



MEETING OF THE FINANCE AUDIT & RISK COMMITTEE

Wednesday January 25, 2023 1:00-2:00 pm

Zoom

<https://us02web.zoom.us/j/89271255561?pwd=NGUvSmdTdzdlQWc3aTNFWGxRaFdoUT09>

Meeting ID: 892 7125 5561

Passcode: 413609 Mobile: +17193594580,,89271255561#

Agenda

(items marked with an * are included in the printed meeting package)

ITEM #	AGENDA ITEM	Action	PAGE #
1	Call to Order		
2	Presentation by Darrin Thompson, CCL*		2
3	Minutes from the last meeting: November 23, 2022*	Accept	38
4	Business Arising from the last meeting		
5	Financial Reports		
5.1	Balance Sheet for period ending: Nov & Dec 2022*	Accept	42
5.2	Statement of Operations for period ending: Nov & Dec 2022*	Accept	44
5.3	Campaign Statement of Operations for period ending: Nov & Dec 2022*	Accept	50
5.4	Campaign to date Statement of Operations*	Information	52
6	MRI Campaign Budget	Accept	
7	MAHC 2022/2023 Capital Progress Invoice #2, Quarterly 1*	Accept	53
	MAHC 2022/2023 Capital Progress Invoice #4, CT Spec/Nuclear Med*	Accept	54
	MAHC 2022/2023 Capital List*	Accept	55
8	MAHC Invoices: HUUHF-26,27*	Inform	59
9	Procurement Policy*	Accept	61
10	Other Business	Discussion	
11	Next Meeting & Adjournment		

Mandate: To oversee budget, review financial statements, develop investment policies and review investment management.

2022/2023 Committee Members

Carolyn Watson Chair	416-727-7326	Cathy McMurray	705-789-7555
Margaret Mah	416-486-5155	Shervin Rowshani	647-980-5349
Pat Dubé	705-789-1418	Christine Cook	
Mike Harrower	705-571-1488	Katherine Craine	705-789-2311 ext 2492
		Cheryl Perry	705-789-2311 ext 2372

MEETING SCHEDULE, 1-2 PM

1. Aug - Q1 Financial Review
2. Nov - Q2 January - Q3 Financial Review
3. Financial Review
4. April - Q4 Financial Review
5. June - Audit Review

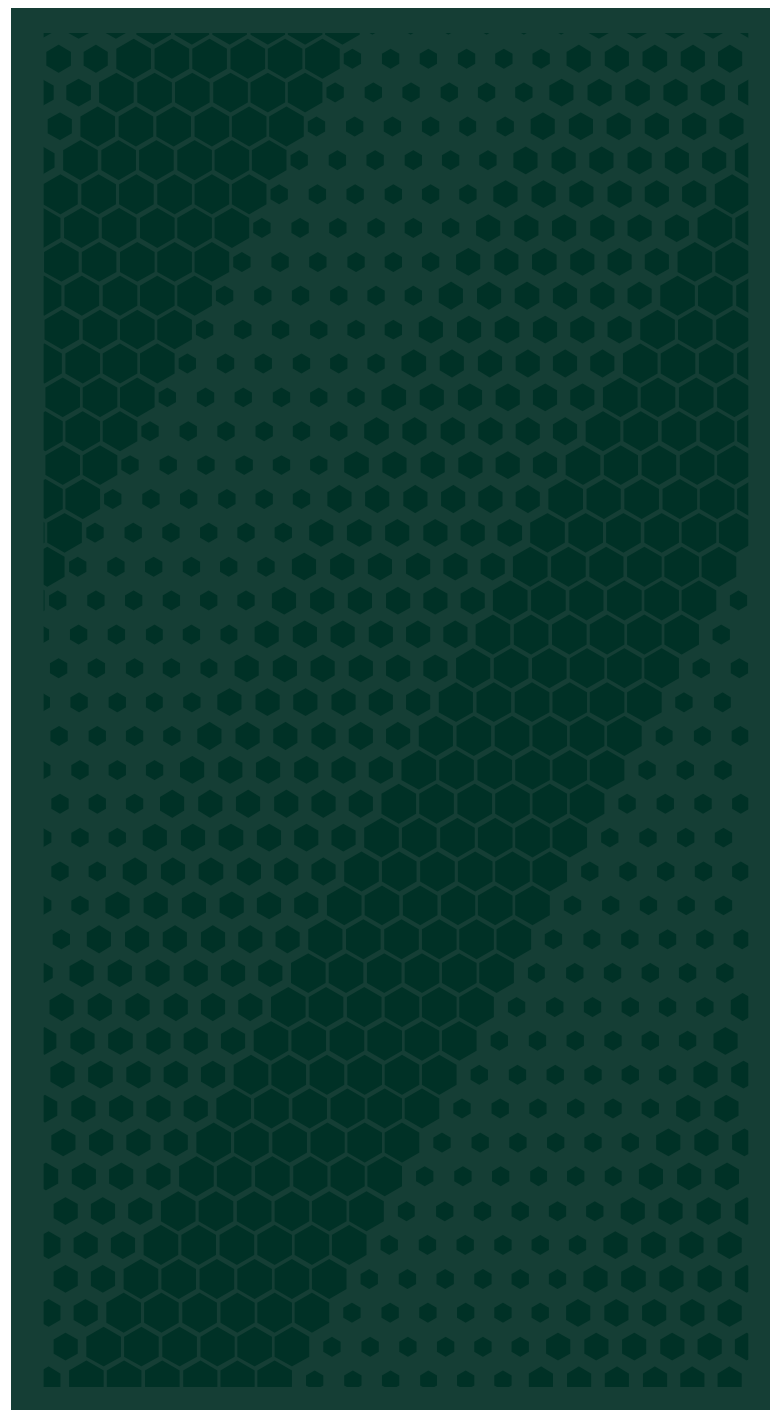


INVESTMENT REVIEW

Q4 2022

Huntsville Hospital Foundation

Darin Thompson CFA, FEA

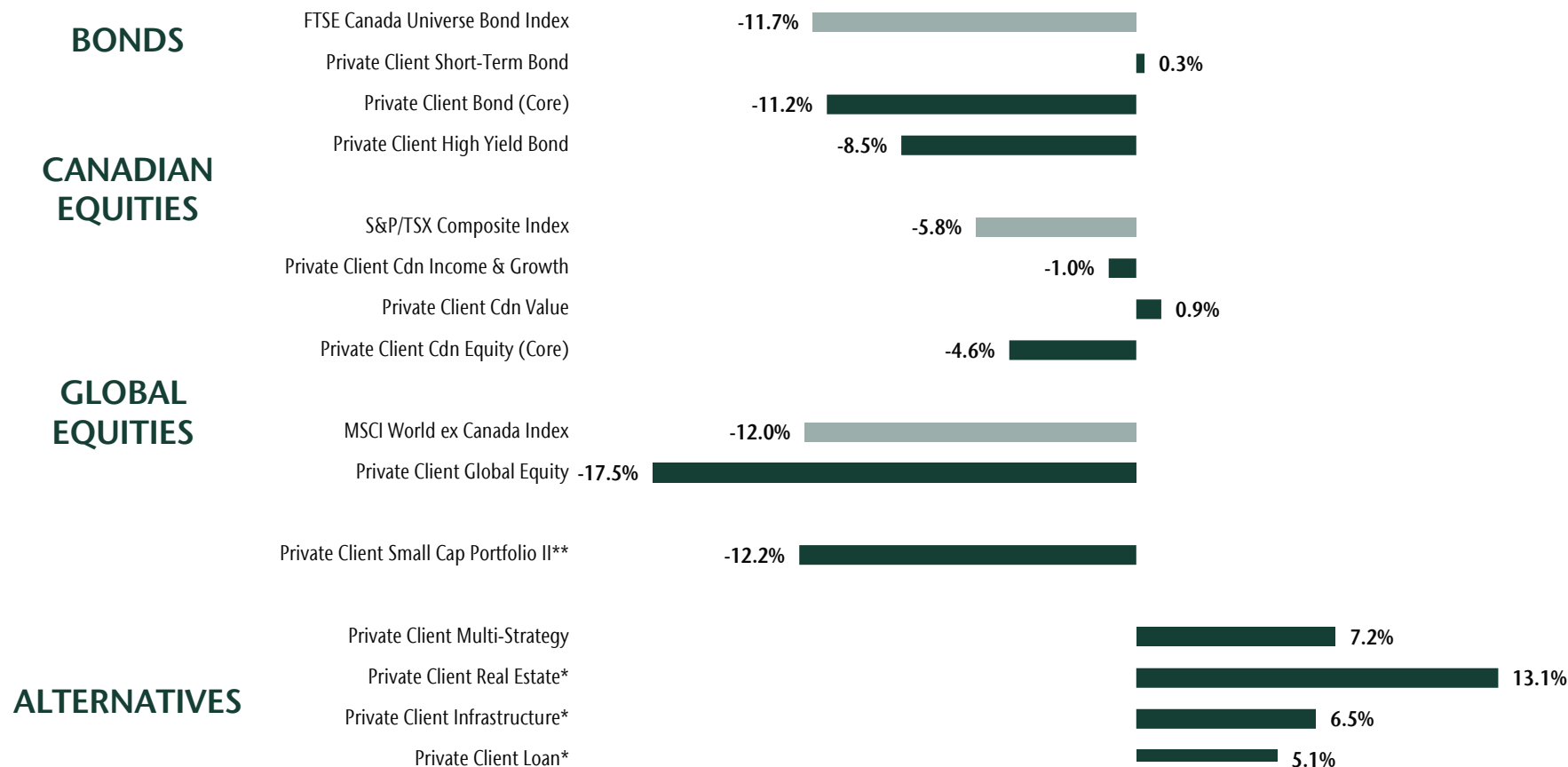


POINTS OF DISCUSSION

- Market Performance
 - Portfolio Allocation and Performance
 - Economic Environment Overview
 - CC&L Portfolio Positioning
-
- Policy Statement Review



PERFORMANCE 2022



Returns are gross of management fees. All values in Canadian dollars. Returns are as of December 31, 2022.

*Performance as of September 30, 2022.

**Comprises 35% Private Client Canadian Small Cap Portfolio and 65% CC&L Global Alpha Fund

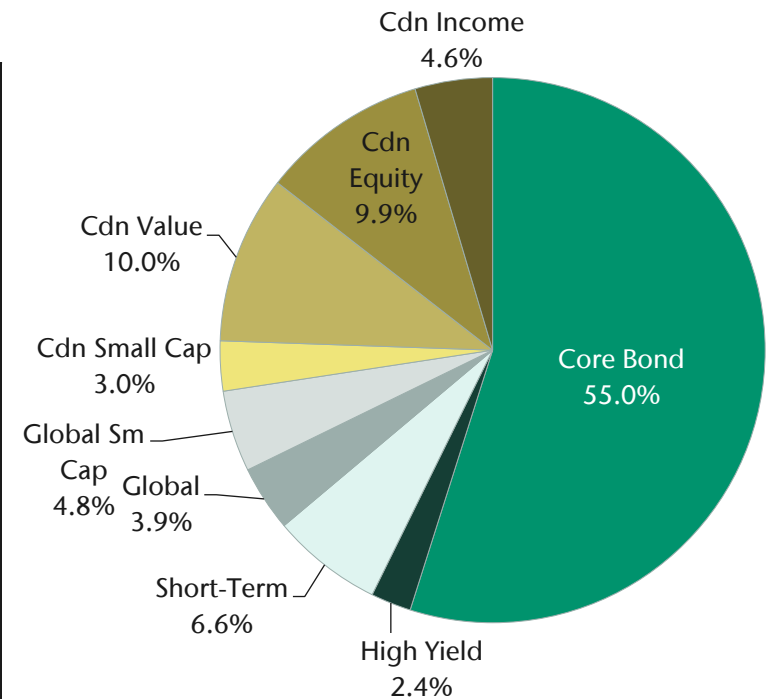


ASSET MIX AND STRATEGY – AS OF DECEMBER 31, 2022

Huntsville Hospital Foundation Asset Mix Guidelines				
	Minimum	Maximum	Target	Current
Equities – Canadian	15.00%	30.00%	28.00%	27.50%
Equities – Foreign	5.00%	15.00%	10.00%	8.70%
Total Equities	20.00%	45.00%	38.00%	36.20%
Fixed Income	55.00%	80.00%	60.00%	64.00%
Money Market	0.00%	25.00%	2.00%	0.00%
** Note - Due to fee collection as of December 31, 2022 equal to 0.2% of portfolio total above is 100.2%				

Equities (36%)

Bonds (64%)



Yield: 3.2%

Compliance Statement

As of December 31, 2022 the HHF Portfolio is in compliance with the Statement of Investment Policy.



PORTFOLIO APPRAISAL DECEMBER 31, 2022

Connor, Clark & Lunn Private Capital Ltd.
PORTFOLIO APPRAISAL
Huntsville District Memorial Hospital Foundation CDN #2
Portfolio Code: p3255
Portfolio Location: RBC Investor Services Trust
December 31, 2022

Quantity	Security	Unit Cost	Total Cost	Price	Market Value	% of Assets	Yield
Fixed Income							
Pooled Funds							
556,485.241	Private Client Bond	10.92	6,077,470	9.66	5,376,260	55.0	3.6
27,787.810	Private Client High Yield Bond	9.45	262,566	8.43	234,354	2.4	5.1
66,598.296	Private Client Short Term Bond	9.94	661,796	9.76	649,926	6.6	2.6
			7,001,832		6,260,540	64.0	3.6
			7,001,832		6,260,540	64.0	3.6
Canadian Equity							
Pooled Funds							
30,606.731	Private Client Canadian Equity	27.68	847,270	31.65	968,666	9.9	3.2
42,007.401	Private Client Canadian Value	21.14	887,939	23.27	977,491	10.0	3.5
32,757.110	Private Client Small Cap II	25.39	831,701	23.19	759,755	7.8	1.3
			2,566,910		2,705,913	27.7	2.8
			2,566,910		2,705,913	27.7	2.8
Canadian Income Equity							
Pooled Funds							
16,566.385	PC Canadian Equity Income & Growth II	22.91	379,454	26.91	445,876	4.6	3.3
			379,454		445,876	4.6	3.3
Global Equity							
Pooled Funds							
22,122.085	Private Client Global Equity	14.93	330,285	17.36	384,062	3.9	1.2
			330,285		384,062	3.9	1.2
Cash & Equiv.							
Cash							
	Fees to be collected		-18,428		-18,428	-0.2	1.0
			-18,428		-18,428	-0.2	1.0
TOTAL PORTFOLIO			10,260,054		9,777,963	100.0	3.2

Connor, Clark & Lunn Private Capital Ltd.	
PERFORMANCE REPORT	
NET OF FEES	
Huntsville District Memorial Hospital	
Foundation CDN #2	
From December 31, 2022 to January 19, 2023	
Portfolio Value on December 31, 2022	9,777,963
Contributions	0
Withdrawals	0
Net Transfers	123,337
Trading Impact	37
Market Impact	381,158
Interest/Dividends/Distributions	0
Portfolio Value on January 19, 2023	10,282,495
Average Capital	9,797,437
Total Fees	0
Total Gain after Fees	381,195
IRR for 0.05 Years	3.89%

Net contributions since inception are \$8,030,348 and total investment returns are \$1,747,614.

PORTFOLIO RETURNS TO DECEMBER 31, 2022

Connor, Clark & Lunn Private Capital Ltd.
PERFORMANCE SUMMARY
Huntsville District Memorial Hospital Foundation CDN #2
Portfolio Code: p3255
Portfolio Location: RBC Investor Services Trust
December 31, 2022



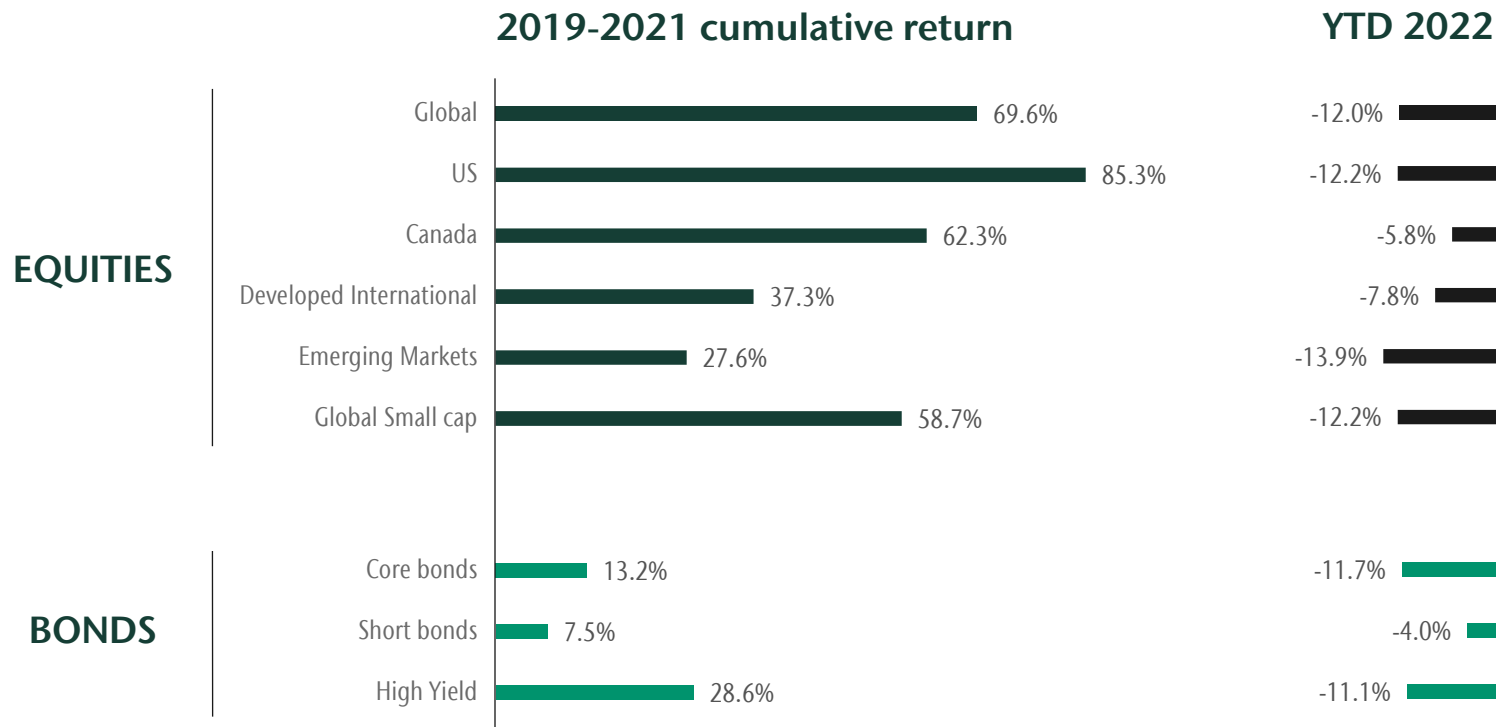
	QTD	YTD	1 Yr	2 Yr	3 Yr	4 Yr	5 Yr	10 Yr	Since Inception
Huntsville District Memorial Hospital Foundation CDN #2	2.6	-9.9	-9.9	-1.5	2.1	4.4	2.9	4.3	4.2
Benchmark (1)	2.6	-9.7	-9.7	-1.7	1.7	4.3	3.1	4.6	4.5
Fixed Income	0.3	-9.8	-9.8	-5.7	-0.9	0.9	1.0	2.1	3.4
FTSE Canada Universe Bond Index	0.1	-11.7	-11.7	-7.2	-2.2	0.0	0.3	1.6	3.2
Canadian Equity	7.5	-5.1	-5.1	10.4	10.0	13.2	8.2	9.8	6.8
S&P/TSX Composite Index	6.0	-5.8	-5.8	8.5	7.5	11.2	6.8	7.7	5.7
Canadian Income Equity	4.8	-1.4	-1.4	10.1	7.6	10.8	7.1	9.6	8.8
S&P/TSX Composite Index	6.0	-5.8	-5.8	8.5	7.5	11.2	6.8	7.7	5.7
Global Equity	7.4	-17.3	-17.3	-0.9	7.1	11.5	9.3	13.2	6.9
MSCI World ex-Cda Index (C\$)	8.4	-12.0	-12.0	3.3	7.0	10.5	8.4	13.1	7.3

Start Date Benchmark

(1) 03-04-2007 2% FTSE Canada 91-day T-bill Index & 60% FTSE Canada Universe Bond Index & 28% S&P/TSX Composite Index & 10% MSCI World ex-Cda Index (C\$)



CROSS-ASSET RETURNS DASHBOARD



Markets turned hostile after delivering outsized returns over the last three years

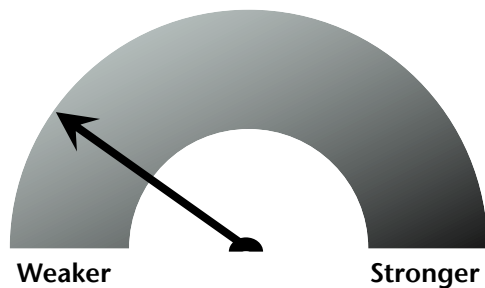
As of December 31, 2022. Asset classes represented as follows: Global MSCI World ex Canada Index, US- S&P 500 Index, Canada- S&P/TSX Composite Index, Developed International- MSCI EAFE Index, Emerging Markets- MSCI Emerging Markets Index, Global Small Cap- MSCI World Small Cap Index, Core bonds- FTSE Universe Bond Index, Short Bonds- FTSE Short Term Bond Index, High Yield- Merrill Lynch BB Index. Returns in Canadian dollars.

