



CEO: Hugh Hallgren

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Sitka AK 99835
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BUDGET 2011 - 2012

Approved by the Hospital Board May 26, 2011

SITKA COMMUNITY HOSPITAL
FY 2011/2012 BUDGET
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May 12, 2011

Board of Directors
Sitka Community Hospital
209 Moller Avenue Sitka, AK 99835

Dear Hospital Board Members:

The proposed budget for fiscal year ending June 30, 2012 for Sitka Community Hospital is attached for your review and discussion. The budget process this year has continued to be very challenging due to the addition of two physicians to the staff and the pending addition of a third that will open up our starting obstetrical services again. Given this and our continuing to look for other services and adding additional specialists into the visiting physician mix Ms. Ida Eliason, Accounting Manager, and I have constructed this budget in a somewhat more optimistic approach than last year. Directors and managers prepared departmental and division budgets with input from the medical staff both from an operational as well as a capital equipment perspective. There was no rate increase last year and this year a 5% overall increase is being budgeted. QHR is again doing their QRate Analysis to optimize the rate increases which add to the net revenue of the Hospital. We are also again comparing ourselves to other facilities for individual charge rates. We are also doing a charging review through the Hospital Association that will determine if we are providing services we could be billing for but are not. The budget is built around the probable increase in utilization having hired or about to hire new Physicians, adding additional Specialists to the Visiting Clinic beginning obstetrical services and the continued growth of the practices of the general surgeon and Mountainside Clinic. A \$200,000 income from operations is being budgeted with there being some wiggle room hopefully. This provides enough cash flow for operations and hopefully will have funds to put toward most of the capital equipment budget.

Fiscal year 2011 continued the model of a year with many changes. The Hospital has had to bring on additional physicians to provide ER coverage as Sitka Medical Center has had physicians leave or not be able to provide ER coverage. We are again in a situation where we may need additional Physicians to cover the needs of the community. SCH now provides a Certified Diabetic Program. The open position list is very small and currently there are no open nursing positions on the patient units but it does appear we will have another open position in Surgery. This budget does include expenses and capital for moving toward an electronic health record. We continue to look for and analyze opportunities to provide additional services that can support themselves. Long Term Care utilization has moved around a little this year so the budget for next year reflects an average daily census of 11.5. We currently have 12 residents.

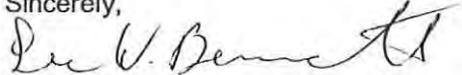
Other areas that will impact Hospital operations in 2012 are a 5% increase in supplies purchased locally, 2% to 3% increase in the cost of supplies and services from outside vendors and increases for employee and community wellness and relations programs. The Hospital experienced a 17% increase in health insurance rates and with the changes in coverage an overall 25% increase is being budgeted. Since it has been a couple of years since there has been an increase to scale that is budgeted in this year. We also did a position equalization analysis to see where we may not be competitive and have adjusted some positions accordingly. This increase will take effect the first pay period ending in July and amounts to an average of 2.75%. Additionally staff will be provided their step increases on their anniversary date and with an acceptable performance review. Overall, just due to salary increases, salaries will go up approximately 4%. Most of the additional salary increase is due to additional physicians. Traveler expense is forever optimistic as currently there are only 2 travelers in house.

City Capital support is budgeted at \$154,546 per the City and Tobacco Tax Receipts are estimated at \$450,000. These funds will be used to pay down the line of credit and the revolving loan both to the City. We are also requesting \$300,000 from the City to assist in the reinstatement of obstetrical services.

Should this budget come to fruition cash flow should fund operations and the majority of our Capital Equipment budget that is not covered by grants or the City. Although there is capital equipment budgeted equipment will not be purchased unless funding is secured or the purchase is absolutely necessary. There are two major items in the Capital Equipment budget the Hospital would ask the City to finance since they own the buildings and we would probably not be able to afford the replacements/repairs. They are the roof replacement and driveway and parking areas being repaved totaling \$1,300,000. This is just keeping them in front of the City but to also inform the City they will need to fund these repairs. The roof is out of warranty by 5 years or so and the membrane is showing signs of deterioration and the driveways and parking areas definitely need to be repaved.

