



HALIFAX HEALTH

BOARD OF COMMISSIONERS MEETING

November 7, 2016
4:00 p.m. - France Tower
Conference Room A

HALIFAX HEALTH BOARD OF COMMISSIONERS MEETING

303 No. Clyde Morris Boulevard, Daytona Beach, FL

France Tower Conference Room A

4:00 p.m. November 7, 2016

AGENDA

Call to Order

Invocation & Pledge of Allegiance

Roll Call

Mission Statement

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Election of Officers

Approval of Minutes (Action)

- Board of Commissioners Meeting – October 3, 2016
- Board of Commissioner Strategic Planning Meeting – October 3, 2016

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Approval of Agenda (Action)

Medical Staff Report – Dan Miles, MD (Action)

- Credentials Committee Actions – October 2016

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Management Report – Jeff Feasel & Ann Martorano

- Presentation - Keech Pediatric Neighborhood Care

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Strategic & Community Health Planning Committee

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

- Audit & Finance Committee Minutes – September 2016
- Schedule of Uses of Property Taxes – September 2016
- Investment Performance Report

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Consent Agenda (Action)

- Financial Statements Ended September 30, 2016
- Capital Expenditures - \$50,000 and Over (Working Capital)
 - Cardiac Cath Lab Upgrade - \$1,811,962
 - Patient Monitors - \$897,414
 - Laptop & Desktop Replacement - \$189,750
 - Ultrasound – Obstetrics - \$74,292

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Old Business

- CIA Dashboard / Update (Information Only)

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New Business

Additional Information

- Human Resources Update

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Public Participation

Next Meetings – December 5, 2016 - France Tower Conf. Room A

- 4:00 p.m. - Regular HH Board Meeting & Hospice Board Meeting
- Closed Strategic Planning and Litigation meetings to follow (Pursuant to FS 395.3035 & FS 768.28(16))

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
October 3, 2016

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

Also Present: Louis Agnone, President Elect, Medical Staff
Mary Jo Allen, Executive Director, Hospice
Kent Bailey, Director of Finance
Jeanne Connelly, VP, Physician Services
Kathleen Dulko, Corporate Controller
Ben Eby, Director of Finance, Hospice
Jeff Feasel, President & Chief Executive Officer
Kim Fulcher, VP/Chief Human Resource Officer
Vivian Gallo, Sr. VP/General Counsel
Bill Griffin, Director, System Research & Planning
John Guthrie, Director, Communications
Ginny Kwong, MD, VP/Chief Medical Information Officer
Rev. John Long
Suzanne Lovelady, Director Quality Improvement
Catherine Luchsinger, VP/Chief Nursing Officer
Ann Martorano, Exec. VP/Chief Operating Officer
Dan Miles, MD, President, Medical Staff
Steve Miles, MD, Sr. VP/Chief Quality Officer
Eric Peburn, Exec. VP/Chief Financial Officer
Andy Pollock, Chaplain
Raphael Ramirez, Market Development Specialist
Fe Roster, RN
Bill Rushton, Director, Internal Audit
Dee Schaeffer, Exec. Director, Healthy Communities
Shelly Shiflet, VP/Corporate Compliance Officer
Keith Sofiak, Manager, Quality Data
Peter Springer, MD, Director, Emergency Services
Don Stoner, MD, Sr. VP/Chief Medical Officer
Tom Stafford, VP/Chief Information Officer
Debra Trovato, Service Line Administrator, Oncology Services
Bob Wade, Board Compliance Expert, Krieg DeVault
Jillian Wheelock, General Council, Assistant
Michael Finch, News Journal

Mr. Ritchey called the meeting to order at 4:07 p.m. The invocation was given, the Pledge of Allegiance recited, the Mission Statement read, and the roll recorded.

APPROVAL OF MINUTES

Discussion: Mr. Ritchey requested approval of the minutes as presented:

- Board of Commissioners Meeting – September 6, 2016
- BOC Closed Strategic Planning Meeting – September 6, 2016
- BOC First Public Hearing – September 6, 2016
- Final Public Hearing – September 19, 2016
- Board Education/Orientation – September 19, 2016

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

APPROVAL OF AGENDA

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

MEDICAL STAFF REPORT

Credentials Committee Actions – September 2016

Discussion: Dr. Dan Miles, newly elected President of the Medical Staff, presented the following items for board approval as recommended by the Credentials Committee at their September meeting:

Dr. Samuel Lawindy, MD, who was approved at the September board meeting, was present for introduction.

Dr. Papanicolaou, who was approved at the August board meeting, was unable to attend and will schedule personal appearance in November.

Discussion: Dr. Dan Miles requested approval of following medical staff privileges as recommended by the committee:

- Jonathan Dean, MD – General Surgery - Associate

Action: Mr. Goodemote moved to approve Dr. Jonathan Dean. Mr. Francati seconded the motion. Carried unanimously.

- Lars S. Nelson, MD – General Surgery - Associate

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

- Raid George Ossi, MD – Neurology – Associate

Action: Mrs. Schandel moved to approve Dr. Raid George Ossi. Mr. Francati seconded the motion. Carried unanimously.

Discussion: Dr. Miles advised that Dr. Robert Daly and Dr. Jessica Gershen would attend a future meeting for personal introduction and approval.

Discussion: Dr. Dan Miles requested approval of following Specified Professional Personnel as recommended by the Credentials Committee:

- Justine Fager-Bennett, ARNP - General Surgery
- Megan Flynn, PA - Cardiology
- Ramona Romano, ARNP - Physical Medicine/Rehab
- Tamara Thomas, CRNA - Anesthesiology

Action: Mr. Francati moved to approve Specified Professional Personnel as presented. Mr. Goodemote seconded the motion. Carried unanimously.

Discussion: Dr. Dan Miles requested approval of following actions as recommended by the Credentials Committee (full list attached):

- Reappointment Physician Applications
- Physician Reappointments with Changes
- Specified Professional Personnel Reappointments
- Changes in Status/Specialty/Privileges

Action: Mr. Goodemote moved to approve Reappointments and Privilege Changes as presented. Mrs. Schandel seconded the motion. Carried unanimously.

Discussion: Dr. Miles advised that resignations were provided in the report for information only.

Discussion: Dr. Dan Miles advised that after a long tenure as Chairman of the Department Surgery, Dr. Harry Black has stepped down and Dr. C.B. Williamson will fill that role.

Action: None.

MANAGEMENT REPORT

Discussion: Chief Operating Officer, Ann Martorano reported on the following items:

Primary Care Grand Opening

Halifax Health's new Port Orange Primary Care office opened on September 22nd. Dr. Kirsten Kim will be joined by Dr. Sandra Buchanan and ARNP, Rachel Salerno. The office will provide all aspects of primary care including disease management, preventative care and acute care. This office brings our total to 6 adult, 4 pediatric and 1 OBGYN office with 25 providers. Jeff Feasel made a special note that Dr. Crossman, Dr. Buchanan and Dr. Kim all came from the Halifax Health Family Medicine Residency program as have over 100 local primary care physicians in the area.

Employee Health – Flu Vaccinations

Flu season is upon us again. Our flu vaccination compliance in 2015-2016 was 86 percent, which exceeded our previous year's compliance of 82 percent. *Our goal this year is 90 percent*, which will meet the goal of the Healthy People 2020 Initiative three years in advance. Beginning November 1, if a team member has not received a flu vaccination, they will be required to wear a mask when within six feet of a patient.

Blues Festival & NICU

Halifax Health is proud to be a sponsor of the 7th Annual Daytona Blues Festival October 7-9. This three-day music festival brings blues musicians from around the country to Daytona Beach. Funds raised will benefit the Level II NICU (Neonatal Intensive Care Unit) at Halifax Health, in addition to other women and children's initiatives.

Halifax Health Auxiliary Therapy Dog Program

Therapy dogs and their handlers were present at the meeting to promote the Halifax Health Auxiliary Therapy Dog program. These highly trained therapy dog teams have received extensive behavioral training and are well-suited for daily interaction with patients, visitors and staff. After acceptance into the program, each therapy dog is given an official Halifax Health Auxiliary vest and name tag to signify that they have been thoroughly vetted for behavior, infection control, hospital policy and identification. A tri-color brochure on the Therapy Dog program is provided in patient admission information packets to make them aware of the program and how to request a visit.

Quality Report – 2016 3rd Quarter

Mr. Feasel introduced Dr. Steve Miles, Sr. VP/Chief Quality Officer, Suzanne Lovelady, Director of Quality Improvement; and Keith Sofiak, Manager of Quality Data to present the Quality Report for the third quarter of 2016.

STRATEGIC & COMMUNITY HEALTH PLANNING COMMITTEE

Discussion: None.

AUDIT & FINANCE REPORT

Discussion: Mr. Peburn provided brief overview of statistical and financial summaries for Halifax Health Medical Center and Halifax Health Hospice (full report attached).

CONSENT AGENDA

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

- Appointment(s) to Halifax Health Foundation Board of Directors
- Amendment to East Volusia Health Services, Inc. (EVHS) Articles of Incorporation & Bylaws
- Financial Statements Ended August 31, 2016

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

OLD BUSINESS

Discussion: CIA Dashboard/Update and CIA Frequently Asked Questions were provided for information only (attached).

Action: None required.

NEW BUSINESS

Discussion: None.

PUBLIC PARTICIPATION

Discussion: None.

RECESS

The Halifax Health Board of Commissioners meeting recessed at 5:15pm and the East Volusia Health Services, Inc. was called to order at 5:15pm.

The East Volusia Health Services, Inc. Board of Directors concluded at 5:25pm (*See October 3, 2016 East Volusia Health Services, Inc. minutes*) and the Halifax Health Board of Commissioners Closed Strategic Planning meeting was called to order at 5:30pm

RECONVENE:

The closed session of the Board of Commissioners meeting concluded at 6:15 (*See October 3, 2016 Halifax Health Board of Commissioners Closed Strategic Planning minutes*) and the regular Halifax Health Board of Commissioners meeting reopened at 6:15pm.

PUBLIC PARTICIPATION

Discussion: None.

ADJOURN

Action: There being no further action, the Halifax Health Board of Commissioners meeting adjourned at 6:15 p.m.

Chairman

Secretary

**HALIFAX HOSPITAL MEDICAL CENTER
BOARD OF COMMISSIONERS - STRATEGIC PLANNING MEETING
Held at 303 No. Clyde Morris Boulevard, Daytona Beach, Florida
October 3, 2016**

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

Also Present: Kent Bailey, Director of Finance
Jeff Feasel, President & Chief Executive Officer
Vivian Gallo, Sr. VP/General Counsel
Bill Griffin, Director, System Research & Planning
Ann Martorano, Exec. VP/Chief Operating Officer
Dan Miles, MD, President Medical Staff
Eric Peburn, Exec. VP/Chief Financial Officer
Dee Schaeffer, Exec. Director, Healthy Communities
Shelly Shiflet, VP/Chief Compliance Officer
Bob Wade, Krieg DeVault
Rev. John Long

The meeting was called to order by Chairman, Glenn Ritchey at 5:30p.m. The roll was recorded.

STRATEGIC PLANNING

Discussion: The closed strategic planning session of the Halifax Health Board of Commissioners was called to order at 5:30p.m. Upon conclusion of the closed session at 6:15p.m., the meeting reconvened in open session.

Glenn Ritchey, Chairman

Dan Francati, Secretary



HALIFAX HEALTH

TO: Members of the Board of Commissioners
FROM: Daniel Miles, MD, Medical Staff President
DATE: November 7, 2016
RE: Credentials Committee Actions, October 17, 2016

The Medical Staff report is attached for the Board's review and approval at the Board of Commissioner's meeting on November 7, 2016.

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

George Papanicolaou, MD

BOARD APPROVAL REQUIRED

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

The following practitioners were present at the Credentials Committee on September 19, 2016 and are presented to the Board of Commissioners for approval:

Robert Daly, MD	Emergency Medicine	Associate
Jessica Gershen, MD	Emergency Medicine	Associate

A. 1. 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 October 17, 2016 and are presented to the Board of Commissioners for approval:

Jonathan G. Eli-Phillips, MD	OB/GYN	Associate
Jan Voda, MD	Critical Care Medicine	Associate

B. INITIAL APPLICATIONS FOR SPECIFIED PROFESSIONAL PERSONNEL – NONE

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

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

REAPPOINTMENT SPP APPLICATIONS - *SEE SECTION (E) OF THE REPORT*
REQUESTS FOR ADDITIONAL PRIVILEGES/DELETIONS/OTHER - *SEE SECTION (F) OF THE REPORT*
CHANGES IN STATUS - *SEE SECTION (G) OF THE REPORT*

FOR INFORMATION ONLY – NO BOARD ACTION REQUIRED

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

<u>Practitioner</u>	<u>Specialty</u>	<u>Status: Reason</u>
Ge, Jocelyn, MD	Ophthalmology	LOA - 2/2016 – 2/2017
Jameson, Henry, MD	Internal Medicine	No longer wishes to maintain privileges
Liberatore, Anna, MD	Emergency Medicine	No longer wishes to maintain privileges
Rowe, Derrick, PA	Urology	Relocated out of state
Sawiris, Nader, MD	Pain Medicine	Lack of utilization at HH

E. OTHER



HALIFAX HEALTH
MEDICAL CENTER

BOARD OF COMMISSIONERS – November 7, 2016
CREDENTIALS COMMITTEE ACTIONS – October 17, 2016

FOR BOARD ACTION

A. INITIAL PHYSICIAN APPLICATIONS RECOMMENDED FOR APPROVAL

Jonathan G. Eli-Phillips, MD	OB/GYN	Employed by OB Hospitalist Group
Jan Voda, MD	Critical Care Medicine	Employed by Halifax Health

B. INITIAL SPECIFIED PROFESSIONAL PERSONNEL RECOMMENDED FOR APPROVAL

None

C. PHYSICIAN REAPPOINTMENTS RECOMMENDED FOR APPROVAL

Department of Anesthesiology

Nguyen, Khanh, MD	Intraoperative Monitoring	Courtesy
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Department of Emergency Medicine

No reappointments this month

Department of Medicine

Aneja, Arjun, MD	Pulmonology	Active
Crossman, Alexandra, MD	Infectious Disease	Active
Cunha, Olimpio, MD	Neurology	Active
Lemaster, Roy, MD	Family Medicine	Active
Myers, Wendy, MD	Internal Medicine	Courtesy Affiliate
Parnell, John, MD	Family Medicine	Senior Active
Stoner, Donald, MD	Cardiology	Senior Active

Department of Obstetrics/Gynecology

Baldwin, Cynthia, MD	OB/GYN	Active
Stein, Charles, MD	Gynecology	Courtesy Affiliate

Department of Oncology

No reappointments this month

Department of Pathology

No reappointments this month

Department of Pediatrics

No reappointments this month

Department of Psychiatry

No reappointments this month

Department of Radiology

Carroll, John, MD	Diagnostic Radiology	Active
Jones, Timothy, MD	Diagnostic Radiology	Active
Turetsky, David, MD	Interventional Radiology	Active

Department of Surgery

Seltzer, Norman, MD	Orthopaedic Surgery	Senior Active
Traficante, Dale, MD	Urology	Out Patient Facility Staff

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

Biga, Louis, MD (<i>Associate to Active</i>)	Medicine	Critical Care
Chan, Justin, MD (<i>Associate to Active</i>)	Medicine	Hospice/Palliative Care
Cohen, Ethan, MD (<i>Associate to Active</i>)	Emergency Med	Emergency Medicine
Nemani, Tanuja, MD (<i>Associate to Active</i>)	Medicine	Infectious Disease
Mazal, Camille, MD (<i>Associate to Active</i>)	Medicine	Internal Medicine
Sayess, Michael, DO (<i>Associate to Active</i>)	Medicine	Internal Medicine

E. SPECIFIED PROFESSIONAL PERSONNEL REAPPOINTMENTS RECOMMENDED FOR APPROVAL

Coye, Hilary, PA	Hematology/Oncology	Supervisor: Zafar Latif, MD
Levine, Heaven, ARNP	Pulmonology	Supervisor: Rajesh Ailani, MD
Miller, Keri, PA	Emergency Medicine	Supervisor: Zabrina Evens, MD
Stackpole, Kimberly, PA	Internal Medicine	Supervisor: Thendrex Estrella, MD

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

Copley, Kathryn, ARNP	<i>Additional supervising physicians: Lars Nelson, MD, Andrew Gamenthaler, MD</i>
Fager-Bennett, Justine, ARNP	<i>Additional supervising physician: Jonathan Dean, MD</i>
John, Sinoj, MD	<i>Requesting Percutaneous Tracheostomies, Temporary privileges granted</i>
Penington, John, MD	<i>No longer practicing Emergency Medicine. Will continue with Family Medicine privileges</i>
Ramstad, Margaret, ARNP	<i>Additional supervising physicians: Raul Zimmerman, MD, Arlen Stauffer, MD, Justin Chan, MD, John Bunnell, MD</i>

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

Diamond, Michael, MD (Community Affiliate to Honorary)	Allergy/Immunology
Lapham, Diane, MD (Courtesy Affiliate to Active)	Anesthesiology

FOR INFORMATION ONLY

H. RESIGNATIONS:

Henry, Jameson, MD (<i>no longer wish to maintain privileges at HH</i>)	Internal Medicine/HHH	10/09/16
Liberatore, Anna, MD (<i>no longer wish to maintain privileges at HH</i>)	Emergency Medicine	10/24/16
Rowe, Derrick, PA (<i>relocated out of state</i>)	Urology	09/02/16

Samson, Michel, MD *(no longer wish to maintain privileges at HH)*

Plastic Surgery
Pain Management

11/07/16

Sawiris, Nader, MD *(lack of utilization at HH)*

10/04/16

I. LEAVE OF ABSENCE:

For Information Only:

Ge, Jocelyn, MD

Ophthalmology

02/01/16 – 02/01/17

J. LOCUM TENENS PHYSICIANS:

For Information Only - Ongoing Privileges this month:

Aziz, Muhammad, MD

Hospitalist/HHH

Harrington, Michael, MD

Vascular Surgery

Emert, Natalie, MD

Emergency Medicine

Gamez, Jason, MD

Emergency Medicine

McQueen, Yvette, MD

Emergency Medicine

Tiesi, James, MD

Neurosurgery

Tran, Nam, MD

Neurosurgery

Fisher, Anton, DO

Psychiatry

Mehta, Jitendra, MD

Psychiatry

Razack-Malik, Nasreen, MD

Psychiatry

Upton, Monique, MD

Psychiatry

Greene, John, MD

Urology

Aziz, Muhammad, MD

Hospitalist/HHH

Harrington, Michael, MD

Vascular Surgery

Emert, Natalie, MD

Emergency Medicine

Gamez, Jason, MD

Emergency Medicine

K. OTHER BUSINESS: None

HALIFAX HEALTH MEDICAL CENTER
BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
November 7, 2016
(Credentials Committee October 17, 2016)

Robert Daly, MD
Emergency Services

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

Medical Education:

Florida State University - 05/01/2012

Internship

LSU Health Sciences Center-University Hospital 07/01/2012 to 06/01/2013

Emergency Medicine

Residency

LSU Health Sciences Center-University Hospital 07/01/2013 to 06/01/2015

Emergency Medicine

Board Certification:

American Board of Emergency Medicine - Emergency Medicine

Jonathan Eli-Phillips, MD
OB/GYN

Jonathan Eli-Phillips, MD, is requesting privileges in the Department of OB/GYN and is in practice with Ob Hospitalist Group.

Medical Education:

Odessa Medical University - 06/30/1992

Residency

Crozer-Chester Medical Center 07/01/2008 to 06/30/2009

OB/GYN

Board Certification:

American Board of Obstetrics & Gynecology - Obstetrics & Gynecology

HALIFAX HEALTH MEDICAL CENTER
BOARD OF COMMISSIONERS
NEW PHYSICIAN PROFILES
November 7, 2016
(Credentials Committee October 17, 2016)

Jessica Gershen, MD
Emergency Services

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

Medical Education:

Florida State University - 05/21/2011

Residency

The Brooklyn Hospital Center 07/01/2011 to 06/30/2015

Emergency Medicine

Fellowship

University of Florida - Fellowship 07/01/2015 to 06/30/2016

Emergency Medical Services

Board Certification:

American Board of Emergency Medicine - Emergency Medicine

Jan Voda, MD
Critical Care Medicine

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

Medical Education:

Charles University - 07/30/1997

Internship

Nassau County Medical Center 07/01/2006 to 06/30/2007

General Surgery

Residency

Florida Atlantic University - University of Miami 07/01/2008 to 06/30/2010

Internal Medicine

Fellowship

University of Texas 07/01/2010 to 06/30/2012

Neurocritical Care

Board Certification:

American Board of Internal Medicine (Eligible to take the exam)



HALIFAX HEALTH

Management Report – Board of Commissioners November 7, 2016

Recognition

Dr. Beth Bartholomew – recognition for service as Medical Staff President for 2015/2016.

Introduction – Mark Billings

Please join us in welcoming Mark Billings on his first day at Halifax Health as Executive Vice President/Chief Operating Officer. Mark is a member of the American College of Healthcare Executives and has over 30 years of experience in managing clinical operations. He served in the United States Navy and obtained his Bachelor of Science from New Hampshire College and his Masters in Healthcare Administration from the University of Chapel Hill, Chapel Hill, North Carolina. Originally from Rockledge, Florida and we are happy to welcome Mark and his family back to Florida and into the Halifax family.

Presentation - Keech Pediatric Neighborhood Care

Our special guest today is Dr. Andrea Thorpe. For over 20 years, Dr. Thorpe has graciously and professionally served the most vulnerable in our community, our children, at the Keech Street Clinic. It has been said that the best physicians are driven by a passion for patient care, approach the practice of medicine with humility and are as notable for empathy and curiosity as for core expertise. These traits certainly describe Dr. Thorpe and her relationship with the thousands of children and families she has served over the years. They now consider her family. We certainly consider her a member of the Halifax Health family and we invite you all to join Dr. Thorpe, Dr. Caidic and the entire community on November 10th as we honor the Keech Street Clinic's 20 years of service to our community. Would you please welcome Dr. Andrea Thorpe.

Hurricane Matthew Update

As you all know, Hurricane Matthew tested our area for hurricane preparedness but I am pleased to tell you that the people and systems at Halifax Health were leaders in passing this test. Our community health system was ready and performed flawlessly before, during and after the storm. We had approximately 1200 team Members, medical staff and auxiliary sheltered in our facilities with the intention of being prepared to serve our patients during and after the storm passed. In addition, we had 800 team member and physician family members, 172 pets and ongoing child care for those who were working during the entire storm. NBC Nightly News and MSNBC embedded a team with us to chronicle the experience and that footage has gone all over the world through television and social media.

Our Command Center opened up on the Thursday before the storm and remained open until the patient surge leveled off toward the end of the following week. What added to the surge was that three area hospitals closed and evacuated before the storm and remained so for

several days following. In addition, many area nursing homes and skilled nursing facilities evacuated and were unable to accept discharged patients in the immediate days following the storm. Our Team Members, physicians and auxiliaries remained true to our mission, however, and Halifax Health remained open and provided health care for our entire two county area. In addition, we partnered with the Florida Department of Health who sent a team of 17 physicians, nurses and EMTs to assist with the patient surge.