Source: Connor, Clark & Lunn Private Capital



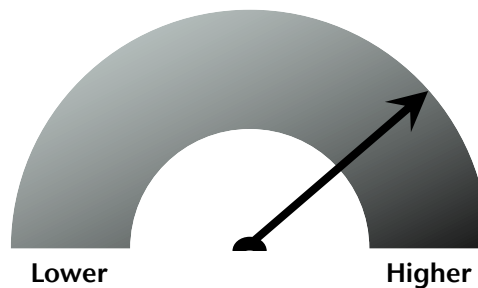
GLOBAL ECONOMIC ENVIRONMENT

Economic growth



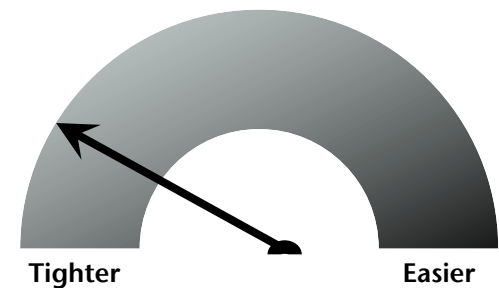
- Growth continues to be constrained globally, with some economies already in a recession and others not far away
- China's delayed reopening should provide a lift to global economic demand in 2023

Inflation



- Inflation pressures are moderating, but still elevated
- Supply chain snarls have continued to ease and commodity prices have mostly returned to levels seen prior to the Russian invasion
- Labour markets continue to be tight, which is placing further upward pressure on wage growth

Monetary policy



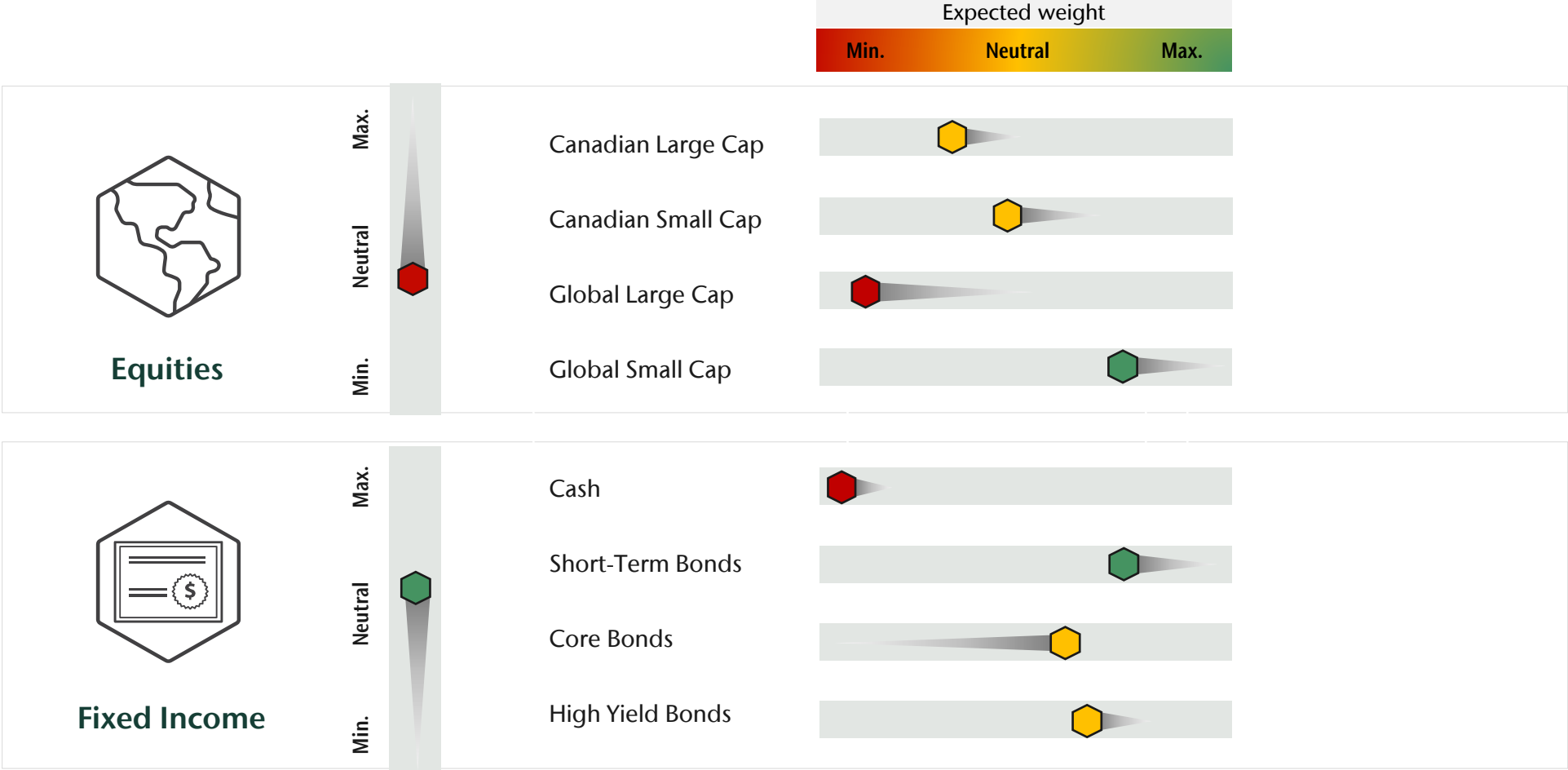
- Central bank tightening in developed and emerging markets has reduced liquidity and continues to be a headwind to growth
- Moderating inflation may allow central banks to 'pause' in early 2023, but we are unlikely to see a reversal in policy as long as the labour market remains tight

Views of Connor, Clark & Lunn Private Capital Ltd. as of the beginning of Q1 2023.



Connor, Clark & Lunn Private Capital Ltd.

OUR TACTICAL POSITIONING – Q4 2022



Positioning as of the end of Q4 2022. Source: Connor, Clark & Lunn Private Capital Ltd.

POLICY STATEMENT REVIEW

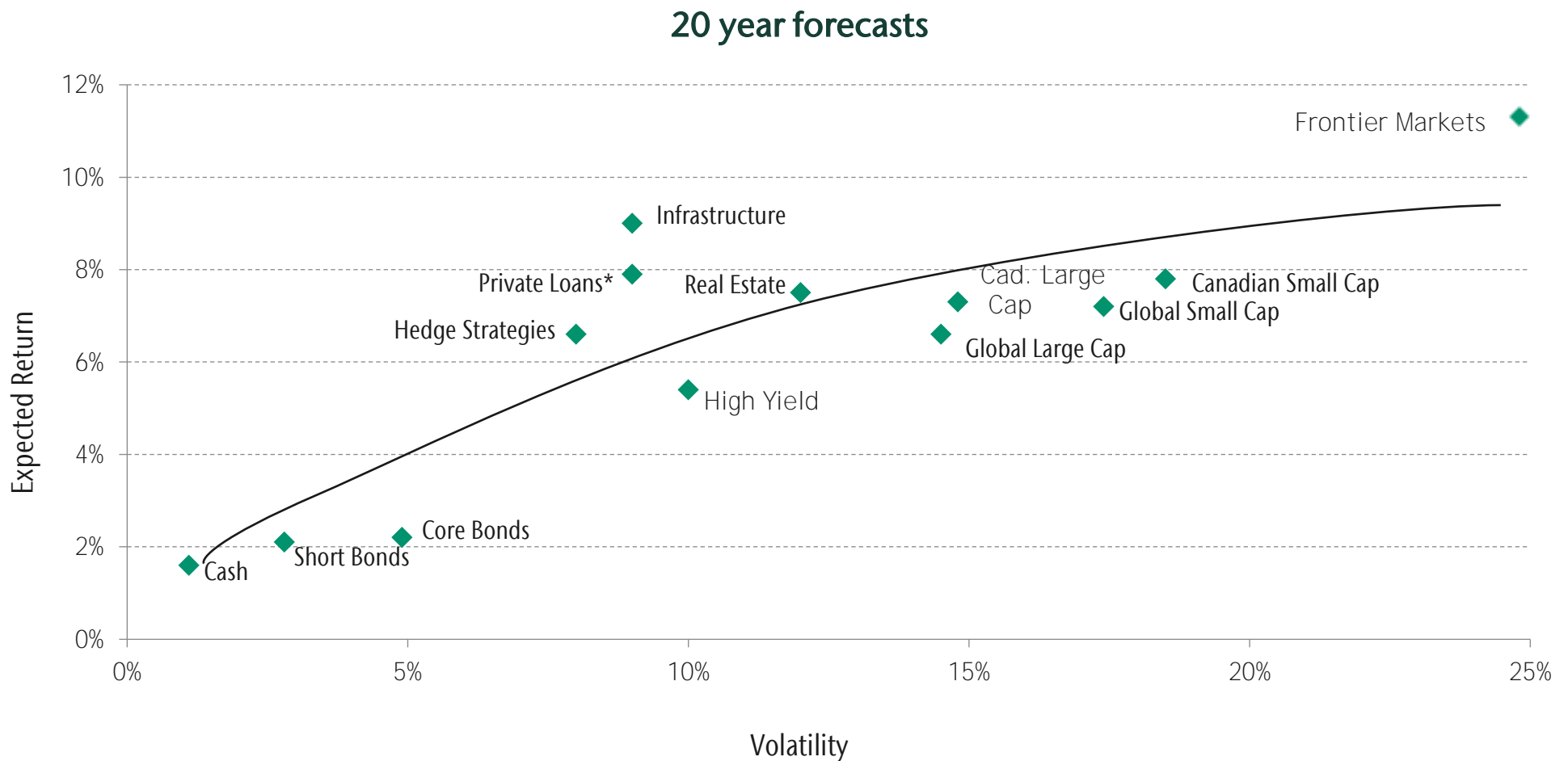
POLICY STATEMENT REVIEW

- Endowment Fund
 - » Long-term – funds considered to be in perpetuity or for major redevelopment
 - » Approximate funding - \$4.0 M
 - » Equity exposure – 65 - 70%

- Capital Project Fund
 - » Mid-Term – 3-6 year time horizon – funds to support equipment projects
 - » Approximate funding - \$2.0 – \$3.0 M – annual expenditures 20-30% of capital
 - » Equity exposure – 20 – 30%



EFFICIENT FRONTIER – RISK/RETURN ATTRIBUTES BY ASSET CLASS



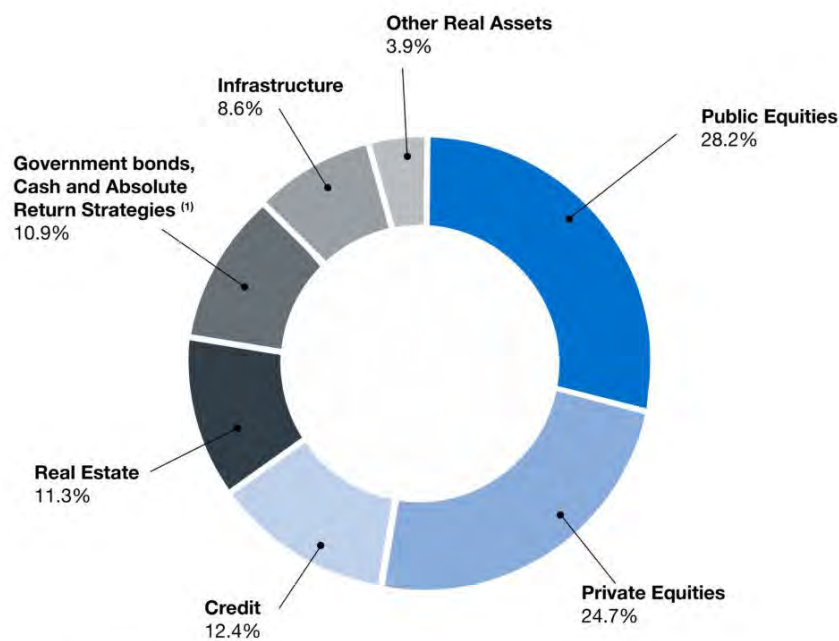
Source: CC&L Private Capital 2021 forecasts for the next 20 years. Data does not represent past performance and is not a promise of actual or range of future results. Efficient frontier line assumes no asset class has a greater than 50% weight in any portfolios.



HOW IS INSTITUTIONAL MONEY MANAGED

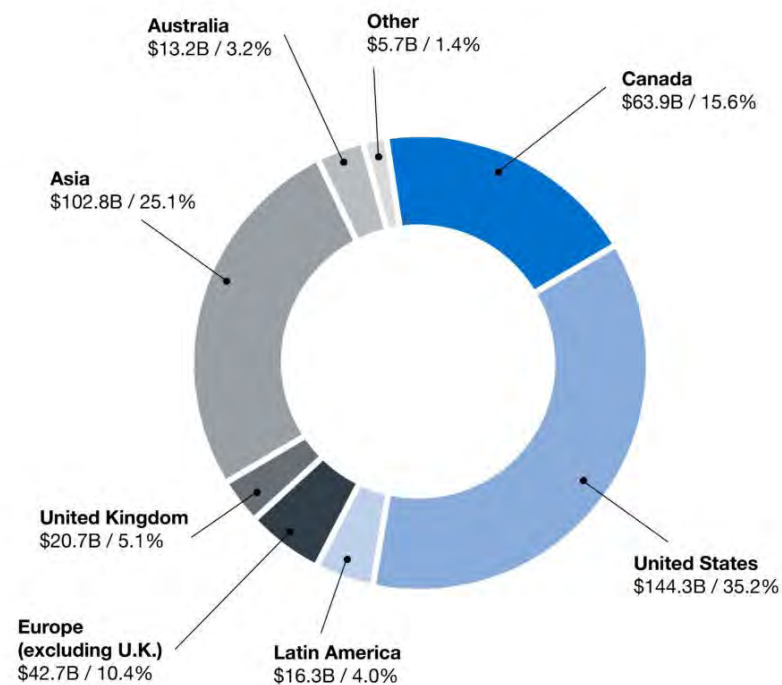


Asset Mix



⁽¹⁾ Net of external debt issuances.

Global Asset Allocation



“Our widely diversified portfolio and active investment approach have built a resilient Fund for today’s retirees and for decades to come.” CPP Investment Board



ENDOWMENT FUND

ASSET ALLOCATION SCENARIOS (ENDOWMENT FUND)

DYNAMIC GROWTH



Cash	2%
Core Bonds	25%
High Yield Bonds	8%
Total Cash & Fixed Income	35%
Canadian Equities - Large Cap	27%
Canadian Equities - Small Cap	3%
Global Equities - Large Cap	29%
Global Equities - Small Cap	3%
Emerging Market Equities	3%
Total Equities	65%
Hedge Strategies	0%
Total Hedge Strategies	0%
Private Loans	0%
Real Estate	0%
Infrastructure	0%
Total Alternatives	0%

DYN. GROWTH W HEDGE & ALTS



Cash	1%
Core Bonds	10%
High Yield Bonds	6%
Total Cash & Fixed Income	17%
Canadian Equities - Large Cap	21%
Canadian Equities - Small Cap	3%
Global Equities - Large Cap	23%
Global Equities - Small Cap	3%
Emerging Market Equities	3%
Total Equities	53%
Hedge Strategies	10%
Total Hedge Strategies	10%
Private Loans	0%
Real Estate	10%
Infrastructure	10%
Total Alternatives	20%

DIVERSIFIED GROWTH



Cash	2%
Core Bonds	20%
High Yield Bonds	8%
Total Cash & Fixed Income	30%
Canadian Equities - Large Cap	32%
Canadian Equities - Small Cap	3%
Global Equities - Large Cap	29%
Global Equities - Small Cap	3%
Emerging Market Equities	3%
Total Equities	70%
Hedge Strategies	0%
Total Hedge Strategies	0%
Private Loans	0%
Real Estate	0%
Infrastructure	0%
Total Alternatives	0%

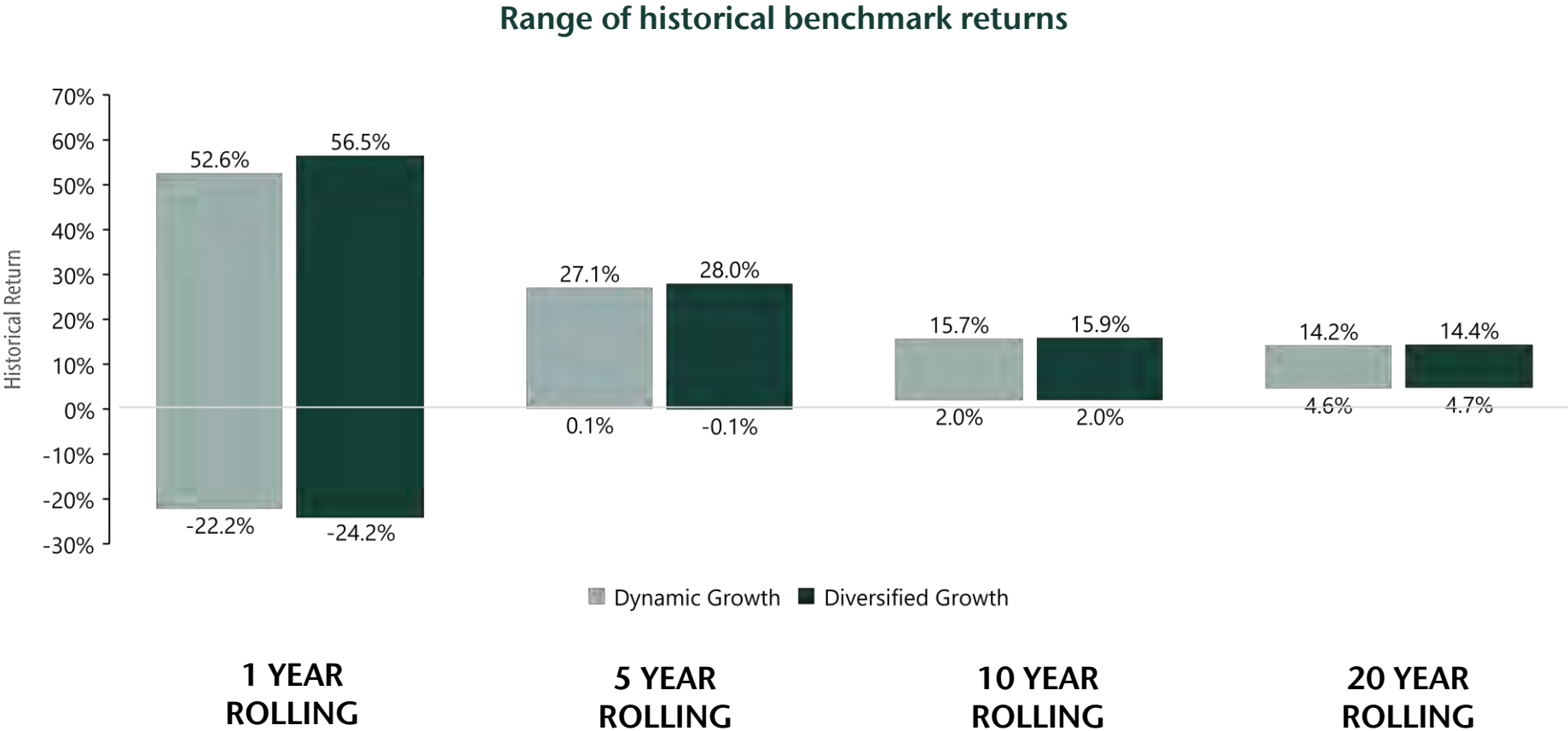
DIV. GROWTH W HEDGE & ALTS



Cash	1%
Core Bonds	4%
High Yield Bonds	6%
Total Cash & Fixed Income	11%
Canadian Equities - Large Cap	25%
Canadian Equities - Small Cap	3%
Global Equities - Large Cap	23%
Global Equities - Small Cap	3%
Emerging Market Equities	3%
Total Equities	57%
Hedge Strategies	12%
Total Hedge Strategies	12%
Private Loans	0%
Real Estate	10%
Infrastructure	10%
Total Alternatives	20%