As previously stated this budget is optimistic, however, actual outcomes will vary. Fiscal Year 2012 will be full of challenges for Sitka Community Hospital as we move toward an electronic medical record, deal with federal healthcare reform, reinstate obstetrical services, deal with changes in the local economy and continue to grow and provide quality services to those who live in and visit Sitka.

Sincerely,



Lee W. Bennett
Director of Fiscal Services

SITKA COMMUNITY HOSPITAL
FY 2011/2012 Budget
Cash Flow

NET OPERATING INCOME / (LOSS)	\$ 201,164
ADD BACK: DEPRECIATION	<u>\$ 873,060</u>
CASH FLOW FROM OPERATIONS	\$ 1,074,224
CITY CAPITAL SUPPORT	\$ 154,546
OTHER NON-PATIENT REVENUE	\$ 99,000
TAX ON TOBACCO PRODUCTS	\$ 450,000
DECREASE IN DEBT OBLIGATIONS TO CITY	\$ (450,000)
CAPITAL EQUIPMENT PURCHASES	<u>\$ (888,291)</u>
NET CASH FLOW	<u><u>\$ 439,479</u></u>

SITKA COMMUNITY HOSPITAL
CITY BUDGET SUMMARY
FY2011/2012 BUDGET

REVENUE

From Operations	19,929,413
From Other Non-Patient Revenue	<u>99,000</u>
Total Revenue	<u><u>\$20,028,413</u></u>

EXPENSE

Wages and Salaries	9,157,443
Benefits	4,288,498
Operating Expense	<u>5,409,249</u>
Subtotal	18,855,190

City Funded Capital Outlay	154,546
From Tobacco Tax Revenue	<u>450,000</u>
Subtotal	604,546

To / (From) Reserve	<u>1,777,770</u>
Total Expenses & Reserves w/o Depreciation	<u><u>\$20,028,413</u></u>