Unfortunately, many of our team members, some of whom worked tirelessly at our facilities during the storm, lost trees, roofs and even their homes during Hurricane Matthew. To help these team members with these unexpected expenses, Halifax Health donated \$100,000 to the Employee Emergency Relief Fund to help them through this time of need.

I am always proud to be a member of the Halifax Health team but never more so than during times of crisis such as we just experienced. I could go on and on, but the video we are going to share with you better summarizes the tremendous team work by all. Enjoy.

Biktoberfest

Halifax Health's Level II Trauma Center treated 11 Biktoberfest injury-related admissions with five of those requiring the mobilization of the trauma team as *Trauma Alert* patients. The overall admission volume related to the event was a 41% decrease compared to what Halifax treated in 2015. Conjecture for this decrease is likely the result of Hurricane Matthew, which resulted in the temporary closure of many beachside hotels due to wind and water damage. To date, Halifax reports zero in-hospital deaths related to Biktoberfest (report attached).

Deltona Update – Free Standing Emergency Department (FSED)

- Construction is in progress - builder working to regain 2 days lost in the hurricane
- AHCA is reviewing re-submitted plans which incorporates their first review comments
- Temporary sign is up and can be seen from I-4
- Working on the site plan for location of the Medical Office Building (MOB) and the utility requirements for the building and the hospital as well
- Most of the FSED equipment has been bid and orders are taking place so we may install in time for scheduled opening (mid-April 2017)

Breast Cancer Awareness Month (October)

Following events were coordinated by Halifax Health for Breast Cancer Awareness month:

- 🎗 Breast Cancer Awareness Speaking Event at Crossroads Church: Breast Navigator, Jennifer Peludat
- 🎗 "Pink Heals" – Fire Truck Event, awareness and fundraising, of which funds remain in the community – events held at Twin Lakes Medical Center & Halifax Health
- 🎗 Spruce Creek High School "Pink Game" – Lisa Viccaro, Marketing & Jennifer Peludat, Breast Navigator
- 🎗 Vince Carter's Pink Walk – Halifax Foundation October 22nd
- 🎗 Crane Lakes Golf Tournament October 22nd – Jennifer Peludat, Breast Navigator
- 🎗 Presentation at St Paul's Missionary Baptist Church on Breast Cancer October 23rd Susan Joss, Survivorship Navigator
- 🎗 Think Pink Connection – Halifax breast cancer workshop special session October 24th Jennifer Peludat, Breast Navigator

- 🎗️ Making Strides Against Breast Cancer walk – October 29th at 9:00 am, Riverside Park, expecting over 10,000 participants from Volusia County. Halifax is a Gold Sponsor
- 🎗️ Breast Cancer Awareness presentation to Pine Ridge High School : Jennifer Peludat, Breast Navigator (rescheduled to November due to Hurricane Matthew)
- 🎗️ Mammogram Screenings: 37 women screened through Susan G. Komen Grant
- 🎗️ Facebook Live – Halifax Health – October 27th and 29th – Jennifer Peludat, Breast Navigator

Marketing & Communications – October Events

- Oct. 2: Port Orange Family Days. Halifax Health is a proud sponsor of Port Orange Family Days 2016.
- October 5. Free Car Seat Safety Check. Halifax Health – Healthy Communities is offering free car seat safety checks the first Wednesday of each month from 1 to 3 pm at Halifax Health Medical Center, France Tower. This program is presented in conjunction with SafeKids Volusia/Flagler Counties.
- October 6. Speakers and Sneakers Series. Each month, Halifax Health Medical Center of Daytona Beach presents this educational program for residents that offers free monthly presentations featuring a wide variety of healthcare topics. Participants are encouraged to walk their choice of indoor and outdoor trails on the Halifax Health campus after the presentation event. Walking logs are available for participants.
- October 7-9: Daytona Blues Festival. Halifax Health is proud to be a sponsor of the 7th Annual Daytona Blues Festival. This three-day music festival brings blues musicians from around the country to Daytona Beach. Funds raised will benefit the Level II NICU (Neonatal Intensive Care Unit) at Halifax Health, in addition to other women and children's initiatives.
- October 8: Mud Fest. A part of the Live Your Life Well race series, this event takes place at Camp Winona in DeLeon Springs. www.lylwseries.com.
- October 14: Care for Women 3rd Year Anniversary. Join us as we celebrate the three-year anniversary of Halifax Health – Care for Women. Refreshments and cupcakes will be served. Halifax Health Medical Center, France Tower, Meeting Room E. 2-4 p.m. RSVP by October 7 to 386.425.4450.
- October 17. Red Hot Mamas Menopause Education. This monthly gathering provides attendees with information on an array of women's health issues. Halifax Health Medical Center, France Tower, Meeting Room E. RSVP to 386.425.4982.
- October 26. Halifax Health – Primary Care Ormond Physician Meet & Greet. Meet the primary care team at our Ormond Beach location – Dr. Renuka Siddharthan and Wendy Morton, ARNP. Halifax Health Medical Center, France Tower Mezzanine (near Café).

BIKETOBERFEST 2016 – STATISTICAL SNAPSHOT

These data are made possible by all the Team Members with the Halifax Trauma Registry Office



General Statistics throughout Four (4) Day Event

	2012 10/18 – 10/21	2013 10/17 – 10/20	2014 10/16 – 10/19	2015 10/15 – 10/18	2016 10/13-10/16
Total 4-Day Trauma Admissions	35	40	36	45	39
Total Biketoberfest-Related Admissions	17	15	11	29	12
Total Team Activations	11	16	14	18	11
Total Biketoberfest-Related Team Activations	6	7	3	15	5

Biketoberfest-Related Trauma Admission Statistics

	2012	2013	2014	2015	2016
Biketoberfest Related Admissions	17	15	11	29	12
Motorcycle Crash Admissions	17	14	10	27	10
Scooter, motorized	0	0	0	0	0
Motorcycle Driver (Passenger)	15 (2)	10 (4)	8 (2)	22 (5)	10 (0)
Helmet Usage	8 (47%)	6 (40%)	6 (29%)	8 (28%)	1
Non-motorcycle related Injuries	0	1	1	2	2
Patients with Head Injuries	17	13	4	10	1
Average Age (median)	50 (52)	54 (55)	46 (44)	54 (55)	44 (44)
Gender	♂ 14 (82%) ♀ 3 (18%)	♂ 11 (73%) ♀ 4 (27%)	♂ 7 (64%) ♀ 4 (36%)	♂ 22 (76%) ♀ 7 (24%)	♂ 11 (92%) ♀ 1 (8%)
To O.R. from ED	6	0	2	2	5
To ICU from ED	3	9	4	12	1
To Floor from ED	8	5	5	13	6
To Home from ED (AMA)	0	0	0	1 (1)	0 (0)
Transfers In (out)	0 (0)	3 (0)	0 (0)	2 (0)	0 (0)
Arrived by Ambulance	13	13	11	26	8
Arrived by Helicopter	4	2	0	3	2
Arrived by Private Vehicle	0	0	0	0	2
In-hospital Deaths (wearing helmets)	1 (0)	5 (2)	0	1 (1)	N/A*
Hospital Length of Stay, Average (median)	10 (4)	5 (3)	5 (4)	6 (3)	2*
~ ICU LOS, Average (median)	13 (7)	4 (2)	5 (4)	4 (4)	2(1)
~ Ventilator Days, Average (median)	16 (13)	4 (3)	1 (1)	3 (2)	N/A*
Dead on Arrival (DOA)	0	0	0	0	0
Volusia Co Residence	6 (35.3%)	4 (27%)	2 (18%)	6 (21%)	5 (42%)
Outside Volusia Co Residence	11 (64.7%)	11 (73%)	9 (82%)	23 (79%)	7 (58%)
Outside Florida Residence	5 (29.4%)	5 (33%)	5 (45%)	7 (24%)	1 (9%)
Primary Payor	Auto Plans	Auto Plans	Auto Plans	Auto Plans	Auto/Self Pay
Day of Week Peak	Saturday	Friday	Friday	Saturday	Sunday
Hour of Day Peak	1600-1700	1100-1200	1300-1400	1500-1600	0100-0300 / 1700-1800
Surgeon Peak	Bianchi, Black, Fabian	M. Fabian	Bianchi	Gamenthaler	Jazarevic
ED Physician Peak	B. Dillard	Z. Evens	Patterson	Peterson	Doan
Phase of Moon Peak	Waxing Crescent	Full	Last Quarter	Waxing Crescent	Full

* The Hospital, Vent, and ICU Days can only be calculated on those patients that have already been discharged and these numbers will change. The Patient Residence numbers will change as there are still two patients without demographics. The Primary Payor source may change with proof of automobile or other insurance.

*Preliminary data

2016 BIKETOBERFEST in Review

Halifax Health's Level II Trauma Center treated 11 Biketoberfest injury-related admissions with five of those requiring the mobilization of the trauma team as *Trauma Alert* patients. The overall admission volume related to the event was a 41% decrease compared to what Halifax treated in 2015. Conjecture for this decrease is likely the result of Hurricane Matthew, which resulted in the temporary closure of many beachside hotels due to wind and water damage.

To the date of this report, Halifax reports zero in-hospital deaths related to Biketoberfest.

Note:

This statistical snapshot highlights total injury cases during the four-day period and a drilldown of those identified with relationship to the special event. Attention is given to validate the patient encounter with the event, and such distinction bears on documentation provided in the medical record. While the statistical snapshot provides an aggregate reflection of how Biketoberfest impacts our trauma center, due to the highly dynamic nature of trauma care and the continuing process of data collection, these data may be altered subsequent to original distribution.

Special recognition is given to the Team Members of the Halifax Trauma Registry for the collection, processing, and delivery of these data.

Definitions:

Trauma Alert: A severely injured patient identified as a *Trauma Alert* per Florida Administrative Code 64J - Trauma Triage Criteria & Methodology.

Team Activation: A *Trauma Alert* patient requiring the immediate mobilization of the trauma team, which consists of a minimum of twelve trauma care providers comprising myriad disciplines of emergency treatment.

Non-Team Activation: A patient not identified as a *Trauma Alert* and therefore, not requiring the immediate mobilization of the trauma team. Such patients are admitted to the hospital >24 hours with a trauma-related diagnosis with utilization of trauma services.

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For additional information, please contact:

Kevin A. Captain, Trauma Program Manager

Halifax Health Level II Trauma Center

(386) 239-2358

kevin.captain@halifax.org

The Story of

Halifax Health - Keech Pediatric Neighborhood Care

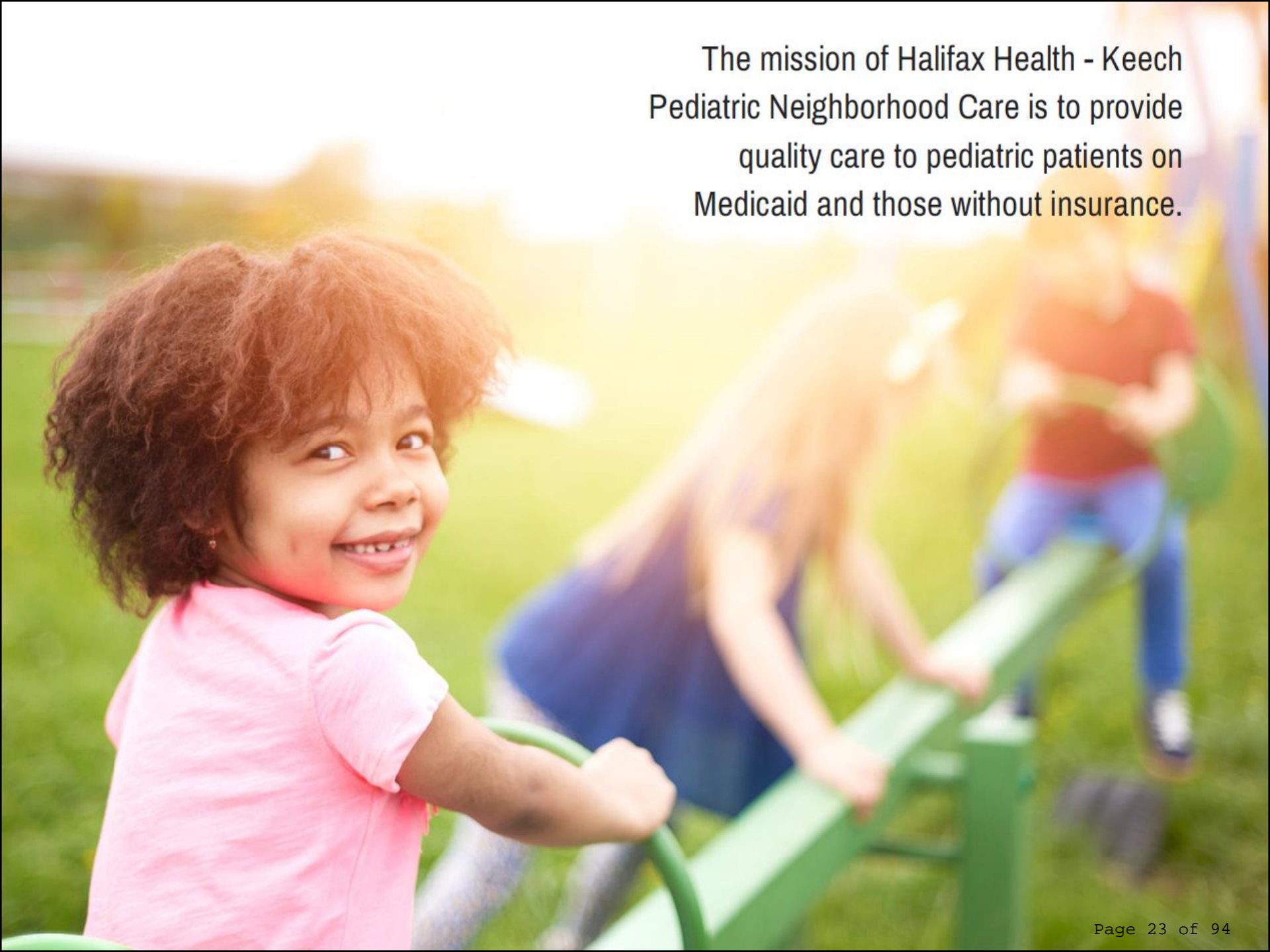
Celebrating 20 Years of

PROVIDING QUALITY CARE TO
THE CHILDREN & FAMILIES IN
OUR COMMUNITY.



HALIFAX HEALTH

KEECH PEDIATRIC
NEIGHBORHOOD CARE

A young child with curly hair, wearing a pink shirt, is smiling and looking back over their shoulder while playing on a green playground structure. In the background, two other children are also playing on the same structure, and the scene is set in a grassy park with trees and a bright, sunny sky.

The mission of Halifax Health - Keech
Pediatric Neighborhood Care is to provide
quality care to pediatric patients on
Medicaid and those without insurance.

DECEMBER 1996

IN THE BEGINNING



26

2012

400

15



25%

Of the 8,500 Medicaid patients seen at Halifax Health during the month of August, 2,100 were assigned to Halifax Health - Keech Pediatric Neighborhood Care

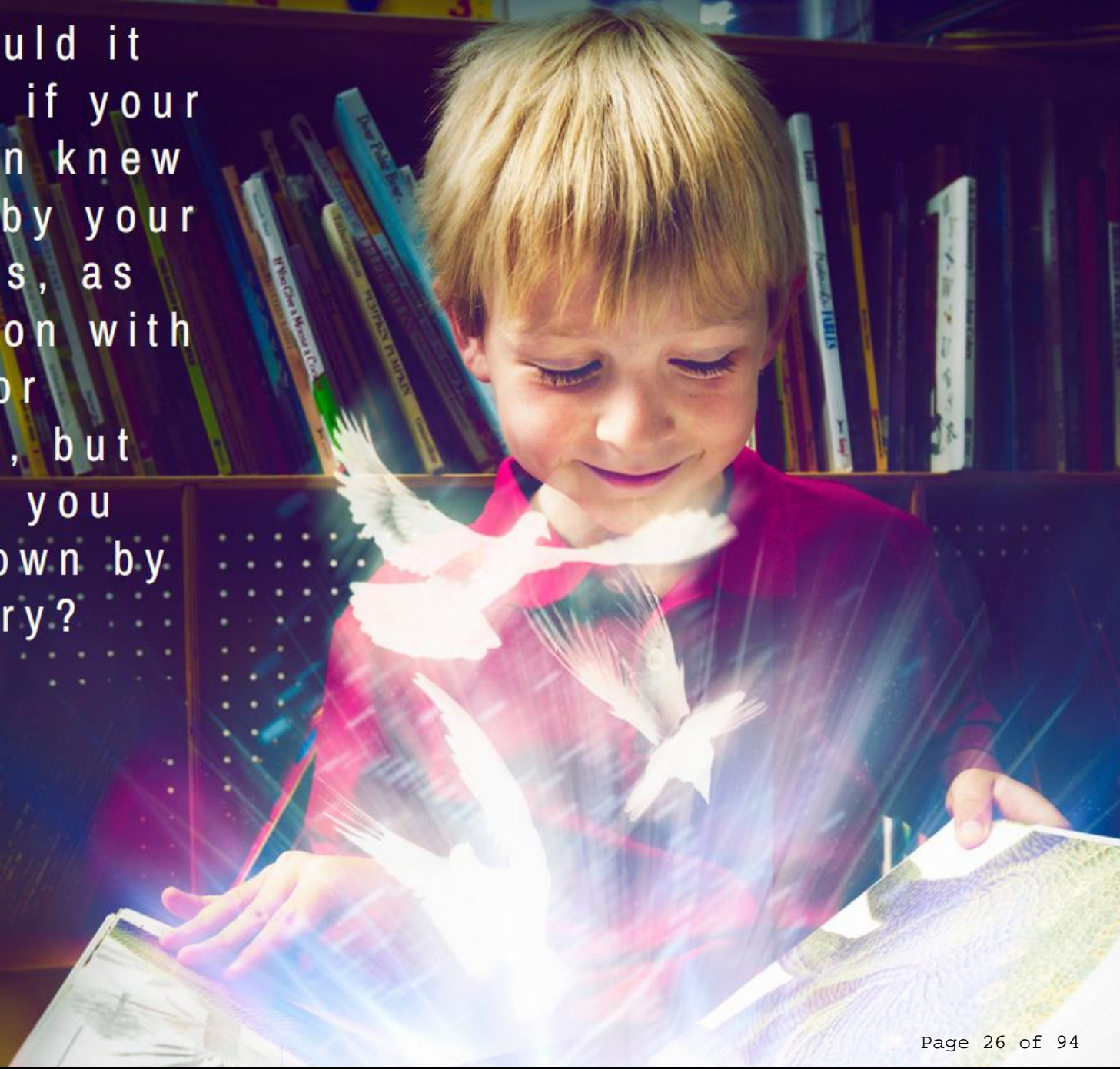
581

Number of patients seen in August 2016, with a 22% no show rate.

4,869

In FY16 Halifax Health - Keech Pediatric Neighborhood Care saw 4,218 established patients, and 651 new patients..

What would it
feel like if your
physician knew
you not by your
diagnosis, as
the person with
asthma or
diabetes, but
rather if you
were known by
your story?



COMPASSIONATE CARE



Rylee Kinnett
14 years old

Shia Clime
13 years old



Ciara Clime
10 years old

Brenya Smith
10 years old



QUALITY OF CARE

The number one reason that patients choose Halifax Health - Keech Pediatric Neighborhood Care is because of the level of care they receive.

Over the past 20 years we have connected with the community to identify and meet the needs of our families. Many of our former patients now bring their children to our office which is a representation of our commitment to exceptional service.

To continue the legacy of Halifax Health - Keech Pediatric Neighborhood Care we are:

- Completely renovating the existing office space
- Creating an interactive waiting room
- Offering extended hours to accommodate working parents.



THE NEXT CHAPTER





HALIFAX HEALTH

Strategic & Community Health Planning Committee

No Items to Report

Halifax Hospital Medical Center
Audit and Finance Committee Meeting
303 N. Clyde Morris Blvd.
France Tower, Conference Room A
Monday, September 26, 2016

Present: Ted Serbousek, Chairman
Ammar Hemaidan, MD, Member & Member, Medical Staff
Greg Motto, Member

Not Present: Daniel Francati, Member & Secretary, Board of Commissioners
Susan Schandel, Member & Treasurer, Board of Commissioners
Decker Youngman, Member

Also Present: Eric Peburn, Executive VP/Chief Financial Officer
Kent Bailey, Director of Finance
Kathleen Dulko, Corporate Controller
Bill Rushton, Director, Internal Audit
Shelly Shiflet, Chief Compliance Officer
Arvin Lewis, Senior VP/Chief Revenue Officer
Alberto Tineo, Vice President, Operations
Bob Williams, Vice President, Population Health & Business Development
Tony Trovato, Director of Business Operations, Halifax Health Hospice
Bob Wade, Compliance Expert
Jill Wheelock, Associate General Counsel

The meeting was called to order at 4:10 p.m. by Ted Serbousek. Attendance was recorded.

MINUTES

Discussion: Minutes from the August 29, 2016 Audit & Finance Committee Meeting were reviewed.

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

AUDIT COMMITTEE

Corporate Compliance

Discussion: Monthly Compliance Program Update Dashboard
Ms. Shiflet presented the Compliance Dashboard for the month ended August 2016, referencing no issues.

Action: None required.

Discussion: Corporate Integrity Agreement, Frequently Asked Questions
Ms. Shiflet distributed a handout highlighting Frequently Asked Questions related to the Corporate Integrity Agreement (CIA), pointing out that Halifax Health is at the halfway mark of the CIA. Brief discussion

ensued.

Action: None required.

Internal Audit

Discussion: Mr. Peburn introduced William Rushton as the Director of Internal Audit. Mr. Rushton has worked as the Senior Auditor over the last five months and accepted this position, effective immediately.

Action: None required.

FINANCE COMMITTEE

FINANCIAL REPORT

Discussion: Mr. Peburn reviewed the August 2016 Financial Report, summarizing that net patient service revenue and total operating expenses are greater than budget, the days cash on hand is favorable, and the adjusted operating EBIDA slightly improved.

Action: Dr. Hemaidan moved to approve the August 2016 Financial Report and recommends approval by the Board of Commissioners. Mr. Motto seconded the motion and it carried unanimously.

ACQUISITIONS, LEASES & DISPOSALS

Discussion: Capital Investment Strategy (none)

Action: None required.

Discussion: Capital Expenditures \$50,000 and over (none)

Action: None required.

Discussion: Disposals (none)

Action: None required.

Discussion: Comparison of Projected and Actual Financial Results for Significant Projects (none)

Action: None required.

OLD BUSINESS

Discussion: Request Tracker/Checklist (none)

Action: None required.

NEW BUSINESS

Discussion: 2017 Meeting Calendar
The 2017 meeting calendar was distributed; previous discussions included the polling of members regarding the change in meeting dates

due to House Bill 479 requirements and the establishment of the 2017 calendar.

Action: None required.

Discussion: Audited Financial Statement Timeline
Ms. Dulko presented the Audited Financial Statement timeline for committee review. Brief discussion ensued.

Action: None required.