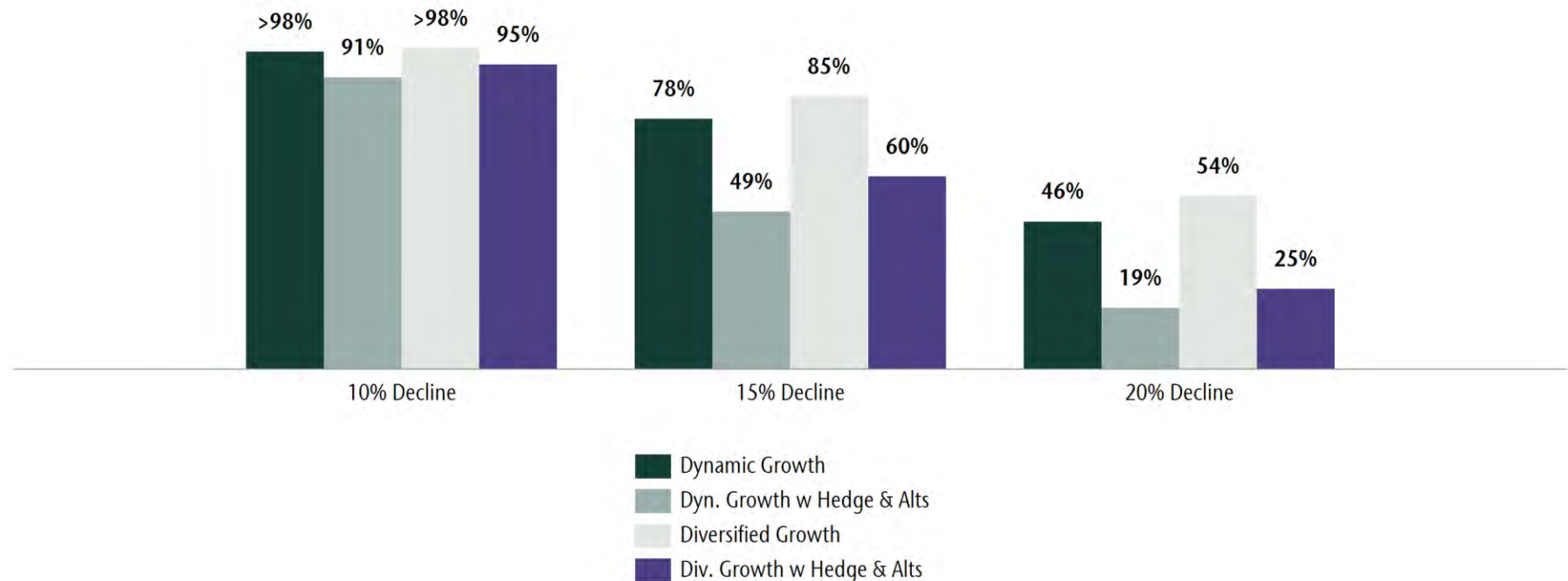
RETURNS ARE VOLATILE IN THE SHORT TERM



Range of returns is based on rolling 1, 5, 10 and 20 year historical returns for the portfolios blended benchmarks from 1980 through to December 31, 2020. Returns beyond one year rolling periods are annualized. For alternatives we have no benchmark returns. For more information on benchmark assumptions, see appendix page titled “Portfolio benchmark assumptions.”

MORE EQUITY = HIGHER CHANCE OF SHORT TERM DECLINE

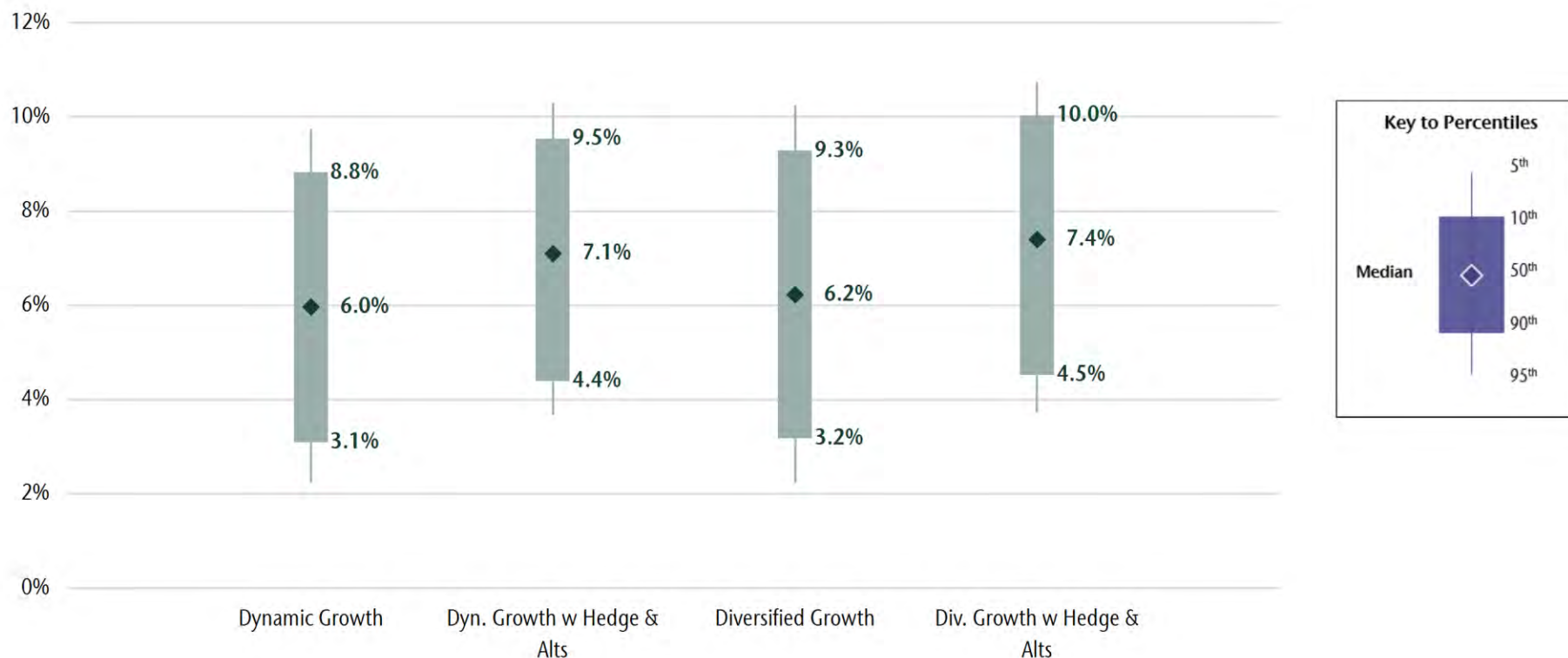
Forecasted probability of a peak to trough decline*



* Based on a decline from the peak of the simulated portfolio value to the trough over the next 20 years.



FORECASTED RANGE OF ANNUALIZED RETURNS - 20 YEARS

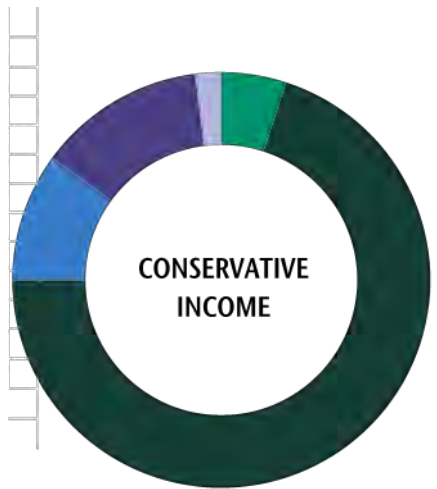


* Based on estimates of the range of returns for the applicable capital markets over the next 20 years. It is important to note that the range of returns does not cover all possible outcomes. 10% of the return outcomes are above and 10% are below the box. See key in upper right hand corner of page. Data does not represent past performance and is not a promise of actual or range of future results.

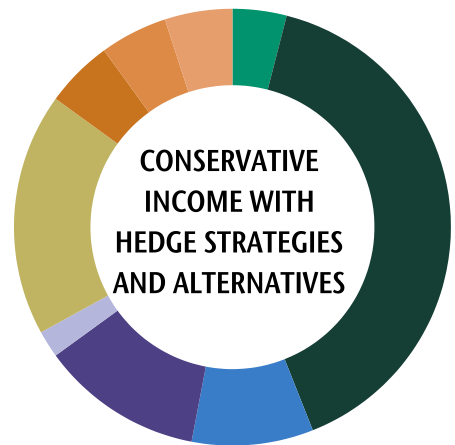


CAPITAL PROJECT FUND

ASSET ALLOCATION SCENARIOS - WITH HEDGE AND ALTERNATIVES



Cash	5%
Core Bonds	70%
High Yield Bonds	0%
Total Cash & Fixed Income	75%
Canadian Equities - Large Cap	10%
Canadian Equities - Small Cap	0%
Global Equities - Large Cap	13%
Global Equities - Small Cap	0%
Emerging Market Equities	2%
Total Equities	25%
Hedge Strategies	0%
Total Hedge Strategies	0%
Private Loans	0%
Real Estate	0%
Infrastructure	0%
Total Alternatives	0%

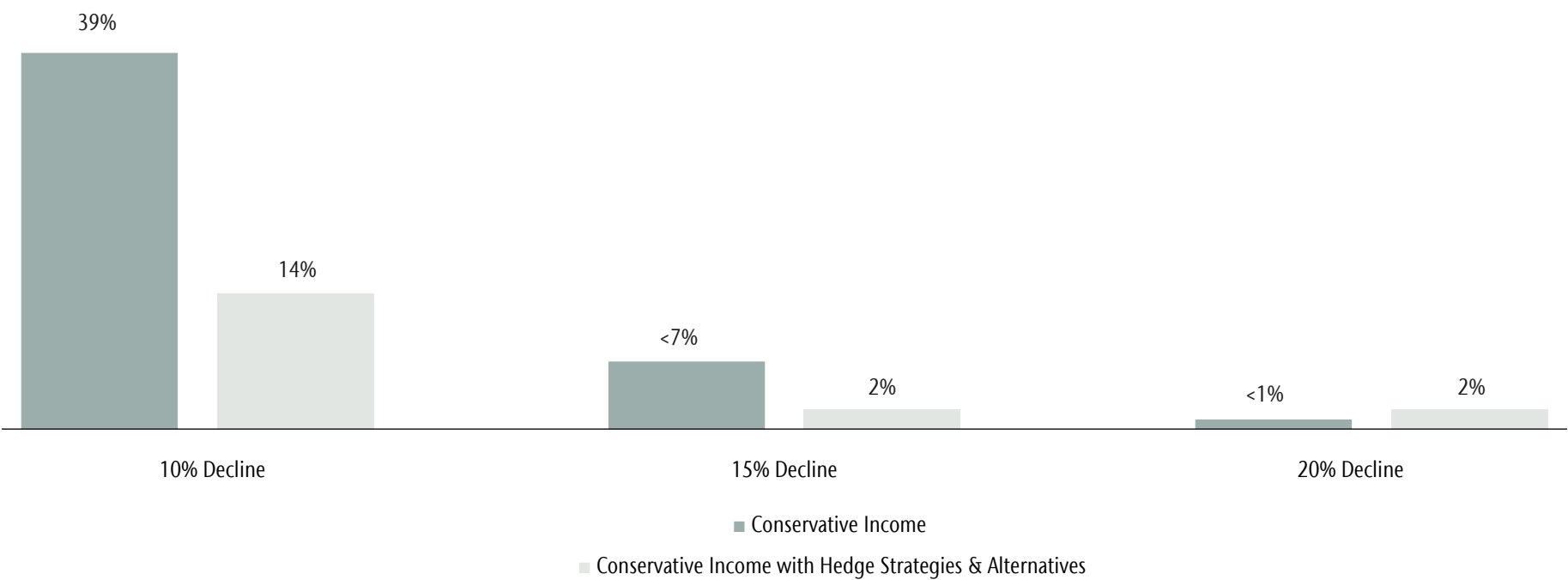


Cash	4%
Core Bonds	40%
High Yield Bonds	0%
Total Cash & Fixed Income	44%
Canadian Equities - Large Cap	9%
Canadian Equities - Small Cap	0%
Global Equities - Large Cap	12%
Global Equities - Small Cap	0%
Emerging Market Equities	2%
Total Equities	23%
Hedge Strategies	18%
Total Hedge Strategies	18%
Private Loans	5%
Real Estate	5%
Infrastructure	5%
Total Alternatives	15%



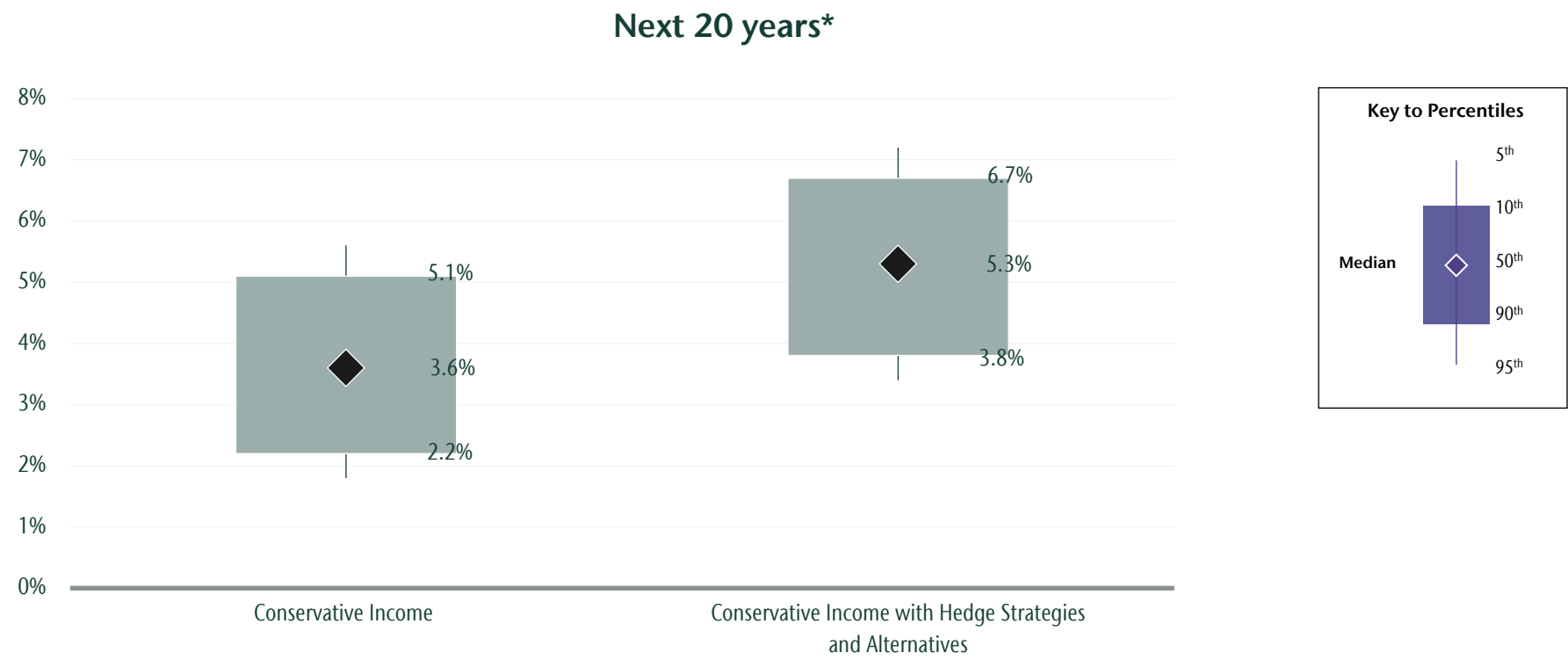
MORE EQUITY = HIGHER CHANCE OF SHORT TERM DECLINE

Forecasted probability of a peak to trough decline*



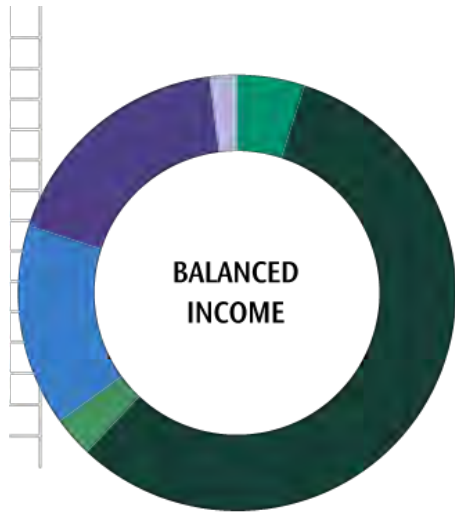
*Based on a decline from the peak of the simulated portfolio value to the trough over the next 20 years.

FORECASTED RANGE OF ANNUALIZED RETURNS

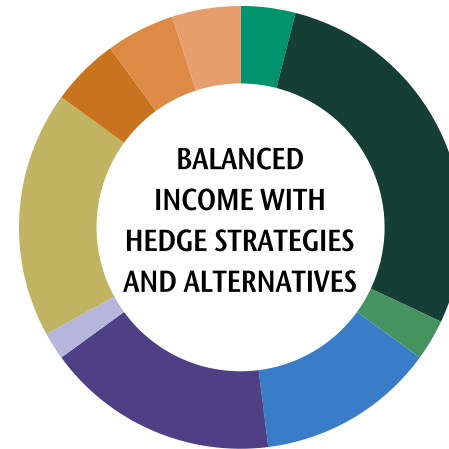


*Based on estimates of the range of returns for the applicable capital markets over the next 20 years. It is important to note that the range of returns does not cover all possible outcomes. 10% of the return outcomes are above and 10% are below the box. See key in upper right hand corner of page. Data does not represent past performance and is not a promise of actual or range of future results.

