water used to sterilize the instruments for the operating rooms.

The current system is 16 years old and can no longer be repaired or upgraded. The system cannot keep up with the demand, an average of 1,440 gallons per day. There are times when this has resulted in delays and inefficiency in the operating rooms.

The replacement system will run at a capacity of approximately 2,800 gallons per day. With the increased capacity, the system will accommodate the current volume of water and the addition of instrument washers should future demands increase.

TOTAL CAPITAL COSTS \$25,222



Halifax Health Project Evaluation

Reverse Osmosis Water Filtration

Chief Operating Officer:	Alberto Tineo
VP of Operations:	Matt Petkus
Finance Analysis by:	Roxanne Edmonds

Summary

Purpose:

This project is for the purchase of a new reverse osmosis water filtration system to replace the current aged system that can no longer be repaired and cannot keep up with the demand.

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 **\$25,222**

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

Halifax Health Medical Center
Late Submission Capital Inventory Disposals
AUGUST/SEPTEMBER 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.

Asset #	Description	Department	Date Purchased	Disposition Status	Original Cost	Book Value
46153	BIODEX MACHINE	201 PHYSICAL THERAPY	09/07/94	BROKEN/IRREPAIRABLE	2,295.00	-
46163	6X8 HI-LO MAT TABLE	201 PHYSICAL THERAPY	08/31/94	BROKEN/IRREPAIRABLE	2,702.83	-
52447	FLUIDTHERAPY MACHINE	201 OCCUPATIONAL THERAPY	10/01/88	BROKEN/IRREPAIRABLE	4,444.86	-
47403	WHEELCHAIR SCALE	HEALTH FITNESS CENTER	10/01/96	BROKEN/IRREPAIRABLE	1,416.97	-
59191	PORTABLE HEMODIALYSIS MACHINE	DIALYSIS	02/22/06	BROKEN/IRREPAIRABLE	18,827.00	-
50886	MEDICAL RECORD SHELVING	MEDICAL RECORDS	10/13/99	SURPLUS SHELVING	2,698.50	-
0034702	MEDICAL RECORD SHELVING	MEDICAL RECORDS	05/01/87	SURPLUS SHELVING	40,775.62	-
46641	MEDICAL RECORD SHELVING	MEDICAL RECORDS	12/22/94	SURPLUS SHELVING	34,406.98	-
46296	MEDICAL RECORD SHELVING	MEDICAL RECORDS	09/27/94	SURPLUS SHELVING	9,450.00	-
41134	MEDICAL RECORD SHELVING	MEDICAL RECORDS	14/11/91	SURPLUS SHELVING	1,825.07	-
0034585	BLOODBANK REFRIGERATOR	LAB	06/01/87	BROKEN/IRREPAIRABLE	4,822.00	-
55325	MINOLTA COPIER	MEDICAL RECORDS	07/26/06	BROKEN/IRREPAIRABLE	7,547.00	-
52462	SCANNER	MEDICAL RECORDS	12/01/10	BROKEN/IRREPAIRABLE	5,174.72	-
71553	RETURN ELECTRODE	TWIN LAKES SURGERY CENTER	10/10/17	BROKEN/IRREPAIRABLE	2,112.66	-
71554	RETURN ELECTRODE	TWIN LAKES SURGERY CENTER	10/10/17	BROKEN/IRREPAIRABLE	2,112.66	-
71555	RETURN ELECTRODE	TWIN LAKES SURGERY CENTER	10/10/17	BROKEN/IRREPAIRABLE	2,112.66	-
44902	REALTIME INTERFACE	MEDICAL RECORDS	09/01/93	SOFTWARE SUNSETTED	1,400.00	-
41732	CUBICLES	MEDICAL RECORDS	07/12/91	BROKEN/MISC PIECES	38,561.88	-
41600	CUBICLES	MEDICAL RECORDS	05/15/91	BROKEN/MISC PIECES	26,718.87	-
40720	CUBICLES	MEDICAL RECORDS	11/15/90	BROKEN/MISC PIECES	1,228.82	-
40721	CUBICLES	MEDICAL RECORDS	11/15/90	BROKEN/MISC PIECES	1,228.83	-
40295	CUBICLES	MEDICAL RECORDS	08/01/90	BROKEN/MISC PIECES	20,564.08	-
59528	TABLET	MEDICAL RECORDS	03/01/12	BROKEN/IRREPAIRABLE	1,367.48	-
56862	SCANNER	MEDICAL RECORDS	06/03/08	BROKEN/IRREPAIRABLE	4,624.32	-
55442	BAR CODE PRINTER	MEDICAL RECORDS	12/28/06	BROKEN/IRREPAIRABLE	1,745.00	-
55443	BAR CODE PRINTER	MEDICAL RECORDS	12/28/06	BROKEN/IRREPAIRABLE	1,745.00	-
54337	MICROFILM/FICHE	MEDICAL RECORDS	06/21/04	SOFTWARE SUNSETTED	7,891.00	-
55325	COPIER	MEDICAL RECORDS	07/26/06	BROKEN/IRREPAIRABLE	7,547.00	-
50668	PRINTER	MEDICAL RECORDS	12/16/98	BROKEN/IRREPAIRABLE	1,269.00	-
40942	DISC DRIVE CRT	MEDICAL RECORDS	03/06/91	BROKEN/IRREPAIRABLE	4,995.00	-
39951	COMPUTER MONITOR	MEDICAL RECORDS	07/31/90	BROKEN/IRREPAIRABLE	3,390.10	-
						-
						-
						-
						-
Total to be Disposed:					\$ 267,000.91	\$ -



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: September 23, 2019
Re: Compliance Dashboard Report for the month ended August 31, 2019

The Compliance Program Dashboard Report for August 2019 is attached. Item III(2) did not meet the target defined on the report. The target is set for at least 70% of the 15 members to attend the Compliance Committee meeting. Nine (9) of the fifteen (15) members (or 60.0%) attended the July 31, 2019 Compliance Committee meeting:

Members Present:

Shelly Shiflet, Vice President and Chief Compliance Officer;
Maria Crumlich, Director, Hospice;
Bill Griffin, Director, System Research and Planning;
Khalelah Jones, Privacy Officer;
Sarah Kaylor, Compliance Project Manager;
Kelly Kwiatek, Senior Vice President & General Counsel;
Arvin Lewis, Senior Vice President and Chief Revenue Officer;
Tom Stafford, Vice President and Chief Information Officer; and,
Tonja Williams, Chief Nursing Officer.

Members Absent:

Dr. Margaret Crossman, Chief Medical Officer;
Kim Fulcher, Senior Vice President and Chief Human Resources Officer;
Jennifer Morrow, Risk Management Specialist;
Eric Peburn, Executive Vice President and Chief Financial Officer;
Alberto Tineo, Senior Vice President, Operations; and,
Jillian Wheelock, Deputy General Counsel (General Counsel Alternate).

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
Office: 574-237-1107

I can be reached at: Shelly.Shiflet@halifax.org
Office: 386-425-4970

Recommended Action: None. Information only.

Halifax Health
Corporate Compliance Program
Board Report – 8/31/19

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:

	➤	Code of Conduct Attestation¹
	1. 3,942	Number of Covered Persons and Board Members required to complete as of end of period
	2. 100%	% of Covered Persons who have completed (On Target at 100%)

	➤	CIA Required Training²
	1. 4,039	Number of Covered Persons and Board Members required to complete as of end of period
	2. 100%	% of Covered Persons who have completed (On Target at 100%)

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

	➤	Sanction Check for Covered Persons³
	1. 4,914	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. 60.0%	% of members who attended the meeting (On Target at 70% or Greater) – The last meeting date with approved minutes was 7/31/19
	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. 0/35	Number of Help Line calls received during month/past 12 months
	2. 0/16	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 7/31/19
	4. 0	Number of open Help Line calls rated as High Priority as of 8/31/19
	5. 7	Number of Help Line calls closed since last month

V. COMPLIANCE ISSUES

	1. 29	Number of issues open as of 7/31/19
	2. 13	Of the issues in item 1, ___ remain open as of 8/31/19
	3. 16	Number of issues from item 1 closed as of 8/31/19 (9/25/19 actual meeting date due to hurricane reschedule)
	4. 48%	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. 0	Number of concerns related to billing/coding received during the month
	2. 0	Number of concerns from #1 that required a billing/ coding review
	3. 0	Number of reviews from #1 still being investigated
	4. 0	Number of reviews from #1 closed or pending Committee review
	5. 0	Number of reviews from #1 expected to require repayment/processing of claims

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

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

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



HALIFAX HEALTH

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: October 21, 2019
Re: Compliance Dashboard Report for the month ended September 30, 2019

The Compliance Program Dashboard Report for September 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
Office: 574-237-1107

I can be reached at: Shelly.Shiflet@halifax.org
Office: 386-425-4970

Recommended Action: None. Information only.