INFORMATIONAL REPORTS

Discussion: The Investment Performance Report for August 2016 and the Capital Expenditures, \$25,000 - \$50,000 were presented under Information Only:

- *Educational Equipment for Keech Pediatric Neighborhood Clinic* \$46,420
- *Access Control for Sterile Processing Department* \$37,895
- *Surgical Eye Trays for Cataract Procedures* \$33,846

Action: None required.

OPEN DISCUSSION

Discussion: None.

NEXT MEETING DATE: **WEDNESDAY, November 2, 2016, 4:00 p.m. – Regular scheduled meeting**

ADJOURNMENT

Action: There being no further business, a motion was made and seconded to adjourn.

Ted Serbousek, Chairman

**HALIFAX HEALTH MEDICAL CENTER
SCHEDULE OF USES OF PROPERTY TAXES
FOR THE PERIOD ENDED SEPTEMBER 30, 2016**

		in mills
Gross property tax levy	\$ 13,252,016	0.9550
Tax discounts and uncollectible taxes	(344,526)	(0.0248)
Net property taxes collected	12,907,490	0.9302
Amounts paid to Volusia County and Cities:		
Tax collector and appraiser commissions	(389,724)	(0.0281)
Volusia County Medicaid matching assessment	(2,818,103)	(0.2031)
Redevelopment taxes paid to Cities	(630,389)	(0.0454)
Subtotal	(3,838,216)	(0.2766)
Net taxes available for community health, wellness and readiness	9,069,274	0.6536
Amounts paid for community health and wellness services:		
Preventive health services (clinics, Healthy Kids, etc.)	(1,309,328)	(0.0944)
Physician services	(7,571,181)	(0.5456)
Trauma services	(5,406,332)	(0.3896)
Pediatric and neonatal intensive care services	(686,922)	(0.0495)
Child and adolescent behavioral services	(615,787)	(0.0444)
Subtotal	(15,589,550)	(1.1235)
Deficiency of net taxes available to fund hospital operating expenses	(6,520,276)	(0.4699)
Uncompensated care provided by Halifax Health, <i>at cost</i>	(45,505,977)	(3.2794)
Total deficiency of net taxes available to fund hospital operating expenses and uncompensated care provided by Halifax Health, <i>at cost</i>	\$ (52,026,253)	(3.7493)
Proforma tax levy to cover uncompensated care, at cost:		
Gross property tax levy		0.9550
Subsidized uncompensated care costs by operations		3.7493
Equivalent property tax levy expended *		4.7043

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

Halifax Health
Investment Manager Performance Report - through September 30, 2016

		September Performance	Calendar YTD	Calendar 2015	Fiscal Year
Fixed Income					
VFSIX - Vangaurd Short-Term Investment Gr.	Perf	0.13%	3.69%	1.16%	3.41%
	BMK	0.15%	2.64%	0.97%	2.05%
VSGDX - Vanguard Short-Term Federal	Perf	0.28%	2.10%	0.83%	1.60%
	BMK	0.17%	2.18%	0.93%	1.52%
Ponder Short-term Government/Corporate	Perf	0.00%	3.27%	1.93%	3.04%
	BMK	0.15%	2.64%	0.97%	2.05%
Ponder US Treasury Account	Perf	0.12%	0.48%	n/a	0.48%
	BMK	0.11%	0.50%	n/a	0.50%
Ponder Short-Term Government	Perf	0.10%	1.71%	0.74%	1.34%
	BMK	0.17%	2.18%	0.93%	1.52%
Ponder 2016 Project Fund	Perf	0.23%	0.34%	n/a	0.34%
	BMK	0.11%	0.68%	n/a	0.57%
Weighted Composite	Perf	0.12%	2.67%	1.18%	2.45%
	BMK	0.14%	2.08%	0.96%	1.63%
Equities					
DFSVX - DFA Small Cap Value	Perf	1.21%	11.47%	-7.81%	13.58%
	BMK	0.79%	15.49%	-7.47%	18.82%
DFLVX - DFA Large Cap Value	Perf	0.48%	9.45%	-3.49%	15.09%
	BMK	-0.21%	10.00%	-3.83%	16.20%
DFIVX - DFA International Value	Perf	1.17%	3.16%	-6.31%	6.10%
	BMK	1.22%	3.12%	-3.04%	7.15%
DFEVX - DFA Emerging Markets	Perf	1.38%	21.01%	-18.77%	19.79%
	BMK	1.29%	16.02%	-14.92%	16.79%
VGELX - Vanguard Energy	Perf	2.68%	26.29%	-21.44%	25.43%
	BMK	2.90%	18.81%	-22.20%	18.03%
VENAX - Vanguard Energy Index	Perf	3.44%	19.85%	-24.16%	18.53%
	BMK	2.90%	18.81%	-22.20%	18.03%
VIGIX -Vanguard Large-Cap Growth	Perf	0.65%	6.58%	3.33%	13.52%
	BMK	0.37%	6.00%	5.67%	13.76%
VGHAX - Vanguard Health Care	Perf	0.68%	-3.18%	12.71%	5.21%
	BMK	-0.15%	-1.45%	6.33%	5.32%
VSGIX - Vanguard Small-Cap Growth	Perf	0.54%	9.19%	-2.52%	13.04%
	BMK	1.44%	7.48%	-1.38%	12.12%
Weighted Composite	Perf	0.98%	9.02%	-4.34%	12.81%
	BMK	0.81%	8.94%	-3.49%	13.52%

Halifax Health
Investment Manager Performance Report - through September 30, 2016

	Invested Balance	September Performance	Calendar YTD	Fiscal YTD
HH Holdings				
VFSIX - Vanguard Short-Term Invest Grade	\$ 53,021,630	Perf 0.13% BMK 0.15%	3.69% 2.64%	3.41% 2.05%
Ponder Short-Term Gov't/Corporate	32,095,931	Perf 0.00% BMK 0.15%	3.27% 2.64%	3.04% 2.05%
Ponder US Treasury Account	80,382,921	Perf 0.12% BMK 0.11%	0.48% 0.50%	0.48% 0.50%
Total HH Holdings	<u>\$ 165,500,482</u>	Composite Budget	0.10% 3.13%	2.86% 1.00%
HHMC				
Ponder Short-Term Government	\$ 42,312,322	Perf 0.10% BMK 0.17%	1.71% 2.18%	1.34% 1.52%
VSGDX - Vanguard Short-Term Federal	64,542	Perf 0.28% BMK 0.17%	2.10% 2.18%	1.60% 1.52%
Wells Fargo Halifax Hospital Trust	611,746	Perf 0.03% BMK 0.17%	0.26% 2.18%	0.19% 1.52%
Ponder 2016 Project Fund	12,670,146	Perf 0.23% BMK 0.11%	0.34% 0.68%	0.34% 0.68%
Total HHMC	<u>\$ 55,658,756</u>	Composite Budget	0.13% 2.06%	2.13% 1.00%

**Includes performance thru 3/31/16 for Wells Fargo Repurchase Agreements*

Halifax Health
Investment Manager Performance Report - through September 30, 2016

	Invested Balance	September Performance	Calendar YTD	Fiscal YTD
Foundation				
VFSIX - Vanguard Short-Term Invest Grade	\$ 21,250,683	Perf 0.13% BMK 0.15%	3.69% 2.64%	3.41% 2.05%
DFSVX - DFA Small Cap Value	3,572,033	Perf 1.21% BMK 0.79%	11.47% 15.49%	13.58% 18.82%
DFIVX - DFA International Value	1,781,973	Perf 1.17% BMK 1.22%	3.16% 3.12%	6.10% 7.15%
DFEVX - DFA Emerging Markets	638,213	Perf 1.38% BMK 1.29%	21.01% 16.02%	19.79% 16.79%
DFLVX - DFA Large Cap Value	7,302,763	Perf 0.48% BMK -0.21%	9.45% 10.00%	15.09% 16.20%
VGELX - Vanguard Energy	465,254	Perf 2.68% BMK 2.90%	26.29% 18.81%	25.43% 18.03%
VENAX - Vanguard Energy Index	217,395	Perf 3.44% BMK 2.90%	19.85% 18.81%	18.53% 18.03%
VIGIX -Vanguard Large-Cap Growth	3,499,467	Perf 0.65% BMK 0.37%	6.58% 6.00%	13.52% 13.76%
VGHAX - Vanguard Health Care	666,040	Perf 0.68% BMK -0.15%	-3.18% -1.45%	5.21% 5.32%
VSGIX - Vanguard Small-Cap Growth	3,598,540	Perf 0.54% BMK 1.44%	9.19% 7.48%	13.04% 12.12%
Total Foundation	<u>\$ 42,992,361</u>	Composite Budget	0.47% 6.47%	8.57% 4.00%

Halifax Health
Investment Manager Performance Report - through September 30, 2016

	Invested Balance	September Performance	Calendar YTD	Fiscal YTD
Hospice				
VFSIX - Vanguard Short-Term Invest Grade	\$ 32,711,882	Perf 0.13% BMK 0.15%	3.69% 2.64%	3.41% 2.05%
DFSVX - DFA Small Cap Value	5,527,105	Perf 1.21% BMK 0.79%	11.47% 15.49%	13.58% 18.82%
DFIVX - DFA International Value	2,755,004	Perf 1.17% BMK 1.22%	3.16% 3.12%	6.10% 7.15%
DFEVX - DFA Emerging Markets	1,140,580	Perf 1.38% BMK 1.29%	21.01% 16.02%	19.79% 16.79%
DFLVX - DFA Large Cap Value	10,747,263	Perf 0.48% BMK -0.21%	9.45% 10.00%	15.09% 16.20%
VGELX - Vanguard Energy	102,807	Perf 2.68% BMK 2.90%	26.29% 18.81%	25.43% 18.03%
VENAX - Vanguard Energy Index	579,430	Perf 3.44% BMK 2.90%	19.85% 18.81%	18.53% 18.03%
VIGIX - Vanguard Large-Cap Growth	5,735,899	Perf 0.65% BMK 0.37%	6.58% 6.00%	13.52% 13.76%
VGHAX - Vanguard Health Care	579,146	Perf 0.68% BMK -0.15%	-3.18% -1.45%	5.21% 5.32%
VSGIX - Vanguard Small-Cap Growth	5,951,751	Perf 0.54% BMK 1.44%	9.19% 7.48%	13.04% 12.12%
Money Market/Operating Account	0			
Total Hospice	<u>\$ 65,830,867</u>	Composite Budget	0.46% 6.43%	8.50% 4.00%

Halifax Health
Investment Manager Performance Report - through September 30, 2016

	Invested Balance	September Performance	Calendar YTD	Fiscal YTD
Pension				
VFSIX - Vanguard Short-Term Invest Grade	\$ 114,381,463	Perf 0.13%	3.69%	3.41%
		BMK 0.15%	2.64%	2.05%
DFSVX - DFA Small Cap Value	17,634,891	Perf 1.21%	11.47%	13.58%
		BMK 0.79%	15.49%	18.82%
DFIVX - DFA International Value	29,845,051	Perf 1.17%	3.16%	6.10%
		BMK 1.22%	3.12%	7.15%
DFEVX - DFA Emerging Markets	10,236,036	Perf 1.38%	21.01%	19.79%
		BMK 1.29%	16.02%	16.79%
DFLVX - DFA Large Cap Value	18,304,014	Perf 0.48%	9.45%	15.09%
		BMK -0.21%	10.00%	16.20%
VGELX - Vanguard Energy	4,290,226	Perf 2.68%	26.29%	25.43%
		BMK 2.90%	18.81%	18.03%
VENAX - Vanguard Energy Index	4,658,714	Perf 3.44%	19.85%	18.53%
		BMK 2.90%	18.81%	18.03%
VIGIX - Vanguard Large-Cap Growth	13,587,011	Perf 0.65%	6.58%	13.52%
		BMK 0.37%	6.00%	13.76%
VGHAX - Vanguard Health Care	8,190,421	Perf 0.68%	-3.18%	5.21%
		BMK -0.15%	-1.45%	5.32%
VSGIX - Vanguard Small-Cap Growth	14,424,625	Perf 0.54%	9.19%	13.04%
		BMK 1.44%	7.48%	12.12%
Wells Fargo Cash	4,591,685			
 Total Pension	 \$ 240,144,137	 Composite	 0.60%	 6.28%
		Assumed		8.16%
 Total Halifax Health, including Pension	 \$ 570,126,603			 6.75%
 Total Halifax Health, excluding Pension	 \$ 329,982,466			

Halifax Health
Summary Financial Narrative
For the twelve months ended September 30, 2016

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 16	YTD Budget FY 16	YTD Actual vs. Budget	S&P "A"	YTD Actual FY 16 vs. S&P "A"
Total Margin	5.5%	4.3%	Favorable	5.8%	Unfavorable
Operating Margin	3.3%	3.2%	Favorable	3.6%	Unfavorable
EBIDA Margin	13.6%	12.3%	Favorable	13.1%	Favorable
Operating EBIDA Margin	11.3%	11.3%	Neutral	10.8%	Favorable
Adjusted Operating EBIDA Margin *	10.7%	11.1%	Unfavorable	N/A	N/A
Days Cash on Hand	276	258	Favorable	249	Favorable
Cash to Debt	98.9%	95.3%	Favorable	189.9%	Unfavorable
Debt to Capitalization	57.0%	55.7%	Unfavorable	29.1%	Unfavorable
OG MADS Coverage	2.71	2.38	Favorable	4.50	Unfavorable
OG Debt to Capitalization	55.9%	55.9%	Neutral	29.1%	Unfavorable

* - Excludes investment income of Foundation recorded as operating revenue.

Halifax Health Medical Center

Statistical Summary--

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

Financial Summary --

- Net patient service revenue and total operating expenses for the year-to-date are each 4.5% greater than budget.
- Income from operations for the year-to-date of \$11.2 million compares favorably to budget by \$583,000.
- Nonoperating gains/losses for the year-to-date of \$5.1 million, primarily consisting of investment income of \$6.4 million and bond issuance costs of \$1.8 million, is greater than the budgeted amount by \$2.8 million.
- The increase in net position year-to-date of \$16.3 million compares favorably to budget by \$3.4 million.

Halifax Health Hospice

Statistical Summary --

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

Financial Summary --

- Net patient service revenue for the year-to-date is 12.1% less than budget.
- Loss from operations year-to-date of \$1.0 million compares unfavorably to budget by \$2.8 million.
- Nonoperating gains/losses year-to-date of \$7.5 million, including investment income of \$6.0 million, is greater than the budgeted amount by \$4.0 million.
- The increase in net position year-to-date of \$6.4 million compares favorably to budget by \$1.3 million.

Other Component Units - The year-to-date financial performance is consistent with budgeted expectations.

Halifax Health Statistical Summary

Month Ended September 30,					Twelve Months Ended September 30,			
<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>		<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>
				<u>Inpatient Activity</u>				
1,488	1,561	1,491	4.7%	HHMC Adult/Ped Admissions	18,473	18,929	18,628	1.6%
137	133	132	0.8%	HHMCPO Adult/Ped Admissions	1,809	1,715	1,840	-6.8%
146	167	99	68.7%	Adult Psych Admissions	1,566	1,727	1,490	15.9%
58	56	49	14.3%	Rehabilitative Admissions	628	655	600	9.2%
1,829	1,917	1,771	8.2%	Total Adult/Ped Admissions	22,476	23,026	22,558	2.1%
7,816	8,598	7,143	20.4%	HHMC Adult/Ped Patient Days	98,206	99,241	92,971	6.7%
472	612	455	34.5%	HHMCPO Adult/Ped Patient Days	6,164	6,582	6,320	4.1%
1,443	1,502	1,158	29.7%	Adult Psych Patient Days	17,413	17,677	17,500	1.0%
1,031	853	730	16.8%	Rehabilitative Patient Days	9,685	10,395	8,900	16.8%
10,762	11,565	9,486	21.9%	Total Adult/Ped Patient Days	131,468	133,895	125,691	6.5%
5.3	5.5	4.8	15.0%	HHMC Average Length of Stay	5.3	5.2	5.0	5.0%
3.4	4.6	3.4	33.5%	HHMCPO Average Length of Stay	3.4	3.8	3.4	11.7%
5.1	5.4	4.7	16.1%	HHMC/ HHMCPO Average Length of Stay	5.1	5.1	4.9	5.7%
9.9	9.0	11.7	-23.1%	Adult Psych Average Length of Stay	11.1	10.2	11.7	-12.9%
17.8	15.2	14.9	2.2%	Rehabilitative Length of Stay	15.4	15.9	14.8	7.0%
5.9	6.0	5.4	12.6%	Total Average Length of Stay	5.8	5.8	5.6	4.4%
359	386	316	22.2%	Total Average Daily Census	360	366	343	6.7%
629	714	704	1.4%	HHMC Observation Patient Day Equivalents	7,798	7,632	8,160	-6.5%
80	109	111	-1.80%	HHMCPO Observation Patient Day Equivalents	1,253	1,200	1,290	-7.0%
709	823	815	1.0%	Total Observation Patient Day Equivalents	9,051	8,832	9,450	-6.5%
24	27	27	0.0%	Observation Average Daily Census	25	24	26	-7.7%
155	191	167	14.4%	HHMC Newborn Births	1,948	1,981	2,020	-1.9%
285	353	298	18.5%	HHMC Nursery Patient Days	3,612	3,820	3,900	-2.1%
424	461	405	13.8%	HHMC Inpatient Surgeries	5,126	5,402	5,215	3.6%
0	1	2	-50.0%	HHMCPO Inpatient Surgeries	19	17	20	-15.0%
424	462	407	13.5%	Total Inpatient Surgeries	5,145	5,419	5,235	3.5%
				<u>Inpatient Surgeries</u>				
143	187			Orthopedics	1,936	2,101		
85	91			General Surgery	1,079	986		
49	41			Neurosurgery	550	593		
23	17			Thoracic	241	254		
24	18			Urology	214	248		
100	108			All Other	1,125	1,237		
424	462	407	13.5%	Total Inpatient Surgeries	5,145	5,419	5,235	3.5%

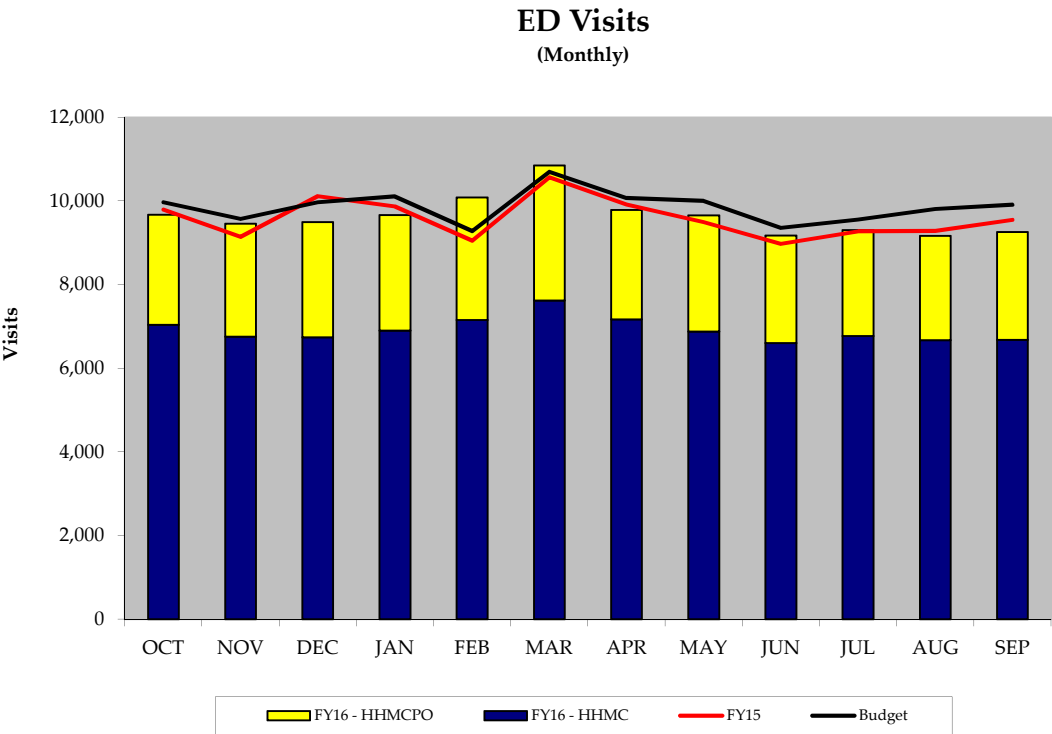
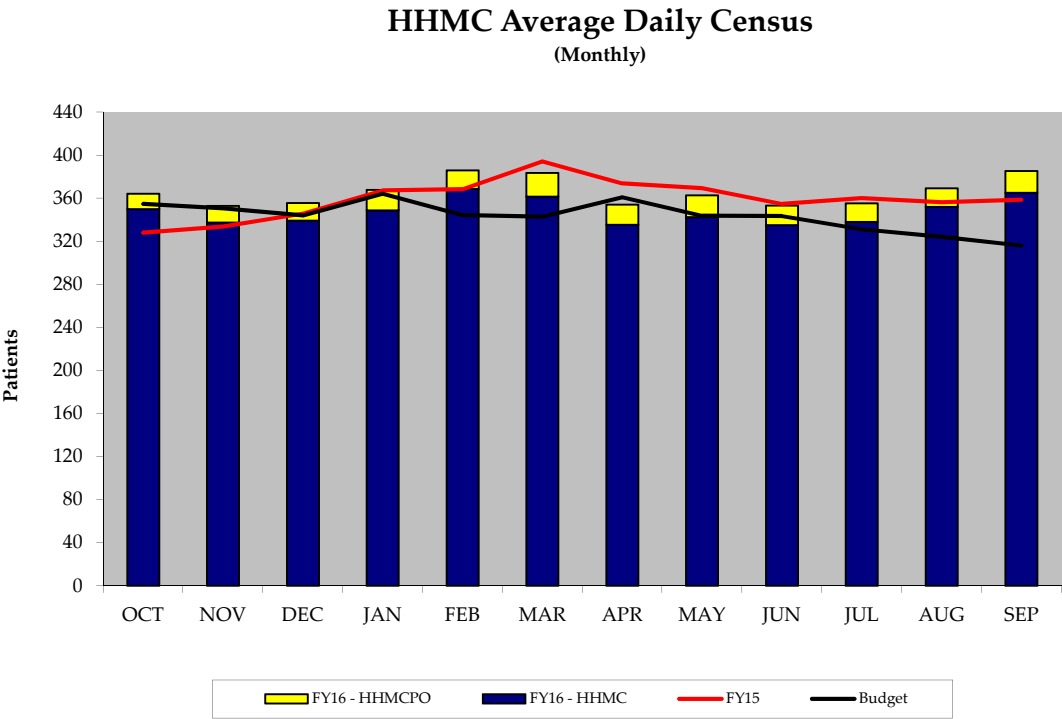
Halifax Health Statistical Summary