ASSET ALLOCATION SCENARIOS – WITH HEDGE & ALTERNATIVES



Cash	5%
Core Bonds	57%
High Yield Bonds	3%
Total Cash & Fixed Income	65%
Canadian Equities - Large Cap	15%
Canadian Equities - Small Cap	0%
Global Equities - Large Cap	18%
Global Equities - Small Cap	0%
Emerging Market Equities	2%
Total Equities	35%
Hedge Strategies	0%
Total Hedge Strategies	0%
Private Loans	0%
Real Estate	0%
Infrastructure	0%
Total Alternatives	0%

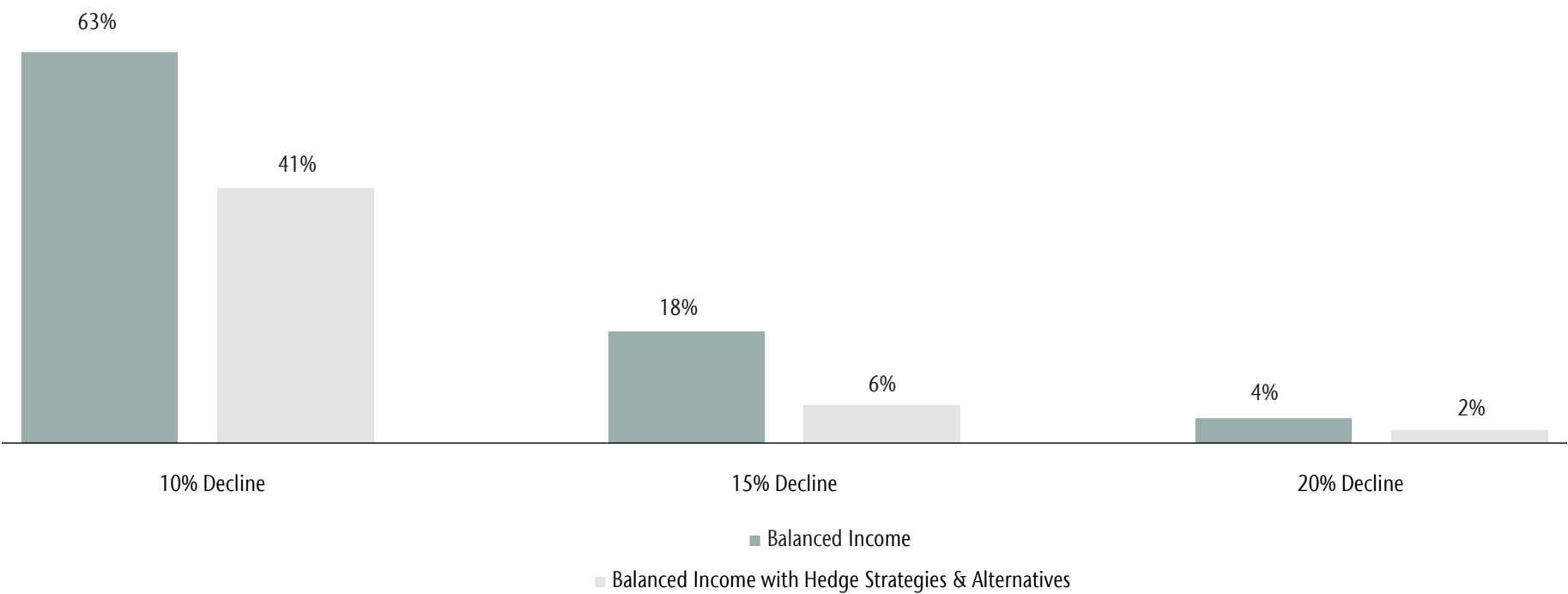


Cash	4%
Core Bonds	28%
High Yield Bonds	3%
Total Cash & Fixed Income	35%
Canadian Equities - Large Cap	13%
Canadian Equities - Small Cap	0%
Global Equities - Large Cap	17%
Global Equities - Small Cap	0%
Emerging Market Equities	2%
Total Equities	32%
Hedge Strategies	18%
Total Hedge Strategies	18%
Private Loans	5%
Real Estate	5%
Infrastructure	5%
Total Alternatives	15%



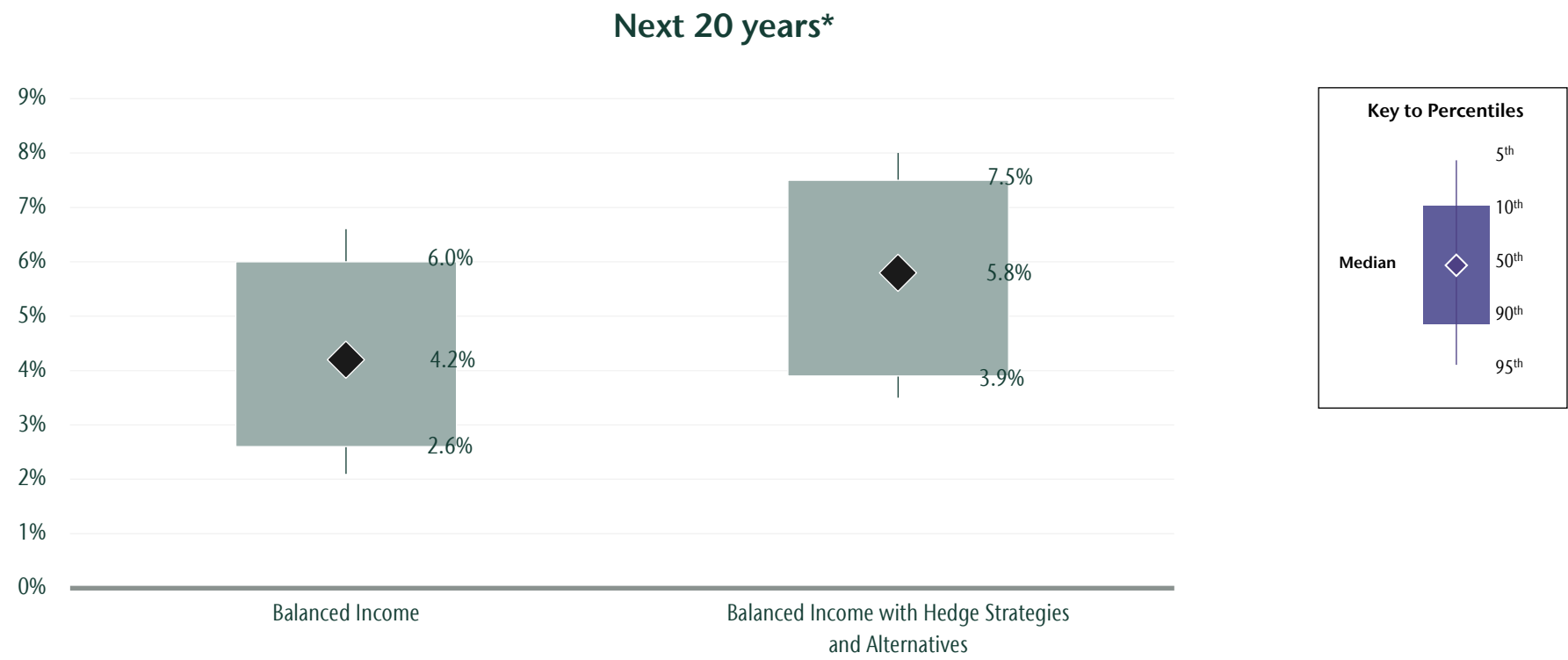
MORE EQUITY = HIGHER CHANCE OF SHORT TERM DECLINE

Forecasted probability of a peak to trough decline*



*Based on a decline from the peak of the simulated portfolio value to the trough over the next 20 years.

FORECASTED RANGE OF ANNUALIZED RETURNS



*Based on estimates of the range of returns for the applicable capital markets over the next 20 years. It is important to note that the range of returns does not cover all possible outcomes. 10% of the return outcomes are above and 10% are below the box. See key in upper right hand corner of page. Data does not represent past performance and is not a promise of actual or range of future results.

ALTERNATIVES

Improving portfolio long-term risk-adjusted return

THE CC&L REAL ESTATE DIFFERENCE

TOP PERFORMANCE

- Top performing Canadian real estate investment firm
 - » Proven track record of exceptional returns in excess of 8-11% target²
 - » Stable since inception income return of over 7.0 %

STRATEGY

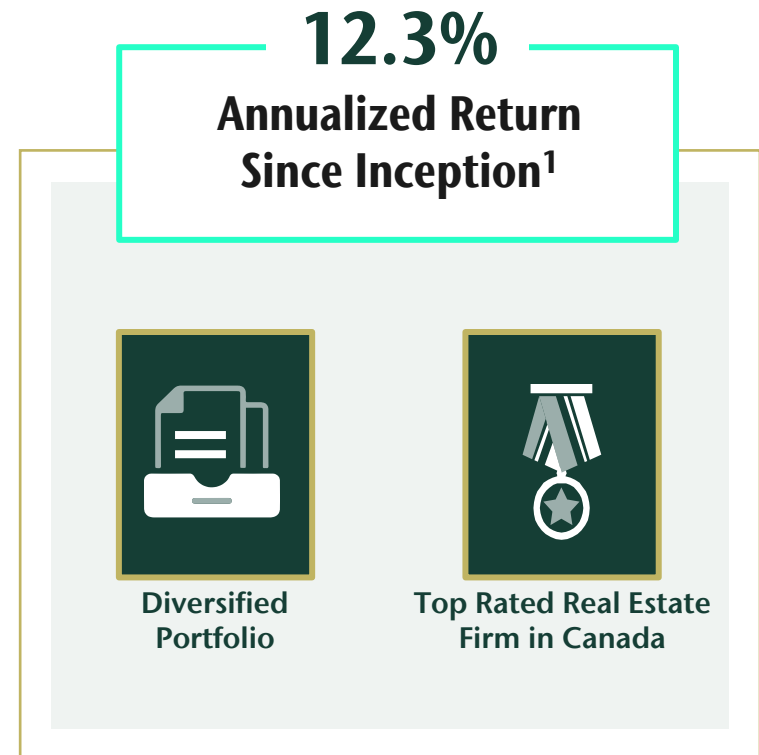
- » “Core Plus” investment strategy with total AUM of \$4.8B

DIVERSIFIED PORTFOLIO

- Real estate portfolio diversified across sector and geography
 - » 250+ office, retail, industrial and multi-family residential properties across Canada

CAPITAL DEPLOYMENT

- Strong pipeline and ability to efficiently deploy assets in 9-12 months



SOURCE: Top Real Estate Investment Manager: RBC Canadian Pooled Fund Survey (Q3 2019); Crestpoint Real Estate Investment Management.

1. All returns are as of Q3 2022 and are levered, post-fee, and time-weighted. Since inception March 2011.
2. Target returns are gross of fees and expenses. These are target returns only, there is no guarantee that such returns will be achieved



DIVERSIFIED PORTFOLIO OF OFFICE, INDUSTRIAL & RETAIL PROPERTIES

					
	Allstate Corporate Centre ²	1400 Castlefield	1929 Bayview Avenue	Ciena Canada HQ ³	York Corporate Centre
Acquisition date	March 2016	May 2016	April 2017	August 2017	December 2017
Location	Markham, ON	Toronto, ON	Toronto, ON	Kanata, ON	Richmond Hill, ON
Size	576,100 SF	164,100 SF	131,500 SF	254,300 SF	181,300 SF
Acquisition price	\$151.3 million	\$30.0 million	\$51.3 million	\$102.3 million	\$33.2 million
Fund ownership	50%	100%	100%	50%	100%

					
	Deerfoot Distribution Centre	Buro Plus Distribution Facility	GTB Portfolio ¹	Aéroports de Montréal Portfolio	Courtneypark Ontario Portfolio ²
Acquisition date	March 2011	November 2011	April 2012	December 2012	April 2013
Location	Calgary, AB	Laval, QC	Oakville & Ottawa, ON	Montreal, QC	Mississauga, ON
Size	118,400 SF	171,600 SF	342,600 SF	\$85,800 SF	320,300 SF
Acquisition price	\$12.6 million	\$15.6 million	\$27.6 million	\$19.0 million	\$28.4 million
Fund ownership	80%	50%	100%	100%	50%

					
	Carrefour Grande-Côte & Centre 25E	Fairview Crossing	Princess Auto Portfolio ¹	Titan Plaza	Cornerstone Shopping Centre
Acquisition date	April 2011	May 2012	April 2013	December 2013	April 2014
Location	St. Eustache, QC	Brantford, ON	GTA, ON	Toronto, ON	Slave Lake, AB
Size	96,000 SF	199,900 SF	108,900 SF	128,300 SF	123,500 SF
Acquisition price	\$13.5 million	\$31.0 million	\$18.2 million	\$24.5 million	\$31.6 million
Fund ownership	100%	50%	64%	100%	50%



THE CC&L INFRASTRUCTURE DIFFERENCE

STRONG & STABLE PERFORMANCE

Long-term track record of returns well in excess of 8-11% target⁴

Consistent performance across market and economic cycles

DIFFERENTIATED STRATEGY

Mid-market focus, typical project size (EV): \$50 million – \$750 million

Emphasis on construction phase projects and operating assets that can be optimized

Focus on Canada and select other creditworthy jurisdictions

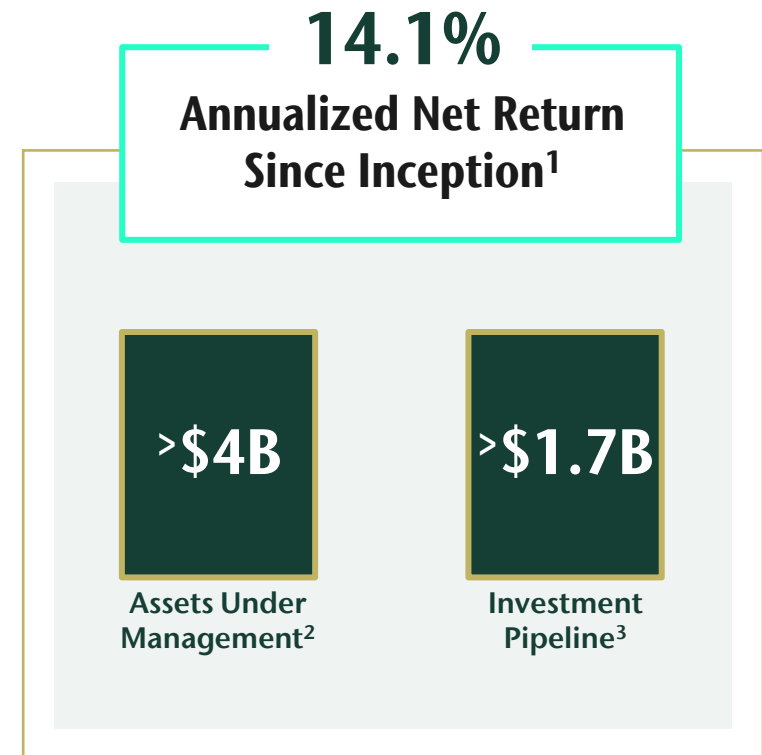
DIVERSIFIED PORTFOLIO

Infrastructure portfolio diversified across sector, geography, investment stage and counter-party credit

» More than 90 solar, hydro and traditional infrastructure projects

CAPITAL DEPLOYMENT

Strong investment pipeline, with preference for proprietary deal flow



1. As of Q3 2022 Returns are annualized, net of fees and expenses; QTD and YTD returns are not annualized. Operating expenses include items such as custodial fees for segregated accounts and for pooled vehicles would also include charges for valuation, audit, tax and legal expenses. September 2011 inception date. Returns are preliminary and subject to change.

2. Gross, including associated debt.

3. Total equity value of potential investment opportunities under active review. Fund's investment amount may be smaller than total equity value given portfolio construction and concentration considerations. There can be no assurance that CC&L Infrastructure will secure such opportunities.

4. Net of fees and expenses. These are target returns only. There is no guarantee that such returns will be achieved.

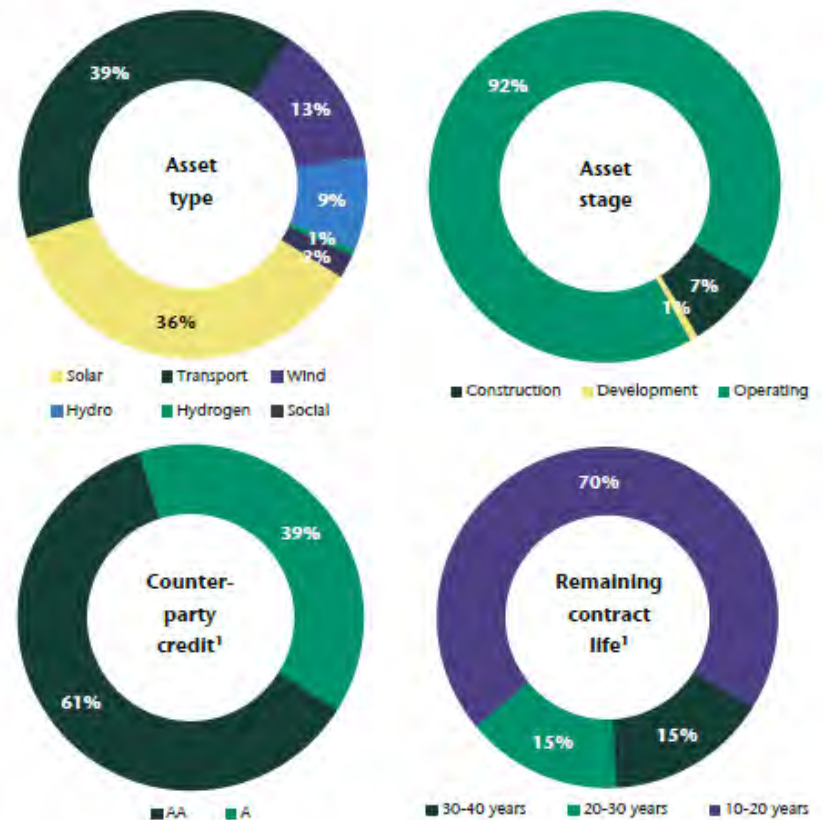


INFRASTRUCTURE PORTFOLIO SUMMARY

Investment locations



Portfolio overview



Based on percentage of estimated Portfolio NAV at September 30, 2022. ¹Ratings composite based on available ratings from S&P, Moody's and DBRS. Counterparty credit rating chart and remaining contract life chart excludes investments in rail assets (approx. 22% of net asset value); the Distributed Solar Portfolio (approx. 18% of net asset value); Landmark Student Transportation (approx. 15% of net asset value); and WindRiver and Hy Stor Energy (each <1% of net asset value). The counterparty credit chart also excludes Hog Creek (approx. 3%) and Redbed Plains (approx. 2%) as the offtakers are unrated.



APPENDIX

CAPITAL MARKETS ASSUMPTIONS

2020

	Median 20-year growth rate*	Mean annual return	Mean annual income	Mean 20-year volatility
Cash	1.6%	1.6%	1.5%	1.1%
Short Term Bonds	2.1%	2.1%	2.2%	2.8%
Core Bonds	2.2%	2.3%	2.8%	4.9%
High Yield Bonds	5.4%	5.8%	5.3%	10.0%
Private Loans	7.9%	8.4%	9.1%	9.0%
Hedge Strategies	6.6%	6.8%	0.0%	8.0%
Canadian Large Cap	7.3%	8.3%	3.0%	14.8%
Canadian Small Cap	7.8%	9.4%	2.8%	18.5%
Global Large Cap	6.6%	7.5%	2.4%	14.5%
Global Small Cap	7.2%	8.4%	2.1%	17.4%
US Large Cap	6.2%	6.9%	2.2%	13.1%
Dev. Int'l. Large Cap	7.2%	8.4%	2.8%	16.1%
Emerging Markets	10.3%	12.3%	3.1%	21.1%
Frontier Markets	11.2%	14.1%	3.0%	25.0%
Real Estate	7.5%	8.1%	6.5%	12.0%
Infrastructure	9.0%	9.3%	7.0%	9.0%
Inflation	1.9%	1.9%		1.3%

*Compounded annual growth rate.

Based on 1,000 simulated trials.

Reflects Connor, Clark & Lunn Private Capital estimates and capital market conditions as of June 30, 2020.

Does not represent past performance and is not a guarantee of future specific levels of risk or return.