Halifax Health
Corporate Compliance Program
Board Report – 9/30/19

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:

	➤	Code of Conduct Attestation¹
1.	4,007	Number of Covered Persons and Board Members required to complete as of end of period
2.	100%	% of Covered Persons who have completed (On Target at 100%)

	➤	CIA Required Training²
1.	4,099	Number of Covered Persons and Board Members required to complete as of end of period
2.	100%	% of Covered Persons who have completed (On Target at 100%)

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

	➤	Sanction Check for Covered Persons³
1.	4,984	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.	N/A	% of members who attended the meeting (On Target at 70% or Greater) – NO SEPTEMBER MEETING
	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.	4/34	Number of Help Line calls received during month/past 12 months
	2.	3/16	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 8/31/19
	4.	0	Number of open Help Line calls rated as High Priority as of 9/30/19
	5.	0	Number of Help Line calls closed since last month

V. COMPLIANCE ISSUES

	1.	17	Number of issues open as of 8/31/19
	2.	17	Of the issues in item 1, ___ remain open as of 9/30/19
	3.	N/A	Number of issues from item 1 closed as of 9/30/19 NO SEPTEMBER MEETING
	4.	N/A	Percent of open issues from item 1 closed (On Target at 25% or Greater) NO SEPTEMBER MEETING

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

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

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

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



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Eric Peburn, Executive Vice President and Chief Financial Officer
DATE: October 24, 2019
RE: Letter of Credit – Update

The \$70,000,000 Series 2008 Variable Rate Demand Bonds are supported by an irrevocable direct pay letter of credit (LOC) with JPMorgan. The LOC is set to expire in November 2020. We are proposing to extend the LOC to November 2024 at a reduced annual fee.

Enclosed are the following agreements for review and approval by the Finance Committee and Board of Commissioners.

1. Amendment to extend the LOC to 2024.
2. Letter from Financial Advisor.
3. Board of Commissioners' Resolution for the District
4. Board of Directors' Resolution for HH Holdings, Inc.

Provisions of the Amendment:

1. Annual Fee: 45 basis points. Current annual fee: 115 basis points.
2. Term: 5 years.
3. All other provisions of the existing LOC agreement ("Reimbursement Agreement") are unchanged.

The lower fee will result in an annual savings of approximately \$490,000 over the five year term.

Financial Advisor: Ponder & Co. served as Financial Advisor in renewing the LOC and recommends the 5 year renewal with JPMorgan.

The renewal and related documents have been reviewed by Halifax Health General Counsel, Kelly Kwiatek and Bond Counsel, Randy Clement.

Please let me know if you have any questions or concerns.

Enclosures

2019 AMENDMENT TO REIMBURSEMENT AGREEMENT

THIS 2019 AMENDMENT (this “Amendment”) dated as of [REDACTED], 2019 to the REIMBURSEMENT AGREEMENT dated as of November 1, 2010, as amended and supplemented (the “Agreement”), between HALIFAX HOSPITAL MEDICAL CENTER and H.H. HOLDINGS, INC. (collectively, the “Borrower”) and JPMORGAN CHASE BANK, N.A. (the “Bank”).

For good and valuable consideration the receipt of which is hereby acknowledged, the Bank and the Borrower agree to amend the Agreement as follows (capitalized terms not defined in this Amendment shall have the meaning given in the Agreement):

Section 1. Extension of Letter of Credit Term. The Bank hereby agrees to extend the Stated Expiration Date of Letter of Credit No. CTCS-862019 to [REDACTED], [REDACTED], subject nevertheless to the current provisions of the Letter of Credit requiring termination of the Letter of Credit at an earlier date upon the happening of certain events.

Section 2. Amendments and Modifications.

(a) The definition of “Applicable Rate” set forth in Section 1.1 of the Agreement is hereby amended in its entirety to read as follows:

““Applicable Rate” — shall mean 0.45% per annum as of the effective date of the Amendment, subject to a ten basis point (0.10%) increase for each notch change downgrade, including gradations within each rating category, (or equivalent ratings, as determined by the Bank, if such designations should change); provided, however, in the event of a split Rating, the lowest Rating shall apply. Each change in the Applicable Rate shall be effective as of the date of the Rating change. Upon the occurrence and during the continuation of an Event of Default, the Applicable Rate then in effect shall increase by one hundred basis points (i.e., 1.0%).”

(b) The definition of “Base Rate” set forth in Section 1.1 of the Agreement is hereby amended in its entirety to read as follows:

““*Base Rate*” — means the higher of (i) the Prime Rate, (ii) Adjusted One Month LIBOR Rate and (iii) 7.5%, provided, however, if the Bank’s short-term ratings from S&P and Fitch fall below A-1 and P-1, respectively, the 7.5% shall be adjusted down to 4.5% for the first 120 days after a drawing. In the event of the permanent discontinuance of the Adjusted One Month LIBOR Rate or the Bank’s determination that the Adjusted One Month LIBOR Rate is no longer a reliable benchmark rate, the Base Rate shall mean the higher of (i) and (iii) above.”

(c) The definition of “Make-Whole Period” set forth in Section 1.1 of the Agreement is hereby amended in its entirety to read as follows:

““*Make-Whole Period*” — means the period commencing on the date of this Amendment and ending on the fifth anniversary date hereof.”

(d) Section 2.5(c), regarding the drawing fee for each drawing under the Letter of Credit is hereby amended in its entirety as follows:

“c) on the date of each drawing under the Letter of Credit, a drawing fee in the amount of U.S. \$500.00;”

(e) Section 2.5(f), regarding amendment fee, is hereby added as follows:

“f) on the effective date of any amendment or modification to the Agreement or the Letter of Credit, an amendment fee equal to the higher of (i) \$5,000, plus related legal fees of the Bank, or (ii) such other amount as shall be reasonably determined by the Bank.”

Section 3. Limitation of Amendment. This Amendment is specifically limited to the matters set forth in Sections 1 and 2 hereof and does not constitute, directly or by implication, an amendment or waiver of any other provision of the Agreement or any right, remedy, power or privilege of the Bank.

Section 4. Provisions Still Effective. Except as amended hereby, all provisions, terms and conditions of the Agreement shall continue in full force and effect.

Section 5. Representations and Warranties. The Borrower hereby remakes the representations and warranties (other than any such representations and warranties that are, in accordance with their terms, made only at a stated date) set forth in Article IV of the Agreement on the effective date of this Amendment.

Section 6. No Event of Default. The Borrower hereby represents that no Default or Event of Default has occurred and is continuing on the effective date of this Amendment.

Section 7. Conditions Precedent. It shall be a condition precedent to the Bank's entering into this Amendment that all corporate and other proceedings taken in connection with the transactions contemplated hereby and all documents incident thereto shall be in form and substance satisfactory to the Bank.

Section 8. Counterparts. This Amendment may be executed in counterparts each of which shall constitute an original but all of which, when taken together, shall constitute but one instrument.

(Signature page follows)

IN WITNESS WHEREOF, each of the Borrower and the Bank has had this Amendment executed by its duly authorized officers acting in their official capacities this [] day of [], 2019.

JPMORGAN CHASE BANK, N.A.

By:_____

HALIFAX HOSPITAL MEDICAL CENTER

By:_____

H.H. HOLDINGS, INC.

By:_____

MEMORANDUM

To: Mr. Eric M. Peburn
Executive Vice President & Chief Financial Officer
Halifax Health

From: Grant Ostlund

Date: October 23, 2019

RE: Extension of the JPMorgan Chase Direct Pay Letter of Credit

In 2008, Halifax Hospital Medical Center (the “District”) issued \$70 million of variable rate demand bonds (the “Series 2008 Bonds”). The Series 2008 Bonds are repriced weekly by a remarketing agent (J.P. Morgan Securities LLC). As weekly variable rate demand bonds, holders of the Series 2008 Bonds maintain the option to tender the bonds for repayment upon providing notification seven days in advance. To provide a liquidity source for possible tenders, the District maintains a direct pay letter of credit (the “LOC”) with JPMorgan Chase Bank, N.A (“JPMorgan”). Under the terms and conditions of the Series 2008 Bonds and the LOC, if bonds are tendered to the trustee, the trustee will draw upon the LOC to fund the repurchase. As a result of the presence of the LOC, the Series 2008 Bonds maintain short-term credit ratings reflective of the strength of JPMorgan (“A-1+” and “F1+” from Standard and Poor’s and Fitch, respectively – the short-term ratings are the highest offered by both rating agencies). In addition to providing a source of liquidity, the LOC also provides enhancement to the long-term credit rating of the Series 2008 Bonds. Fitch has assigned a long-term credit rating of “AA-” to the Series 2008 Bonds based upon the JP Morgan direct pay letter of credit. Standard and Poor’s has assigned a long-term credit rating of “AAA” based upon the credit strength of JPMorgan Chase and the District.

Currently, the annual fees for the JP Morgan direct pay letter of credit are 115 basis points (1.15%) of the face value of the LOC (the outstanding principal of the Series 2008 plus an interest component equal to 35 days of interest at 12%). The existing JP Morgan direct pay letter of credit is schedule to terminate on November 17, 2020.

JP Morgan has proposed to extend the termination date and revise the annual fees for the LOC as noted in the following table (and as compared to existing LOC):

Stated Expiration ¹	Annual Facility Fee (Basis Points/Dollar Amount) ²	Annual Incremental Savings (Dollar Amount) ³	Make-Whole Period ⁴
Existing: 1 year (approx.)	115 bps/\$814,392	Not Applicable	
Proposed: 3-years	35 bps/\$247,858	\$566,533	2 years
5-years	45 bps/\$318,675	\$495,717	3 years
7-years	55 bps/\$389,492	\$424,900	5 years

1 - Expiration of proposed extensions from date of execution.