4CAST FY 11/12
SITKA COMM. HOSPITAL STATISTICAL & REVENUE PROJECTIONS

	FY 08/09	FY 09/10	7 MONTHS FY 10/11	ANNUALIZED FY 10/11	BASED ON ADMIN 4CAST FY 11/12	5.0% INCL RATE INCREASES	PROPOSED RATES
ROUTINE LVL I DAYS	485	430	187	321	355		\$1,481
ROUTINE LVL II DAYS	220	322	196	336	340		\$1,919
ROUTINE LVL III DAYS	41	25	16	27	30		\$2,634
SWINGBED DAYS	605	615	364	624	630		\$1,067
OB LVL I DAYS	49	0	0	0	30		\$1,481
OB LVL III DAYS	3	0	0	0	0		\$2,634
NEWBORN LVL I DAYS	44	0	0	0	25		\$663
NEWBORN LVL III DAYS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		\$2,634
TOTAL DAYS	1,447	1,392	763	1,308	1,410		
ROUTINE ADMITS	330	252	118	202	264		
NEWBORN ADMITS	24	0	0	0	20		
SWINGBED ADMITS	<u>35</u>	<u>23</u>	<u>17</u>	<u>29</u>	<u>32</u>		
TOTAL ADMITS	389	275	135	231	316		
ROUTINE DISCHARGES	330	251	119	204	232		
NEWBORN DISCHARGES	24	0	0	0	20		
SWINGBED DISCHARGES	<u>36</u>	<u>23</u>	<u>17</u>	<u>29</u>	<u>32</u>		
TOTAL DISCHARGES	390	274	136	233	284		
TOTAL ADULT DAYS	1,403	1,392	763	1,308	1,385		
TOTAL ADULT ADMITS	365	275	135	231	296		
TOTAL ADULT DISCHARGES	366	274	136	233	264		
% OCCUPANCY	54.38%	53.95%	29.57%	29.86%	31.62%		
ROUTINE L.O.S.	2.42	3.08	3.38	3.39	2.86		
NEWBORN L.O.S.	1.83	#DIV/0!	#DIV/0!	#DIV/0!	1.25		
SWING L.O.S.	17.29	26.74	21.41	21.52	19.69		
REVENUE:							
ROUTINE LVL I & II DAYS	987,410	1,197,736	620,548	1,063,797	1,122,070	1,178,215	
ROUTINE MD	94,861	100,501	0	0	0	0	
ISOLATION REVENUE (n/a)	0	0	0	0	0	0	
ROUTINE/OB/NB LVL III DAYS	100,364	62,725	40,144	68,818	75,270	79,020	
SWINGBED DAYS	557,832	621,792	369,824	633,984	640,080	672,210	
SWINGBED MD	23,228	12,148	6,060	10,388	0	0	
SWING BED MD I/P	0	0	0	0	0	0	
OB LVL I DAYS	62,818	0	0	0	42,300	44,430	
NURSERY I/P REVENUE	27,906	0	0	0	15,775	16,575	
NURSERY MD I/P REVENUE	0	0	0	0	0	0	
RESPIRE CARE	<u>0</u>	2,453	0	<u>0</u>	<u>0</u>	<u>0</u>	\$234
TOTAL	1,854,419	1,997,355	1,036,576	1,776,987	1,895,495	1,990,450	
LONG TERM CARE:							
ICF & SNF DAYS	<u>4,447</u>	<u>3,854</u>	<u>2,586</u>	<u>4,433</u>	<u>4,380</u>		
TOTAL DAYS	4,447	3,854	2,586	4,433	4,380		
REVENUE							
LTC ROOM REVENUE	3,509,564	3,371,724	2,209,272	3,787,323	3,807,315	3,995,655	\$912
LTC MD REVENUE	16,040	5,369	0	0	0	0	
LTC MD REVENUE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL	3,525,604	3,377,093	2,209,272	3,787,323	3,807,315	3,995,655	
DELIVERIES:							
NORMAL	17	0	0	0	16		\$1,285
C-SECTION	<u>6</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5</u>		\$1,169
TOTAL DELIVERIES	23	0	0	0	21		

4CAST FY 11/12
SITKA COMM. HOSPITAL STATISTICAL & REVENUE PROJECTIONS

	FY 08/09	FY 09/10	7 MONTHS FY 10/11	ANNUALIZED FY 10/11	BASED ON ADMIN 4CAST FY 11/12	5.0% INCL RATE INCREASES	PROPOSED RATES
%C-SECTIONS	0.2609	#DIV/0!	#DIV/0!	#DIV/0!	0.2381		
REVENUE							
BIRTHING/DEL I/P REVENUE	38,215	0	0	0	56,527	59,353	5.0%
BIRTHING/DEL O/P REVENUE	9,161	11,815	7,238	12,408	13,479	14,153	5.0%
BIRTHING/DEL MD I/P REVENUE	0	0	0	0	0	0	5.0%
TOTAL	47,375	11,815	7,238	12,408	70,005	73,505	
LAB PROCEDURES:							
INPATIENT	5,043	4,093	2,115	3,626	4,165		
OUTPATIENT	16,201	17,447	9,687	16,606	17,700		
LTC	0	1	0	0	0		
REF LAB PROCEDURES:							
INPATIENT	223	319	151	259	297		
OUTPATIENT	2,363	2,168	1,024	1,755	2,016		
LTC	0	0	0	0	0		
TOTAL LAB	23,830	24,028	12,977	22,246	24,178		
REVENUE:							
LAB I/P	459,892	471,492	282,140	483,669	555,566	583,344	5.0%
LAB O/P	1,253,069	1,541,571	959,392	1,644,672	1,753,023	1,840,674	5.0%
LAB LTC	(105)	107	0	0	0	0	5.0%
LAB REF TEST I/P	23,734	47,885	20,238	34,694	39,784	41,773	5.0%
LAB REF TEST O/P	268,764	322,093	129,550	222,085	255,113	267,869	5.0%
LAB REF TEST LTC	0	0	0	0	0	0	5.0%
TOTAL	2,005,353	2,383,146	1,391,320	2,385,120	2,603,486	2,733,660	
IMAGING PROCEDURES:							
INPATIENT	254	160	74	127	150		
OUTPATIENT	2,972	2,911	1,200	2,057	2,347		
LTC	0	0	1	2	0		
TOTAL IMAGING	3,226	3,071	1,275	2,186	2,497		
REVENUE:							
INPATIENT	62,463	50,801	27,901	47,830	56,492	59,317	5.0%
INPATIENT RADIOLOGIST	0	0	0	0	0	0	5.0%
OUTPATIENT	558,053	645,683	384,354	658,892	751,784	789,373	5.0%
OUTPATIENT RADIOLOGIST	275	101	0	0	0	0	5.0%
LTC	0	0	0	0	0	0	5.0%
LTC RADIOLOGIST	0	0	0	0	0	0	5.0%
TOTAL	620,790	696,585	412,255	706,722	808,276	848,690	