CORRELATION ASSUMPTIONS

	Cash	Short Term Bonds	Core Bonds	High Yld Bonds	Private Loans	Hedge Strategies	Can Large Cap	Can Small Cap	Global Large Cap	Global Small Cap	US Large Cap	Dev. Int'l. Large Cap	Emerging Markets	Frontier Markets	Real Estate	Infra.	Inflation
Cash	1.0	0.7	0.3	-0.1	0.1	-0.3	-0.1	-0.2	-0.1	-0.3	0.0	0.0	0.1	0.1	-0.1	-0.1	0.3
Short Term Bonds	0.7	1.0	0.8	0.3	0.4	-0.4	0.1	-0.1	0.1	-0.3	0.2	0.0	0.1	-0.2	0.0	0.0	0.2
Core Bonds	0.3	0.8	1.0	0.3	0.6	-0.2	0.1	0.0	0.2	-0.1	0.2	0.1	0.1	0.0	0.1	-0.1	0.2
High Yield Bonds	-0.1	0.3	0.3	1.0	0.6	0.0	0.5	0.6	0.5	0.5	0.4	0.4	0.5	0.2	0.2	0.2	0.0
Private Loans	0.1	0.4	0.6	0.6	1.0	0.2	0.5	0.5	0.5	0.4	0.5	0.4	0.5	0.4	0.2	0.1	0.0
Hedge Strategies	-0.3	-0.4	-0.2	0.0	0.2	1.0	0.1	0.0	0.6	0.5	0.6	0.5	0.0	0.2	0.1	0.2	0.0
Canadian Large Cap	-0.1	0.1	0.1	0.5	0.5	0.1	1.0	0.8	0.6	0.7	0.5	0.6	0.7	0.6	0.2	0.3	0.1
Canadian Small Cap	-0.2	-0.1	0.0	0.6	0.5	0.0	0.8	1.0	0.5	0.7	0.3	0.6	0.7	0.5	0.3	0.3	0.0
Global Large Cap	-0.1	0.1	0.2	0.5	0.5	0.6	0.6	0.5	1.0	0.9	0.9	0.9	0.6	0.5	0.3	0.3	0.0
Global Small Cap	-0.3	-0.3	-0.1	0.5	0.4	0.5	0.7	0.7	0.9	1.0	0.7	0.8	0.6	0.5	0.3	0.2	-0.1
US Large Cap	0.0	0.2	0.2	0.4	0.5	0.6	0.5	0.3	0.9	0.7	1.0	0.6	0.4	0.4	0.3	0.2	0.0
Dev. Int'l. Large Cap	0.0	0.0	0.1	0.4	0.4	0.5	0.6	0.6	0.9	0.8	0.6	1.0	0.6	0.5	0.2	0.2	0.0
Emerging Markets	0.1	0.1	0.1	0.5	0.5	0.0	0.7	0.7	0.6	0.6	0.4	0.6	1.0	0.5	0.2	0.2	0.1
Frontier Markets	0.1	-0.2	0.0	0.2	0.4	0.2	0.6	0.5	0.5	0.5	0.4	0.5	0.5	1.0	0.3	0.2	0.3
Real Estate	-0.1	0.0	0.1	0.2	0.2	0.1	0.2	0.3	0.3	0.3	0.3	0.2	0.2	0.3	1.0	0.1	-0.1
Infrastructure	-0.1	0.0	-0.1	0.2	0.1	0.2	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.1	1.0	0.1
Inflation	0.3	0.2	0.2	0.0	0.0	0.0	0.1	0.0	0.0	-0.1	0.0	0.0	0.1	0.3	-0.1	0.1	1.0

Based on 1,000 simulated trials and a 10-50 year time horizon.

Reflects Connor, Clark & Lunn Private Capital estimates and capital market conditions as of June 30, 2020.

Does not represent past performance and is not a guarantee of future specific levels of risk or return.



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***Minutes of the Meeting Held Wednesday November 23, 2022 1:00 pm
Zoom Call***

PRESENT

Carolyn Watson, Chair
Cathy McMurray
Christine Cook
Margaret Mah
Pat Dubé
Shervin Rowshani

GUEST STAFF

Katherine Craine, CEO
Cheryl Perry, Operations & Gift Planning Manager (OPGM)

REGRETS

Mike Harrower

The Treasurer called the meeting to order at 1:01 pm.

Previous Minutes

Minutes from October 19, 2022 were reviewed and to be amended to include when M Mah left the meeting.

Moved By: M Mah

Seconded By: P Dubé

Accepted the August 29, 2022 minutes as amended

Carried

Business Arising

K Craine, C Perry & M Harrower met to discuss the cashflow projection forecast with three silos, short-term, mid-term, & long-term. The trick will be predicting cashflow. Perhaps a quarterly review of cash flow and discussion with our investment advisors for the three terms. Short-term is for our annual commitment, mid-term forecast for major outflows of large capital equipment (e.g., MRI) and long-term, the hospital rebuild.

What risk level are we comfortable with? Our policy does lay out the prudent investor rule. K Craine to discuss with Darrin Thompson, Connor Clark Lunn to proceed to review our portfolio and advise options to amend the asset plan and invite him to present to the committee in January. Once the portfolio changes have been established and tested for approximately a year, RFP may be considered.

A donor after reading our Community Report, reached out to offer his assistance to review our portfolio as this is his business and is a board advisor for Sunnybrook. C Perry to see if network charities will share their investment policies for review.

Financial Reports

The balance sheet and statement of operations for annual and capital campaign were reviewed. Third party donations are down slightly. We are waiting on the proceeds from the Tim Horton's Smile Cookie event and Huntsville Downs Golf Club did not do their annual golf tournament. It was suggested under the forecast column to include expected income.

Kates estate will not be received in this fiscal. C Perry to reach out to the Ferguson Estate contact for status on their disbursement.

Bigwin Island proceeds and expenses have been moved to DI Campaign.

Forward to C Cook the CCL annual review.

The Investment expense budget to be divided quarterly.

DI Campaign has currently raised over 50% of the goal in 19 months. There are several major gifts in the pipeline.

Moved By: M Mah

Seconded By: C McMurray

That the Balance Sheet and Statement of Operations for September & October 2022 as amended be recommended to the Board of Directors for approval.

Carried

MAHC 2021-2022 Capital Reconcile Invoices

C Watson shared a document summarizing all the MAHC 2021-2022 invoices. The original MAHC end of fiscal invoice for \$912,430 has now been reconciled. A credit memo for \$912,430 has been provided and a new invoice for the reconciled amount of \$860,274 has been received. A credit memo for \$423,451 was provided by MAHC for ministry funding that was not expected making the final 2021-2022 balance to the hospital 436,823.

Moved By: C McMurray

Seconded By: S Rowshani

Two approve the three invoice related to year ended March 2022, credit memo 2021-22 #1 (\$912,430), reconciled progress invoice 2021-22 #2, \$860,274 and credit memo 2021-22 for (\$423,451) be approved for payment.

Carried

MAHC 2022-2023 Capital Progress Invoices and Summary

2022-2023 MAHC Invoices were reviewed. As the Foundation wanted our financial statements to show a better position of transfers to income raised.

It was questioned about having equal quarterly invoice installments for 2022-2023. Katherine and Cheryl met with the new CFO and the finance department staff. It was decided it would be easier to equally split the annual commitment into three invoices with the final invoice being a reconciled invoice. HHF is now receiving monthly purchasing updates on the approved equipment list based on equipment ordered and received.

The Treasurer and staff will review the capital list, purchased, ordered, and received, to determine the 2022-23 actuals in comparison to Q1 & Q2 invoices and report back to the committee prior to payment.

K Craine noted finances are becoming more complicated. There are investment changes, money in the bank and possible quarterly reports from advisors. More HHF staff financial expertise is needed.

Moved By: M Mah

Seconded By: S Rowshani

That the Progress Invoice 2022-2023 # 1 for \$254,990 for CT Spec/Nuclear Med be approved for payment.

Carried

Invoices

Invoice HUHHF-24 and 25 were included for information purposes only as these are standard invoices.

Other Business

S Rowshani wanted to note reviewing our process is good for now and for the foreseeable future. Things are happening quickly with more complexity and funds will be growing.

M Mah would like to add to the next meeting discussion what donations support operations, so we are clear to donors how this is covered. One consideration is a stipend on donations. Clarity to donors is the driving force to understand what percentage of funds are raised to cover operations.

Next meeting: January 25 1 p.m.

Adjournment: 2:00 pm

Actions – November 23, 2022

Request investment policies from network charities	C Perry	Received
Reach out to Darrin Thompson, Connor Clark Lunn to proceed with an asset plan as well as our portfolio review to present to the committee in January	K Craine	Confirmed
Forward to C Cook the CCL annual review	C Perry	Complete
Ferguson Estate disbursement update	C Perry	Complete
Review the capital list to determine the actuals in comparison to Q1 & Q2 invoices and report back to the committee prior to payment	Treasurer/Staff	Complete
Next Meeting: stipend discussion		Move to next meeting due to timing in January
Next Meeting: Invite Darin Thompson, CCL to review portfolio and recommendation for change for the short-, mid- and long-term objectives	K Craine	Complete

Huntsville Hospital Foundation
Balance Sheet
As of 30 November 2022

	30 Nov 22	30 Nov 21
ASSETS		
Current Assets		
Chequing/Savings		
Bank - Raffle	12,258.83	569.79
Bank General Purposes	919,803.99	996,922.35
Total Chequing/Savings	932,062.82	997,492.14
Other Current Assets		
GIC's	720,497.14	718,342.12
Managed Investments	10,629,646.00	7,930,767.00
Recoverable HST	(108,029.38)	(94,309.36)
Total Other Current Assets	11,242,113.76	8,554,799.76
Total Current Assets	12,174,176.58	9,552,291.90
Other Assets		
Cash Surrender Value- Life Ins.	175,566.82	160,498.47
Foundation Building	148,827.35	151,501.19
Prepaid	9,942.48	14,029.73
Total Other Assets	334,336.65	326,029.39
TOTAL ASSETS	12,508,513.23	9,878,321.29
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	750,289.62	46,594.39
Total Accounts Payable	750,289.62	46,594.39
Other Current Liabilities		
accrued liabilities	7,712.35	7,712.35
Deferred Contributions	2,544,769.63	1,030,053.66
Future Benefits (Due to MAHC)	16,100.00	12,300.00
GST/HST Payable	(163,285.07)	(122,511.39)
Total Other Current Liabilities	2,405,296.91	927,554.62
Total Current Liabilities	3,155,586.53	974,149.01
Total Liabilities	3,155,586.53	974,149.01
Equity		
Earnings Retained	6,137,481.04	6,304,177.81
Foundation Contributions	451,813.00	(916,928.00)
Foundation CT Contributions	0.00	7,264.00
Foundation DIC Contributions	(231,196.00)	0.00
Scholarship contributions	(8,250.00)	(6,500.00)
Net Income	3,003,078.66	3,516,158.47
Total Equity	9,352,926.70	8,904,172.28
TOTAL LIABILITIES & EQUITY	12,508,513.23	9,878,321.29

Huntsville Hospital Foundation
Balance Sheet
As of 31 December 2022

	31 Dec 22	31 Dec 21
ASSETS		
Current Assets		
Chequing/Savings		
Bank - Raffle	12,299.64	570.05
Bank General Purposes	863,309.80	1,326,034.24
Total Chequing/Savings	875,609.44	1,326,604.29
Other Current Assets		
GIC's	720,497.14	718,342.12
Managed Investments	10,810,022.00	8,188,587.00
Recoverable HST	0.00	(94,309.36)
TD Visa	(1,379.04)	0.00
Total Other Current Assets	11,529,140.10	8,812,619.76
Total Current Assets	12,404,749.54	10,139,224.05
Other Assets		
Cash Surrender Value- Life Ins.	175,566.82	160,498.47
Foundation Building	147,627.35	151,501.19
Prepaid	9,942.48	14,029.73
Total Other Assets	333,136.65	326,029.39
TOTAL ASSETS	12,737,886.19	10,465,253.44
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable	113,011.33	46,220.31
Total Accounts Payable	113,011.33	46,220.31
Other Current Liabilities		
accrued liabilities	7,712.35	7,712.35
Deferred Contributions	2,544,769.63	1,030,053.66
Future Benefits (Due to MAHC)	16,100.00	12,300.00
GST/HST Payable	(6,028.86)	(124,798.13)
Total Other Current Liabilities	2,562,553.12	925,267.88
Total Current Liabilities	2,675,564.45	971,488.19
Total Liabilities	2,675,564.45	971,488.19
Equity		
Earnings Retained	6,137,481.04	6,304,177.81
Foundation Contributions	451,813.00	(916,928.00)
Foundation CT Contributions	0.00	7,264.00
Foundation DIC Contributions	(231,196.00)	0.00
Scholarship contributions	(8,250.00)	(6,500.00)
Net Income	3,712,473.70	4,105,751.44
Total Equity	10,062,321.74	9,493,765.25
TOTAL LIABILITIES & EQUITY	12,737,886.19	10,465,253.44

Huntsville Hospital Foundation
Statement of Operations - Annual
For Eight Months ending: November 30, 2022

	Nov 22	Budget	YTD Variance	\$ Over Budget	Apr - Nov 22	YTD Budget	\$ Over Budget	YTD Variance	Annual Budget	Forecast	Comments
Income											
-Donations											
-General Donations	28,041.48	35,000.00	-20%	(6,958.52)	175,242.08	175,000.00	242.08	0%	275,000.00		
3rd Party Events	5,839.50	6,000.00	-3%	(160.50)	67,353.68	99,100.00	(31,746.32)	-32%	100,000.00		Loss of Huntsville Downs Golf
Christmas Mailer	11,890.00	10,000.00	19%	1,890.00	11,890.00	10,000.00	1,890.00	19%	175,000.00		
Family Gifts (Fdn/Hosp)	0.00	0.00	0%	0.00	2,600.00	0.00	2,600.00	0%	1,000.00		
Honour	560.00	500.00	12%	60.00	3,610.00	650.00	2,960.00	455%	3,500.00		
Honour Garden	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%	2,500.00		
Hospital Heroes	11,200.00	9,000.00	24%	2,200.00	23,100.00	18,100.00	5,000.00	28%	20,000.00		
MAHC 50/50	0.00	180.00	-100%	(180.00)	616.00	1,210.00	(594.00)	-49%	2,000.00		Tming from MAHC
Memorial	4,195.00	4,000.00	5%	195.00	28,216.18	32,000.00	(3,783.82)	-12%	50,000.00		
Total -Donations	61,725.98	64,680.00	-5%	(2,954.02)	312,627.94	336,060.00	(23,432.06)	-7%	629,000.00		
-Major Gifts											
Business Cares	35,833.34	28,000.00	28%	7,833.34	132,053.19	186,000.00	(53,946.81)	-29%	300,000.00		Timing and some partners not renewing
Cottage Cares	0.00	0.00	0%	0.00	2,000.00	2,000.00	0.00	0%	2,000.00		
Mj Gifts (\$10-49,999)	20,000.00	20,000.00	0%	0.00	53,935.00	170,000.00	(116,065.00)	-68%	220,000.00		
Mj Gifts (\$100k>)	0.00	0.00	0%	0.00	1,939,467.00	200,000.00	1,739,467.00	870%	200,000.00		
Mj Gifts (\$50-99,999)	0.00	0.00	0%	0.00	0.00	150,000.00	(150,000.00)	-100%	200,000.00		
Total -Major Gifts	55,833.34	48,000.00	16%	7,833.34	2,127,455.19	708,000.00	1,419,455.19	200%	922,000.00		
Investing Income											
Bank Interest	2,407.37	1,000.00	141%	1,407.37	9,867.53	5,200.00	4,667.53	90%	10,000.00		
Gain/Loss on sale of investment	273,918.00	0.00	0%	273,918.00	274,451.00	0.00	274,451.00	0%	0.00		
Mngd Investment Inc (int)	7,958.00	0.00	0%	7,958.00	183,716.00	65,000.00	118,716.00	183%	100,000.00		
Total Investing Income	284,283.37	1,000.00	28328%	283,283.37	468,034.53	70,200.00	397,834.53	567%	110,000.00		
Legacy Giving											
Bequest	60,208.33	60,000.00	0%	208.33	149,641.87	80,000.00	69,641.87	87%	800,000.00		
Life Insurance Payout	0.00		0%		18,046.13			0%			
Life Insurance Premium	278.59	278.86	0%	(0.27)	2,228.72	2,230.88	(2.16)	0%	4,000.00		
Total Legacy Giving	60,486.92	60,278.86	0%	208.06	169,916.72	82,230.88	87,685.84	107%	804,000.00		
Signature Events											
Bigwin Golf	0.00	0.00	0%	0.00	0.00	365,500.00	(365,500.00)	0%	365,500.00		moved to DI
Total Signature Events	0.00	0.00	0%	0.00	0.00	365,500.00	(365,500.00)	0%	365,500.00		
Total Income	462,329.61	173,958.86	166%	288,370.75	3,078,034.38	1,561,990.88	1,516,043.50	97%	2,830,500.00		

Huntsville Hospital Foundation
Statement of Operations - Annual
For Eight Months ending: November 30, 2022

Expense	Nov 22	Budget	YTD Variance	\$ Over Budget	Apr - Nov 22	YTD Budget	\$ Over Budget	YTD Variance	Annual Budget	Forecast	Comments
Administration											
Admin	100.00	100.00	0%	0.00	800.00	800.00	0.00	0%	1,200.00		
Audit Fees	0.00	0.00	0%	0.00	14,094.26	12,000.00	2,094.26	17%	12,000.00		revisions for DI Campaign and deferred details
Bank Fees	37.50	100.00	-63%	(62.50)	806.45	900.00	(93.55)	-10%	1,500.00		
Courier	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%	80.00		
Credit Card fees	549.14	500.00	10%	49.14	15,758.00	12,500.00	3,258.00	26%	20,000.00		more use of online and event sales
Food	39.60	200.00	-80%	(160.40)	1,107.47	900.00	207.47	23%	1,500.00		
Legal Fees	0.00	0.00	0%	0.00	(4,027.12)	0.00	(4,027.12)	0%	5,000.00		
Meeting Expense	0.00	0.00	0%	0.00	1,029.00	1,000.00	29.00	3%	2,000.00		
Membership Fees	91.06	0.00	0%	91.06	2,497.62	2,500.00	(2.38)	0%	5,000.00		
Minor Equipment Expense	26.15	0.00	0%	26.15	257.27	250.00	7.27	3%	5,000.00		
Postage	2,162.98	1,500.00	44%	662.98	5,169.44	4,500.00	669.44	15%	5,000.00		
Printing/Stationery/Supplies	1,381.42	1,250.00	11%	131.42	3,775.78	3,950.00	(174.22)	-4%	5,000.00		
Promotional Material	0.00	0.00	0%	0.00	0.00	0.00	0.00	0%	5,000.00		
Software License	0.00	0.00	0%	0.00	23,755.04	23,000.00	755.04	3%	25,000.00		
Stewardship	0.00	0.00	0%	0.00	1,213.69	0.00	1,213.69	0%	2,000.00		
Telephone	0.00	0.00	0%	0.00	760.00	0.00	760.00	0%	2,000.00		
Total Administration	4,387.85	3,650.00	20%	737.85	66,996.90	62,300.00	4,696.90	8%	97,280.00		
Donor Development											
Major Gifts											
Business Cares	13.42	0.00	0%	13.42	7,838.04	5,000.00	2,838.04	57%	15,000.00		advertorials
Family Campaign	699.69	750.00	-7%	(50.31)	3,871.04	3,950.00	(78.96)	-2%	5,000.00		
Legacy Giving	0.00	0.00	0%	0.00	22,419.89	22,500.00	(80.11)	0%	25,000.00		
Life Insurance Premiums	226.97	287.97	-21%	(61.00)	5,266.68	5,515.79	(249.11)	-5%	7,500.00		
Solicited Lead Gifts	285.56	500.00	-43%	(214.44)	2,379.03	2,500.00	(120.97)	-5%	3,000.00		
Solicited Major Gifts	532.17	500.00	6%	32.17	4,804.53	4,200.00	604.53	14%	4,500.00		
Total Major Gifts	1,757.81	2,037.97	-14%	(280.16)	46,579.21	43,665.79	2,913.42	7%	60,000.00		
PR & Communications											
Advertising	1,616.68	2,000.00	-19%	(383.32)	50,438.14	39,800.00	10,638.14	27%	55,000.00		
Billboards	0.00	0.00	0%	0.00	4,469.13	10,000.00	(5,530.87)	-55%	10,000.00		
Donor Recognition	0.00	0.00	0%	0.00	1,304.45	1,500.00	(195.55)	-13%	7,500.00		
Professional PR Fees	0.00	0.00	0%	0.00	2,750.38	2,500.00	250.38	10%	5,000.00		
Video, Brochures & Posters	0.00	0.00	0%	0.00	74,077.05	55,000.00	19,077.05	35%	55,000.00		