2 - Based upon LOC facility amount (\$70 million plus 35 days of interest at 12%). The annual facility fee is subject to increases if the District is downgraded (10 basis point increase for each downgrade).

3 - Annual incremental savings is the existing “Annual Facility Fee” amount less the proposed “Annual Facility Fee for each proposed expiration period.

4 - Termination of the LOC during the make-whole period would result in a payment of all unpaid annual facility fees for the make-whole period. This make-whole payment would be required if the District permanently reduced the amount of the LOC or terminated the LOC but would not be required if the Series 2008 Bonds were refunded with a public issuance of debt which did not require a direct pay letter of credit or if JPMC’s short-term rating fell below “A-1”.

Besides pricing, the propose extensions maintain similar terms, conditions, and provisions as the existing LOC.

* - The District has hedged the variable interest rate on the Series 2008 Bonds through an interest rate swap agreement. The ongoing fees associated with the Series 2008 Bonds will directly affect the overall cost of capital on the fixed interest rate created by the hedge.

Based upon recent experience with tax-exempt healthcare entities with similar credit ratings to the District and with direct pay letters of credit with similar terms and conditions, Ponder deems the proposed fees as competitive. While soliciting proposals from other commercial banks may generate a lower annual fee proposal, Ponder would anticipate any incremental savings to be minimal. Additionally, the time, effort, and cost of negotiating final terms, conditions, and provisions of a new direct pay letter of credit along with providing appropriate disclosure of the change will mitigate if not eliminate any savings. It is Ponder's recommendation to accept JPMorgan's extension proposal.

Concerning the selection of an expiration date, there is no "right" or "wrong" answer. With a five- or seven-year extension period, the District will pay incremental fees to eliminate/delay renewal risk (the risk that the LOC cannot be renewed or can be renewed but at a higher annual cost). The incremental cost of delaying renewal risk is \$70,817 per year for a two-year delay (from 3 to 5 years) and \$141,634 per year for a five-year delay (from 3 to 7 years). While not a certainty, the District should anticipate for JPMorgan to continue to offer a direct pay letter of credit at competitive pricing in the future since JPMorgan is the District's treasury management and investment bank and will want to maintain this established long-term relationship. As such, the District may want to consider the 3- or 5-year extension to save on fees. If JPMorgan is anticipated to continue to participate in the future, the 3-year option is certainly viable. However, 3-years is a relatively short period time and would probably result in the District contemplating another renewal in two years in order to execute the next extension in a timely manner.

RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HALIFAX HOSPITAL MEDICAL CENTER PERTAINING TO ITS HALIFAX HOSPITAL MEDICAL CENTER HOSPITAL REVENUE REFUNDING AND IMPROVEMENT BONDS, SERIES 2008; AUTHORIZING THE EXTENSION OF THE STATED EXPIRATION DATE OF THE EXISTING CREDIT FACILITY FOR SAID BONDS; APPROVING THE FORM OF AND AUTHORIZING THE EXECUTION AND DELIVERY OF AN AMENDMENT TO THE REIMBURSEMENT AGREEMENT DATED NOVEMBER 1, 2010, AS AMENDED AND SUPPLEMENTED BETWEEN THE DISTRICT FOR ITSELF AND AS OBLIGATED GROUP REPRESENTATIVE ON BEHALF OF H. H. HOLDINGS, INC. AND JPMORGAN CHASE BANK, N.A.; PROVIDING AN EFFECTIVE DATE FOR THIS RESOLUTION; AND PROVIDING CERTAIN OTHER AUTHORIZATIONS AND DETAILS WITH RESPECT THERETO.

BE IT RESOLVED by the Board of Commissioners of the Halifax Hospital Medical Center that:

SECTION 1. AUTHORITY. This Resolution is adopted pursuant to the Constitution of the State of Florida, Chapter 2003-374, Laws of Florida, as amended, and other applicable provisions of law (the "Act").

SECTION 2. DEFINITIONS. All terms used herein in capitalized form, unless otherwise defined herein, shall have the same meaning as ascribed to them in the Master Trust Indenture dated as of June 1, 2006 (the "Master Indenture"), between Halifax Hospital Medical Center (the "District"), as the Obligated Group Representative on behalf of the Obligated Group thereunder (in such capacity, the "Obligated Group Representative"), and Wells Fargo Bank, National Association, as Master Trustee (in such capacity, the "Master Trustee"), the Trust Indenture dated as of September 1, 2008 (the "2008 Bond Indenture"), between the District, in its capacity as Issuer (in such capacity, the "Issuer"), and Wells Fargo Bank, National Association, as Bond Trustee (in such capacity, the "Bond Trustee").

SECTION 3. FINDINGS. The District, acting through its Board of Commissioners, has found and determined and does hereby declare that:

A. The Issuer has previously issued its Hospital Revenue Refunding and Improvement Bonds, Series 2008 (the "2008 Bonds"). The 2008 Bonds are currently secured by an irrevocable, direct-pay letter of credit (the "JPMorgan Letter of Credit") issued by JPMorgan Chase Bank, N.A. (the "Bank") issued pursuant to the Reimbursement Agreement dated as of November 1, 2010 by and between the District, for itself and as Obligated Group Representative on behalf of H. H. Holdings, Inc. ("Holdings"), collectively referred to therein as the "Borrower," and the Bank, as supplemented and amended (the "Reimbursement Agreement").

B. The JPMorgan Letter of Credit currently has a Stated Expiration Date of December 17, 2020. The District desires to cause the Bank and the Bank has offered to extend such Stated Expiration Date to November 5, 2024 on the terms provided in the Reimbursement Agreement as further supplemented and amended by the 2019 Amendment to the Reimbursement Agreement, a proposed form of which is attached hereto as Exhibit "A" (the "2019 Amendment").

C. The District further desires to approve the forms of and authorize the execution and delivery of the 2019 Amendment and certain of the documents required to be delivered by the District and the Obligated Group Representative in connection therewith.

SECTION 4. APPROVAL AND AUTHORIZATION OF 2019 AMENDMENT. To provide for the extension of the Stated Expiration Date of the JPMorgan Letter of Credit to November 5, 2024, the form of the 2019 Amendment attached hereto as Exhibit "A" to be entered into by the Obligated Group and the Bank is hereby approved, subject to such changes, insertions and omissions and filling of blanks therein as may be approved by the President and Chief Executive Officer or the Executive Vice President and Chief Financial Officer of the District, and the execution and delivery shall be conclusive evidence of such approval. The President and Chief Executive Officer or the Executive Vice President and Chief Financial Officer of the District are hereby authorized and empowered to execute and deliver the 2019 Amendment in substantially the form attached hereto as Exhibit "A" subject to such revisions as are authorized hereby.

SECTION 5. AUTHORIZATIONS. The President and Chief Executive Officer and the Executive Vice President and Chief Financial Officer of the District, and such other officers and employees of the District as may be designated by the President and Chief Executive Officer, are each designated as agents of the Obligated Group in connection with the execution and delivery of the 2019 Amendment and the performance and administration of the Reimbursement Agreement, including, without limitation, extensions from time to time of the term of the JPMorgan Letter of Credit, and are authorized and empowered, collectively or individually, to take all action and steps and to execute all instruments, documents and contracts on behalf of the Obligated Group that are necessary or desirable in connection therewith.

SECTION 6. REPEAL OF INCONSISTENT PROVISIONS. All resolutions or parts thereof in conflict herewith are to the extent of such conflict superseded and repealed.

[Remainder of page intentionally left blank]

SECTION 7. EFFECTIVE DATE. This Resolution shall become effective immediately upon its passage.

PASSED AND ADOPTED in public session of the Halifax Hospital Medical Center in Daytona Beach, Florida, this ____ day of November, 2019.

HALIFAX HOSPITAL MEDICAL CENTER

(SEAL)

By: _____
Harold L. Goodemote II
Chairman

ATTEST:

By: _____
Daniel Francati
Secretary

EXHIBIT A

FORM OF 2019 AMENDMENT TO REIMBURSEMENT AGREEMENT

RESOLUTION OF THE BOARD OF DIRECTORS OF H.H. HOLDINGS, INC. APPROVING AND AUTHORIZING AN AMENDMENT TO THE REIMBURSEMENT AGREEMENT BETWEEN THE OBLIGATED GROUP AND JPMORGAN CHASE BANK, N.A.; PROVIDING AN EFFECTIVE DATE FOR THIS RESOLUTION; AND PROVIDING CERTAIN OTHER AUTHORIZATIONS AND DETAILS WITH RESPECT THERETO.