4CAST FY 11/12
SITKA COMM. HOSPITAL STATISTICAL & REVENUE PROJECTIONS

	FY 08/09	FY 09/10	7 MONTHS FY 10/11	ANNUALIZED FY 10/11	BASED ON ADMIN 4CAST FY 11/12	5.0% INCL RATE INCREASES	PROPOSED RATES
CAT SCAN PROCEDURES:							
INPATIENT	110	54	31	53	61		
OUTPATIENT	529	356	218	374	422		
LTC	0	0	0	0	0		
TOTAL CT	639	410	249	427	483		
REVENUE:							
INPATIENT	172,869	102,393	62,323	106,839	122,966	129,114	5.0%
OUTPATIENT	641,028	493,780	328,316	562,827	635,061	666,815	5.0%
LTC	0	0	0	0	0	0	5.0%
TOTAL	813,897	596,172	390,639	669,666	758,027	795,929	
ULTRASOUND PROCEDURES:							
INPATIENT	127	54	35	60	69		
OUTPATIENT	846	745	572	981	1,043		
LTC	0	0	0	0	0		
TOTAL US	973	799	607	1,041	1,112		
REVENUE:							
INPATIENT	64,867	54,051	33,393	57,245	65,832	69,123	5.0%
OUTPATIENT	381,798	479,684	398,431	683,024	726,192	762,501	5.0%
LTC	0	0	0	0	0	0	5.0%
TOTAL	446,665	533,735	431,824	740,269	792,023	831,624	
EMERGENCY ROOM VISITS:							
INPATIENT	173	127	62	106	115		
OUTPATIENT	1,666	1,847	954	1,635	1,700		
WEEKEND CLINIC	0	0	0	0	0		
TOTAL ER	1,839	1,974	1,016	1,741	1,815		
REVENUE:							
INPATIENT	115,829	93,182	44,425	76,157	82,623	86,754	5.0%
OUTPATIENT	974,513	1,096,982	443,202	759,774	789,979	829,478	5.0%
INPATIENT MD	0	0	0	0	0	0	5.0%
OUTPATIENT MD	0	0	0	0	0	0	5.0%
WEEKEND CLINIC I/P	0	0	0	0	0	0	5.0%
WEEKEND CLINIC O/P	0	0	0	0	0	0	5.0%
WEEKEND CLINIC MD I/P	0	0	0	0	0	0	5.0%
WEEKEND CLINIC MD O/P	59	0	0	0	0	0	5.0%
TOTAL	1,090,401	1,190,163	487,627	835,931	872,602	916,232	
MOUNTAINSIDE CLINIC:							
CLINIC VISITS	5,660	4,490	3,234	5,544	6,661		
NEURO VISITS	63	1	127	218			
TOTAL	5,723	4,491	3,361	5,762	6,661		
REVENUE:							
HOSP CLINIC IP REVENUE	63,223	71,432	159,272	273,038	328,049	328,049	0.0%
HOSP CLINIC O/P REVENUE	356,047	392,574	888,595	1,523,306	1,830,220	1,830,220	0.0%
HOSP CLINIC MD IP REVENUE	(2,850)	2,868	4,128	7,076	0	0	0.0%
HOSP CLINIC MD OP REVENUE	819,095	741,378	419,162	718,563	863,338	863,338	0.0%
HOSP CLINIC MD LTC REVENUE	0	0	0	0	0	0	0.0%
HOSP CLINIC NEURO IP REV	455	0	(560)	0	0	0	0.0%
HOSP CLINIC NEURO OP REV	23,255	173	(6,727)	0	0	0	0.0%
HOSP CLINIC NEURO LTC REV	0	0	0	0	0	0	0.0%
TOTAL	1,259,225	1,208,424	1,463,870	2,521,983	3,021,608	3,021,607	