Month Ended September 30,					Twelve Months Ended September 30,			
<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>		<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>
<u>Outpatient Activity</u>								
6,907	6,683	7,201	-7.2%	HHMC ED Registrations	81,901	82,999	85,200	-2.6%
2,643	2,572	2,706	-5.0%	HHMCPO ED Registrations	33,125	32,581	33,100	-1.6%
9,550	9,255	9,907	-6.6%	Total ED	115,026	115,580	118,300	-2.3%
400	441	393	12.2%	HHMC Outpatient Surgeries	4,749	4,836	4,770	1.4%
88	71	94	-24.5%	HPC Outpatient Surgeries	1,102	1,137	1,145	-0.7%
2	0	16	-100.0%	HHMCPO Outpatient Surgeries	140	3	190	-98.4%
344	382	358	6.7%	Twin Lakes Surgeries	4,325	4,432	4,350	1.9%
834	894	861	3.8%	Total Outpatient Surgeries	10,316	10,408	10,455	-0.4%
<u>Outpatient Surgeries</u>								
169	175			Orthopedics	2,131	2,185		
157	185			General Surgery	2,005	2,059		
144	84			Gastroenterology	1,363	1,177		
72	81			OB/GYN	887	947		
61	69			Plastic Reconstructive Surgery	775	739		
231	300			All Other	3,155	3,301		
834	894	861	3.8%	Total Outpatient Surgeries	10,316	10,408	10,455	-0.4%
<u>Cardiology Procedures</u>								
17	14			Open Heart Cases	166	184		
105	135			Cardiac Caths	1,213	1,327		
31	33			CRM Devices	451	427		
29	38			EP Studies	327	373		
182	220	164	34.1%	Total Cardiology Procedures	2,157	2,311	2,387	-3.2%
<u>Interventional Radiology Procedures</u>								
4	7	5	40.0%	Vascular	240	93	116	-19.8%
102	157	228	-31.1%	Nonvascular	2,603	2,256	2,478	-9.0%
106	164	233	-29.6%	Total Interventional Radiology Procedures	2,843	2,349	2,594	-9.4%
184	175	195	-10.3%	GI Lab Procedures	2,415	2,295	2,290	0.2%
<u>HH Hospice Activity</u>								
<u>Patient Days</u>								
17,407	14,447	18,048	-20.0%	Volusia/ Flagler	214,910	197,591	220,230	-10.3%
198.0	684	1,351	-49.4%	Orange/ Osceola	568.0	3,668	10,062	-63.5%
17,605	15,131	19,399	-22.0%	HH Hospice Patient Days	215,478	201,259	230,292	-12.6%
<u>Average Daily Census</u>								
580	482	602	-20.0%	Volusia/ Flagler	589	540	602	-10.3%
7	23	45	-49.4%	Orange/ Osceola	2	10	27	-63.5%
587	505	647	-22.0%	HH Hospice Average Daily Census	591	550	629	-12.6%

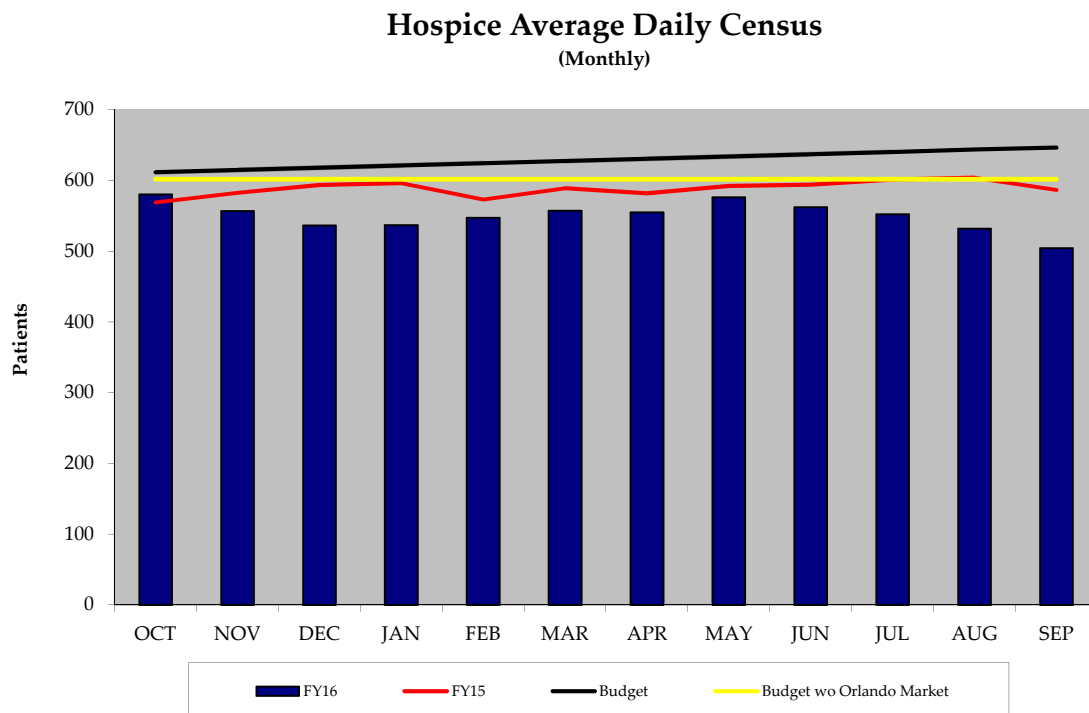
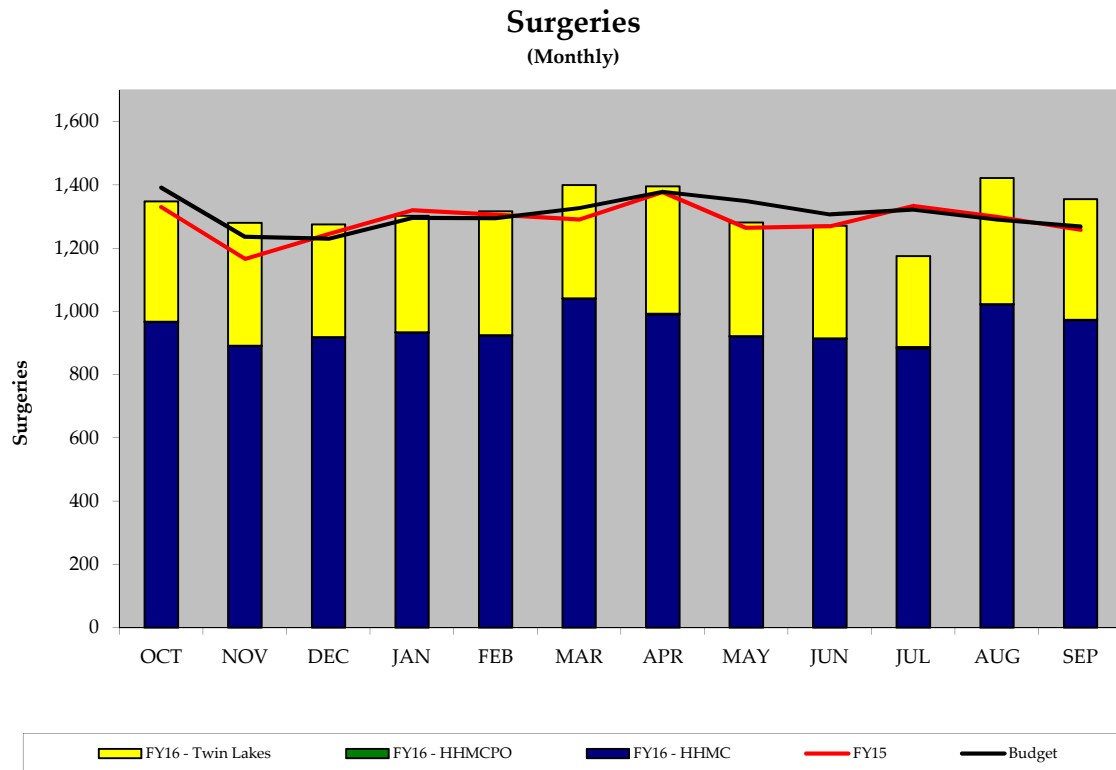
Halifax Health Statistical Summary

Month Ended September 30,				Twelve Months Ended September 30,			
<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>	<u>2015</u>	<u>2016</u>	<u>Budget</u>	<u>Var.</u>
<u>Physician Practice Activity</u>							
<u>Primary Care Visits</u>							
164	315	302	4.3%	Ormond Beach	2,981	3,126	5,490 -43.1%
1,010	1,057	1,076	-1.8%	Daytona Beach	2,151	12,935	12,912 0.2%
79	493	297	66.0%	Port Orange	138	4,903	3,564 37.6%
435	217	214	1.4%	Deltona	4,330	5,164	5,462 -5.5%
355	433	608	-28.8%	Ormond Beach (Women's/OB)	4,285	5,274	7,829 -32.6%
2,043	2,515	2,497	0.7%	Primary Care Visits	13,885	31,402	35,257 -10.9%
				<u>Children's Medical Center Visits</u>			
698	789	1,107	-28.7%	Ormond Beach	7,587	8,859	13,070 -32.2%
427	391	362	8.0%	Palm Coast	4,373	4,851	4,408 10.0%
471	501	390	28.5%	Port Orange	4,624	5,573	4,482 24.3%
1,596	1,681	1,859	-9.6%	Children's Medical Center Visits	16,584	19,283	21,960 -12.2%
				<u>Community Clinic Visits</u>			
389	392	422	-7.1%	Keech Street	5,674	5,045	6,200 -18.6%
421	199	475	-58.1%	Adult Community Clinic	5,480	4,133	6,000 -31.1%
810	591	897	-34.1%	Community Clinic Visits	11,154	9,178	12,200 -24.8%

Halifax Health
Statistical Summary - Graphic



Halifax Health Statistical Summary - Graphic



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

	September 30,		
	2016	2015	Change
<u>Assets</u>			
Cash and cash equivalents	\$58,572	\$55,370	\$3,202
Investments	266,686	245,407	21,279
Board designated assets	45,053	44,492	561
Accounts receivable	60,761	61,329	(568)
Restricted assets whose use is limited	19,159	26,722	(7,563)
Other assets	39,467	42,384	(2,917)
Deferred outflow - swap	43,496	33,267	10,229
Deferred outflow - loss on bond refunding	17,379	6,751	10,628
Deferred outflow - pension	37,036	15,229	21,807
Property, plant and equipment	358,008	362,698	(4,690)
Total Assets	\$945,617	\$893,649	\$51,968
<u>Liabilities and Net position</u>			
Accounts payable	\$33,386	\$34,151	(\$765)
Other liabilities	82,701	84,741	(2,040)
Deferred inflow - pension	-	20,139	(20,139)
Net pension liability	129,143	112,819	16,324
Long-term debt	354,394	346,740	7,654
Premium on LTD, net	19,932	9,612	10,320
Long-term value of swap	43,496	33,267	10,229
Net position	282,565	252,180	30,385
Total Liabilities and Net position	\$945,617	\$893,649	\$51,968

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

Month ended September 30, 2016	Month ended September 30, 2015	Variance		Twelve Months ended September 30, 2016	Twelve Months ended September 30, 2015	Variance
			Cash flows from operating activities:			
\$43,266	\$45,519	(\$2,253)	Receipts from third party payors and patients	\$493,855	\$456,330	\$37,525
(19,220)	(18,250)	(970)	Payments to employees	(276,694)	(252,510)	(24,184)
(12,463)	(9,728)	(2,735)	Payments to suppliers	(178,881)	(179,844)	963
-	88	(88)	Receipt of ad valorem taxes	13,181	13,151	30
-	-	-	Receipt (payment) of State UPL funds, net	816	21,569	(20,753)
45	62	(17)	Other receipts	30,118	18,791	11,327
(2,663)	(3,121)	458	Other payments	(44,137)	(43,003)	(1,134)
8,965	14,570	(5,605)	Net cash provided by (used in) operating activities	38,258	34,484	3,774
			Cash flows from noncapital financing activities:			
57	262	(205)	Proceeds from donations received	1,980	1,244	736
(8)	(179)	171	Nonoperating gain (loss)	(14)	(243)	229
49	83	(34)	Net cash provided by noncapital financing activities	1,966	1,001	965
			Cash flows from capital and related financing activities:			
(1,473)	(2,751)	1,278	Acquisition of capital assets	(23,841)	(19,033)	(4,808)
(200)	(190)	(10)	Payment of long-term debt	(2,295)	(5,381)	3,086
-	-	-	Proceeds from issuance of long-term debt	175,424	125,954	49,470
-	-	-	Transfers to trustee held funds	(12,619)	-	(12,619)
-	-	-	Payment for defeasance of bonds	(168,728)	(124,086)	(44,642)
(294)	(2,579)	2,285	Payment of interest on long-term debt	(14,761)	(18,041)	3,280
-	-	-	Payment of bond issue costs	(1,774)	(1,359)	(415)
(1,967)	(5,520)	3,553	Net cash used in capital financing activities	(48,594)	(41,946)	(6,648)
			Cash flows from investing activities:			
544	572	(28)	Realized investment income (loss)	8,515	6,822	1,693
(3,669)	(736)	(2,933)	Purchases of investments/limited use assets	(117,615)	(57,589)	(60,026)
6	15,506	(15,500)	Sales/Maturities of investments/limited use assets	120,289	19,231	101,058
(3,119)	15,342	(18,461)	Net cash provided by (used in) investing activities	11,189	(31,536)	42,725
3,928	24,475	(20,547)	Net increase (decrease) in cash and cash equivalents	2,819	(37,997)	40,816
54,644	30,895	23,749	Cash and cash equivalents at beginning of period	55,753	93,367	(37,614)
\$58,572	\$55,370	\$3,202	Cash and cash equivalents at end of period	\$58,572	\$55,370	\$3,202

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

Actual Month Ended September 30, 2016	Actual Month Ended September 30, 2015	Favorable (Unfavorable) Variance		Actual Twelve Months September 30, 2016	Actual Twelve Months September 30, 2015	Favorable (Unfavorable) Variance
			Operating revenues:			
\$31,350	\$48,480	(\$17,130)	Net patient service revenue, before provision for bad debts	\$580,528	\$573,131	\$7,397
8,173	(8,850)	17,023	Provision for bad debts	(90,666)	(105,641)	14,975
39,523	39,630	(107)	Net patient service revenue	489,862	467,490	22,372
1,104	1,096	8	Ad valorem taxes	13,252	13,149	103
2,553	(716)	3,269	Other revenue	30,440	24,121	6,319
43,180	40,010	3,170	Total operating revenues	533,554	504,760	28,794
			Operating expenses:			
19,309	18,612	(697)	Salaries and benefits	254,495	236,334	(18,161)
8,168	6,991	(1,177)	Purchased services	80,911	77,760	(3,151)
8,019	6,529	(1,490)	Supplies	93,347	87,998	(5,349)
2,200	2,016	(184)	Depreciation and amortization	24,955	23,677	(1,278)
1,373	1,427	54	Interest	17,279	18,167	888
541	385	(156)	Ad valorem tax related expenses	7,460	6,798	(662)
820	700	(120)	Leases and rentals	9,141	9,560	419
1,502	2,159	657	Other	28,153	27,334	(819)
41,932	38,819	(3,113)	Total operating expenses	515,741	487,628	(28,113)
1,248	1,191	57	Excess of operating revenues over expenses	17,813	17,132	681
			Nonoperating revenues, expenses, and gains/(losses):			
544	572	(28)	Realized investment income/(losses)	8,516	6,819	1,697
165	(1,155)	1,320	Unrealized investment income/(losses)	3,868	(3,948)	7,816
57	264	(207)	Donation revenue	1,979	1,250	729
-	-	-	Interest - bond issue costs	(1,774)	(1,359)	(415)
(8)	(179)	171	Nonoperating gains/(losses), net	(14)	(239)	225
758	(498)	1,256	Total nonoperating revenues, expenses, and gains/(losses)	12,575	2,523	10,052
\$2,006	\$693	\$1,313	Increase in net position	\$30,388	\$19,655	\$10,733

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

Actual Month Ended September 30, 2016	Static Budget Month Ended September 30, 2016	Favorable (Unfavorable) Variance		Actual Ended September 30, 2016	Static Budget Ended September 30, 2016	Favorable (Unfavorable) Variance
\$31,350	\$46,142	(\$14,792)	Operating revenues:	\$580,528	\$587,124	(\$6,596)
8,173	(8,668)	16,841	Net patient service revenue, before provision for bad debts	(90,666)	(110,900)	20,234
39,523	37,474	2,049	Provision for bad debts	489,862	476,224	13,638
1,104	1,104	-	Net patient service revenue	13,252	13,252	-
2,553	2,076	477	Ad valorem taxes	30,440	26,558	3,882
43,180	40,654	2,526	Other revenue	533,554	516,034	17,520
			Total operating revenues			
			Operating expenses:			
19,309	20,730	1,421	Salaries and benefits	254,495	257,182	2,687
8,168	5,596	(2,572)	Purchased services	80,911	68,056	(12,855)
8,019	6,900	(1,119)	Supplies	93,347	87,730	(5,617)
2,200	1,983	(217)	Depreciation and amortization	24,955	24,235	(720)
1,373	1,467	94	Interest	17,279	17,589	310
541	597	56	Ad valorem tax related expenses	7,460	7,161	(299)
820	762	(58)	Leases and rentals	9,141	9,197	56
1,502	2,347	845	Other	28,153	28,146	(7)
41,932	40,382	(1,550)	Total operating expenses	515,741	499,296	(16,445)
1,248	272	976	Excess of operating revenues over expenses	17,813	16,738	1,075
			Nonoperating revenues, expenses, and gains/(losses):			
544	375	169	Realized investment income/(losses)	8,516	4,502	4,014
165	-	165	Unrealized investment income/(losses)	3,868	-	3,868
57	100	(43)	Donation revenue	1,979	1,201	778
-	-	-	Interest - bond issue costs	(1,774)	-	(1,774)
(8)	-	(8)	Nonoperating gains/(losses), net	(14)	-	(14)
758	475	283	Total nonoperating revenues, expenses, and gains/(losses)	12,575	5,703	6,872
\$2,006	\$747	\$1,259	Increase in net position	\$30,388	\$22,441	\$7,947

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

Actual Month Ended September 30, 2016	Static Budget Month Ended September 30, 2016	Favorable (Unfavorable) Variance		Actual Twelve Months Ended September 30, 2016	Static Budget Twelve Months Ended September 30, 2016	Favorable (Unfavorable) Variance
			Operating revenues:			
\$27,966	\$42,041	(\$14,075)	Net patient service revenue, before provision for bad debts	\$537,334	\$538,220	(\$886)
8,347	(8,594)	16,941	Provision for bad debts	(89,659)	(110,002)	20,343
36,313	33,447	2,866	Net patient service revenue	447,675	428,218	19,457
1,104	1,104	-	Ad valorem taxes	13,252	13,252	-
1,730	1,370	360	Other revenue	17,606	16,504	1,102
39,147	35,921	3,226	Total operating revenues	478,533	457,974	20,559
			Operating expenses:			
17,499	18,656	1,157	Salaries and benefits	229,502	230,195	693
6,947	4,402	(2,545)	Purchased services	67,202	53,762	(13,440)
7,810	6,633	(1,177)	Supplies	90,480	84,542	(5,938)
2,065	1,850	(215)	Depreciation and amortization	23,249	22,638	(611)
1,366	1,450	84	Interest	17,100	17,400	300
541	597	56	Ad valorem tax related expenses	7,460	7,161	(299)
654	582	(72)	Leases and rentals	6,816	6,978	162
1,893	2,057	164	Other	25,500	24,657	(843)
38,775	36,227	(2,548)	Total operating expenses	467,309	447,333	(19,976)
372	(306)	678	Excess (deficiency) of operating revenues over expenses	11,224	10,641	583
			Nonoperating revenues, expenses, and gains/(losses):			
406	186	220	Realized investment income/(losses)	3,605	2,237	1,368
13	-	13	Unrealized investment income/(losses)	2,750	-	2,750
6	4	2	Donation revenue	550	49	501
-	-	-	Interest - bond issue costs	(1,774)	-	(1,774)
(8)	-	(8)	Nonoperating gains/(losses), net	(14)	-	(14)
417	190	227	Total nonoperating revenues, expenses, and gains/(losses)	5,117	2,286	2,831
\$789	(\$116)	\$905	Increase (decrease) in net position	\$16,341	\$12,927	\$3,414

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

Actual Month Ended September 30, 2015		Actual Month Ended September 30, 2016		Static Budget Month Ended September 30, 2016			Actual Twelve Months Ended September 30, 2015		Actual Twelve Months Ended September 30, 2016		Static Budget Twelve Months Ended September 30, 2016	
\$126,625	100.00%	\$144,758	100.00%	\$125,898	100.00%	Gross charges	\$1,521,072	100.00%	\$1,674,518	100.00%	\$1,612,693	100.00%
(7,286)	-5.75%	(28,621)	-19.77%	(4,032)	-3.20%	Charity	(54,002)	-3.55%	(98,477)	-5.88%	(51,619)	-3.20%
(74,543)	-58.87%	(88,171)	-60.91%	(79,825)	-63.40%	Contractual adjustments	(937,700)	-61.65%	(1,038,707)	-62.03%	(1,022,854)	-63.43%
44,796	35.38%	27,966	19.32%	42,041	33.39%	Gross charges, before provision for bad debts	529,370	34.80%	537,334	32.09%	538,220	33.37%
(8,734)	-6.90%	8,347	5.77%	(8,594)	-6.83%	Provision for bad debts	(104,540)	-6.87%	(89,659)	-5.35%	(110,002)	-6.82%
\$36,062	28.48%	\$36,313	25.09%	\$33,447	26.57%	Net patient service revenue	\$424,830	27.93%	\$447,675	26.73%	\$428,218	26.55%

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

Actual Month Ended September 30, 2016	Static Budget Month Ended September 30, 2016	Favorable (Unfavorable) Variance		Actual Twelve Months Ended September 30, 2016	Static Budget Twelve Months Ended September 30, 2016	Favorable (Unfavorable) Variance
			Operating revenues:			
\$3,384	\$4,101	(\$717)	Net patient service revenue, before provision for bad debts	\$43,194	\$48,904	(\$5,710)
(174)	(74)	(100)	Provision for bad debts	(1,007)	(898)	(109)
3,210	4,027	(817)	Net patient service revenue	42,187	48,006	(5,819)
156	186	(30)	Other revenue	2,257	2,388	(131)
3,366	4,213	(847)	Total operating revenues	44,444	50,394	(5,950)
			Operating expenses:			
1,745	2,004	259	Salaries and benefits	24,134	26,104	1,970
1,180	1,157	(23)	Purchased services	13,262	13,847	585
209	265	56	Supplies	2,849	3,162	313
68	66	(2)	Depreciation and amortization	907	798	(109)
161	175	14	Leases and rentals	2,264	2,158	(106)
(62)	217	279	Other	2,078	2,611	533
3,301	3,884	583	Total operating expenses	45,494	48,680	3,186
65	329	(264)	Excess (deficiency) of operating revenues over expenses	(1,050)	1,714	(2,764)
			Nonoperating revenues, expenses, and gains/(losses):			
138	189	(51)	Realized investment income/(losses)	4,911	2,265	2,646
152	-	152	Unrealized investment income/(losses)	1,118	-	1,118
51	96	(45)	Donation revenue	1,429	1,152	277
-	-	-	Nonoperating gains/(losses), net	-	-	-
341	285	56	Total nonoperating revenues, expenses, and gains/(losses)	7,458	3,417	4,041
\$406	\$614	(\$208)	Increase in net position	\$6,408	\$5,131	\$1,277