Huntsville Hospital Foundation
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	Nov 22	Budget	YTD Variance	\$ Over Budget	Apr - Nov 22	YTD Budget	\$ Over Budget	YTD Variance	Annual Budget	Forecast	Comments
Website Fees	0.00	0.00	0%	0.00	720.06	1,000.00	(279.94)	-28%	5,000.00		
Total PR & Communications	1,616.68	2,000.00	-19%	(383.32)	133,759.21	109,800.00	23,959.21	22%	137,500.00		
Program Expenses											
3rd Party Events	86.64	0.00	0%	86.64	7,169.16	3,000.00	4,169.16	139%	3,000.00		LOB Music Event
Christmas Mailer	8,663.56	8,000.00	8%	663.56	14,936.35	15,000.00	(63.65)	0%	15,000.00		
Garden Party	0.00	0.00	0%	0.00	0.00	2,000.00	(2,000.00)	-100%	2,000.00		
Honour Garden	0.00	0.00	0%	0.00	7,139.31	9,200.00	(2,060.69)	-22%	12,000.00		
Hospital Heroes	0.00	0.00	0%	0.00	114.83	100.00	14.83	15%	10,000.00		
Total Program Expenses	8,750.20	8,000.00	9%	750.20	29,359.65	29,300.00	59.65	0%	42,000.00		
Signature Events											
Bigwin Golf	0.00	0.00	0%	0.00	0.00	117,000.00	(117,000.00)	-100%	117,000.00		Moved to DI
Total Signature Events	0.00	0.00	0%	0.00	0.00	117,000.00	(117,000.00)	-100%	117,000.00		
Total Donor Development	12,124.69	12,037.97	1%	86.72	209,698.07	299,765.79	(90,067.72)	-30%	356,500.00		
Investing Expense											
Investment Management Fees	0.00	0.00	0%	0.00	34,184.00	32,500.00	1,684.00	5%	65,000.00		
Total Investing Expense	0.00	0.00	0%	0.00	34,184.00	32,500.00	1,684.00	5%	65,000.00		
Staff											
Professional Development	3,841.23	4,000.00	-4%	(158.77)	25,756.91	19,500.00	6,256.91	32%	30,000.00		Conference in Vancouver, AHP for Meaghan
Salaries & Wages	49,809.77	50,000.00	0%	(190.23)	436,235.28	420,000.00	16,235.28	4%	640,000.00		
Salaries allocated to Campaign	(7,000.00)	(7,000.00)	0%	0.00	(56,000.00)	(56,000.00)	0.00	0%	(84,000.00)		
Staff Travel	577.06	600.00	-4%	(22.94)	1,500.37	1,850.00	(349.63)	-19%	3,000.00		
Total Staff	47,228.06	47,600.00	-1%	(371.94)	407,492.56	385,350.00	22,142.56	6%	589,000.00		
Total Expense	63,740.60	63,287.97	1%	452.63	718,371.53	779,915.79	(61,544.26)	-8%	1,107,780.00		
Net Income	398,589.01	110,670.89	260%	287,918.12	2,359,662.85	782,075.09	1,577,587.76	202%	1,722,720.00		

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	Dec 22	Budget	\$ Over Budget	YTD Variance	Apr - Dec 22	YTD Budget	\$ Over Budget	YTD Variance	Annual Budget	Forecast	Comments
Income											
-Donations											
-General Donations	93,311.33	70,000.00	23,311.33	33%	268,553.41	245,000.00	23,553.41	10%	275,000.00		
3rd Party Events	24,381.20	0.00	24,381.20	0%	91,734.88	99,100.00	(7,365.12)	-7%	100,000.00		Loss of Huntsville Downs Golf
Christmas Mailer	78,961.67	100,000.00	(21,038.33)	-21%	90,851.67	110,000.00	(19,148.33)	-17%	175,000.00	33,000	Delayed mailing due to paper supply
Family Gifts (Fdn/Hosp)	0.00	0.00	0.00	0%	2,600.00	0.00	2,600.00	0%	1,000.00		
Honour	225.00	0.00	225.00	0%	3,835.00	650.00	3,185.00	490%	3,500.00		
Honour Garden	1,000.00	1,000.00	0.00	0%	1,000.00	1,000.00	0.00	0%	2,500.00		
Hospital Heroes	34,280.00	1,000.00	33,280.00	3328%	57,380.00	19,100.00	38,280.00	200%	20,000.00		
MAHC 50/50	100.50	250.00	(149.50)	-60%	716.50	1,460.00	(743.50)	-51%	2,000.00		Tming from MAHC
Memorial	7,475.00	10,000.00	(2,525.00)	-25%	45,691.18	42,000.00	3,691.18	9%	50,000.00		
Total -Donations	239,734.70	182,250.00	57,484.70	32%	562,362.64	518,310.00	44,052.64	8%	629,000.00		
-Major Gifts											
Business Cares	25,416.67	30,000.00	(4,583.33)	-15%	157,469.86	216,000.00	(58,530.14)	-27%	300,000.00	10,000	Timing and some partners not renewing
Cottage Cares	0.00	0.00	0.00	0%	2,000.00	2,000.00	0.00	0%	2,000.00		
Mj Gifts (\$10-49,999)	87,563.00	50,000.00	37,563.00	75%	131,498.00	220,000.00	(88,502.00)	-40%	220,000.00	50,000	2 @ \$25K each
Mj Gifts (\$100k>)	0.00	0.00	0.00	0%	1,939,467.00	200,000.00	1,739,467.00	870%	200,000.00		
Mj Gifts (\$50-99,999)	50,011.00	50,000.00	11.00	0%	50,011.00	200,000.00	(149,989.00)	-75%	200,000.00		
Total -Major Gifts	162,990.67	130,000.00	32,990.67	25%	2,280,445.86	838,000.00	1,442,445.86	172%	922,000.00	60,000	
Investing Income											
Bank Interest	3,079.44	1,000.00	2,079.44	208%	12,946.97	6,200.00	6,746.97	109%	10,000.00		
Gain/Loss on sale of investment	0.00	0.00	0.00	0%	274,451.00	0.00	274,451.00	0%	0.00		
Mngd Investment Inc (int)	123,730.00	0.00	123,730.00	0%	307,446.00	65,000.00	242,446.00	373%	100,000.00		
Total Investing Income	126,809.44	1,000.00	125,809.44	12581%	594,843.97	71,200.00	523,643.97	735%	110,000.00		
Legacy Giving											
Bequest	285,714.28	285,000.00	714.28	0%	435,356.15	365,000.00	70,356.15	19%	800,000.00		
Life Insurance Payout	0.00			0%	18,046.13			0%			
Life Insurance Premium	1,278.59	933.35	345.24	37%	3,507.31	3,164.23	343.08	11%	4,000.00		
Total Legacy Giving	286,992.87	285,933.35	1,059.52	0%	456,909.59	368,164.23	88,745.36	24%	804,000.00		
Signature Events											
Bigwin Golf	0.00	0.00	0.00	0%	0.00	365,500.00	(365,500.00)	-100%	365,500.00		moved to DI
Total Signature Events	0.00	0.00	0.00	0%	0.00	365,500.00	(365,500.00)	-100%	365,500.00		
Total Income	816,527.68	599,183.35	217,344.33	36%	3,894,562.06	2,161,174.23	1,733,387.83	80%	2,830,500.00		
Expense											

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	Dec 22	Budget	\$ Over Budget	YTD Variance	Apr - Dec 22	YTD Budget	\$ Over Budget	YTD Variance	Annual Budget	Forecast	Comments
Administration											
Admin	100.00	100.00	0.00	0%	900.00	900.00	0.00	0%	1,200.00		
Audit Fees	0.00	0.00	0.00	0%	14,094.26	12,000.00	2,094.26	17%	12,000.00		revisions for DI Campaign and deferred details
Bank Fees	70.70	150.00	(79.30)	-53%	877.15	1,050.00	(172.85)	-16%	1,500.00		
Courier	0.00	0.00	0.00	0%	0.00	0.00	0.00	0%	80.00		
Credit Card fees	3,089.41	3,000.00	89.41	3%	18,847.41	15,500.00	3,347.41	22%	20,000.00		more use of online and event sales
Food	58.69	200.00	(141.31)	-71%	1,166.16	1,100.00	66.16	6%	1,500.00		
Legal Fees	0.00	0.00	0.00	0%	(4,027.12)	0.00	(4,027.12)	0%	5,000.00		
Meeting Expense	0.00	0.00	0.00	0%	1,029.00	1,000.00	29.00	3%	2,000.00		
Membership Fees	0.00	500.00	(500.00)	-100%	2,497.62	3,000.00	(502.38)	-17%	5,000.00		
Minor Equipment Expense	0.00	0.00	0.00	0%	257.27	250.00	7.27	3%	5,000.00		
Postage	1,048.10	500.00	548.10	110%	6,217.54	5,000.00	1,217.54	24%	5,000.00		MG Donor Xmas Gifts and Annual Report
Printing/Stationery/Supplies	55.08	0.00	55.08	0%	3,830.86	3,950.00	(119.14)	-3%	5,000.00		
Promotional Material	0.00	0.00	0.00	0%	0.00	0.00	0.00	0%	5,000.00		
Software License	486.31	500.00	(13.69)	-3%	24,241.35	23,500.00	741.35	3%	25,000.00		
Stewardship	0.00	0.00	0.00	0%	1,213.69	0.00	1,213.69	0%	2,000.00		
Telephone	0.00	0.00	0.00	0%	760.00	0.00	760.00	0%	2,000.00		
Total Administration	4,908.29	4,950.00	(41.71)	-1%	71,905.19	67,250.00	4,655.19	7%	97,280.00		
Donor Development											
Major Gifts											
Business Cares	328.33	500.00	(171.67)	-34%	8,166.37	5,500.00	2,666.37	48%	15,000.00		advertorials - moving to digital
Family Campaign	(350.00)	0.00	(350.00)	0%	3,521.04	3,950.00	(428.96)	-11%	5,000.00		
Legacy Giving	0.00	0.00	0.00	0%	22,419.89	22,500.00	(80.11)	0%	25,000.00		
Life Insurance Premiums	1,193.96	1,120.30	73.66	7%	6,460.64	6,636.09	(175.45)	-3%	7,500.00		
Solicited Lead Gifts	0.00	0.00	0.00	0%	2,379.03	2,500.00	(120.97)	-5%	3,000.00		
Solicited Major Gifts	760.00	300.00	460.00	153%	5,564.53	4,500.00	1,064.53	24%	4,500.00		MG Donor Xmas gifts
Total Major Gifts	1,932.29	1,920.30	11.99	1%	48,511.50	45,586.09	2,925.41	6%	60,000.00		
PR & Communications											
Advertising	2,536.01	2,000.00	536.01	27%	52,974.15	41,800.00	11,174.15	27%	55,000.00		
Billboards	6,050.81	0.00	6,050.81	100%	10,519.94	10,000.00	519.94	5%	10,000.00		C Watson HST adjustment
Donor Recognition	0.00	0.00	0.00	0%	1,304.45	1,500.00	(195.55)	-13%	7,500.00		
Professional PR Fees	0.00	0.00	0.00	0%	2,750.38	2,500.00	250.38	10%	5,000.00		
Video, Brochures & Posters	0.00	0.00	0.00	0%	74,077.05	55,000.00	19,077.05	35%	55,000.00		
Website Fees	0.00	0.00	0.00	0%	720.06	1,000.00	(279.94)	-28%	5,000.00		
Total PR & Communications	8,586.82	2,000.00	6,586.82	329%	142,346.03	111,800.00	30,546.03	27%	137,500.00		

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	Dec 22	Budget	\$ Over Budget	YTD Variance	Apr - Dec 22	YTD Budget	\$ Over Budget	YTD Variance	Annual Budget	Forecast	Comments
Program Expenses											
3rd Party Events	0.00	0.00	0.00	0%	7,169.16	3,000.00	4,169.16	139%	3,000.00		LOB Music Event - entertainment
Christmas Mailer	11,993.13	0.00	11,993.13	0%	26,929.48	15,000.00	11,929.48	80%	15,000.00		Paper cost increaase
Garden Party	0.00	0.00	0.00	0%	0.00	2,000.00	(2,000.00)	-100%	2,000.00		
Honour Garden	730.37	1,000.00	(269.63)	-27%	7,869.68	10,200.00	(2,330.32)	-23%	12,000.00		
Hospital Heroes	9,919.52	9,900.00	19.52	0%	10,034.35	10,000.00	34.35	0%	10,000.00		
Total Program Expenses	22,643.02	10,900.00	11,743.02	108%	52,002.67	40,200.00	11,802.67	29%	42,000.00		
Signature Events											
Bigwin Golf	0.00	0.00	0.00	0%	0.00	117,000.00	(117,000.00)	-100%	117,000.00		Moved to DI
Total Signature Events	0.00	0.00	0.00	0%	0.00	117,000.00	(117,000.00)	-100%	117,000.00		
Total Donor Development	33,162.13	14,820.30	18,341.83	124%	242,860.20	314,586.09	(71,725.89)	-23%	356,500.00		
Investing Expense											
Investment Management Fees	18,428.00	16,250.00	2,178.00	13%	52,612.00	48,750.00	3,862.00	8%	65,000.00		
Total Investing Expense	18,428.00	16,250.00	2,178.00	13%	52,612.00	48,750.00	3,862.00	8%	65,000.00		
Staff											
Professional Development	810.42	1,000.00	(189.58)	-19%	26,567.33	20,500.00	6,067.33	30%	30,000.00		Conference in Vancouver, AHP for Meaghan
Salaries & Wages	58,722.47	50,000.00	8,722.47	17%	494,957.75	470,000.00	24,957.75	5%	640,000.00		
Salaries allocated to Campaign	(7,000.00)	(7,000.00)	0.00	0%	(63,000.00)	(63,000.00)	0.00	0%	(84,000.00)		
Staff Travel	0.00	0.00	0.00	0%	1,500.37	1,850.00	(349.63)	-19%	3,000.00		
Total Staff	52,532.89	44,000.00	8,532.89	19%	460,025.45	429,350.00	30,675.45	7%	589,000.00		
Total Expense	109,031.31	80,020.30	29,011.01	36%	827,402.84	859,936.09	(32,533.25)	-4%	1,107,780.00		
Net Income	707,496.37	519,163.05	188,333.32	176%	3,067,159.22	1,301,238.14	1,765,921.08	136%	1,722,720.00		

Huntsville Hospital Foundation

Statement of Operations - Campaign

For Eight Months ending: November 30, 2022

	Nov 22	Budget	Apr - Nov 22	YTD Budget	Annual Budget
Other Income/Expense					
Other Income					
Capital Campaign Income					
Auxiliary Lottery	0.00	0.00	0.00	30,000.00	30,000.00
DI FI Community	22,504.65	0.00	154,118.15	210,000.00	210,000.00
DI FI Family	1,198.67	0.00	12,957.36	60,000.00	60,000.00
DI FI Leadership	50,000.00	0.00	101,428.00	1,700,000.00	1,700,000.00
DI FI Major	100.00	0.00	577,041.32	600,000.00	600,000.00
Total Capital Campaign Income	73,803.32	0.00	845,544.83	2,600,000.00	2,600,000.00
Total Other Income	73,803.32	0.00	845,544.83	2,600,000.00	2,600,000.00
Other Expense					
Capital Campaign Expense					
Advertising	0.00	0.00	2,562.12	5,000.00	5,000.00
Consulting/Professional fe...	0.00	0.00	2,806.38	25,000.00	25,000.00
Donor Recognition	0.00	0.00	643.39	10,000.00	10,000.00
Events	0.00	0.00	138,161.92	5,000.00	5,000.00
Meeting expenses	31.08	0.00	53.11	2,500.00	2,500.00
Postage	0.00	0.00	0.00	2,000.00	2,000.00
Promotional Material	0.00	0.00	1,902.10	10,000.00	10,000.00
Salary & Wages	7,000.00	0.00	56,000.00	84,000.00	84,000.00
Supplies	0.00	0.00	0.00	1,000.00	1,000.00
Travel	0.00	0.00	0.00	2,500.00	2,500.00
Website	0.00	0.00	0.00	5,000.00	5,000.00
Total Capital Campaign Expe...	7,031.08	0.00	202,129.02	152,000.00	152,000.00
Total Other Expense	7,031.08	0.00	202,129.02	152,000.00	152,000.00
Net Other Income	66,772.24	0.00	643,415.81	2,448,000.00	2,448,000.00
Net Income	66,772.24	0.00	643,415.81	2,448,000.00	2,448,000.00

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	Dec 22	Budget	Apr - Dec 22	YTD Budget	Annual Budget
Other Income/Expense					
Other Income					
Capital Campaign Income					
Auxiliary Lottery	0.00	0.00	0.00	30,000.00	30,000.00
DI FI Community	4,700.00	0.00	158,818.15	210,000.00	210,000.00
DI FI Family	4,098.67	0.00	17,056.03	60,000.00	60,000.00
DI FI Leadership	0.00	0.00	101,428.00	1,700,000.00	1,700,000.00
DI FI Major	100.00	0.00	577,141.32	600,000.00	600,000.00
Total Capital Campaign Income	8,898.67	0.00	854,443.50	2,600,000.00	2,600,000.00
Total Other Income	8,898.67	0.00	854,443.50	2,600,000.00	2,600,000.00
Other Expense					
Capital Campaign Expense					
Advertising	0.00	0.00	2,562.12	5,000.00	5,000.00
Consulting/Professional fe...	0.00	0.00	2,806.38	25,000.00	25,000.00
Donor Recognition	0.00	0.00	643.39	10,000.00	10,000.00
Events	0.00	0.00	138,161.92	5,000.00	5,000.00
Meeting expenses	0.00	0.00	53.11	2,500.00	2,500.00
Postage	0.00	0.00	0.00	2,000.00	2,000.00
Promotional Material	0.00	0.00	1,902.10	10,000.00	10,000.00
Salary & Wages	7,000.00	0.00	63,000.00	84,000.00	84,000.00
Supplies	0.00	0.00	0.00	1,000.00	1,000.00
Travel	0.00	0.00	0.00	2,500.00	2,500.00
Website	0.00	0.00	0.00	5,000.00	5,000.00
Total Capital Campaign Expe...	7,000.00	0.00	209,129.02	152,000.00	152,000.00
Total Other Expense	7,000.00	0.00	209,129.02	152,000.00	152,000.00
Net Other Income	1,898.67	0.00	645,314.48	2,448,000.00	2,448,000.00
Net Income	1,898.67	0.00	645,314.48	2,448,000.00	2,448,000.00

Huntsville Hospital Foundation

Campaign Budget vs. Actual

April 2021 through March 2024

	Apr '21 - Mar 24	Budget
Other Income/Expense		
Other Income		
Capital Campaign Income		
Auxiliary Lottery	0.00	30,000.00
DI FI Community	375,075.90	350,000.00
DI FI Family	29,762.70	120,000.00
DI FI Leadership	2,064,224.34	4,250,000.00
DI FI Major	626,332.32	750,000.00
Total Capital Campaign Income	3,095,395.26	5,500,000.00
Total Other Income	3,095,395.26	5,500,000.00
Other Expense		
Capital Campaign Expense		
Advertising	4,043.27	15,000.00
Consulting/Professional fees	8,990.81	100,000.00
Donor Recognition	643.39	35,000.00
Events	144,913.65	15,000.00
Meeting expenses	53.11	10,000.00
Miscellaneous	0.00	0.00
Postage	0.00	5,000.00
Promotional Material	52,051.92	40,000.00
Salary & Wages	147,000.00	252,000.00
Supplies	0.00	3,500.00
Travel	0.00	9,500.00
Website	0.00	15,000.00
Total Capital Campaign Expense	357,696.15	500,000.00
Total Other Expense	357,696.15	500,000.00
Net Other Income	2,737,699.11	5,000,000.00
Net Income	2,737,699.11	5,000,000.00

**Muskoka Algonquin Healthcare
Huntsville District Memorial Hospital Site**

100 Frank Miller Drive
Huntsville, Ontario
P1H 1H7
Phone 705-789-2311
Fax 705-789-0557

Progress Invoice 2022-23 #002

DATE: 30-Sep-22
BILL TO: HUNTSVILLE DISTRICT MEMORIAL HOSPITAL FOUNDATION
RE: 2022-23 Capital Plan
by MAHC on behalf of the HDMH Foundation contributions to the HDMH site.

Capital / Grant / Donations Contributions

<u>Summary</u>	<u>Total</u>
<i>Capital Plan 2022-23: \$1,732,600 / 4 Installments</i>	
Installment Q1	\$ 433,150
Total	\$ 433,150

Board Chair
Huntsville District Memorial Hospital Foundation

Board Vice-Chair
Huntsville District Memorial Hospital Foundation

For Office Use Only:
1.1145045 / 1.51844

Muskoka Algonquin Healthcare Huntsville District Memorial Hospital Site

100 Frank Miller Drive
Huntsville, Ontario
P1H 1H7
Phone 705-789-2311
Fax 705-789-0557

Progress Invoice 2022-23 #004

DATE: 31-Dec-22
BILL TO: HUNTSVILLE DISTRICT MEMORIAL HOSPITAL FOUNDATION
RE: Exceptional Items
by MAHC on behalf of the HDMH Foundation contributions to the HDMH site.