WHEREAS, Halifax Hospital Medical Center (the “District”) previously entered into the Master Trust Indenture dated as of June 1, 2006 between the District, as the initial sole Member of the Obligated Group thereunder, and Wells Fargo Bank, National Association, as Master Trustee (the “Master Trustee”), as supplemented from time to time (the “Master Indenture”); and

WHEREAS, H.H. Holdings, Inc. (the “Corporation”), pursuant to the Assumption and Security Agreement dated as of December 31, 2008 between the Corporation (then known as Florida Health Care Plan, Inc.) and the District and delivered to the Master Trustee, assumed the obligations of and became a Member of the Obligated Group under the Master Indenture and became bound by and subject to the terms and provisions of the Master Indenture; and

WHEREAS, the District, in its capacity as Issuer (in such capacity, the “Issuer”) previously issued its Halifax Hospital Medical Center Hospital Revenue Refunding and Improvement Bonds, Series 2008 (the “2008 Bonds”); and

WHEREAS, the 2008 Bonds are secured by and payable from amounts payable by the Obligated Group under Obligation No. 6 issued under the Master Indenture, as specifically supplemented by the Fifth Supplemental Indenture for Obligation No. 6 and No. 7; and

WHEREAS, the 2008 Bonds are also secured by a direct pay letter of credit (the “JPMorgan Letter of Credit”) issued by JPMorgan Chase Bank, N.A. (the “Bank”); and

WHEREAS, the JPMorgan Letter of Credit currently has a Stated Expiration Date of December 17, 2020 and the District desires to cause the Bank and the Bank has offered to extend such Stated Expiration Date to November 5, 2024 pursuant and subject to the terms of the Reimbursement Agreement dated as of November 10, 2010, as amended, between the District and the Corporation, as Members of the Obligated Group, and the Bank, as further supplemented and amended by the 2019 Amendment to Reimbursement Agreement, a proposed form of which is attached hereto as Exhibit “A” (the “2019 Amendment”); and

WHEREAS, the Corporation desires to approve and authorize the 2019 Amendment and certain documents required to be delivered by the Obligated Group in connection therewith;

NOW, THEREFORE, by the Board of Directors of H.H. Holdings, Inc. that:

SECTION 1. DEFINITIONS. All terms used herein in capitalized form, unless otherwise defined herein, shall have the same meaning as ascribed to them in the Master Indenture or the Trust Indenture dated as of September 1, 2008 (the "2008 Bond Indenture"), between the Issuer and Wells Fargo Bank, National Association, as Bond Trustee (in such capacity, the "Bond Trustee").

SECTION 2. APPROVAL OF 2019 AMENDMENT. To provide for the extension of the Stated Expiration Date of the JPMorgan Letter of Credit to November 5, 2024, the form of the 2019 Amendment is attached hereto as Exhibit "A" to be entered into by the District, for itself and as the Obligated Group Representative on behalf of the Obligated Group, is hereby approved, subject to such changes, insertions and omissions and filling of blanks therein as may be approved by the officer of the Obligated Group Representative executing the same, and the execution and delivery shall be conclusive evidence of such approval. The execution and delivery of the 2019 Amendment on behalf of the Obligated Group are hereby authorized and approved by the Corporation.

SECTION 3. AUTHORIZATIONS. The President, Vice President, Secretary, Assistant Secretary, and such other officers and employees of the Corporation as may be designated by the President or Vice President, are each designated as agents of the Corporation in connection with the execution and delivery of the 2019 Amendment and the performance and administration of the Reimbursement Agreement, including, without limitation, the extension from time to time of the term of the JPMorgan Letter of Credit, and are authorized and empowered, collectively or individually, to take all action and steps and to execute all instruments, documents and contracts on behalf of the Corporation that are necessary or desirable in connection therewith. The Corporation hereby confirms the authority of the District, as Obligated Group Representative, to serve as agent of the Obligated Group and to execute and deliver the 2019 Amendment and other documents on behalf of the Obligated Group in connection therewith and in connection with the administration and performance by the Obligated Group of the Reimbursement Agreement, including, without limitation, the extension from time to time of the term of the JPMorgan Letter of Credit.

[Remainder of page intentionally left blank]

SECTION 4. EFFECTIVE DATE. This Resolution shall become effective immediately upon its passage.

PASSED AND ADOPTED in public session of the Board of Directors of H.H. Holdings, Inc. in Daytona Beach, Florida, this ____ day of November, 2019.

H.H. HOLDINGS, INC.

(SEAL)

By: _____

Its: _____

ATTEST:

By: _____

Its: _____

EXHIBIT A

FORM OF 2019 AMENDMENT TO REIMBURSEMENT AGREEMENT

2020 Halifax Health Board of Commissioners & Board Committee Meeting Schedule

Unless otherwise specified, all meetings held at 4:00 p.m. at Halifax Health Medical Center
France Tower Conf. Room A, 303 No. Clyde Morris Boulevard, Daytona Beach, FL

Posted on:

halifaxhealth.org

halifaxhealthdistrict.org

Month	Investment Committee	Audit Committee	Finance Committee	Board of Commissioners District Meeting	Board of Commissioners Education & Strategic Planning
January		01/08/20	01/08/20	01/15/20	
February	02/10/20				02/12/20
March		03/04/20	03/04/20	03/11/20	
April					04/08/20
May*	05/11/20	05/06/20	05/06/20	05/13/20	
June					06/10/20
July		07/08/20	07/08/20	7/15/20 & Budget Workshop	
August	08/10/20				08/12/20
September		09/02/20	09/02/20	09/09/20	
				First Public Hearing TBD	
				Final Public Hearing TBD	
October					10/14/20
November*	11/09/20	11/04/20	11/04/20	11/11/20	
December					12/09/20

Foundation & Auxiliary Updates*

Halifax Hospice Board Meetings

BIKETOBERFEST 2019 – STATISTICAL SNAPSHOT



This data is made possible by all the Team Members with the Halifax Trauma Registry Office

****Please be advised that this is a preliminary snapshot only and will not be finalized until all patients have been discharged****

General Statistics throughout 4 Day Event

	2015	2016	2017	2018	2019
Total <u>Biktoberfest-Related</u> Admissions	12	16	18	29	19
Total <u>Biktoberfest-Related</u> Trauma Team Activations	5	13	11	15	17
Total Trauma Admissions	39	43	36	45	41
Total Trauma Team Activations	11	21	15	18	28

Biktoberfest-Related Trauma Admission Statistics

	2015	2016	2017	2018	2019
Biktoberfest-Related Admissions	29	12	16	18	19
Motorcycle Crash Admissions (inc. scooter)	27	10	15	18	18
Motorcycle Driver (Passenger)	22 (5)	10 (0)	14 (1)	15 (3)	15 (3)
Helmet Usage	8	1	5	6	6
Dead on Arrival (DOA)	0	0	1	0	0
In-hospital Deaths (wearing helmets)	1 (1)	0	0	0	0
Patients with Head Injuries	11	3	2	6	5
Average Age (median)	54 (55)	48 (48)	57 (56)	49 (51)	53 (56)
Gender	♂ 22 ♀ 7	♂ 11 ♀ 1	♂ 13 ♀ 3	♂ 13 ♀ 5	♂ 14 ♀ 5
Volusia Co Residence	6	5	3	7	3
Outside Volusia Co Residence	19	6	12	9	16
Outside Florida Residence	4	1	1	2	3

***As of 10/21/2019, there are a total of 12 patients admitted: 7 in ICU and 5 on Med-Surg**

Halifax Health Board of Commissioners' Meeting

AUXILIARY REPORT

For

November 4, 2019

Volunteer Hours: From October 1, 2018 to September 30, 2019, the Halifax Health Auxiliary donated **54,750** volunteer hours.

Induction of 2020 Auxiliary Officers: On Saturday, September 28th, the Annual Installation of new Auxiliary Officers took place at the Palmetto Club. The following members of the Auxiliary were introduced and inducted by Joe Petrock.

President- Cynthia Rose
1st Vice-James Davis
2nd Vice- Larry Berkowitz
Treasurer-Laina Roy
Assistant Treasurer-Daphne Sapp
Recording Secretary-Donna Himes
Corresponding Secretary-Jan Kirkpatrick

Over 75 members of the Auxiliary as well as Joe Petrock from the Halifax Health Foundation along with Rev. Paul Rudy.

The auxiliary also presented a check to Joe Petrock, Executive Director of the Foundation, in the amount of **\$125,000**

During Volunteer Week, April 13, 2019 the luncheon was held at Piggotte Center in South Daytona with 100 members in attendance along with Tennyson providing entertainment.

Volunteer Recruitment & Training: From October 2018 thru September 2019, **137** new volunteers have been recruited and oriented.

Therapy Dogs: 18 Therapy Dog teams with 3 new teams in training who are very busy meeting the emotional needs of patients, staff, and visitors. Therapy Dog teams continue to participate in community and hospital events and are a very positive part of the Halifax Health Auxiliary! We also had several teams participate in Port Orange Family Days also held on September 28th.

Gift Shop: Gift Shop sales are holding steady. Gift shop manager Paul Thompson along with WG Watts is currently working on plans for Deltona's future Gift Shop. The Gift Shop donations to the Auxiliary were in the amount of \$60,000 for this past year.

An additional \$20,000 of revenue was received from First Uniform and given to the Auxiliary. There are vending machines throughout the facility that produce over

\$30,000 in revenue which was also donated to the Auxiliary. There have been 2 vending machines placed in the Surgical Waiting Room as of September 2019. The Auxiliary also sponsors several vendor sales throughout the year which profited over \$15,000.

Stitch N Knit The Stitch N Knit Auxiliary team continues to produce stuffed animal toys, prop pillows, nursing pillows, baby booties/mitts/hats, car seat pillows, burp pads, lap robes, ADL Busy Buddy activity pillows, oncology patient neck pillows as well as Christmas Stockings for all babies born during the holiday. Over 14,583 pieces were distributed over the past year – each with a tag that says, “Made with Tender Loving Care –Halifax Auxiliary”

Sincerely,

W.G. Watts, Manager
Halifax Health Auxiliary, Inc.