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

Actual Month Ended September 30, 2016	Static Budget Month Ended September 30, 2016	Favorable (Unfavorable) Variance		Actual Ended September 30, 2016	Static Budget Ended September 30, 2016	Favorable (Unfavorable) Variance
\$0	\$0	\$0	Operating revenues:			
-	-	-	Net patient service revenue, before provision for bad debts	\$0	\$0	\$0
-	-	-	Provision for bad debts	-	-	-
336	341	(5)	Net patient service revenue	-	-	-
336	341	(5)	Other revenue	4,094	4,097	(3)
			Total operating revenues	4,094	4,097	(3)
			Operating expenses:			
56	60	4	Salaries and benefits	749	758	9
40	36	(4)	Purchased services	416	432	16
-	2	2	Supplies	18	26	8
67	67	-	Depreciation and amortization	799	799	-
7	17	10	Interest	179	189	10
5	5	-	Leases and rentals	61	61	-
2	3	1	Other	26	42	16
177	190	13	Total operating expenses	2,248	2,307	59
159	151	8	Excess of operating revenues over expenses	1,846	1,790	56
			Nonoperating revenues, expenses, and gains/(losses):			
-	-	-	Realized investment income/(losses)	-	-	-
-	-	-	Unrealized investment income/(losses)	-	-	-
-	-	-	Donation revenue	-	-	-
-	-	-	Nonoperating gains/(losses), net	-	-	-
-	-	-	Total nonoperating revenues, expenses, and gains/(losses)	-	-	-
\$159	\$151	\$8	Increase in net position	\$1,846	\$1,790	\$56

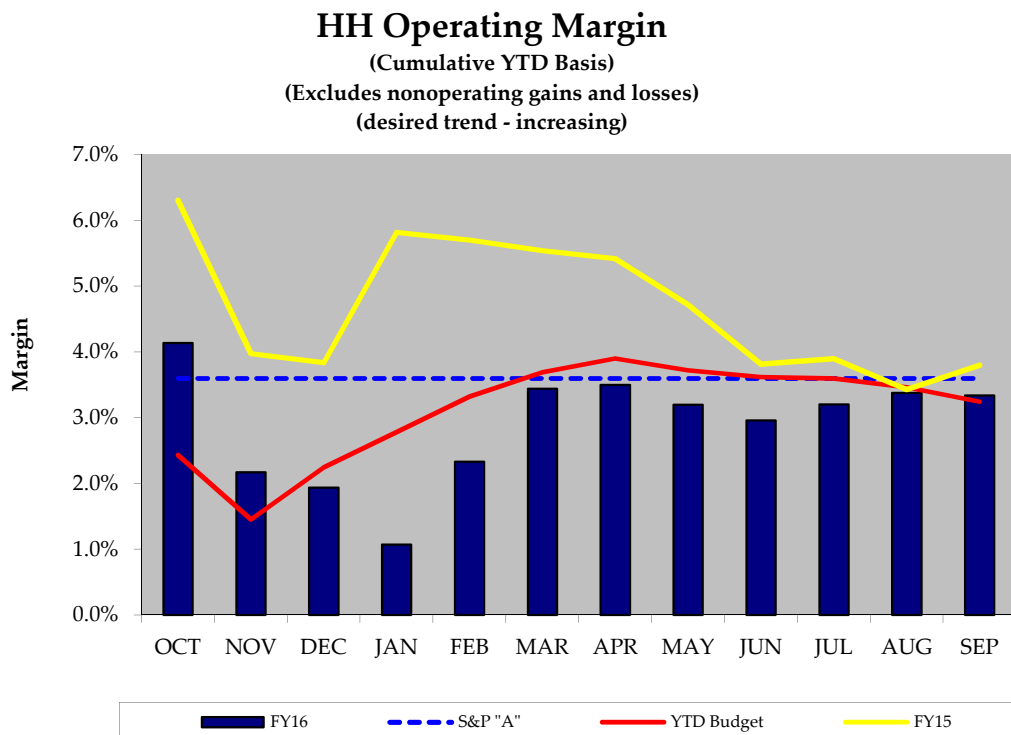
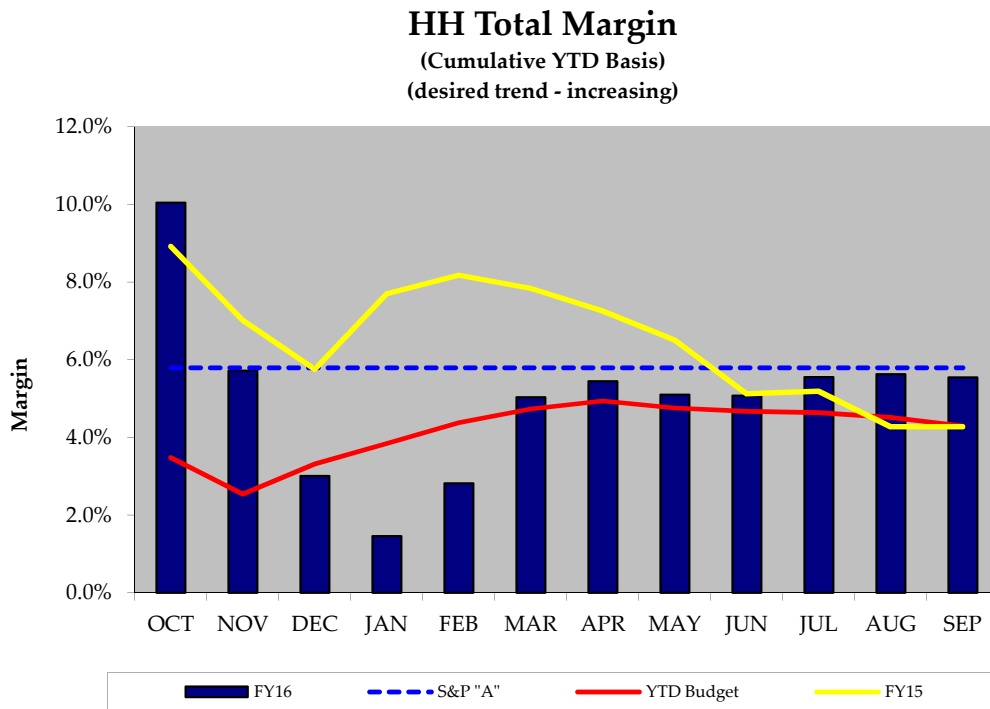
Halifax Health Foundation
Statements of Revenues, Expenses and Changes in Net Position
(\$ in thousands)

Actual	Static Budget	Favorable		Actual	Static Budget	Favorable
Month Ended	Month Ended	(Unfavorable)		Ended	Ended	(Unfavorable)
September 30, 2016	September 30, 2016	Variance		September 30, 2016	September 30, 2016	Variance
			Operating revenues:			
\$0	\$0	\$0	Net patient service revenue, before provision for bad debts	\$0	\$0	\$0
-	-	-	Provision for bad debts	-	-	-
-	-	-	Net patient service revenue	-	-	-
82	103	(21)	Realized investment income/(losses)	2,345	1,230	1,115
80	-	80	Unrealized investment income/(losses)	846	-	846
169	76	93	Donation revenue	3,292	2,339	953
-	-	-	Other revenue	-	-	-
331	179	152	Total operating revenues	6,483	3,569	2,914
			Operating expenses:			
9	10	1	Salaries and benefits	110	125	15
1	1	-	Purchased services	31	15	(16)
-	-	-	Supplies	-	-	-
-	-	-	Depreciation and amortization	-	-	-
-	-	-	Interest	-	-	-
-	-	-	Leases and rentals	-	-	-
(331)	70	401	Other	549	836	287
(321)	81	402	Total operating expenses	690	976	286
\$652	\$98	\$554	Increase in net position	\$5,793	\$2,593	\$3,200

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

Actual Month Ended September 30, 2016	Static Budget Month Ended September 30, 2016	Favorable (Unfavorable) Variance		Actual Twelve Months September 30, 2016	Static Budget Twelve Months September 30, 2016	Favorable (Unfavorable) Variance
			Operating revenues:			
\$27,966	\$42,041	(\$14,075)	Net patient service revenue, before provision for bad debts	\$537,334	\$538,220	(\$886)
8,347	(8,594)	16,941	Provision for bad debts	(89,659)	(110,002)	20,343
36,313	33,447	2,866	Net patient service revenue	447,675	428,218	19,457
1,104	1,104	-	Ad valorem taxes	13,252	13,252	-
1,730	1,370	360	Other revenue	17,606	16,504	1,102
39,147	35,921	3,226	Total operating revenues	478,533	457,974	20,559
			Operating expenses:			
17,499	18,656	1,157	Salaries and benefits	229,502	230,195	693
6,947	4,402	(2,545)	Purchased services	67,202	53,762	(13,440)
7,810	6,633	(1,177)	Supplies	90,480	84,542	(5,938)
2,065	1,850	(215)	Depreciation and amortization	23,249	22,638	(611)
1,366	1,450	84	Interest	17,100	17,400	300
541	597	56	Ad valorem tax related expenses	7,460	7,161	(299)
654	582	(72)	Leases and rentals	6,816	6,978	162
1,893	2,057	164	Other	25,500	24,657	(843)
38,775	36,227	(2,548)	Total operating expenses	467,309	447,333	(19,976)
372	(306)	678	Excess (deficiency) of operating revenues over expenses	11,224	10,641	583
			Nonoperating revenues, expenses, and gains/(losses):			
406	186	220	Realized investment income/(losses)	3,605	2,237	1,368
13	-	13	Unrealized investment income/(losses)	2,750	-	2,750
6	4	2	Donation revenue	550	49	501
-	-	-	Interest - Bond issue costs	(1,774)	-	(1,774)
(8)	-	(8)	Nonoperating gains/(losses), net	(14)	-	(14)
417	190	227	Total nonoperating revenues, expenses, and gains/(losses)	5,117	2,286	2,831
789	(116)	905	Increase (decrease) in net position before other changes in net	16,341	12,927	3,414
1,217	863	354	Income/(losses) from affiliates	14,047	9,514	4,533
\$2,006	\$747	\$1,259	Increase in net position	\$30,388	\$22,441	\$7,947

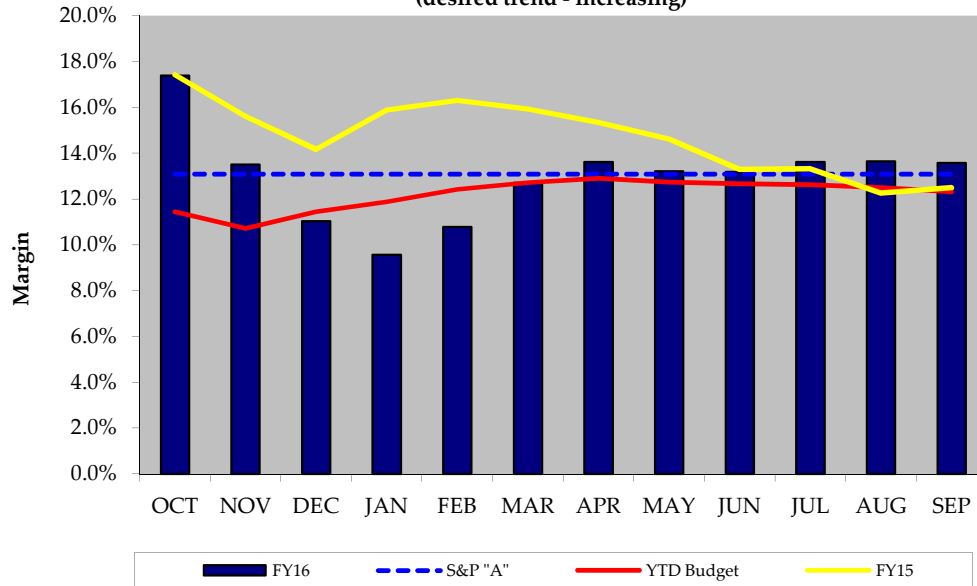
Halifax Health Financial Summary - Graphic



Halifax Health Financial Summary - Graphic

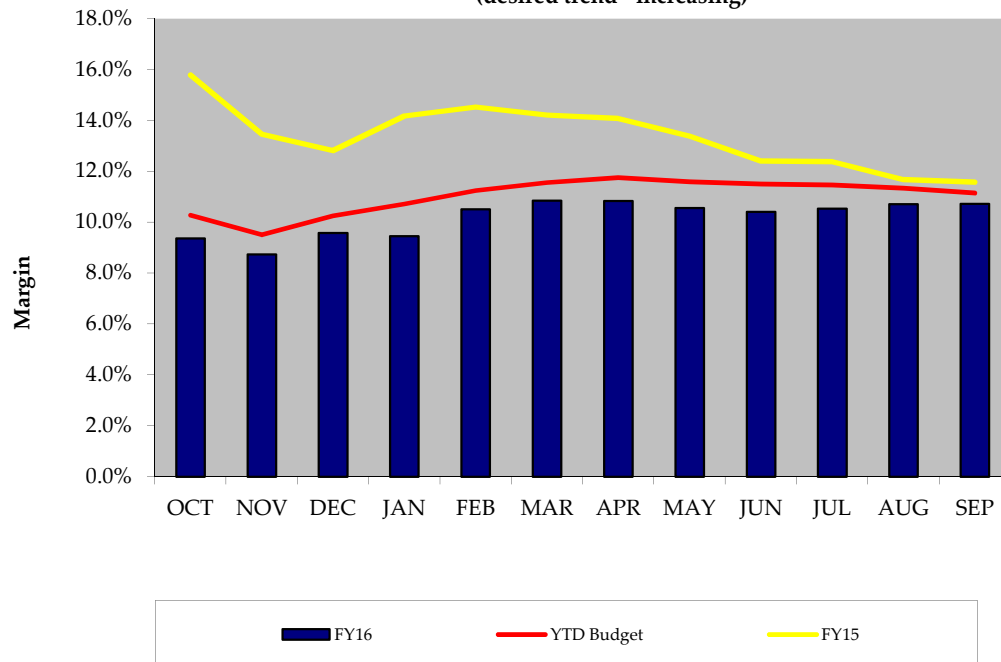
HH EBIDA Margin

(Cumulative YTD Basis)
(desired trend - increasing)



HH Adjusted Operating EBIDA Margin

(Cumulative YTD Basis)
(Excludes nonoperating gains and losses)
(desired trend - increasing)



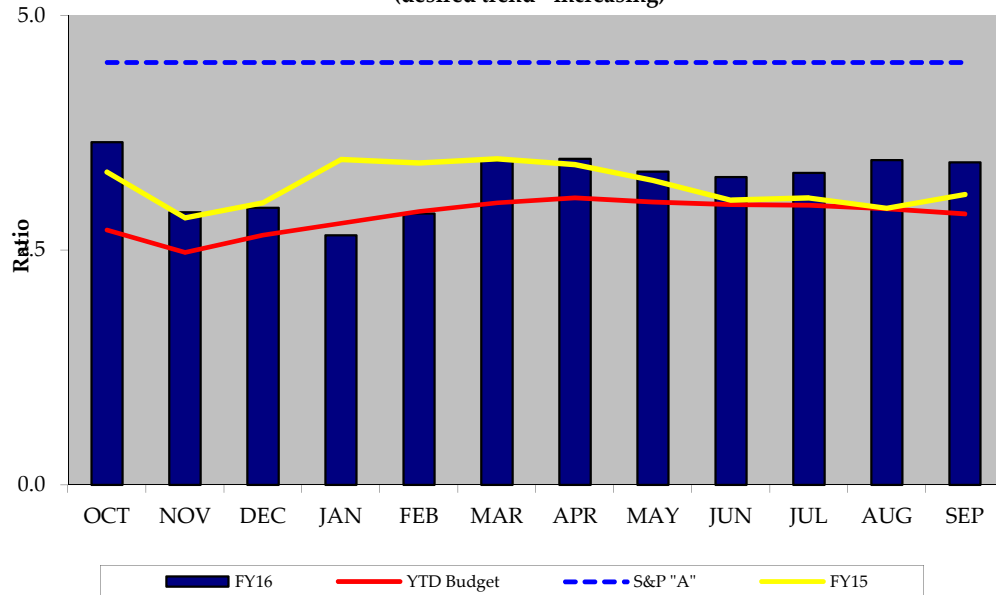
Halifax Health Financial Summary - Graphic

HH MADS Coverage Ratio

(Annualized Basis)

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

(desired trend - increasing)

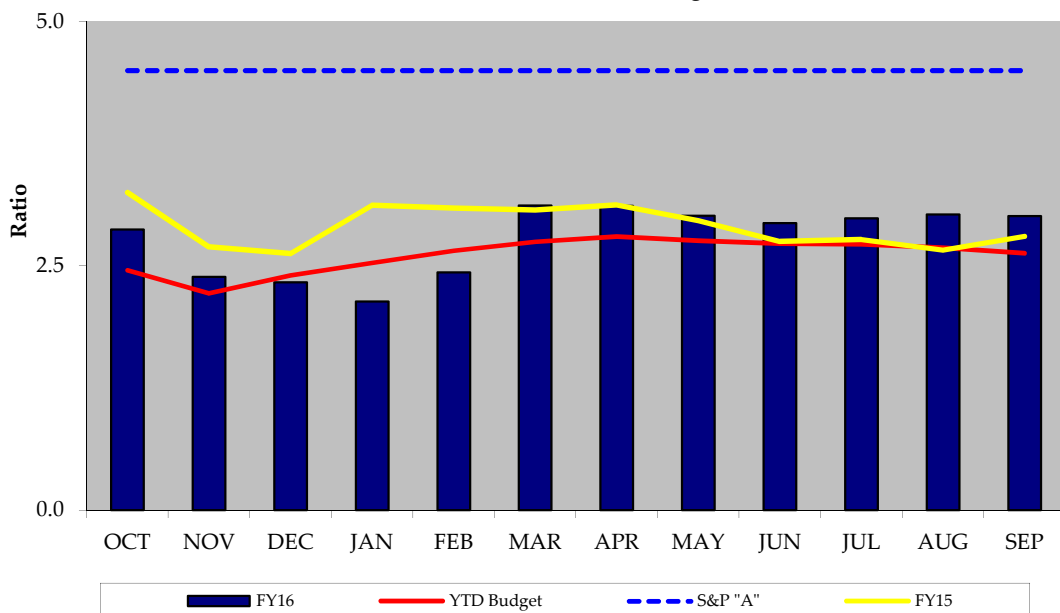


HH MADS Coverage Ratio - Operations Only

(Annualized Basis)

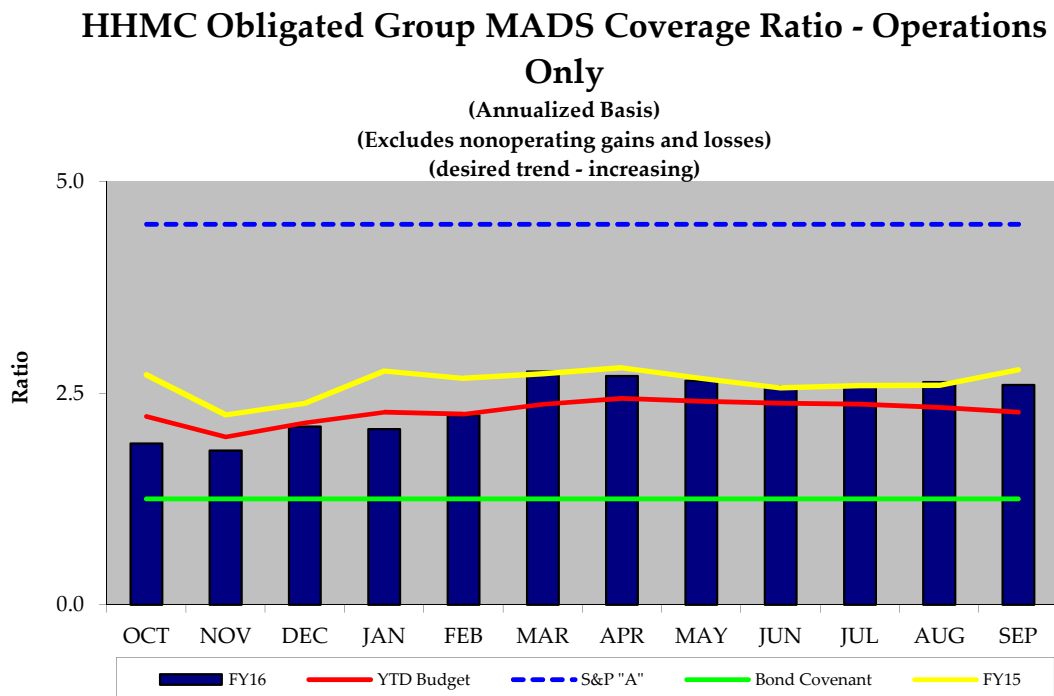
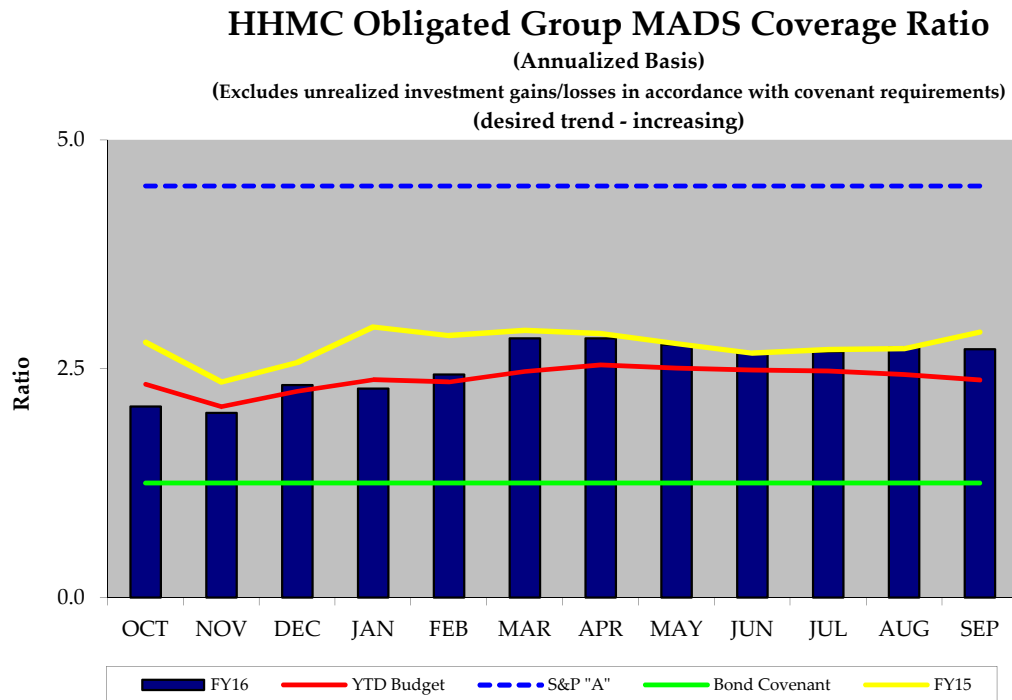
(Excludes nonoperating gains and losses)