Capital / Grant / Donations Contributions

<u>Summary</u>		<u>Total</u>
Previously Invoiced		\$ (254,990)
SPEC CT / Nuclear Med	Progress	\$ 1,056,003

Total	\$ 801,013
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Board Chair
Huntsville District Memorial Hospital Foundation

Board Vice-Chair
Huntsville District Memorial Hospital Foundation

For Office Use Only:
1.1145045 / 1.51844

2022-2023 MAHC CAPITAL LIST

Site Allocation	Program	Department	Description	Qty Req	Unit Budget Cost	RANKING		Project Status	Original Year Requested	New/ Replace/ Upgrade/ Refurb	BUDGET	APPROVAL YEAR								ITEM DETAILS / COMMENTS		
						Total Amount Required ***	2020 2021 Approved				2021 2022 Approved	2022 2023 Budget ***	2023 2024 Budget ***	2024 2025 Budget ***	2025 2026 Budget ***	2026 2027 Budget ***	2027 & Beyond Budget ***	Clinical Rational	Business Info	Misc Comments		
Pre Approved / Multi Year Projects - Work In Progress																						
Corporate	Operations	Cardio Respiratory	Cardio PACS System	1	\$150,000	1		Approved / In Progress	2018/19	New	\$150,000		\$150,000							Required for the integration of Cardio reports to Physicians	Updated pricing based on Philips offering at \$150K, also aoptions form SpaceLabs at approx \$130K dependant on Holter system purchased	Total cost split between two sites.
HDMH	Operations	Diagnostic Imaging	Nuclear Medicine Camera	1	\$3,550,000			Partially Complete	2015/16	Replace	\$3,550,000	\$500,000	\$2,500,000								Budget Price \$700K Equipment Plus \$500K Installation & Renovations. Dedicated donation pending. 19/20 Fall DI Initiative install 20/21 pending funding.	Budget Under Estimated - Equipment Cost \$1,050,000 - Construction \$2.0M Dedicated donation - Construction Pending
HDMH	Operations	Laboratory	Blood Bank Plasma Freezer	1	\$9,100	2		Approved / In Progress	2021/22	Replace	\$9,100		\$9,100							Aging product purchased in 2005.		
HDMH	Patient Services	ER	Otosopes Replacement Plan	1	\$6,000			Approved / In Progress	2021/22	Replace	\$6,000		\$6,000							Pooled Asset - repalcement of all Otoscopes in ER Department	Individual cost of \$1200 each - Pooled Asset of \$6,000	
HDMH	Patient Services	Inpatient Services	Chair Replacement Plan (See Corp Chair Plan Tab)	1	\$123,880	1		Multi Year Project / Partially Complete	2019/20	Replace	\$123,880	\$25,480	\$88,400							Complete refresh of all chairs in area for IPAC reasons. 22 Visitor Chairs / 17 High Back Patient Chairs / 14 Geri Chairs / 10 Staff Chairs. Spread over multiple years.	Various vendors and pricing. Remaining Staff Chairs No Longer Required Year Three Outstanding - 7 Recliner Chairs Plus 2 Speciality Recliners	Year one Complete - 6 Patient High Back / 1 Recliner / 4 Staff Chairs Year Two Complete - 25 Visitor / 11 Patient High Back / 6 Recliners Year Three See Consolidated Chair Plan
HDMH	Patient Services	Inpatient Services	Bed / Stretcher Replacement Plan (See HDMH Bed Plan Tab)	1	\$540,900			Multi Year Project / Partially Complete	2016/17	Replace	\$540,900	\$70,000	\$44,850							Esther • Evergreening plan over the life expectancy of 15 years for both beds and stretchers so never looking at a bulk purchase. • Bariatric bed this year, ICU bed next year and one the next *** We purchased 6 includingt birthing and icu bed last year of a total 52 beds. 8 were in fair or poor state. there are 46 left to be replaced. As the beds have a life expectancy of 15 years, the remaining e beds should be spread across the next 15 years so replace 3 per year. *24 Stretchers of total 27 were replaced last year-A morgue stretcher is noted to be needed. Therefore replace one per year. This equipment has a propensity to be destroyed by patients. maintain an evergreen of 1 per year. <u>Modification: delay the stretcher purchase until next year, drop one bed but keep the specialty in.</u>	Jo-Anne - Physical Bed inventory conducted Feb 2019. HDMH 52 beds Total. 49 Medical / ICU; 1 Bariatric; 2 Birthing. Require upgrade of 3 ICU beds - one per year starting in 19/20. 1 Barriatric bed 19/20. 4 Centry beds very old and a safety risk. 5 G Series Beds manufactured in 2005 due for replacement in 22/23. 4 J Series beds manufactured in 2008 due to be repalced in 24/25. Stretchers - 39 in Total - 29 less than 3 years old. 10 between 18-20 years old need replacing.	2020 Plan - 10 Stretchers Approved.COVID Purchases and Ministry Loaned Equipment included in plan - covered off futrue needs without hospital capital expenditures.
HDMH	Patient Services	Inpatient Services	Patient Lift Replacement Plan (See Corp Lift Plan Tab)	1	\$229,985			Multi Year Project / Partially Complete	2019/20	Replace	\$279,985	\$147,000		\$49,500						Two lifts this year and the remaing spread out over the next four years. Two chargers per year as well	Year One - Portable Lift Replacement Year Two - Ceiling Lift Replacement Year Three - New West Wing Ceiling Lift Replacement & Misc.	Defer Year Three Plan until West Wing Reno completed.
HDMH	Patient Services	Inpatient Services	Macerator Replacement	6	\$6,000			Multi Year Project / Partially Complete	2021/22	Replace	\$36,000		\$12,000	\$12,000	\$12,000					Replacement of Macerators on all units. Macerators at both sites installed 9 years ago. Expected life is 7 years. Multi Year project 2 per year over three years.	OR / ICU / East / South / ED / . East and South are next priorities.	Year One Complete- East / South
HDMH	Patient Services	Operating Room	Lighted Retractor	1	\$3,000	15		Not Required	2019/20	New	\$3,000				\$3,000					Required for Oncological breast surgery.		Physician Not Sure of Need - Defer Until Confirmed.
HDMH	Patient Services	Operating Room	Endoscope Fleet Replacement	1	\$368,000	4		Multi Year Project / Partially Complete	2019/20	Replace	\$368,000	\$72,000	\$107,000		\$107,000	\$82,000				Endoscope fleet replacement plan - multi year plan. Fleet was replaced in Jan 2015. Life span of equipment is 5 years. Look at fleet replacement options in 2019 for replacement in 20/21.	CPP options available or outright replacement. Approx cost per scope is \$30K. Replace 4-5 in year 1 and then 2 per year after and ongoing. Replacement cost estimate based on base cost of \$322K in 2015.	4 Year Scope plan and costing revised by Olympus in 2020. Year One Complete
HDMH	Patient Services	Operating Room	Laparoscopic Tray	4	\$20,000	5		Multi Year Project / Partially Complete	2016/17	Replace	\$80,000		\$40,000	\$40,000						Current tray at end of life. Piece broke off - patient safety risk.	4 Trays required - 2 per year over 2 years.	
HDMH	Patient Services	Operating Room	Cataract Trays	2	\$6,000	6		Multi Year Project / Partially Complete	2021/22	Replace	\$12,000		\$12,000	\$12,000	\$12,000					Require 2 to be replaced each year due to wear and tear.		
Corporate	Corp Services & Risk	IT	Wireless Network Repalcement	1	\$100,000.00			Approved / In Progress	2021/22	Replace	\$100,000		\$100,000							Approved under SMMH Capital 21/22.		
Corporate	Corp Services & Risk	IT	Cyber Security Network Segmentation / Multi Functional Authentication	1	\$125,000.00			Approved / In Progress	2021/22	New	\$125,000		\$125,000							Costs split between Sites.		
Corporate	Corp Services & Risk	IT	Network Switch Replacement	1	\$75,000.00			Approved / In Progress	2021/22	New	\$75,000		\$75,000							Costs split between Sites.		
Corporate	Corp Services & Risk	IT	RHO Project	1	\$1,000,000	1		Multi Year Project / Partially Complete	2019/20	New	\$500,000	\$125,000	\$125,000	\$0						RHO Upgrade	4Year payment plan - total \$250K per year. Funded by both Foundations across 4 years @ rate of \$125,000 per year.	HDMH Year One & Two alraady paid for by HDMH Foundation. Year Three and Four split between both Foundations.
Approved Work In Progress Sub Total												\$939,480	\$3,394,350	\$113,500	\$134,000	\$82,000	\$0	\$0	\$0			

Operations - Outstanding Requests

						RANKING					BUDGET	APPROVAL YEAR								ITEM DETAILS / COMMENTS		
Site Allocation	Program	Department	Description	Qty Req	Unit Budget Cost	Dept Ranking	22/23 Portfolio Ranking	Project Status	Original Year Requested	New/ Replace/ Upgrade/ Refurb	Total Amount Required ***	2020 2021 Approved	2021 2022 Approved	2022 2023 Budget ***	2023 2024 Budget ***	2024 2025 Budget ***	2025 2026 Budget ***	2026 2027 Budget ***	2027 & Beyond Budget ***	Clinical Rational	Business Info	Misc Comments
HDMH	Operations	Diagnostic Imaging	Mammo Essential with Tomosynthesis	1	\$675,000	1	1	Unfunded	2011/12	New	\$675,000				\$337,500	\$337,500				Digital Mammography allow detection of the smallest of lesions within the breast tissues. Microcalcifications may require further investigation with a stereotactic core biopsy. Patients currently travel to Barrie or Sudbury for this treatment or are forced into a risky 6 month follow up or surgical lumpectomey.	Savings to be realized through reduction in procedure time, less staff reired for the procedure and reduced LOS for the patients. Digital Mammo unit repalcement with Tommo - projected to be standard of care - current unit 5+ years old.	Fully loaded budget quote includes: Unit 2D \$235K / 3D Tomo \$195K / SonoBright HD CESM \$90K / Worstation \$65K / CAD between \$35K - \$85K depending on 2D or 3D Biopsy.
HDMH	Operations	Diagnostic Imaging	X-Ray Room #1	1	\$700,000	3	2	Unfunded	2018/19	Replace	\$700,000			\$640,000	\$60,000					Over 10 years old - minimal repairs. Replace in 5 years 22/23 EOL 2021 - End of service life EOSL approx 2 years past EOL.	Budget \$350K for unit plus \$250K for renovations and installation costs. Equipment standard developed thru 2020 St Joseph's RFP.	
HDMH	Operations	Diagnostic Imaging	Bone Mineral Densitometer (BMD) - Computer Upgrade	1	\$15,000	5	3	Unfunded	2021/22	Upgrade	\$15,000			\$15,000						Upgrade of computer system to improve cyber security. Extends operating life of main system. Microsoft windows 10 platform - more storage - enCORE version 17 license - New larger 24" monitor - Patient database transfer - On site computer installation, calibration and testing - Applications training.	If main system is replaced within three years of upgrade, cost of computer upgrade will be refunded from cost of main system upgrade.	
HDMH	Operations	Diagnostic Imaging	Ultrasound	1	\$150,000		3	Unfunded	2021/22	Replace	\$150,000			\$130,000	\$130,000							
HDMH	Operations	Laboratory	Chemistry Co-Oximeter	1	\$10,000		3	Unfunded	2021/22	Replace	\$10,000			\$10,000						Aging product. End of life 2022 with no service available. Bundle with Blood Gas Analyzer for best costing.	Service and reagents same as current unit. No change to operating budget.	
HDMH	Operations	Laboratory	Chemistry Blood Gas Analyzer	1	\$15,000		3	Unfunded	2021/22	Replace	\$15,000			\$15,000						Aging product - upgrade to newer model with purchase of Co-Oximeter for bundled price incentive.	Service and reagents same as current unit. No change to operating budget.	
HDMH	Operations	Diagnostic Imaging	Portable Suction Unit	1	\$3,000	8	4	Unfunded	2020-21	New	\$3,000			\$3,000						Portable suction unit required for crash cart in CT Suite.	Laerdal Units.	
HDMH	Operations	Laboratory	Centrifuge	2	\$11,300		4	Unfunded	2021/22	Replace	\$22,600			\$22,600						Aging equipment - purchased in 2006 / 2007. Replace as required.	Biomed service same as current operations.	
HDMH	Operations	Food Services	Food Kiosks Start Up	1	\$39,000		5	Unfunded	2021/22	New	\$39,000			\$39,000						Capital start up costs for Food Kiosks to support staff and visitors.	Equipment and renovation start up costs of \$39K. Additional operating expenses of approx. \$108K annually required to operate kiosks.	
HDMH	Operations	Diagnostic Imaging	X-Ray Room #3	1	\$700,000	4	6	Unfunded	2018/19	Replace	\$700,000			\$0	\$350,000	\$350,000				Over 10 years old - minimal repairs. Replace in 5 years 22/23 EOL 2021 - End of service life EOSL approx 2 years past EOL.	Budget \$350K for unit plus \$250K for renovations and installation costs. Equipment standard developed thru 2020 St Joseph's RFP.	
HDMH	Operations	Cardio Respiratory	ETCO2 Monitor for Vents	1	\$6,000	4	7	Unfunded	2018/19	New	\$6,000			\$6,000						Required for transport vents.		
HDMH	Operations	Cardio Respiratory	Airvo Highflow Heated O2 Delivery System	1	\$3,700	1	8	Unfunded	2022/23	New	\$3,700			\$3,700						Currently using one from provincial stockpile. For paediatric, adults and short external transports less than 4 hours. Only system that does not require high pressure medical air source.		
Burks Falls	Operations	Diagnostic Imaging	General X-Ray Room	1	\$500,000			Unfunded	2018/19	Replace	\$500,000					\$500,000				Budget included \$350K for unit plus \$150K for renos. Discussion if town or MAHC pays for this.	Discussion with village of Burks Falls around capital campaign for this piece of equipment and continuation of this service.	
HDMH	Operations	Cardio Respiratory	Non Invasive Ventilator (BiPap)	1	\$33,000	2		Unfunded	2009/10	Replace	\$33,000					\$33,000				Current Units at end of service. Require 1 unit urgently and one as future planning 2020 to accommodate volume growth.		
HDMH	Operations	Cardio Respiratory	Ambulatory Blood Pressure Monitors	1	\$5,500	3		Unfunded	2019/20	Replace	\$5,500					\$5,500				Only 1 unit at MAHC. Outpatient diagnostic tool, support collective service for cardio diagnostics.		
HDMH	Operations	Diagnostic Imaging	Echo	1	\$60,000	2		Unfunded	2019/20	New	\$60,000			\$60,000						Better quality images with dedicated Echo machine would increase clinic availability in HDMH.	Leasing options can be considered. Tagg on to GE Ultrasound RFP standardization to use current probes and reduce costs.	Could combine as an option on DI Ultrasound machine leased from Philips. Also lower cost options from gE with new general ultrasound machine purchases. Lease options available from GE as well.
HDMH	Operations	Diagnostic Imaging	CT Replacement	1	\$1,500,000	6		Unfunded	2021/22	Replace	\$1,500,000						\$1,500,000			12 Year replacement plan for CT in HDMH purchased in 2012		
HDMH	Operations	Diagnostic Imaging	Bone Mineral Densitometer (BMD) - System Replacement	1	\$100,000	7		Unfunded	2021/22	Replace	\$100,000					\$100,000				Current system running well with minimal repairs. Supports all of Muskoka - currently a cost neutral service. To be considered for replacement 2023 to 2026.	If main system is replaced within three years of upgrade, cost of computer upgrade will be refunded from cost of main system upgrade.	
HDMH	Operations	Diagnostic Imaging	MRI Suite	1	\$2,900,000			Unfunded	2018/19	New	\$2,900,000					\$2,900,000				Future hospital development plans. Site TBD - planning for HDMH		
HDMH	Operations	Food Services	Planetary Floor Mixer 40 Quart	1	\$15,000			Unfunded	2021/22	Replace	\$15,000						\$15,000			Current unit 40+ years old. Still functioning but will require replacement within next 3-5 years.		
HDMH	Operations	Food Services	Conveyor Dishwasher	1	\$58,000	4		Unfunded	2022/23	Replace	\$58,000						\$58,000			Budget price for equipment \$57,000 plus approximately \$3000 for installation. Required in 25/26 fiscal year.		
HDMH	Operations	Laboratory	Liquid Based Cytology Thin Prep System	1	\$56,500			Not Required	2011/12	New	\$56,500									Liquid based cytology is becoming a standard of care as noted in recent Pathology inquests. This specialized cell concentrating stainer provides clear cellular definition for better cytology screening. Used in the diagnosis of cancer.		No Longer Required - Cytology at HDMH Outsourced.
HDMH	Operations	Laboratory	Chemistry Freezer	1	\$11,000			Unfunded	2021/22	Replace	\$11,000				\$11,000					Frequent repairs - recent significant downtime for repairs. Purchased in 2015.		
HDMH	Operations	Laboratory	Microscope Hematology	1	\$24,000			Unfunded	2021/22	Replace	\$24,000				\$24,000					Aging equipment - ongoing replacement of parts. Purchased in 2006. Replace when needed.		
HDMH	Operations	Laboratory	Cryostat	1	\$40,000			Unfunded	2019/20	New	\$40,000					\$40,000				TBD Senior Team to discuss and approve.		