HALIFAX HEALTH

TO: Jeff Feasel, President/CEO
FROM: Joe Petrock, Executive Director, Halifax Health Foundation
DATE: November 30, 2019
RE: Halifax Health Foundation and Associates Boards' Semi-Annual Report
May, 2019 – December, 2019

The Foundation and Associates Boards consist of a combined 110 community leaders who financially assist and support the Foundation and Halifax Health. Through special events and the generosity of our donors, the Foundation has raised \$1.1M this Fiscal Year. Currently we have net assets of over \$45M. Since 1998, the Foundation has funded over \$14.4M for the needs of the medical center including the purchase of state of the art technology/equipment and providing medical education for the staff, this includes our most recent purchase, Mako Robotic-Arm Assisted Surgery.

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

- May, 2019: Dr. Roland Torres, Brain Injuries
- July, 2019: Dr. Carolyn Geis, Brain Injuries
- September, 2019: Kelly Vaglica, Kidney Transplants

FOUNDATION FUND RAISING PROJECTS

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

April 27: Simon's Angel Denim & Dice

A gala held at ERAU Henderson Center with proceeds benefiting Women's and Children's service.

May 20: Live Your Life Well Luncheon

Ninety plus community leaders were invited to hear about Halifax Health|UF Health partnership. Special recognition was given to Mori Hosseini for his support of our mission and vision.

May 11: Haley Watson Surf Classic

This annual national surfing classic, presented by Haley Watson in memory of her mother, was held at Flagler Pier with proceeds benefiting Halifax Health – Cardiovascular.

June 7: Bahama Casual Event

Bahama Casual is one of our communities' most anticipated annual events and one of the most successful. The theme for this year was "Staying Alive" and featured US BeeGees. Guests enjoyed great food, music, and lip sync acts. The grand prize was a 2019 Chevrolet Camaro. This event raised \$180,000.

June 17: Golf for Kid's Sake

Hosted by Randy Dye, Daytona Dodge, proceeds from this golf tournament benefit Halifax Health/Brooks Rehab Adaptive Sports program.

August 20: Vince Carter Embassy of Hope Gala

This event is a partnership between Embassy of Hope Foundation and Halifax Health – Foundation. Proceeds benefit Halifax Health – Regional Oncology Center. Special recognition was given to Halifax Health – Foundation Board member, Bobby Thigpen.

September 13: 2nd Annual Volusia County Sheriff's Gala

In partnership with the Volusia County Sheriff's Foundation, this event featured Sheriff Mike Chitwood and Congressman Mike Waltz. John Guthrie, Halifax Health Communications Director, was elected Sheriff's Foundation Board Chairman for 2020-2022. Proceeds benefit Halifax Health – Trauma.

September 13: Trauma Talks

This comprehensive 1 day conference featured fundamental concepts of trauma care and scenario-based activities.

October 24 -24: 46th Annual DIS Pro-Am Golf Classic

In partnership with Daytona International Speedway, the Pro-Am tournament was held at LPGA International and is one of the most successful fundraising events in our community. This event raised over \$250K and over \$4M since 2004. This year's event featured National World Long Driving Champion, Justin James.

November 8: Live Your Life Well

Ninety plus community leaders were invited to hear about Halifax Health and the latest A.I. Technology that can save your life. Featured speakers were President/CEO Jeff Feasel, Dr. Steven Miles, Dr. Alireza Bozorgmanesh, and Matt Petkus, VP of Operations.

November 10: Howard Frank Memorial Poker Tournament

Proceeds benefiting Halifax Health Women & Children's Programs

November 6-8: 59th Riviera Open Pro-Am

This event included a golf clinic for special needs athletes. Proceeds benefit Health Health – Cardiovascular.

December, 2019: Molta Bella Shopping Event

Twenty percent of the sales from this annual event are donated to Halifax Health – Foundation.



HALIFAX HEALTH

Human Resources Executive Summary - August 2019



HALIFAX HEALTH

Recruitment				Turnover	
^Vacancy Rate	4.80%	New Hires	95	*Annualized Turnover Rate	20.43%
Number of Applications	3,044	FT	75	*Annualized RN Turnover Rate	20.18%
Average Days to Fill	31.5	PT	1	Terminated/Resigned	59
RNs	26.4	Casual Pool	17	Average Number of Employees	4,016
Allied Health	36.6	Core RNs	12	Average Number of FT /PT Employees	3,465
Employee Relations				Retention	
Employee of the Month:				Average Tenure of Active Employees	
Service Awards				Active Employees	
5 Year	18	Average Tenure 0 - 1 yr			
10 Year	-	Average Tenure 2 - 5 yr			
15 Year	3	Average Tenure 6 - 10 yr			
20 Year	3	Average Tenure > 10 yr			
25 Year	2	Seperations			
30 Year	3	Average Tenure 0 - 1 yr			
35 Year	-	Average Tenure 2 - 5 yr			
40 Year	1	Average Tenure 6 - 10 yr			
				Average Tenure > 10 yr	
*Organizational & Talent Development			Compensation		
**Inservice & Continuing Education			Includes 6 Month and Annual Performance Evals		
Number of Programs	1,291	Total Evaluations Due	320		
Participants	13,546	Early/OnTime Evaluations	145		
Instructions Hours	8,480	Late Evaluations	62		
*Computer Based Learning	3,915	Outstanding Evaluations	113		
		Avg Score	3.18		
		Avg Hourly Rate	\$ 27.94		
*Continuing Physician Education		RN Referral Bonuses Paid	\$ 2,000.00		
Number of Programs	12	At Max/Bonus Paid	\$ 3,964.48		
Participants	213	Tuition Reimbursements	7 @ \$4401.13		
		Sign On/Relocation Bonuses	\$ 12,000.00		
*Continuing Clinical Education		Nursing Loan Forgivness	-		
Number of Programs	18				
Participants	49	Work / Life Benefits & Leave Programs			
*Medical Library					
Patrons	74	Total Employees on Leave	38	Number of Benefits Eligible	3,471
Article Sources	144	Worker's Compensation Claims	2	Number of 457 Plan Participants	53
		Leave of Absence Requests	8	Number of 403(b) PlanParticipants	3,568
		Family Medical Leave Act Requests	24	1%-3% Contributions	2,674
		Military Leave Requests	0	4% or Higher Contributions	894
		Voluntary Summer Leave	1	* UNUM Wellness Claims Paid	30@\$2000
		Number of Retirements	8	Disability Claims Paid	
		Worker's Compensation Incidents	28	STD	6@\$7,518.42
		Administrative Leave	3	LTD	2@\$1,151.12
		Management			
		\$ -			
Auxiliary		Visitor Access			
Volunteer Hours		4,383	Total Visitors		
			29,547		
			Halifax Main Campus		
			26,837		
			HHPO		
			1,830		
			HBS		
			880		

**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.



Human Resources Executive Summary - September 2019



HALIFAX HEALTH

HALIFAX HEALTH

Recruitment				Turnover		
^Vacancy Rate	4.70%	New Hires	106	*Annualized Turnover Rate	22.36%	
Number of Applications	2,935	FT	91	*Annualized RN Turnover Rate	22.59%	
Average Days to Fill	42.4	PT	3	Terminated/Resigned	65	
RNs	39.9	Casual Pool	12	Average Number of Employees	4,033	
Allied Health	44.8	Core RNs	30	Average Number of FT /PT Employees	3,489	
Employee Relations				Retention		
Employee of the Month: Jennifer Willett-Butts, RN Charge, Center for Women & Infant Health				Average Tenure of Active Employees		7.9
Service Awards				Active Employees		
5 Year	15			Average Tenure 0 - 1 yr	30.25%	
10 Year	-			Average Tenure 2 - 5 yr	29.11%	
15 Year	2			Average Tenure 6 - 10 yr	11.26%	
20 Year	3			Average Tenure > 10 yr	29.38%	
25 Year	7			Seperations		
30 Year	1			Average Tenure 0 - 1 yr	52.31%	
35 Year	-			Average Tenure 2 - 5 yr	26.15%	
40 Year	-			Average Tenure 6 - 10 yr	12.31%	
				Average Tenure > 10 yr	9.23%	
*Organizational & Talent Development			Compensation			
**Inservice & Continuing Education			Includes 6 Month and Annual Performance Evals			
Number of Programs	1,456	Total Evaluations Due	379			
Participants	15,678	Early/OnTime Evaluations	203			
Instructions Hours	6,910	Late Evaluations	88			
*Computer Based Learning	3,187	Outstanding Evaluations	88			
		Avg Score	3.2			
		Avg Hourly Rate	\$ 28.04			
*Continuing Physician Education		RN Referral Bonuses Paid	\$ 2,000.00			
Number of Programs	16	At Max/Bonus Paid	\$ 936.00			
Participants	260	Tuition Reimbursements	1 @1213.65			
		Sign On/Relocation Bonuses	-			
*Continuing Clinical Education		Nursing Loan Forgivness	16 @ \$36,346.00			
Number of Programs	15					
Participants	84					
Work / Life Benefits & Leave Programs						
*Medical Library		Total Employees on Leave	39	Number of Benefits Eligible	3,499	
Patrons	104	Worker's Compensation Claims	2	Number of 457 Plan Participants	52	
Article Sources	221	Leave of Absence Requests	8	Number of 403(b) PlanParticipants	3,610	
		Family Medical Leave Act Requests	25	1%-3% Contributions	2,716	
		Military Leave Requests	0	4% or Higher Contributions	894	
		Voluntary Summer Leave	1	* UNUM Wellness Claims Paid	13 @ \$1300	
		Number of Retirements	1	Disability Claims Paid		
		Worker's Compensation Incidents	38	STD	6 @ \$6168.46	
		Administrative Leave	3	LTD	2 @ \$3667.54	
				Management	\$ -	
Auxiliary		Visitor Access				
Volunteer Hours	3,662	Total Visitors	29,065			
		Halifax Main Campus	26,773			
		HHPO	1,612			
		HBS	680			