(desired trend - increasing)



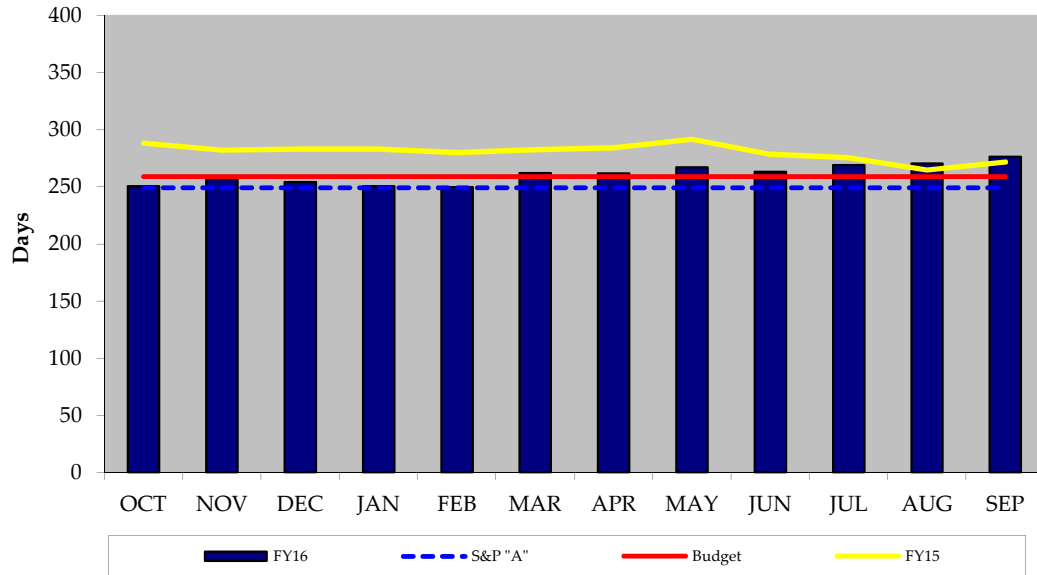
Halifax Health

Financial Summary - Graphic

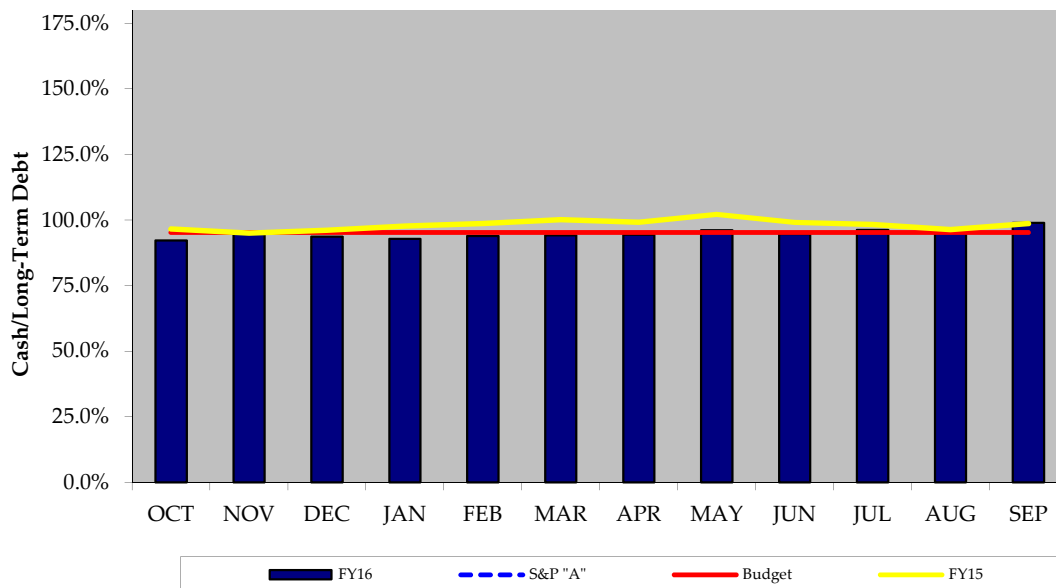


Halifax Health Financial Summary - Graphic

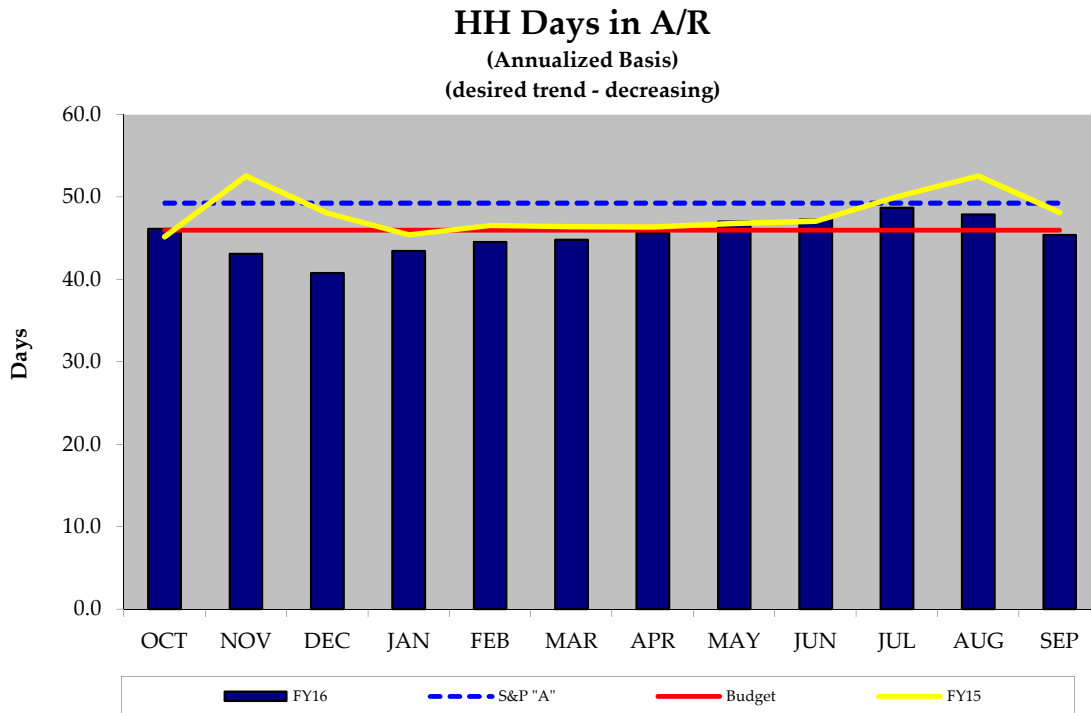
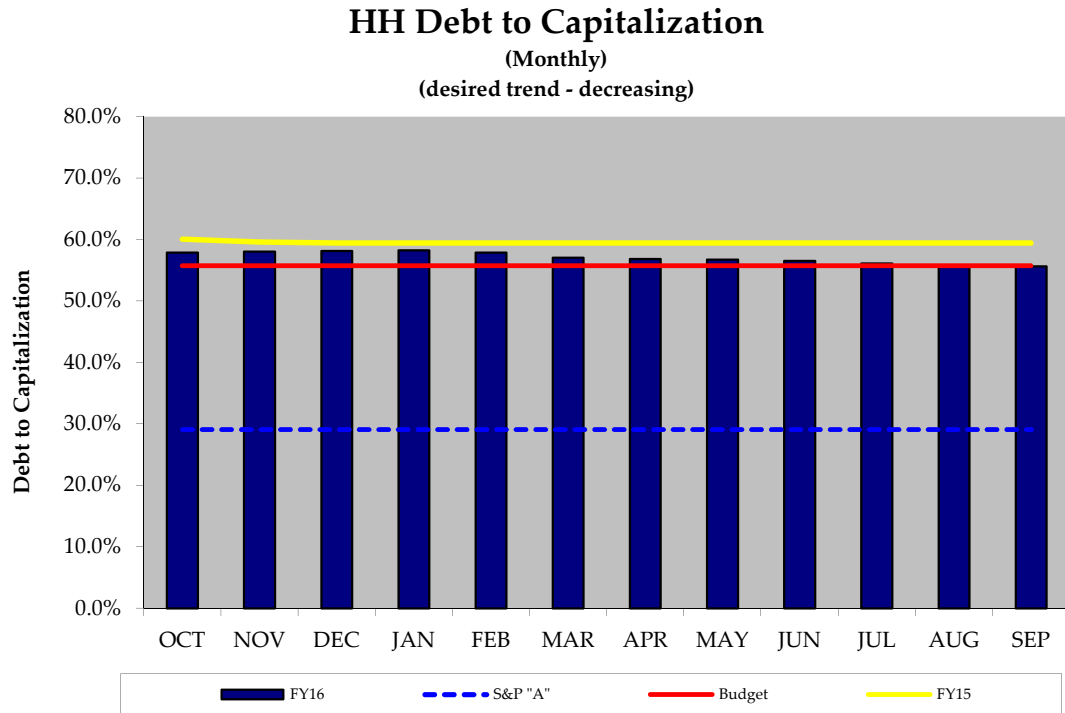
HH Days Cash on Hand
(Annualized Basis)
(desired trend - increasing)



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

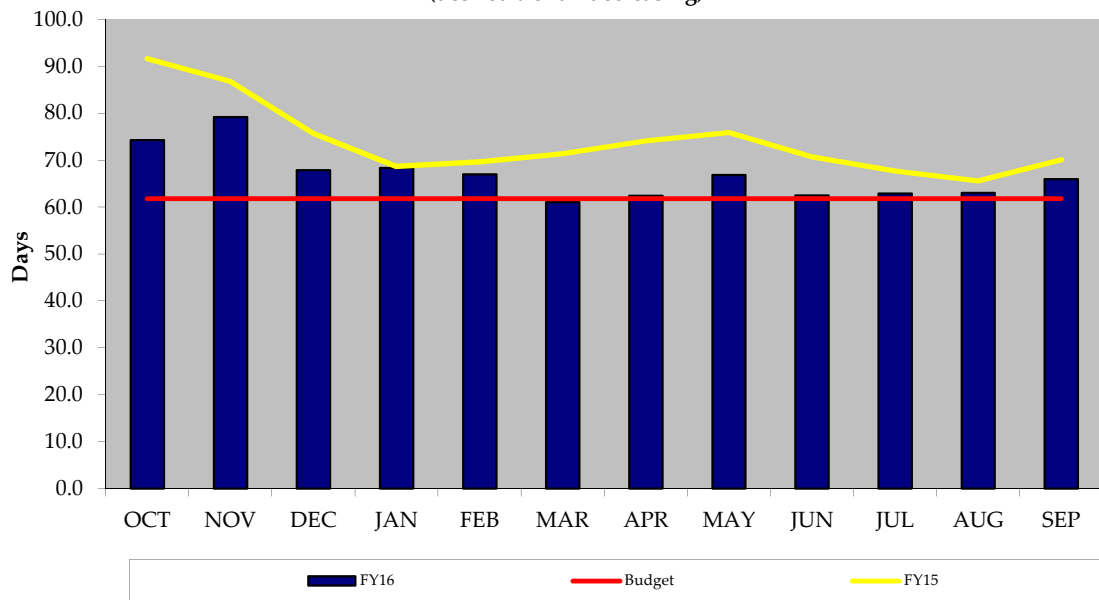


Halifax Health Financial Summary - Graphic

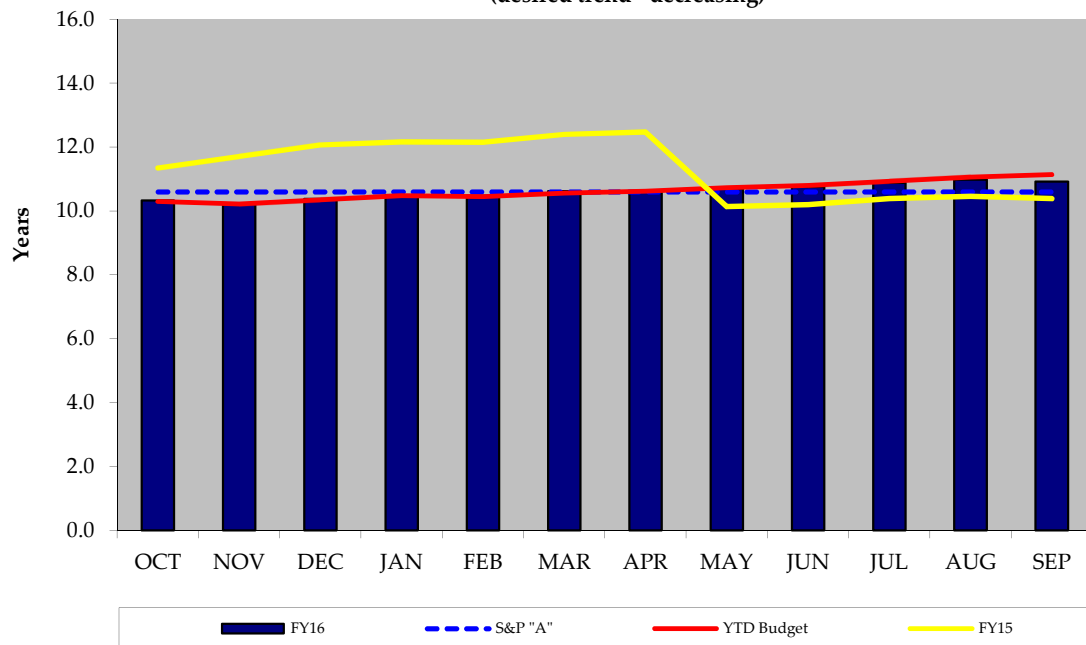


Halifax Health Financial Summary - Graphic

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



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



Halifax Health
Financial Ratios and Operating Indicators
Definitions and Calculations

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

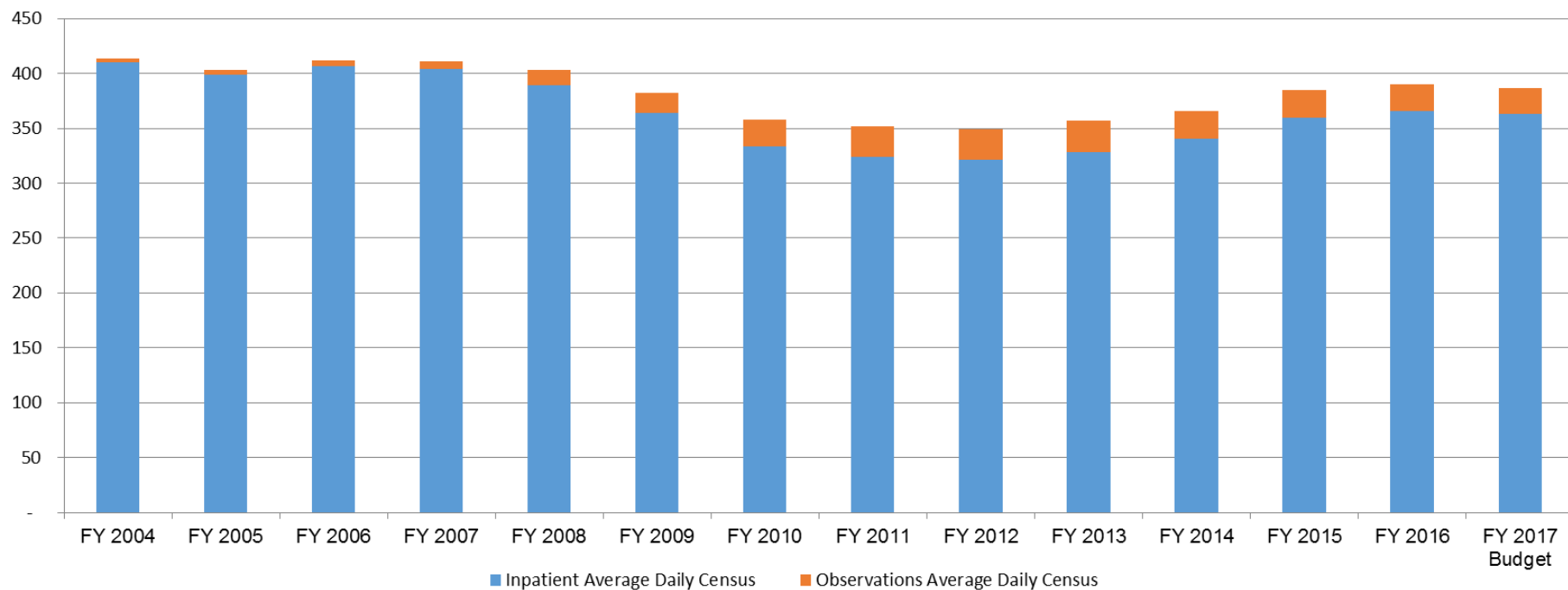
FY 2016 Year-end Update Financial and Statistical Trends

Eric M. Peburn
Chief Financial Officer

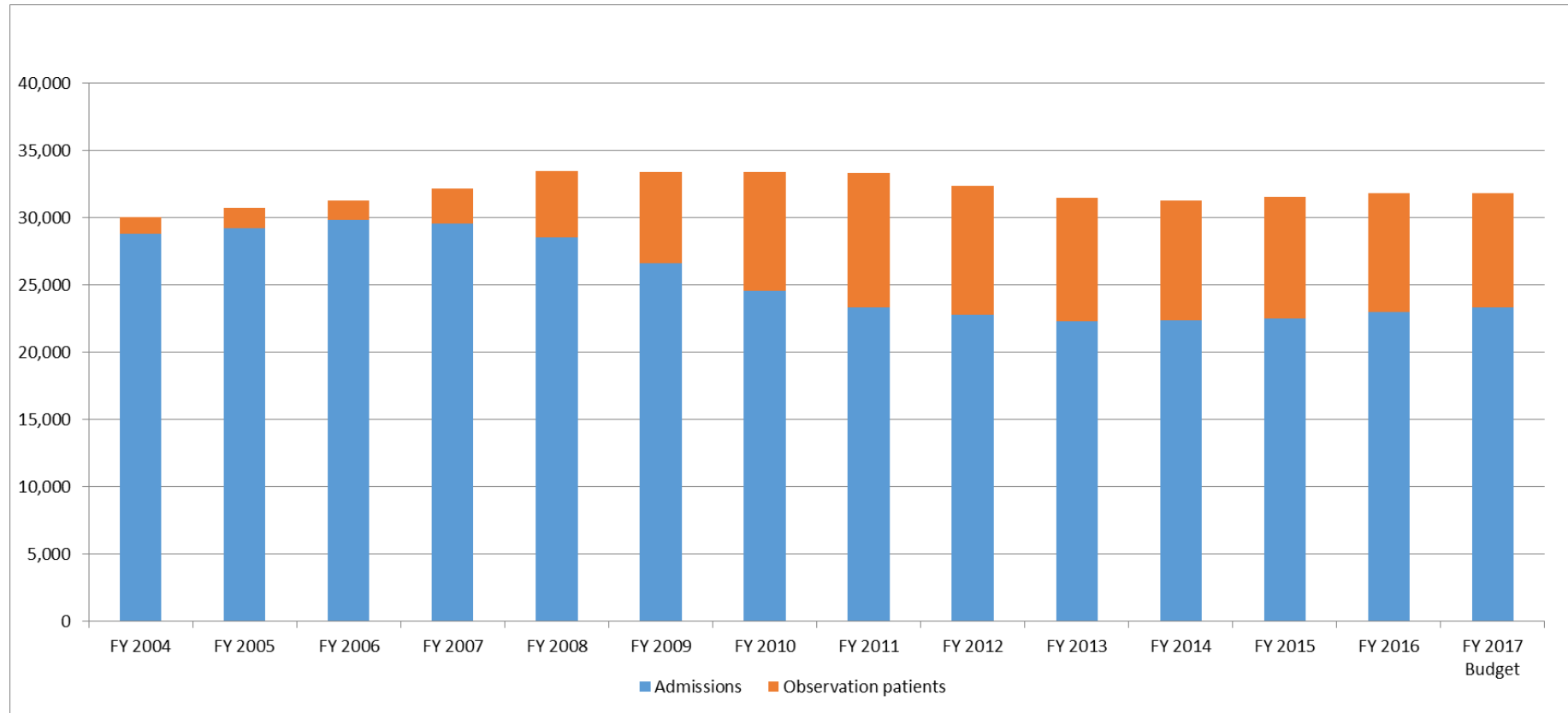
Finance and Audit Committee
November 2, 2016

Financial and Statistical Trends

Halifax Health Medical Center Inpatient Days and Observation Patient Day Equivalents