Site Allocation	Program	Department	Description	Qty Req	Unit Budget Cost	RANKING		Project Status	Original Year Requested	New/ Replace/ Upgrade/ Refurb	BUDGET	APPROVAL YEAR								ITEM DETAILS / COMMENTS			
						Dept Ranking	22/23 Portfolio Ranking				2020 2021 Approved	2021 2022 Approved	2022 2023 Budget ***	2023 2024 Budget ***	2024 2025 Budget ***	2025 2026 Budget ***	2026 2027 Budget ***	2027 & Beyond Budget ***	Clinical Rational	Business Info	Misc Comments		
HDMH	Operations	Telemedicine	OTN System 1 - Main Clinical System - Room 272	1	\$23,000			Unfunded	2018/19	Replace	\$23,000					\$23,000							
HDMH	Operations	Telemedicine	Video Conf System 2 - Tandberg Edge 95 - RM 290	1	\$16,000			Unfunded	2022/23	Replace	\$16,000								\$16,000				
HDMH	Operations	Telemedicine	OTN System 4 - Resource Room	1	\$16,000			Unfunded	2018/19	Replace	\$16,000					\$16,000				Unit at end of service July 2023			
HDMH	Operations	Telemedicine	OTN System 6 - Teletrauma ER	1	\$23,000			Unfunded	2018/19	Replace	\$23,000					\$23,000				Unit at end of service July 2023	Switchbox also required so price increases to \$23K.		
HDMH	Operations	Telemedicine	Video Conf System 7 - Tandberg Cisco C20 - Brdrm	1	\$16,000			Unfunded	2022/23	Replace	\$16,000								\$16,000				
HDMH	Operations	Telemedicine	OTN System 8 - Oncology Unit / OTN Floater	1	\$23,000			Unfunded	2019/20	Replace	\$23,000					\$23,000				Unit at end of service July 2023			
HDMH	Operations	Telemedicine	OTN ICU Virtual System	1	\$22,000			Unfunded	2021/22	Replace	\$22,000								\$22,000	Initial system purchased by Regional Program in 20/21. Replacement required - estimate 5 years.	3 Year warranty then annual service agreements until end of service date of 2030.		
Operations Outstanding Requests Sub Total												\$0	\$0	\$944,300	\$997,500	\$4,266,000	\$1,573,000	\$0	\$54,000				
Patient Services - Outstanding Requests																							
HDMH	Patient Services	Operating Room	Video Laryngoscope / Glidescope / C Mac / Nasopharyngoscope.	1	\$59,000	4	1	Unfunded	2021/22	Replace	\$59,000			\$59,000						Dr Hill requirement. Required for backup - Patient Safety.			
HDMH	Patient Services	Operating Room	Surgical OR Lights - Surgical Clinic	1	\$5,300	1	2	Unfunded	2022/23	Replace	\$5,300			\$5,300						Replacement of lights in surgical Day Clinic			
HDMH	Patient Services	OBS	Green Series Procedure Light	2	\$2,600	1	3	Unfunded	2022/23	New	\$5,200			\$5,200						2 Units required for OBS. Consumable sheiths extra.			
HDMH	Patient Services	ER	Blanket Warmer	1	\$8,800	1	4	Unfunded	2022/23	New	\$8,800			\$8,800									
HDMH	Patient Services	OBS	Crash Carts	2	\$2,700		5	Unfunded	2022/23	New	\$5,400			\$5,400						Crash carts for Paeds / OBS - let off of cart standardization project.			
HDMH	Patient Services	Rehab / Physio	Wheelchair Fleet Replacement	1	\$56,000		6	Unfunded	2022/23	Replace	\$56,000			\$56,000						Replacement plan for fleet of wheelchairs / rollators. Most current equipment has been donated and is aging and becoming unsafe. Replacement of fleet with ongoing PM and repair plan in place.			
HDMH	Patient Services	ER	Crib	1	\$7,800	2	7	Unfunded	2022/23	New	\$7,800			\$7,800						Same unit as recently purchased for SMMH ER.			
HDMH	Patient Services	OBS	Transport Incubator	1	\$27,500	4	8	Unfunded	2022/23	New	\$27,500			\$27,500						Transport incubator and straps.			
HDMH	Patient Services	MDRD	Cube Washer	1	\$63,500	2	9	Unfunded	2019/20	New	\$63,500			\$63,500							Project deferred until full installation and infrastructure review can be completed.		
HDMH	Patient Services	Operating Room	Bookwalter Retraction Kit	1	\$16,000	7	10	Unfunded	2011/12	Replace	\$16,000			\$16,000						Need a second tray for backup.			
HDMH	Patient Services	Operating Room	OR Table	1	\$90,000	8	11	Unfunded	2017/18	Replace	\$90,000			\$90,000						Current tables under frequent repair.			
HDMH	Patient Services	Operating Room	Surgical OR Lights - OR 1 & 2	2	\$5,300	9	12	Unfunded	2021/22	Replace	\$10,600			\$10,600						Replacement of lights in OR #1 & #2			
HDMH	Patient Services	Operating Room	Portable Bronchoscope / Laryngoscope D Blades	1	\$13,300	10	13	Unfunded	2018/19	New	\$13,300			\$13,300						Dr Hill requirement. Patient Safety			
HDMH	Patient Services	Operating Room	Laparoscopic Insuflator	1	\$9,500		14	Unfunded	2021/22	Replace	\$9,500			\$9,500									
HDMH	Patient Services	Operating Room	Mini Hand Drill with Battery	1	\$12,000		15	Unfunded	2021/22	New	\$12,000			\$12,000						Required for new Palastics recruit.			
HDMH	Patient Services	Rehab / Physio	45 Gal Extremity Whirlpool	1	\$5,000		16	Unfunded	2017/18	Replace	\$5,000				\$5,000					Equipment used by both private clinic and MAHC ED and rehab for burns and physio treatment. This is a standard treatment modality. No replacement parts available ofr current unit.			
HDMH	Patient Services	OBS	Hydrocollator	1	\$2,000		17	Unfunded	2021/22	New	\$2,000				\$2,000					M2 mobile heating unit.			
HDMH	Patient Services	Inpatient Services	Wheelchair Weigh Scale	1	\$2,400		18	Unfunded	2019/20	New	\$2,400				\$2,400					Existing scales do not meet the needs of the patients in a wheelchair or with limited ability to stand. Exact weights are needed with some patients to alter course of treatment.			
HDMH	Patient Services	OBS	Bedside Ultrasounds	1	\$65,000	5	19	Unfunded	2022/23	New	\$65,000				\$65,000								
HDMH	Patient Services	Inpatient Services	Ophthalmoscope / Oscope Replacement	1	\$3,000	3	20	Unfunded	2022/23	Replace	\$3,000				\$3,000					Welsh Allyn halogen diagnostic sets. 3 Sets required.			
HDMH	Patient Services	Operating Room	Laparoscopy System Pinpoint	1	\$100,000	11	21	Unfunded	2021/22	New	\$100,000				\$100,000								
HDMH	Patient Services	Operating Room	Intraoperative Non-Invasive Monitoring	1	\$50,000	12	22	Unfunded	2021/22	New	\$50,000				\$50,000								
HDMH	Patient Services	Operating Room	Manometry PH System	1	\$110,000		23	Unfunded	2021/22	New	\$110,000				\$110,000					Service not apporved at SLT.			
HDMH	Patient Services	Operating Room	Anesthesia Machine	1	\$90,000	13	24	Unfunded	2018/19	Replace	\$90,000				\$90,000					Currently leasing a machine through GE. Replacement plan requires 2 units.	One unit approved in 18/19 in progress. Seond unit carry forward to 19/20 pre-approved.		
Burks Falls	Patient Services	Rehab / Physio	Recumbent Bike	1	\$3,000			Not Required	2017/18	Replace	\$3,000									Current bike is broken and cannot be repaired. Parts unavailable. Used daily when therapist is there.		Transfer new bike purchased for HDMH on 21/22 capital plan from HDMH to BF Jan 2022.	
HDMH	Patient Services	ICU	TV's / Phones	6	\$6,500			Approved In Progress	2020-21	New	\$39,000			\$39,000						Population that can be in ICU for many days, often are connected to cardiac monitor 24/7 due to acuity. Would help to increase satisfaction. Often form 1 patients whoea re medically stable are in this department as well. Patient have no ability to phone ut without going to the nurses desk.	Unit excluded from Patient Entertainment project at direction of Management. Hospitality Network connection and cabling required. Possible infrastructure and or operating expenses required.	Defer until full project plan can be developed. Quote of \$5500 per room for equipment the est. \$1000 for infrastructure work - cabling etc.	

						RANKING					BUDGET	APPROVAL YEAR								ITEM DETAILS / COMMENTS		
Site Allocation	Program	Department	Description	Qty Req	Unit Budget Cost	Dept Ranking	22/23 Portfolio Ranking	Project Status	Original Year Requested	New/ Replace/ Upgrade/ Refurb	Total Amount Required ***	2020 2021 Approved	2021 2022 Approved	2022 2023 Budget ***	2023 2024 Budget ***	2024 2025 Budget ***	2025 2026 Budget ***	2026 2027 Budget ***	2027 & Beyond Budget ***	Clinical Rational	Business Info	Misc Comments
HDMH	Patient Services	Inpatient Services	Central Monitoring System Replacement Plan	1	\$800,000			Unfunded	2021/22	Replace	\$800,000					\$800,000				Replacement plan for Draeger Central Monitoring system. Currently 11 years old.	Est Price Only - Budget costing required from vendor.	
HDMH	Patient Services	Operating Room	Portable Ultrasound Machine	1	\$80,000	2		Complete	2011/12	New	\$80,000		\$80,000							Required for guided line procedures.	Main Unit \$64K plus probes and attachments @ approx \$6K each.	Purchased in 21/22 through Surgical Innovation funding grant - Ortho.
HDMH	Patient Services	Operating Room	Ranger Pressure Infuser	1	\$7,300	3		Complete	2022/23	Replace	\$8,000		\$8,000							ROP for Accreditation. Standardizing pumps across organization for high volume to replace Level One Infusion Pumps currently on recall notice.		Exception to capital emergency purchase - PO# 071851
Patient Services Outstanding Requests Sub Total												\$0	\$88,000	\$428,900	\$427,400	\$800,000	\$0	\$0	\$0			

Corporate Services - Facilities - Outstanding Requests																						
Corp Services - Facilities Outstanding Requests Sub Total												\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		

Corporate Services - IT - Outstanding Requests																						
Corporate	Corp Services & Risk	Scheduling	Novani Medical Imaging Requisition / Scheduling	0.5	\$155,000			Unfunded	2022/23	New	\$77,500				\$77,500							
Corporate	Corp Services & Risk	IT	Batch Scanning Project	0.5	\$172,000.00			Unfunded	2022/23	New	\$86,000			\$86,000						GBIN approved project MAHC pays 36.66% of total projejt - \$172K		
Corporate	Operations	Corporate	Staff Scheduling Software	0.5	\$862,000			Unfunded	2019/20	New	\$431,000				\$431,000					Electronic solution including Time & Attendance / Staff Scheduling / Automated shift callouts / employee self service module / absence management / analytics and data collection.	Costs are approximate based on OSMH porject. Additional annual operating expenses of approx \$190K per year. Some one time cost saving opportunities through reduction of inputting errors / elimination of manual processes.	Costs Split between Sites. Porject plan and scope of work to be determined and ranked in appropriate year to match resources for implementation.
Corporate	Operations	Infection Control	RL6 Infection Module IPAC	0.5	\$105,000.00			Unfunded	2021/22	New	\$52,500			\$52,500						Software program for IPAC - replace IPAC Set - with additional function of generating reports pulling from Cerner.	\$52,500 initial set up fee plus \$48,000 license fee. Ongoing annual subscription fee of \$48,000 required in operating budget.	
Corporate	Operations	Laboratory	Positive Patient Identification Scanning System	0.5	\$45,000.00			Unfunded	2019/20	New	\$22,500			\$22,500						Eliminate mislabeled specimans with barcode technology to reduce risk and improve patient safety and satisfaction. Requires hand held device and portable printer. Full scope of project has not been identified but initial phase would involve roviding devices to laboratory staff and patient units.	Quotes received in US Funds and estimated to Canadian dollars. Suggested this could be a shared cost with OSMH - MAHC portion only listed as projected costs. Total estimated costs \$90K.	
Corporate	Operations	Occupational Health	Parklane Occupational Health & Safety Software	0.5	\$24,000.00	1		Unfunded	2021/22	New	\$24,000			\$24,000						HS-HBA System included: Personal data Module; Incident reporting; WSUB Claims module; Disability Management - Non Occ Claims. 5 Concurrent users.	Inlcuded intial set up & consultations. 2 Days training - 5 attendees per day.	
Corporate	Operations	Occupational Health	Parklane - Additional Modules	0.5	\$23,000.00	2		Unfunded	2021/22	New	\$11,500			\$11,500						Optional Modules can be added in future. HS-CH Chart Module; HS-RA Risk Assessment Moudle, workplace inspections. HS-SM SIMON Module.		
Corporate	Operations	Pharmacy	Quess 360 Software	0.5	\$5,800.00	1		Unfunded	2021/22	New	\$2,900			\$2,900						Software to maintain certification in Chemo IV Room - Techs / Cleaning / Sterility / ENVS. Required to meet OCP requirements.	Subscription agreement - one time start up and training fees then monthly user fees to be covered under operating budget. Approx \$800 per month.	
Corp Services - IT Outstanding Requests Sub Total												\$0	\$0	\$199,400	\$508,500	\$0	\$0	\$0	\$0			

Pre Approved WIP Projects	\$939,480	\$3,394,350	\$113,500	\$134,000	\$82,000	\$0	\$0	\$0
New Clinical Outstanding Requests	\$0	\$88,000	\$1,373,200	\$1,424,900	\$5,066,000	\$1,573,000	\$0	\$54,000
Corp Services - Facilities Outstanding Requests	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corp Services - IT Outstanding Requests	\$0	\$0	\$199,400	\$508,500	\$0	\$0	\$0	\$0
HDMH TOTAL	\$939,480	\$3,482,350	\$1,686,100	\$2,067,400	\$5,148,000	\$1,573,000	\$0	\$54,000

HDMH FOUNDATION 22/23 BUDGET								
Pre Approved WIP Projects								
New Requests								

HDMH TOTAL	\$0
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HDMH 22/23 CAPITAL PLAN								
Pre Approved WIP Projects							\$113,500	
New Requests - Operations							\$944,300	
New Requests - IT / Facilities							\$199,400	
New Requests - Patient Services							\$428,900	

HDMH TOTAL	\$1,686,100
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MUSKOKA ALGONQUIN
HEALTHCARE

Accounts Receivable - Finance
HUNTSVILLE DISTRICT MEMORIAL
HOSPITAL
100 FRANK MILLER DRIVE
HUNTSVILLE, ONTARIO
P1H 1H7

INVOICE
HUHHF-26

Phone:(705)789-0022 Fax:(705)789-8789

To: HUNTSVILLE HOSPITAL FOUNDATION
100 FRANK MILLER DRIVE
HUNTSVILLE, ONTARIO
P1H 1H7

Client Number: HUHHF
Date: 2023-Jan-21
Patient Name: HUNTSVILLE HOSPITAL
FOUNDATION
HST: 119158004
Terms: Payable on Receipt

Invoice Number	Date YYYY/MM/DD	Description	Amount	Total
HUHHF-26	2022-Nov-30 2022-Nov-30 2022-Nov-30 2022-Nov-30	MISCELLANEOUS NOVEMBER WAGES MISCELLANEOUS NOVEMBER ADMIN FEES MISCELLANEOUS NOVEMBER POSTAGE MISCELLANEOUS NOVEMBER SUPPLIES TOTAL CURRENT CHARGES:	49,809.77 100.00 874.92 60.77 	 50,845.46

Phone:(705)789-0022 Ext#2230
Please Retain For Income Tax Purposes

Please detach and return this portion with your payment.

Name: HUNTSVILLE HOSPITAL FOUNDATION
Invoice # HUHHF-26
Date: 2023-Jan-21
MRN # HUHHF
FIN # HUHHF

☐ Cheque enclosed in the amount of:

\$ _____

Make cheque payable to:
HUNTSVILLE DISTRICT MEMORIAL HOSPITAL

Mail To: Accounts Receivable Department
HUNTSVILLE DISTRICT MEMORIAL HOSPITAL
100 FRANK MILLER DRIVE
HUNTSVILLE, ONTARIO P1H 1H7

I authorize HUNTSVILLE DISTRICT MEMORIAL HOSPITAL
to charge my:

☐ VISA ☐ MASTERCARD ☐ AMEX

Card# _____

Expiry Date ____/____ The amount of \$ _____
MM/YY

Signature _____
Huntsville Hospital Foundation Finance Meeting | January 25, 2023 Page 59 of 64
Must be signed to be valid

Accounts Receivable - Finance
HUNTSVILLE DISTRICT MEMORIAL
HOSPITAL
100 FRANK MILLER DRIVE
HUNTSVILLE, ONTARIO
P1H 1H7

INVOICE
HUHHF-27

Phone:(705)789-0022 Fax:(705)789-8789

To: HUNTSVILLE HOSPITAL FOUNDATION
100 FRANK MILLER DRIVE
HUNTSVILLE, ONTARIO
P1H 1H7

Client Number: HUHHF
Date: 2023-Jan-21
Patient Name: HUNTSVILLE HOSPITAL
FOUNDATION
HST: 119158004
Terms: Payable on Receipt

Invoice Number	Date YYYY/MM/DD	Description	Amount	Total
HUHHF-27	2022-Dec-31	MISCELLANEOUS DEC POSTAGE	510.49	59,332.96
	2022-Dec-31	MISCELLANEOUS DEC WAGES	58,722.47	
	2022-Dec-31	MISCELLANEOUS DEC ADMIN FEE	100.00	
		TOTAL CURRENT CHARGES:		

Phone:(705)789-0022 Ext#2230
Please Retain For Income Tax Purposes

Please detach and return this portion with your payment.

Name: HUNTSVILLE HOSPITAL FOUNDATION
Invoice # HUHHF-27
Date: 2023-Jan-21
MRN # HUHHF
FIN # HUHHF

☐ Cheque enclosed in the amount of:

\$ _____

Make cheque payable to:
HUNTSVILLE DISTRICT MEMORIAL HOSPITAL

Mail To: Accounts Receivable Department
HUNTSVILLE DISTRICT MEMORIAL HOSPITAL
100 FRANK MILLER DRIVE
HUNTSVILLE, ONTARIO P1H 1H7

I authorize HUNTSVILLE DISTRICT MEMORIAL HOSPITAL
to charge my:

☐ VISA ☐ MASTERCARD ☐ AMEX

Card# _____

Expiry Date ____/____ The amount of \$ _____
MM/YY

Signature Huntsville Hospital Foundation Finance Meeting | January 25, 2023 Page 60 of 64
Must be signed to be valid

FINANCE	POLICY: PROCUREMENT - DRAFT	
APPROVED BY: HUNTSVILLE HOSPITAL FOUNDATION BOARD OF DIRECTORS	POLICY #	PL??
	APPROVED	???
	MOTION:	???
SIGNATURE	AMENDED:	
	REVIEWED:	
	PAGE:	1 OF 2

PURPOSE:

As the public procurement landscape continues to evolve with greater emphasis on transparency and accountability, the Huntsville Hospital Foundation must maintain high legal, ethical, and professional standards in the management of the resources and donor dollars entrusted to it.

This procurement policy:

- Achieves value for donor dollars spent
- Reflects fairness, transparency and non-discrimination
- Demonstrates effective oversight of financial transactions

POLICY:

Under the Huntsville Hospital Foundation's Procurement Policy a minimum number of supplier quotations are required for purchases of goods and services:

- 2 quotes between \$20,000 – \$49,999 (Request for Quote - RFQ)
- 3 quotes between \$50,000 – \$99,999 (Request for Quote - RFQ)
- Open competitive process for value > \$100,000 (Request for Purchase - RFP)

A division of requirements into multiple procurements to reduce the value of a single procurement and avoid the application of the identified thresholds is not permitted.

Procurement Policy Exemptions

There may be circumstances where competition is not possible (e.g. there is only one supplier in the market) in which case, the circumstances should be documented via memo addressed to the Board, for approval.

ADVERTISING & POSTING COMPETITIVE DOCUMENTS:

All requests for open competitive procurements shall be made through an electronic tendering system that is equally accessible to all Canadian suppliers. Advertising and posting practices

January 2023



during a competitive process must utilize accepted mediums in order to uphold the principles of fair, open and transparent dealings; and to encourage maximum competitive response. Calls for open competitive procurements for construction projects can be made through an electronic tendering system and/or publication in one or more predetermined daily newspapers that are easily accessible to all Canadian suppliers. Accepted electronic tendering systems include MERX and/or Biddingo.

TIMELINES FOR POSTING COMPETITIVE PROCUREMENTS:

Suppliers must be provided a minimum response time of 40 calendar days for procurements valued at \$100,000 or more. Response times longer than 40 days shall be at the discretion of the Foundation and are based on the complexity of the procurement. Suppliers must be given enough time to prepare a sufficient response to the competitive process. The goal of the competitive process should be to receive the highest number of quality bids possible, so as to maximize the organization's ability to achieve better value for money.

Appendix A – Supplier Quote Form



Invitation to Quote:

This Invitation to Quote (“Invitation”) invites Suppliers to submit a non-binding offer (“Quote”) for the provision of goods or services to the Huntsville Hospital Foundation. Other Suppliers may also be invited to submit quotes. This Invitation does not create, nor give rise to the applicable legal rights or duties of a formal, legally-binding procurement process.

Since the Foundation is required to comply with the Accessibility for Ontarians with Disability Act (AODA), Suppliers are encouraged to quote on goods, services or facilities accessible to anyone with an accessibility requirement.

General Instructions & Conditions

1. This Quote must be signed by an authorized agent of the Supplier or it will not be considered.
2. Prices must be in Canadian funds unless otherwise specified by the Foundation.
3. Where a “brand name” is indicated in the Description, no substitutions shall be considered unless the term “or equivalent” appears beside the “brand name”.
4. The Huntsville Hospital Foundation reserves the right to award a contract “in whole or in part”. Acceptance of a Quote shall be by Purchase Order. Any purchase resulting from this Invitation is subject to the Huntsville Hospital Foundation’s [Standard Terms & Conditions](#).

TIMETABLE

Issued On: _____

Respond _____

By: _____

Huntsville Hospital Foundation

Contact	_____	Department	_____
Telephone	_____	Email	_____

Supplier

Company	_____	Website	_____
Address	_____		
Contact Name	_____	Title	_____
Email	_____	Phone	_____

Product Requirement(s)

The Foundation will complete Qty/Unit and Item Description columns; Supplier then provides pricing and any applicable discounts, or can attach a Supplier-generated quote to this form. Warranties and/or related services must be quoted as line item(s) below.

Qty	Unit	Item Description	Unit Price	Educational Discount	Extended Amount*
				Freight (if applicable)	
				TOTAL	

* Extended Amount = Qty x Unit Price

Guaranteed delivery date (after receipt of PO) _____

Prices quoted are valid until (specify date) _____

Acknowledgement: The “authorized agent” acknowledges the Supplier understands the instructions and conditions of this request and hereby offers to supply goods as per this Quote; and for greater certainty the agent has the authority to submit this Quote on behalf of the Supplier.

Authorized Agent's Name:

Signature

Date