**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 HOSPICE ADVISORY BOARD MEETING
Held at Ormond Beach Care Center, 235 Booth Road, Ormond Beach 32174
May 28, 2019

Present: Ed Connor, Member
Bill Griffin, Chairman
Charlene Irland, Member
Don Needham, Member
Emma Santiago, Member
Sheryl Selby, Member

Excused: D'Lorah Butts-Lucas, Member
Missy Chaves, Member

Also Present: Mary Jo Allen, Executive Director of Hospice
Ben Eby, Director of Hospice
Jasmin Cabrera, Director of Business Development
Priscilla Chanfrau, Manager of Fund Development
Maria Crumlich, Director of Quality
Coleen Summey, Director of Clinical Operations
Dr. Raul Zimmerman, Medical Director

Guests: Matthew Gable, Potential new Halifax Health Hospice advisory board member
Carol Martinez RN, Education/QI Clinical Specialist
Melissa Powell RN, Education/QI Clinical Specialist

Chairman Griffin called the meeting to order at 4:33p.m. and roll was recorded by Jessica Facciponti.

APPROVAL OF MINUTES:

Discussion: Mr. Griffin requested approval of the meeting minutes from the March 21, 2019 Halifax Health Hospice Advisory Board meeting.

Action: Mr. Needham moved to approved minutes as presented. Mrs. Santiago seconded the motion. Carried unanimously. No corrections made. Minutes stand as presented.

NEW POTENTIAL BOARD MEMBER INTRODUCTION:

Discussion: Mr. Eby introduced a new potential board member Matthew Gable, Esq. Mr. Gable was in attendance and introduced himself to the group.

Action: Mr. Griffin requested approval from the board for Matthew Gable as a new Halifax Health Hospice Advisory Board member. Don Needham moved to approve and Emma Santiago seconded the motion. Carried unanimously. Mr. Gable was welcomed to our Advisory Board.

HOSPICE STORY & PRESENTATION:

Discussion: Carol Martinez shared a heartfelt story about one of our recent patients and his wishes to pass away at home and how we made it happen.

ACES PRESENTATION/INTRODUCTION:

Discussion: Melissa Powell introduced the group to our ACES (Advanced Care Exceptional Services) standards.

MANAGEMENT REPORT & UPDATES:

- Quality Update – Maria Crumlich, Director of Quality
 - Ms. Crumlich provided our quarterly quality outcomes and hospice compare results for the Volusia, Flagler, Osceola and Orange markets.
 - Ms. Crumlich announced that our QI/Education department along with Dr. Zimmerman are preparing an educational video for families and caregivers to assist in teaching families to help raise our outcome scored for “Training family to care for patient”.
 - Questions, explanations and answer.
- Finance Update – Ben Eby, Director of Hospice
 - Mr. Eby provided a brief quarterly budget overview.
 - Questions, explanations and answers.
- Business Development Update – Jasmin Cabrera, Director of Business Development
 - Ms. Cabrera provided a business development update for Volusia, Flagler, Orange and Osceola markets.
- Fund Development Update – Priscilla Chanfrau, Manager of Fund Development
 - Ms. Chanfrau provided a brief Fund Development update.
 - Ms. Chanfrau also updated the board members of the outcomes of the following events:
 - Black Tie and Blue Jeans
 - Community Chalk Art Festival Event in Orlando

NEW BUSINESS

- No new business to discuss

OLD BUSINESS

Discussion: D'Lorah Butts-Lucas presented information of "Realtors Sold for the Cause"; an organization she is affiliated with that is looking for someone to donate to. She will report further at our next meeting.

Action: Ms. Butts-Lucas was excused from this board meeting and we will follow up with this at our next meeting.

NEXT MEETING:

Discussion: Mr. Griffin advised the group that the next Advisory Board meeting will be held on Thursday, July 11, 2019 at our South East Volusia Care Center.

ADJOURN

Discussion: There being no further action, the meeting adjourned at 6:04 p.m.



HALIFAX HEALTH

FOUNDATION

Meeting Minutes
September 11, 2019

Call to Order	8:02 A.M. Andrew Leech, Halifax Health- Foundation President
Roll Call	<p>Present:</p> <p>Ronnie Bledsoe, Lisa Bradley, Eleanor Callon, Stacy Cunningham, Doug Daniels, Jeff Feasel, Dick Fornell, Dr. Brent Fulton, Matt Gable, Chuck Grant, Mary Greenlees, John Guthrie, Joni Hunt, Mike Kundid, Dean Kurtz, Andrew Leech, John Lindsley, Aubrey Long, Margaret Lyon, Mary Maholias, George Mirabal, Steve Nameth, Bill Navarra, Glenn Padgett, Carl Persis, Joe Petrock, Rafael Ramirez, Bud Ritchey, Glenn Ritchey Jr., Michele Carter- Scott, Edith Shelley, Lisa Tyler, Dr. Deanna Wathington, Dr. Alex White</p> <p>New Members: Beth Weinbrenner and Terry Lewis</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">1. Full Board Meeting- July 10, 20192. Motion by Andrew Leech to approve the minutes from the full board meeting on July 10, 2019. Motion carried unanimously.
New Members	<p>Beth Weinbrenner, Charles Rutenberg Realty</p> <p>Terry Lewis, Retired from BB&T</p>
Presentation	<p>Kelly Vaglica, Manager, Transplant Services & Halifax Health/UF Health Program Affairs presented to the Board on Kidney Transplant services here at Halifax Health. There have been 11 kidney transplant this year.</p> <p>Please see attached for information that was passed out during the meeting.</p>
Reports (Auxiliary, Treasurer's, Foundation)	<p>Cynthia Rose, Auxiliary, informed the board that the Auxiliary department currently has 181 adult volunteers. Of those volunteers 3,958 hours have been donated to the hospital. In addition, there are currently 28 teen volunteers who have donated 425 hours. Auxiliary will be starting a new program called- Mended Hearts for patients on the Cardiology floor.</p> <p>Pet Therapy- Dog calendars are available for \$10</p>

	<p>Andrew Leech, Halifax Health- Foundation President called for approval of the following May financial report. Motion and second to accept report as presented. Motion carried. (Financial Report not included in packets, sent via e-mail)</p>																		
	<p>Joe Petrock, Executive Director of the Foundation updated the Board on various Foundation projects and events.</p> <table border="1"> <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 Outlet</td></tr> <tr> <td>October 24 - 25, 2019</td><td>46th Annual DIS Pro-Am Golf Classic</td></tr> <tr> <td>November TBD</td><td>LYLW Luncheon</td></tr> <tr> <td>November 1, 2019</td><td>Policeman's Ball</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>	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 Outlet	October 24 - 25, 2019	46th Annual DIS Pro-Am Golf Classic	November TBD	LYLW Luncheon	November 1, 2019	Policeman's Ball	November 10, 2019	Howard Frank Memorial Deep Stack Poker	December, 2019	Molta Bella Shopping Event
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November 10, 2019	Howard Frank Memorial Deep Stack Poker																		
December, 2019	Molta Bella Shopping Event																		
President/CEO Report	<p>Jeff Feasel, President & CEO of Halifax Health updated and answered questions regarding all services provided by Halifax Health.</p> <p>Please see Management Report.</p>																		
Meeting Adjourned	<p>9:10 A.M Andrew Leech, Halifax Health- Foundation President</p>																		

Next Foundation Board of Directors Meeting will be on November 13, 2019. The meeting will be held in France Tower Conference Rooms E & F.

Jennifer Quattrochi, Halifax Health- Foundation President



HALIFAX HEALTH

Live your life well.