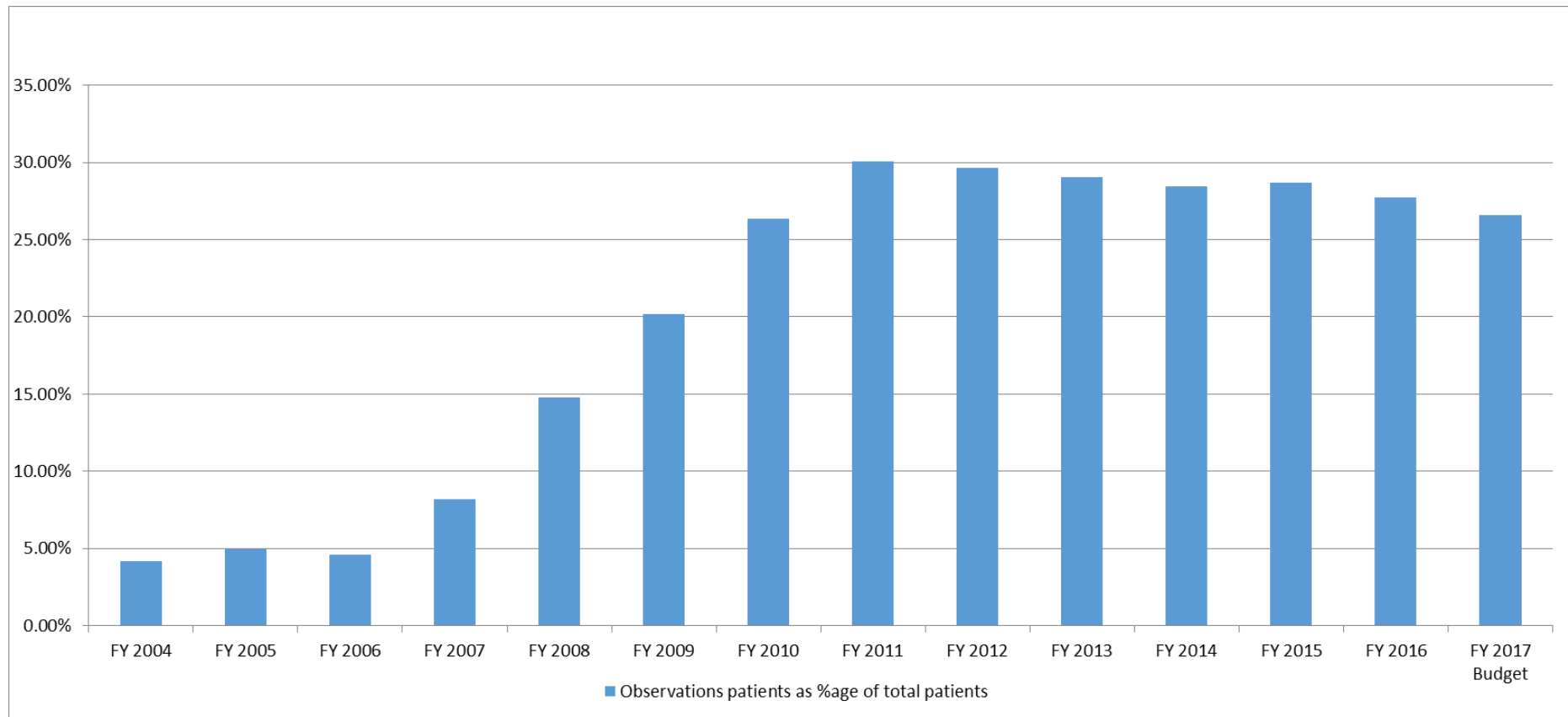


Halifax Health Medical Center Inpatient Admissions and Observation Patients



Halifax Health Medical Center

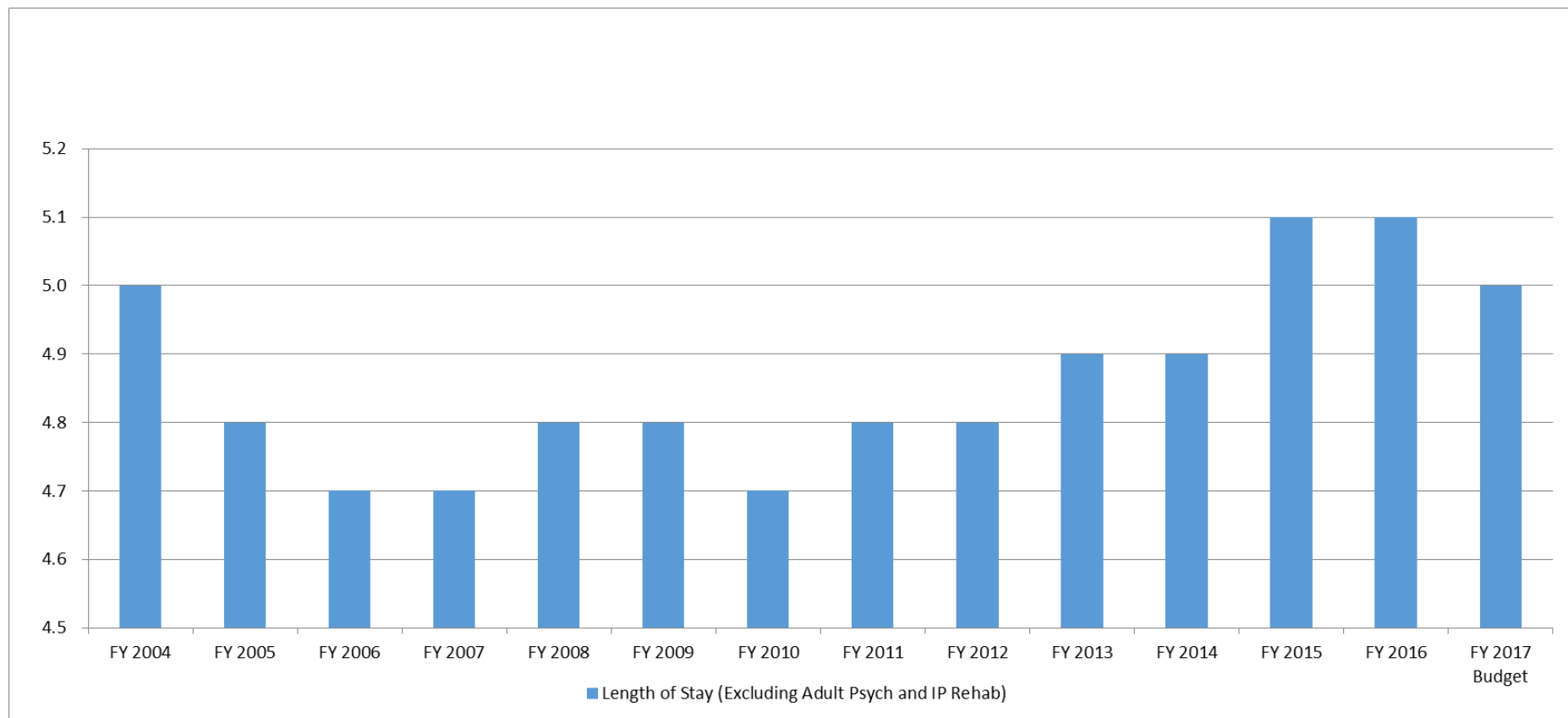
Percentage of Observation Patients to Total Patients



Halifax Health Medical Center

Length of Stay excluding Adult Psych and Inpatient Rehab

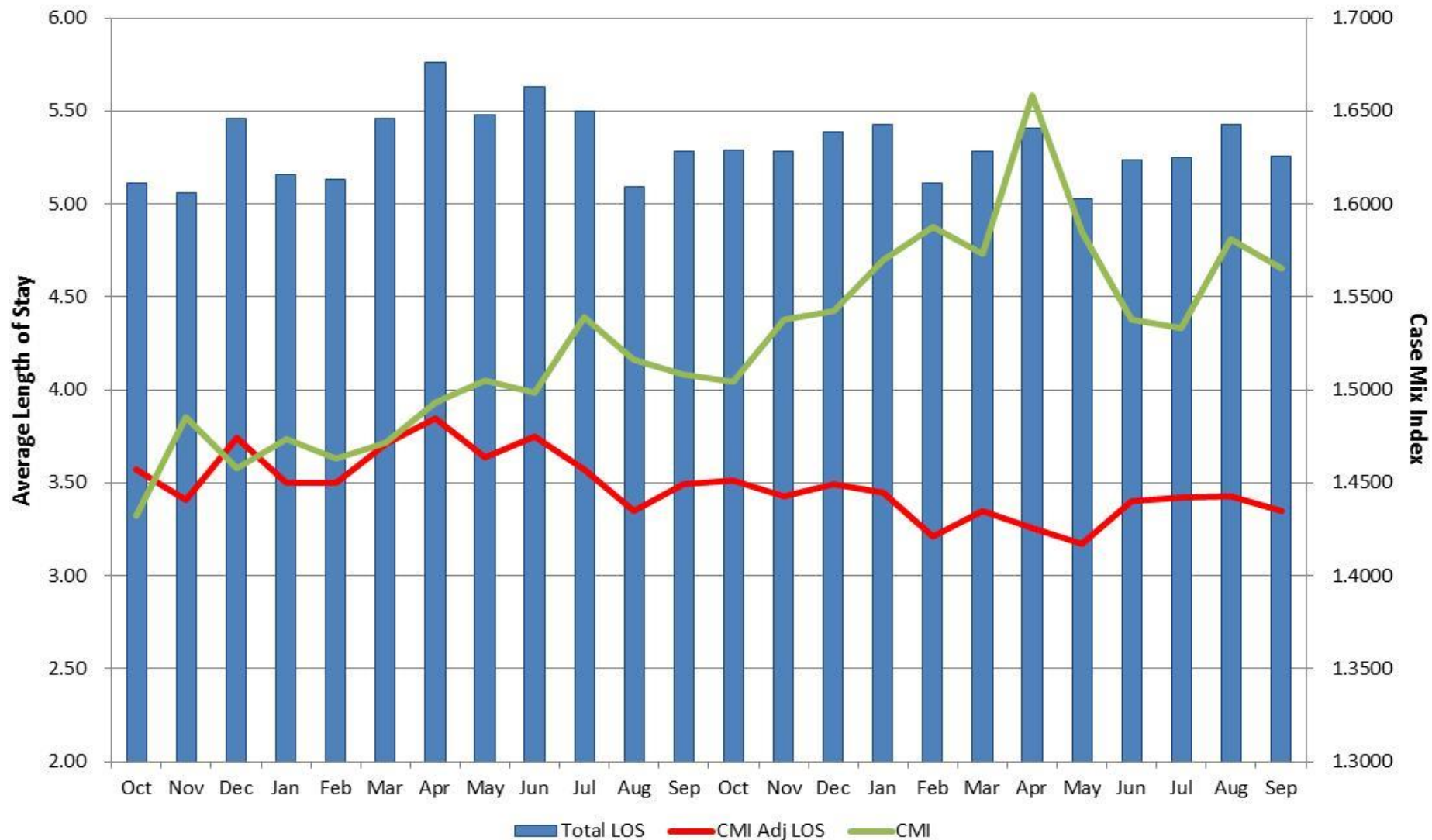
(Admission Based)



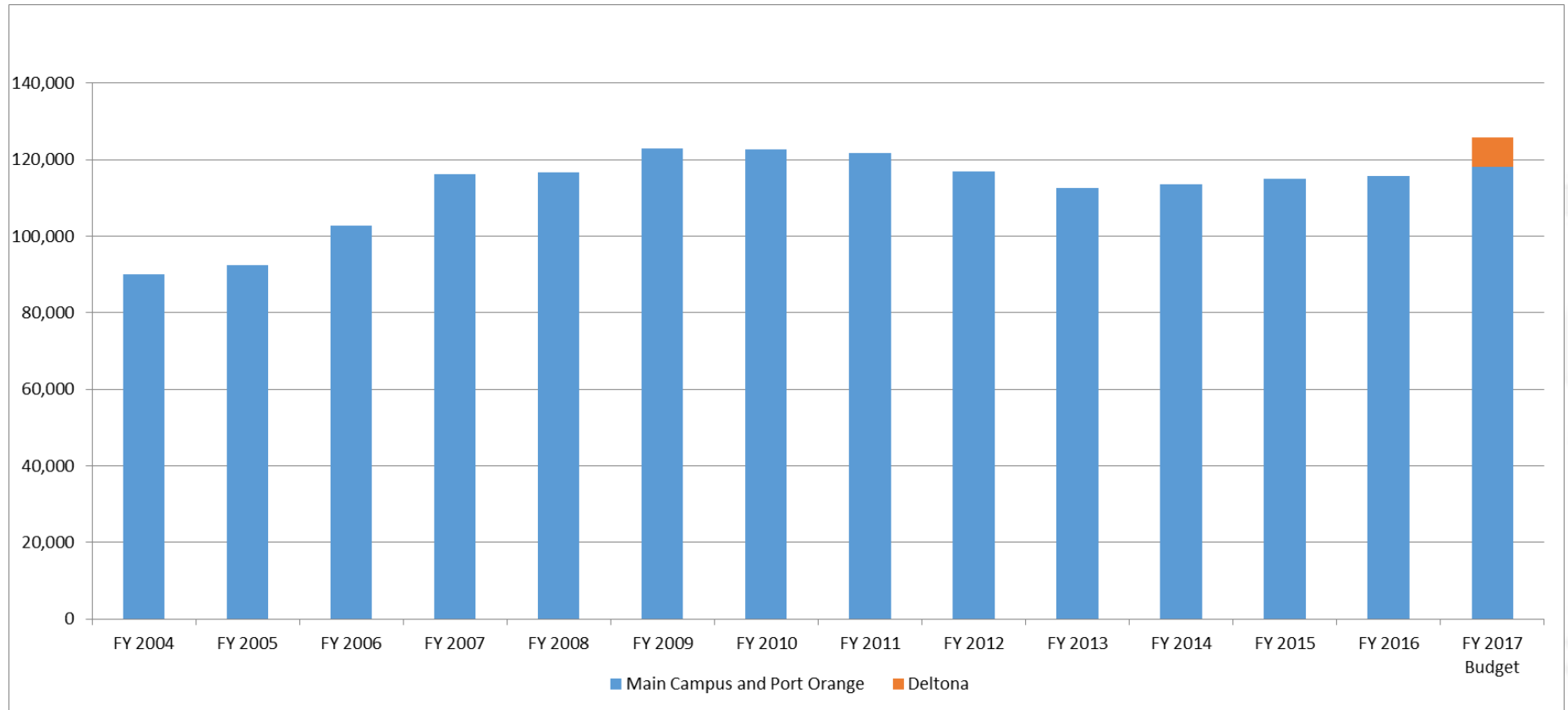
Discharged Based - Average Length of Stay and Case Mix Index

24 Months Ended September 30, 2016

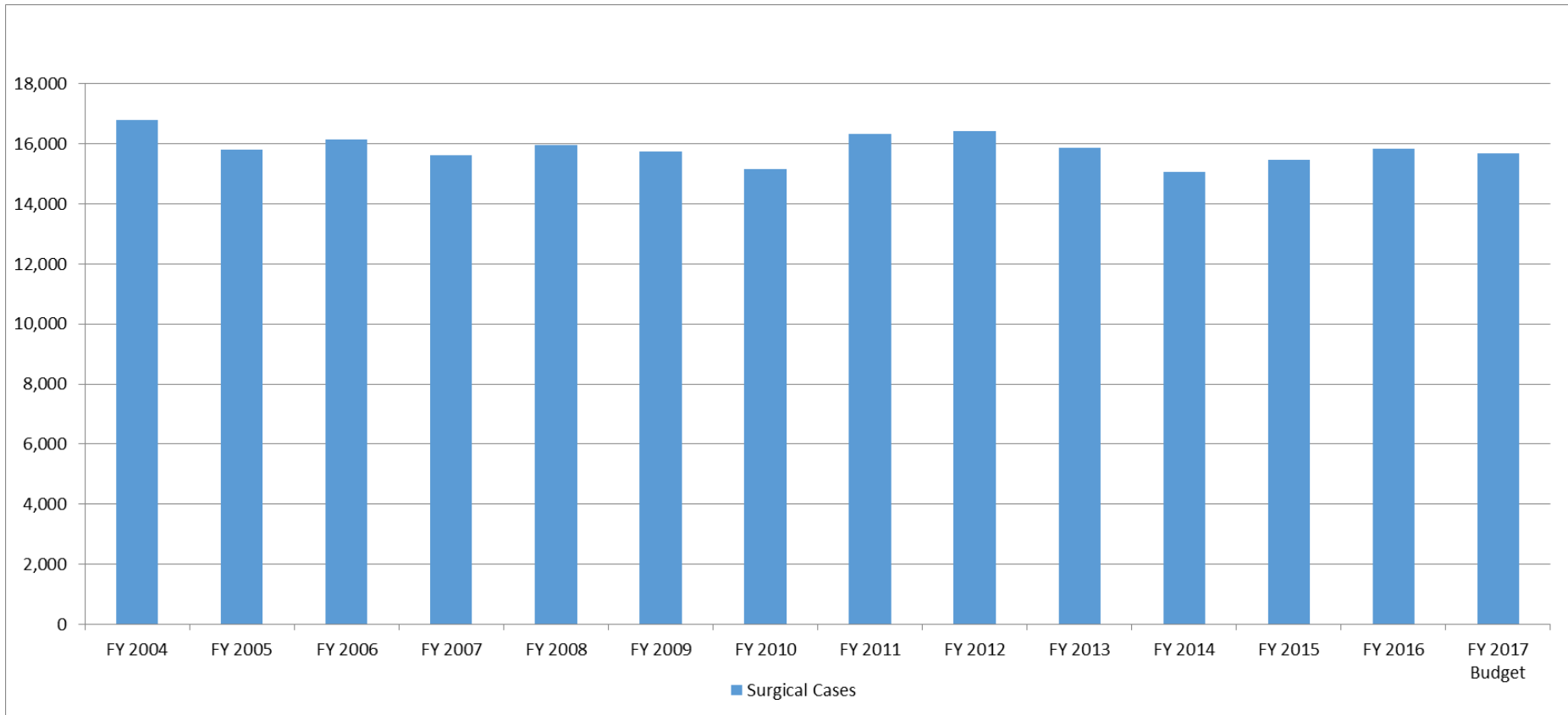
Excludes Newborns and Inpatient Rehabilitation



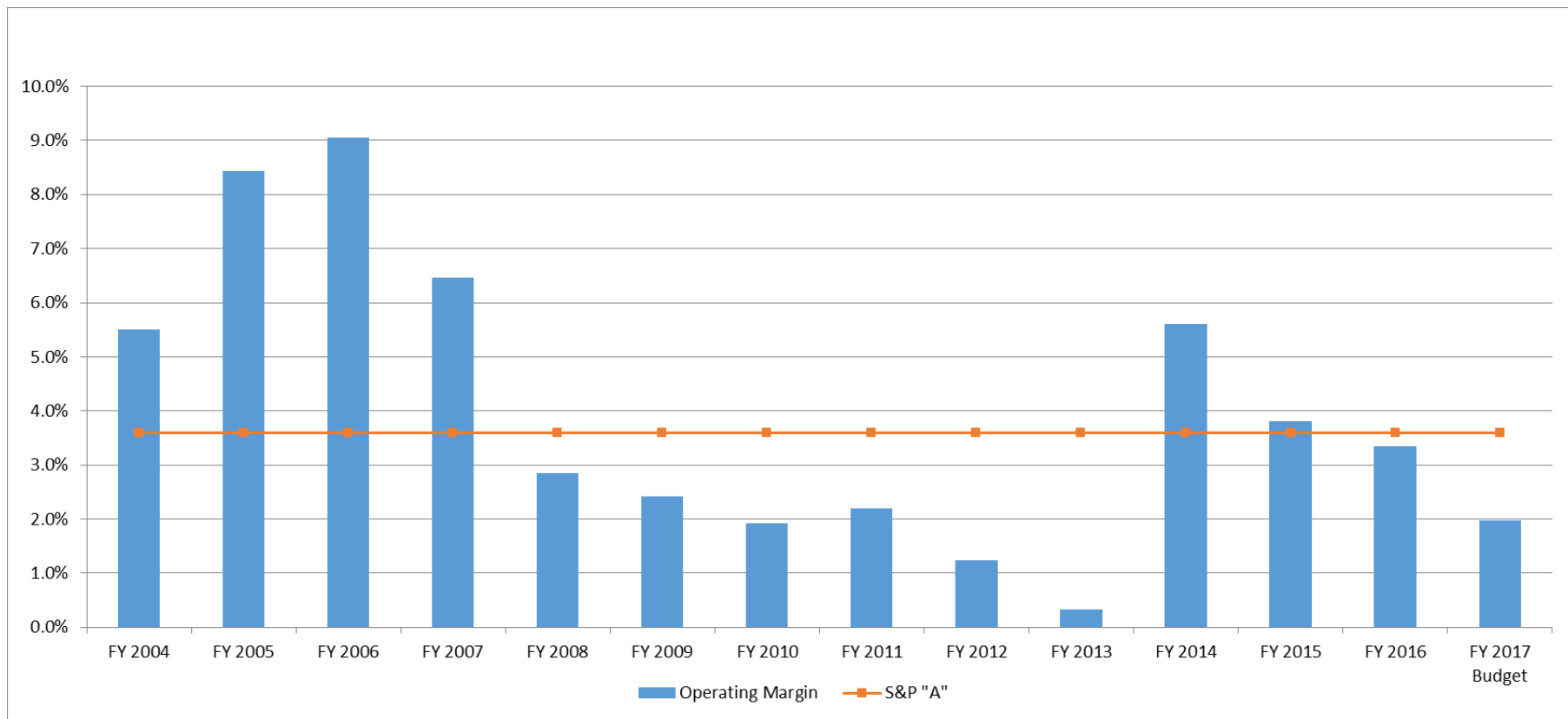
Halifax Health Medical Center Emergency Registrations



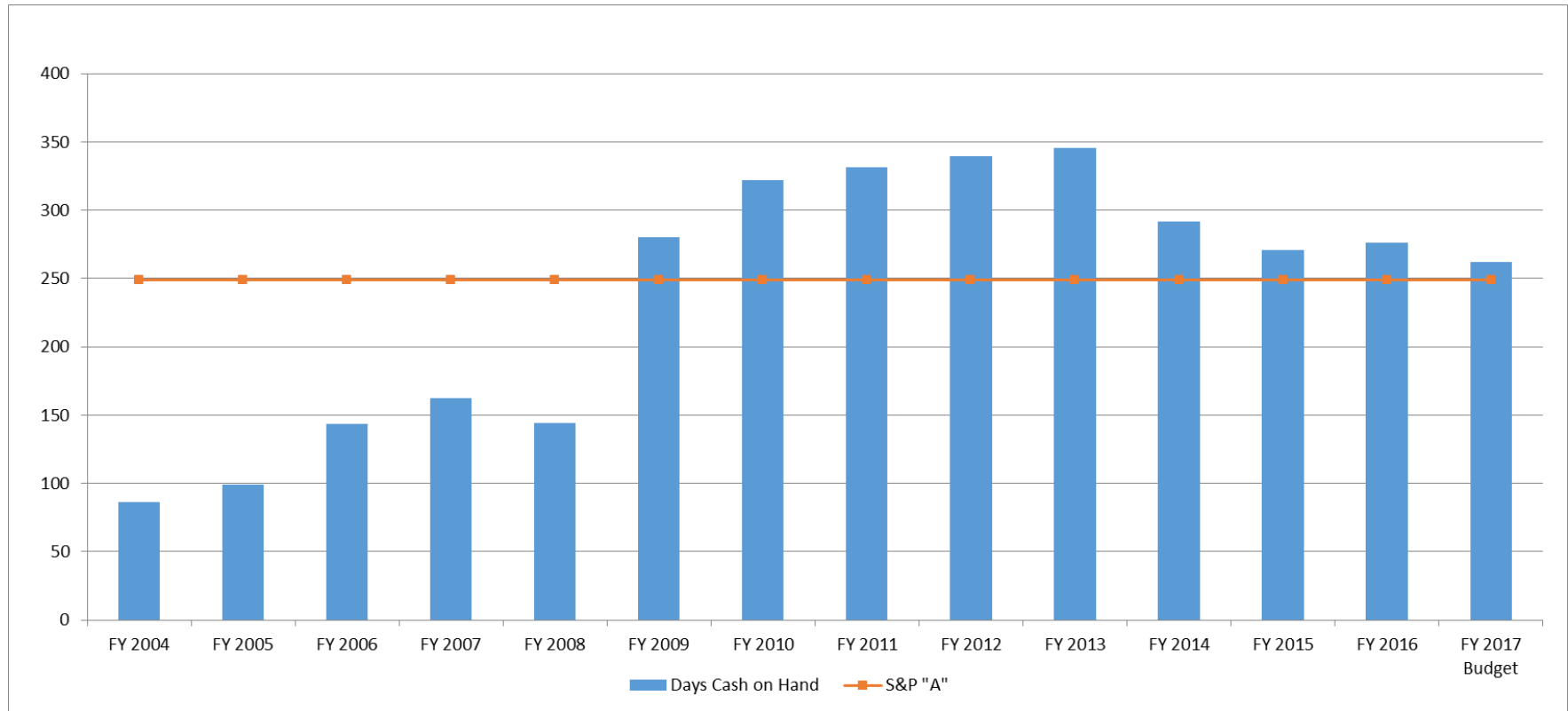
Halifax Health Medical Center Surgical Cases