Quality Board Report

Q3-FY2019

(Apr – June 2019)

Dr. Steve Miles, Chief Quality Officer

Suzanne Lovelady, VP of Quality, Infection Prevention & PI

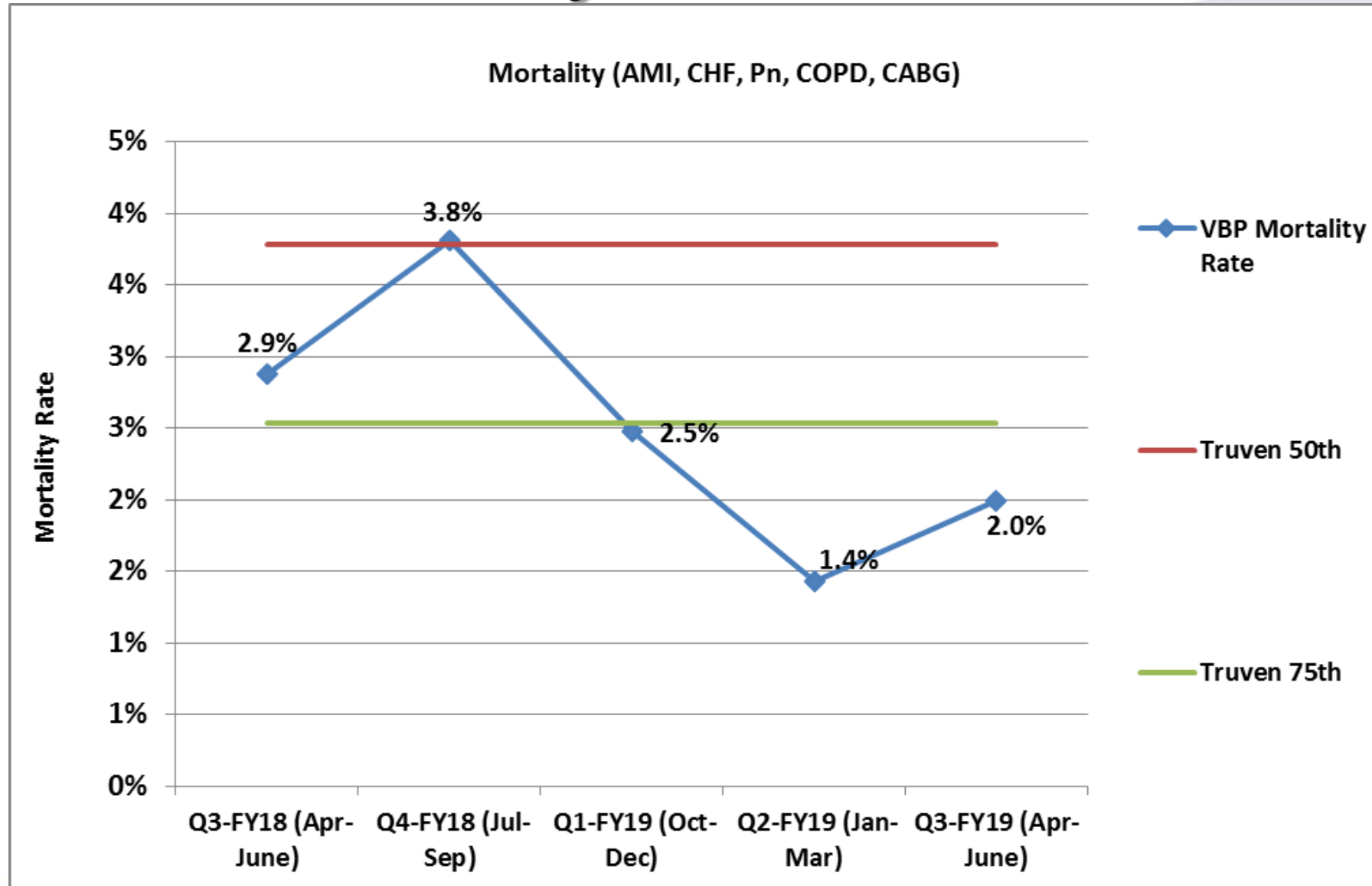
Keith Sofiak, Manager of Quality Performance Improvement



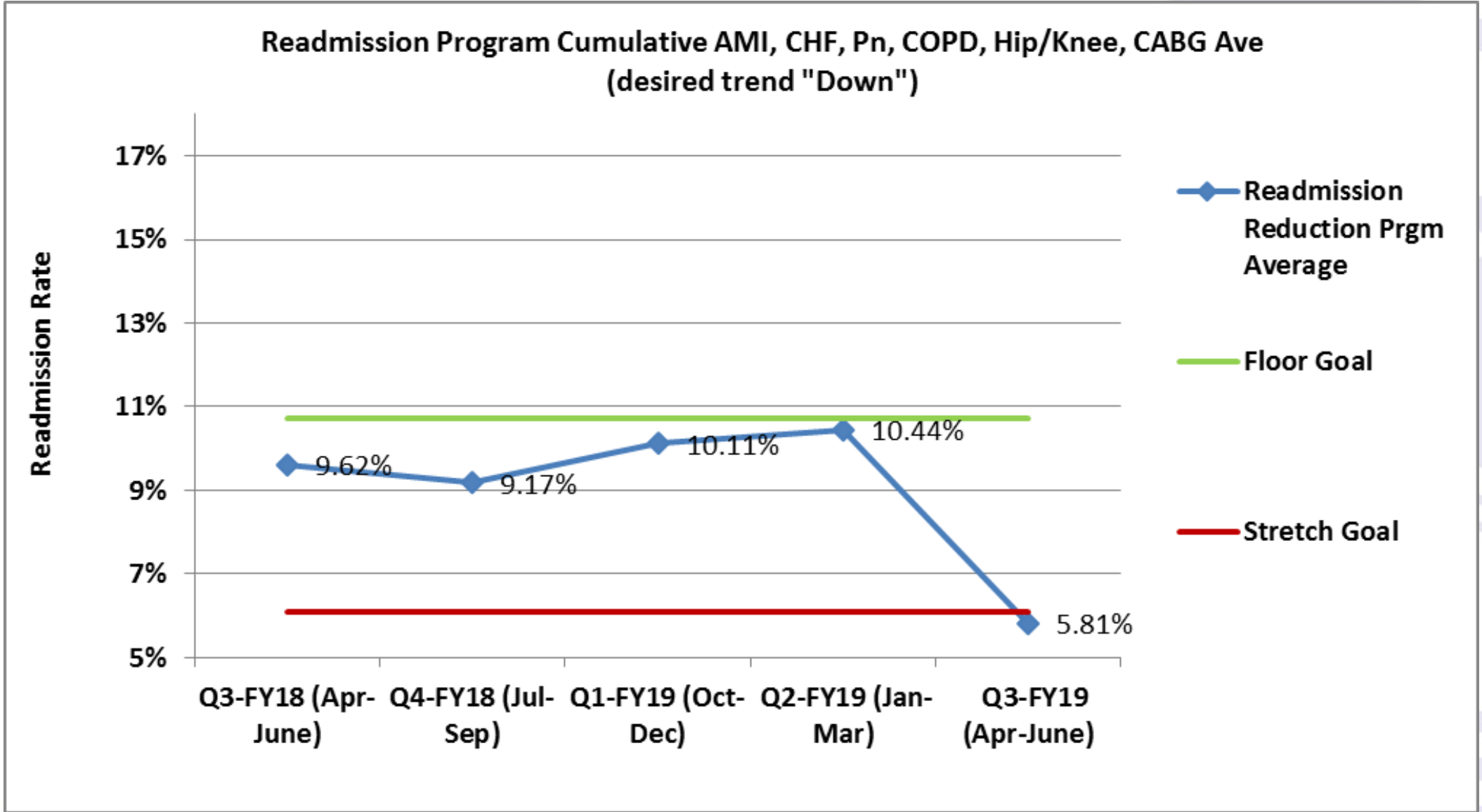
HALIFAX HEALTH

Live your life well.

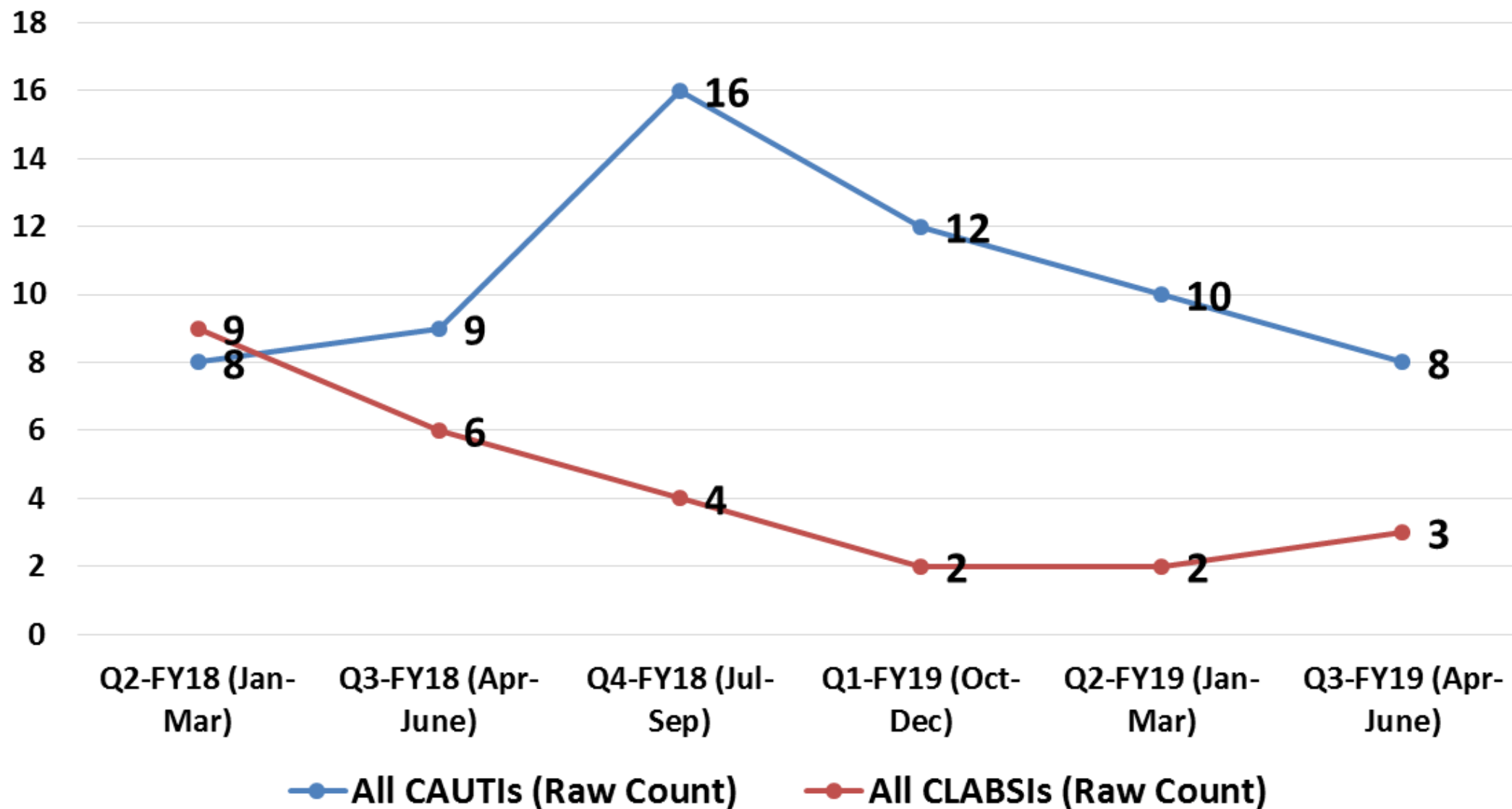
Inpatient Mortality (AMI, CHF, Pn, COPD, CABG)