Halifax Health Operating Margin



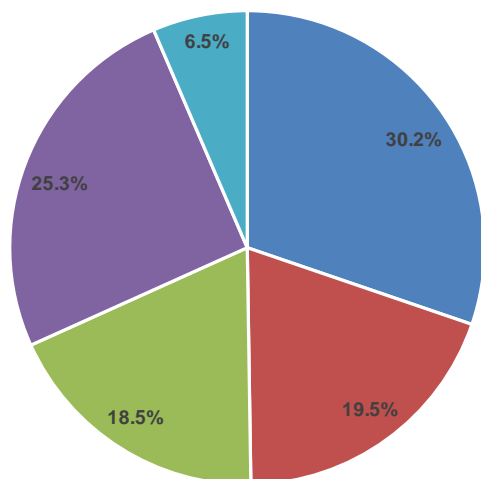
Halifax Health Days Cash on Hand



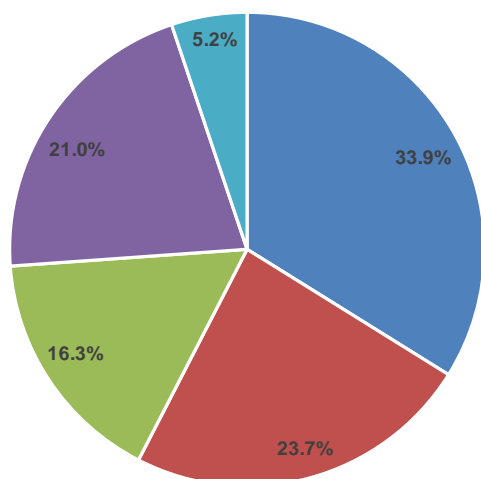
Payor Mix

(based on cases/visits)

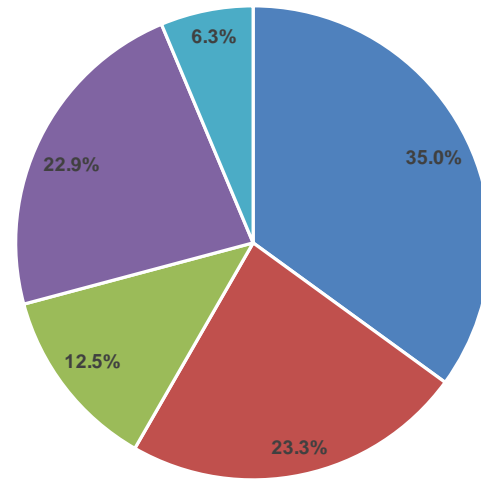
FY 2005



FY 2010



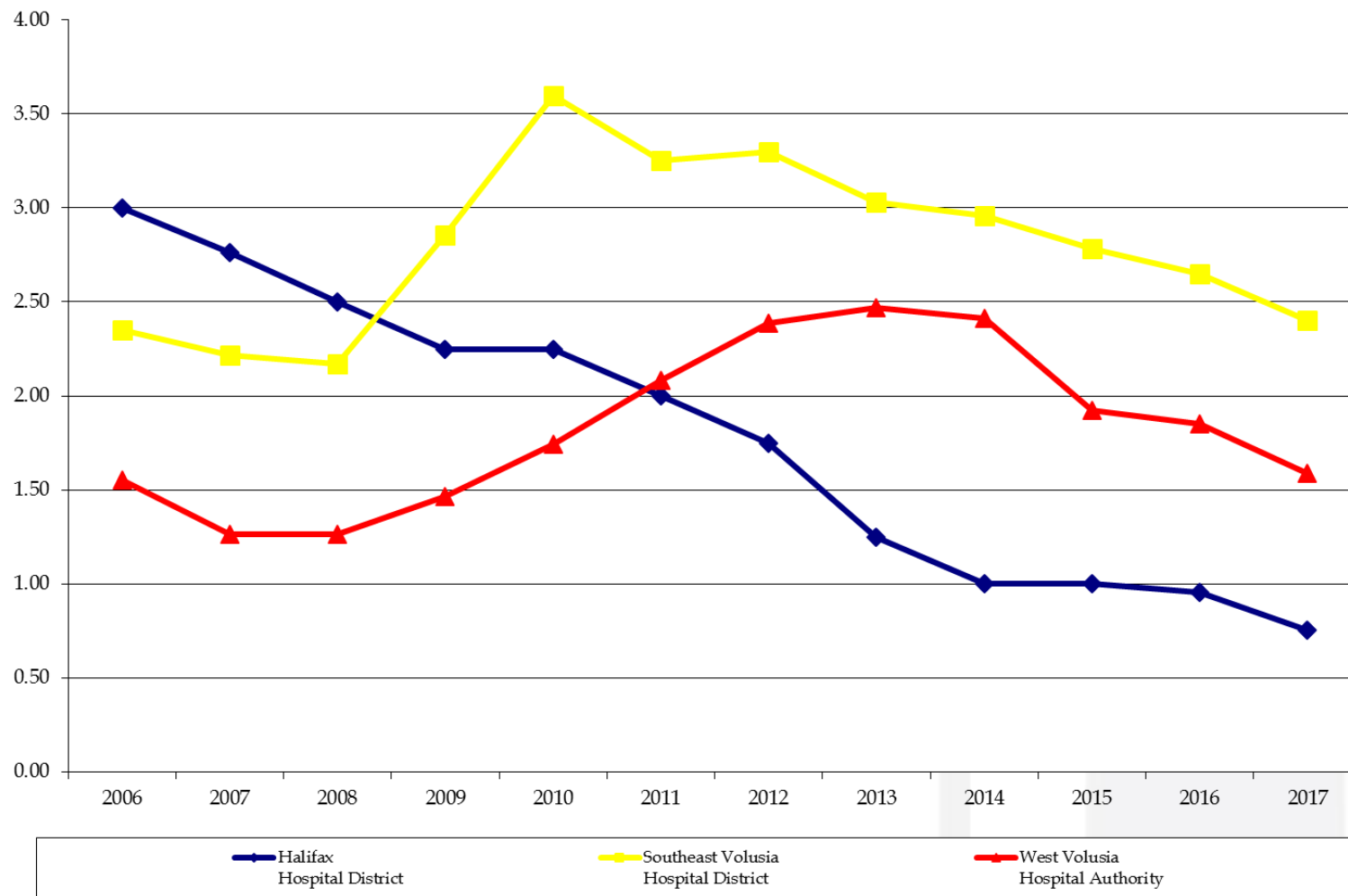
FY 2016



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

Note: FY 2016 activity is through June 2016.

Volusia County Hospital Taxing Districts FY 2006 – FY 2017 Final Tax Millage



FY2016 Year End Financial Results

Halifax Health
Statements of Revenues, Expenses and Changes in Net Position
Historical and Forecasted Financial Results - Three Year Tax Reduction to \$0
(\$ in thousands)

	Actual			Budget	Forecast	
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Operating revenues:						
Net patient service revenue	\$445,440	\$467,491	\$489,862	\$498,019	\$508,577	\$514,582
Ad valorem tax revenue	12,465	13,149	13,252	11,252	5,601	-
Other revenue	28,177	24,122	30,440	25,534	25,917	26,305
Total operating revenues	\$486,082	\$504,762	\$533,554	\$534,805	\$540,095	\$540,888
Operating expenses:						
Salaries and benefits	225,223	236,144	254,495	281,558	288,788	296,456
Purchased services	64,248	77,739	80,911	70,248	71,485	72,371
Supplies	83,584	87,998	93,347	93,489	97,694	101,425
Depreciation and amortization	22,507	23,677	24,955	23,890	23,651	23,414
Interest expense	18,650	18,168	17,279	16,903	16,380	15,871
Ad valorem tax related expenses	6,750	6,798	7,460	7,519	6,986	3,408
Lease/Rentals	9,848	9,560	9,141	8,821	8,910	8,999
Other	28,220	27,362	28,153	27,029	27,299	27,572
Total operating expenses	459,031	487,446	515,741	529,457	541,192	549,517
Income (loss) from operations	\$27,051	\$17,316	\$17,813	\$5,348	(\$1,098)	(\$8,629)
Nonoperating revenues, expenses, and gains/(losses)						
Investment income	10,853	2,871	12,384	4,625	4,600	4,600
Donation revenue	1,684	1,250	1,979	716	700	700
Interest expense - bond issue costs	-	(1,359)	(1,774)	-	-	-
Nonoperating gains (losses), net	896	(239)	(14)	-	-	-
Total Nonoperating revenues, expenses, and gains/(losses)	13,433	2,523	12,575	5,341	5,300	5,300
Increase (decrease) in net position before Margin Improvments	\$40,484	\$19,839	\$30,388	\$10,689	\$4,202	(\$3,329)
Margin Improvement target to meet operating margin of 2% in FY18 and 3% in FY19					\$11,899	\$24,856
Increase in net position after Margin Improvments	\$40,484	\$19,839	\$30,388	\$10,689	\$16,102	\$21,527

Halifax Health Financial Ratio Calculations

	Actual	Budget	Forecast with Margin Improvements		Fitch	S&P
	FY 2016	FY 2017	FY 2018	FY 2019	A-rated	A-rated
Total Margin	5.5%	2.0%	3.0%	4.0%	5.8%	5.8%
Operating Margin	3.3%	1.0%	2.0%	3.0%	3.8%	3.6%
EBIDA Margin	13.6%	9.5%	10.4%	11.2%	12.6%	13.1%
Days Cash on Hand	276.2	261.8	263.3	264.1	216.0	249.0
Unrestricted Cash to Debt	98.9%	98.9%	101.4%	102.6%	148.6%	189.9%
Long-term Debt to Capitalization	57.0%	56.0%	55.0%	53.7%	36.0%	29.1%
OG MADS coverage ratio	2.71	2.11	2.21	2.31	4.50	4.50

Halifax Health

Unrestricted Cash and Investments

	September 30,		
	2016	2015	Change
Cash and cash equivalents	\$58,572	\$55,370	\$3,202
Investments	266,686	245,407	21,279
Board designated assets	45,053	44,492	561
	<u>\$370,311</u>	<u>\$345,269</u>	<u>\$25,042</u>

Source: Halifax Health September 2016 and 2015 balance sheets.

Halifax Health Pension Liability

	September 30,		Change
	2016	2015	
Net pension liability	\$129,143	\$112,819	
Deferred inflow - pension	-	20,139	
Deferred outflow - pension	(37,036)	(15,229)	
	<u>\$92,107</u>	<u>\$117,729</u>	<u>(\$25,622)</u>

Source: Halifax Health September 2016 and 2015 balance sheets.

CAPITAL EXPENDITURES & OPERATING LEASES

Audit & Finance Committee

November 2, 2016

Capital Expenditures \$50,000 and over

DESCRIPTION	DEPARTMENT	SOURCE OF FUNDS	TOTAL
Cardiac Catheterization Lab Upgrade	Cardiology Department	Working Capital	\$1,811,962
Patient Monitors for Labor & Delivery, Post Anesthesia Care Unit and Surgical Holding	Department of Surgery	Working Capital	\$897,414
Laptop & Desktop Replacement	Information Technology	Working Capital	\$189,750
Ultrasound – OB Diagnostics/Maternal Fetal Medicine	OB Diagnostics/Maternal Fetal Medicine	Working Capital	\$74,292

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: Ann Martorano, Executive Vice President and Chief Operating Officer
CC: Eric Peburn, Executive Vice President and Chief Financial Officer
Alberto Tineo, Vice President Operations
DATE: October 17, 2016
RE: Cardiac Catheterization Lab Upgrade

Halifax Health Cardiology Department is requesting funds to upgrade two of the five cardiac catheterization labs.

These two cath labs were installed in 2004 as part of the cardiology service expansion that included the addition of inpatient and observation units for patients who have had cardiac catheterizations. In fiscal year 2015, there were 1,224 procedures performed resulting in a contribution margin of \$6.2 million.

The upgraded rooms will provide the latest imaging technology for cardiac, peripheral, electrophysiology, and cardiac implant procedures. The upgrade will include the newest solid state detectors, integration of advanced 3D mapping, and improved radiation dose reduction algorithms. These systems will provide Halifax Health with the most advanced cardiac imaging systems in the area.

The project was approved at the Capital Investment Committee meeting on June 22, 2016.

TOTAL CAPITAL COST \$1,811,962



Halifax Health Project Evaluation

Cath Lab Replacement

Chief Operating Officer:	Ann Martorano
Vice President, Operations:	Alberto Tineo
Service Line Administrator:	Matt Petkus
Finance Analysis by:	Steve Mach

Summary

Need:

This project will upgrade two (2) Cath Labs with the latest technology. These systems will provide Halifax Health with the most advanced cardiac imaging systems in the area.

Strategic Plan Core Competency Achievement:

Physician Integration	<input type="checkbox"/>	Service Distribution	<input checked="" type="checkbox"/>
Care Coordination	<input checked="" type="checkbox"/>	Financial Position	<input type="checkbox"/>
Cost Management	<input type="checkbox"/>	Scale	<input type="checkbox"/>
Information Technology	<input checked="" type="checkbox"/>	Managed Care Contracting	<input type="checkbox"/>
		Competitive Position	<input type="checkbox"/>

Cornerstone:

Safety	<input checked="" type="checkbox"/>	Image	<input checked="" type="checkbox"/>
Compassion	<input type="checkbox"/>	Efficiency	<input type="checkbox"/>

Investment/Return:

Acquisition Cost	\$ 1,811,962
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Recommendation for approval of the project is not based upon incremental return on investment.

In fiscal year 2015, 1,224 procedures were performed resulting in a contribution margin of \$6.2 million.



HALIFAX HEALTH

TO: Jeff Feasel, President and Chief Executive Officer
FROM: Ann Martorano, Executive Vice President and Chief Operating Officer
CC: Eric Peburn, Executive Vice President and Chief Financial Officer
Alberto Tineo, Vice President Operations
DATE: October 17, 2016
RE: Patient Monitors for Labor and Delivery, Post Anesthesia Care Unit, and Surgical Holding

Halifax Health Department of Surgery is requesting funds to purchase 38 patient bedside monitors for Labor and Delivery, Post Anesthesia Care Unit, and Surgical Holding.

The existing monitors have reached end-of-life and cannot be repaired.

The replacement monitors will provide the latest technology for advanced support of critically ill patients. Through advanced technology, the new monitors will also capture patient data and interface with the electronic medical record. The purchase is part of a five-year plan to standardize and update monitor support systems throughout Halifax Health facilities.

TOTAL CAPITAL COSTS \$897,414



Halifax Health Project Evaluation

Patient Monitor Replacement (38)

Chief Operating Officer:	Ann Martorano
Vice President, Operations:	Alberto Tineo
Service Line Administrator:	Matt Petkus
Finance Analysis by:	Steve Mach

Summary

Need:

This project will replace patient monitors that have reached end of life. Monitors will be replaced in the following patient areas: PACU (25), Surgical Holding (10), and Labor and Delivery (3)

Strategic Plan Core Competency Achievement:

Physician Integration
Care Coordination
Cost Management
Information Technology

X
X

Service Distribution
Financial Position
Scale
Managed Care Contracting
Competitive Position

X

Cornerstone:

Safety
Compassion

X

Image
Efficiency

X

Investment/Return:

Acquisition Cost

\$ 897,414

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: Eric Peburn, Executive Vice President and Chief Financial Officer
Tom Stafford, Vice President and Chief Information Officer
DATE: October 17, 2016
RE: Laptop & Desktop Replacement

Halifax Health Information Technology is requesting funds to purchase fifty (50) laptops and two hundred (200) desktop computing devices. This purchase allows the Information Technology department to continue the replacement of older computing devices prior to equipment failure.

The proactive hardware replacement ensures that the devices function optimally which will increase quality and timeliness of patient care and reporting.

The project was approved at the Capital Investment Committee meeting on September 21, 2016.

TOTAL CAPITAL COST \$189,750



Halifax Health Project Evaluation

Laptop/ Desktop Replacement

Chief Revenue Officer:	Arvin Lewis
Chief Information Officer:	Tom Stafford
Director, Technical Services:	Michael Marques
Finance Analysis by:	Steve Mach

Summary

Need:

This project will replace 50 laptops and 200 desktop computing devices. The purchase allows the Information Technology department to replace older devices prior to equipment failure.

Strategic Plan Core Competency Achievement:

Physician Integration
Care Coordination
Cost Management
Information Technology

X

Service Distribution
Financial Position
Scale
Managed Care Contracting
Competitive Position

Cornerstone:

Safety
Compassion

X

Image
Efficiency

X

Investment/Return:

Acquisition Cost	\$ 189,750
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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: Ann Martorano, Executive Vice President and Chief Operating Officer
CC: Eric Peburn, Executive Vice President and Chief Financial Officer
Catherine Luchsinger, RN, Chief Nursing Officer
DATE: October 17, 2016
RE: Ultrasound – OB Diagnostics/Maternal Fetal Medicine

Halifax Health OB Diagnostics/Maternal Fetal Medicine is requesting funds to purchase an ultrasound that will be used for complex OB patients. The purchase of the new ultrasound will replace equipment that is almost nine (9) years old and does not provide the detailed images required of a maternal-fetal medicine practice.

The ability to accurately evaluate anatomy one millimeter or less makes a diagnostic difference. Unfortunately, birth defects and chromosomal abnormalities are common but with adequate insight before birth we can facilitate more empowered parental choices and delivery preparedness. The new ultrasound will also provide wireless connectivity and battery backup to enable the practitioner to conduct bedside scans of complex OB patients.

The existing ultrasound unit will be transferred to the Care for Women clinic and will satisfy their needs for lower risk patients.

The project was approved at the Capital Investment Committee meeting on September 21, 2016.

TOTAL CAPITAL COSTS \$74,292



Halifax Health

Project Evaluation

Ultrasound System for OB Diagnostics

Chief Operating Officer:	Ann Martorano
Chief Nursing Officer:	Catherine Luchsinger
Finance Analysis by:	Steve Mach

Summary

Need:

This project will purchase an ultrasound with the latest imaging capabilities.

Strategic Plan Core Competency Achievement:

Physician Integration
Care Coordination
Cost Management
Information Technology

X

Service Distribution
Financial Position
Scale
Managed Care Contracting
Competitive Position

Cornerstone:

Safety
Compassion

X

Image
Efficiency

X

Investment/Return:

Acquisition Cost	<u>\$ 74,292</u>
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Recommendation for approval of the project is not based upon incremental return on investment.



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 19, 2016
Re: Compliance Dashboard Report for September 2016

Enclosed is the Compliance Program Dashboard Report for September 2016.

Feel free to contact the Board's Compliance Expert, Robert Wade, Esq., or me regarding any item.

Mr. Wade can be reached at: rwade@kdlegal.com
Office: 574.485.2002

I can be reached at: shelly.shiflet@halifax.org
Office: 386.425.4970

Recommended Action: None. Information only.

Halifax Health
Corporate Compliance Program
Board Report – 9/30/2016

ON TARGET

ALERT

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

	➤	Code of Conduct Attestation¹
	1. 4,098	Number of Covered Persons required to complete as of end of period
	2. 100%	% of Covered Persons who have completed (On Target at 100%)

	➤	CIA Required Training²
	1. 3,941	Number of Covered Persons 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. 4,822	Number of Covered Persons as of the end of the period
	2. 100%	% of Covered Persons above who had no sanctions, based on monthly sanction check results (On Target at 100%)

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

	1. 13	Number of members on <i>Compliance Committee</i>
	2. 84%	% of members who attended the last meeting during the period (On Target at 70% or Greater)
	3. 3	Number of meetings in the last quarter (On Target if 2 or more)

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

	1. 7 / 56	Number of Help Line calls received during month/past 12 months
	2. 7 / 36	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 8/31/2016
	4. 0	Number of open Help Line calls rated as High Priority as of 9/30/2016
	5. 2	Number of Help Line calls closed since last month

V. COMPLIANCE ISSUES

	1. 15	Number of issues open as of 8/31/2016
	2. 8	Of the issues in item 1, ___ remain open as of 9/30/2016
	3. 7	Number of issues from item 1 closed as of 9/30/2016
	4. 47%	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)
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VII. BILLING AND CODING REVIEWS - Halifax Health will conduct reviews as part of scheduled audits or to investigate concerns brought to the attention of the Compliance Committee or the Compliance Officer.

	1. 3	Number of concerns related to billing/coding received during the month
	2. 1	Number of concerns from #1 that required a billing/ coding review
	3. 3	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, Board of Commissioners and vendors who meet the definition of a *Covered Person*.

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

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



HALIFAX HEALTH

Human Resources Executive Summary - SEPTEMBER 2016



HALIFAX HEALTH

Recruitment				Turnover			
^Vacancy Rate		3.00%	New Hires	61	*Annualized Turnover Rate		16.60%
Number of Applications		1,654	FT	50	*Annualized RN Turnover Rate		13.21%
Average Days to Fill		39.2	PT	1	Terminated/Resigned		90
RNs		43.7	Casual Pool	10	Average Number of Employees		4,237
Allied Health		31.4	Core RNs	9	Average Number of FT /PT Employees		3,673
Employee Relations				Retention			
Employee of the Month: Lisa Fogell, RN, Medical Intensive Care				Average Tenure of Active Employees		8	
Service Awards				Active Employees			
5 Year		19	Average Tenure 0 - 1 yr		31.74%		
10 Year		18	Average Tenure 2 - 5 yr		26.00%		
15 Year		6	Average Tenure 6 - 10 yr		13.97%		
20 Year		3	Average Tenure > 10 yr		28.28%		
25 Year		2	Seperations				
30 Year		2	Average Tenure 0 - 1 yr		41.10%		
35 Year		2	Average Tenure 2 - 5 yr		35.56%		
40 Year		--	Average Tenure 6 - 10 yr		12.22%		
			Average Tenure > 10 yr		11.11%		
*Organizational & Talent Development			Compensation				
**Inservice & Continuing Education			Total Evaluations Due	313	Includes 6 Month and Annual Performance Evals		
Number of Programs		110	Early/OnTime Evaluations	116			
Participants		1,108	Late Evaluations	93			
Instructions Hours		2,885	Outstanding Evaluations	104			
*Computer Based Learning		1,299	Avg Score	3.2			
			Avg Hourly Rate	\$ 25.29			
*Continuing Phycician Education			RN Referral Bonuses Paid	\$ 4,000.00			
Number of Programs		22	At Max/Bonus Paid	\$ 5,021.12			
Participants		890	Tuition Reimbursements	11@\$8155.12			
			Sign On/Relocation Bonuses	\$ 12,000.00			
*Continuing Clinical Education			Nursing Loan Forgivness	10@\$20230.10			
Number of Programs		53					
Participants		327	Work / Life Benefits & Leave Programs				
*Medical Library			Total Employees on Leave	67	Number of Benefits Eligible		3,739
Patrons		171	Worker's Compensation Claims	5	Number of 457 Plan Participants		50
Article Sources		229	Leave of Absence Requests	12	Number of 403(b) PlanParticipants		4,584
			Family Medical Leave Act Requests	45	1%-3% Contributions		2,670
			Military Leave Requests	3	4% or Higher Contributions		957
			Voluntary Summer Leave	2	* UNUM Wellness Claims Paid		29@\$1800
			Number of Retirements	5	Disability Claims Paid		
			Worker's Compensation Incidents	34	STD		12@\$20346.58
			Administrative Leave	0	LTD		\$ 14,015.72
					Management		-
Auxiliary			Visitor Access				
Volunteer Hours		6,303	Total Visitors	35,756			
			Halifax Main Campus	34,020			
			HHPO	1,269			
			HBS	1,467			

**Based on statistics reported by Date

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