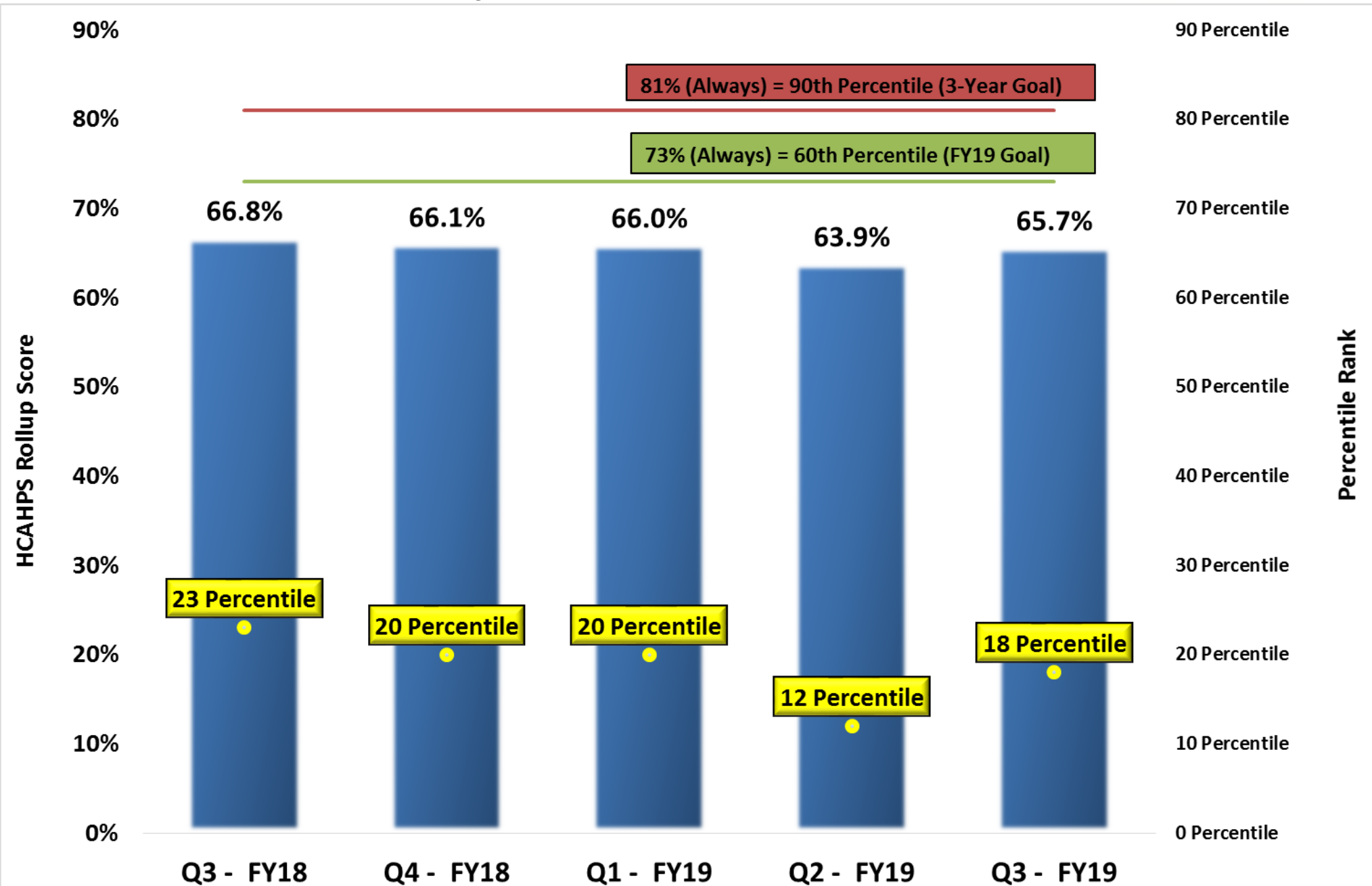
Readmissions (AMI, CHF, Pn, COPD, Hip, Knee, CABG)



CAUTI / CLABSI (raw number of events)



Quality Reports HCAHPS



Culture of Safety Employee Survey

Review

Survey Origination

- **AHRQ developed (Agency for Healthcare Research and Quality)**
- **Questions categories:**
 - Overall perception of patient safety
 - Management Support for Safety
 - Handoff & feedback communication
 - Teamwork within units & across all units
 - Non-punitive reporting & reporting frequency
 - Organizational Learning / Continuous improvement
 - Staffing



Halifax Culture of Safety Survey Purpose



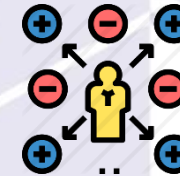
Provide the safest environment for our patients

Raise awareness on potential opportunities



Gives team members the chance voice concerns

Identify strengths, weaknesses and any trends



Conduct comparisons across other organizations

Joint Commission Required (LD.03.01.01 – EP.1)





Patient Safety Survey RESULTS 2018



Response Rate
Jumped up from 30% in 2016 to
65% in 2018

- Every single question domain **improved** from 2016 survey
- Non-punitive response to errors **improved 45%** from 2016 survey
- Handoff/Transition safety **improved 33%** from 2016 survey
- Feedback & Communication **improved 20%** from 2016 survey
- Management Support for Patient Safety **improved 14%** from 2016 survey

What do we do with results?



Share results with governance board & internal leadership
(LD.01.03.01)



Ask managers to choose one (1) specific topic of focus



Complete an action plan for improvement (DMAIC) &
monitor performance

Upcoming Surveys

- ✓ April 2020 is our next survey time period (2 year cycle)
- ✓ Enhanced focus on action plans (presentations)
- ✓ Exceeding current performance and response rate

Questions?





Halifax Health

Fiscal Year 2019 Operating Performance

Presentation to Board of Commissioners, November 4, 2019



HALIFAX HEALTH

Live your life well.

Fiscal Year 2019 Operating Performance

- Significant challenges
- Management recovery plan
- Financial results



Fiscal Year 2019

Significant challenges

- Implementation of new computer system (Meditech Expanse - July 2018)
- Significant Financial losses in the last quarter of FY 2018 that carried over into FY 2019
 - FY18 Q4 - \$10.6M variance from budget
 - FY19 OCT-JAN - \$9.1M variance from budget
- Over \$20M budget shortfall forecasted for FY 2019
- Forecasted to not meet Obligated Group MADS bond compliance ratio
- Decline in key surgical and other patient care volumes
 - Inpatient cases projected to be less than budget by 1,700



Fiscal Year 2019

Management Recovery Plan

- Engaged Clinical Intelligence (consultant) to assist us with evaluating and restructuring our process of documenting and managing our ER, OBS, IP and LOS processes to improve efficiency of appropriately placing our patients into the correct status
- Restructured our case management and utilization review functions to bring real-time review of cases and ensure appropriate documentation was obtained in a timely fashion.
- Reviewed every department for restructuring opportunities and established specific targeted adjustments that could be and were implemented
- FTE committee re-established as a permanent weekly meeting with CFO, COO, CHRO and Director of Finance
- Devised and implemented a reduction in leadership positions
- Enhanced focus on charge capture and revenue verification at the department level
- Meditech Pharmacy consultant was hired to review the pharmacy CDM and charge capture process. This led to a complete revamp of the pharmacy CDM



Fiscal Year 2019 Financial Results

- Adjusted Operating EBIDA *(Excludes investment income/loss of Foundation recorded as operating income)*
 - 9.3% Actual compared to 9.1% Budget
- Improved financial performance by \$20M within the fiscal year
- Inpatient admissions exceeded budget by 129 patients
- Accrued employee gain share of \$350 per full time employee