4CAST FY 11/12
SITKA COMM. HOSPITAL STATISTICAL & REVENUE PROJECTIONS

	FY 08/09	FY 09/10	7 MONTHS FY 10/11	ANNUALIZED FY 10/11	BASED ON ADMIN 4CAST FY 11/12	5.0% INCL RATE INCREASES	PROPOSED RATES
PHYSICAL THERAPY:							
	UNITS	UNITS	UNITS	UNITS	UNITS		
INPATIENT	1,250	1,704	773	1,325	1,522		
OUTPATIENT	10,579	10,288	4,284	7,344	8,711		
LTC	<u>179</u>	<u>109</u>	<u>59</u>	<u>101</u>	<u>110</u>		
TOTAL PT	12,008	12,101	5,116	8,770	10,343		
REVENUE:							
REHAB I/P	104,953	167,147	89,109	152,757	175,469	184,242	5.0%
REHAB O/P	806,464	847,540	448,343	768,587	911,651	957,233	5.0%
REHAB LTC	9,949	11,572	8,044	13,789	15,018	15,769	5.0%
OCCUPAT THER I/P	42,156	73,185	35,262	60,449	69,437	72,908	5.0%
OCCUPAT THER O/P	85,312	74,699	10,333	17,714	21,011	22,062	5.0%
OCCUPAT THER LTC	15,667	17,751	6,667	11,429	12,447	13,070	5.0%
SPEECH THER I/P	7,189	11,541	15,447	26,481	30,418	31,939	5.0%
SPEECH THER O/P	47,261	36,746	29,203	50,062	59,380	62,349	5.0%
SPEECH THER LTC	431	3,832	2,051	3,515	3,828	4,020	5.0%
PHYSICAL THER I/P	5,173	1,210	893	1,530	1,757	1,845	5.0%
PHYSICAL THER O/P	116,474	111,008	21,093	36,159	42,890	45,034	5.0%
PHYSICAL THER LTC	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	5.0%
TOTAL	1,241,026	1,356,230	666,442	1,142,472	1,343,306	1,410,471	
SURGERY:							
INPATIENT	18	24	26	45	50		
OUTPATIENT	<u>235</u>	<u>300</u>	<u>228</u>	<u>391</u>	<u>534</u>		
TOTAL VISITS	253	324	254	436	584		
REVENUE:							
INPATIENT	61,190	68,647	81,948	140,482	156,091	163,896	5.0%
INPATIENT MD	12,221	14,812	0	0	0	0	5.0%
OUTPATIENT	486,224	682,981	537,162	920,849	1,257,630	1,320,512	5.0%
OUTPATIENT MD	54,996	83,786	0	0	0	0	5.0%
LTC REV	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	5.0%
TOTAL	614,631	850,225	619,110	1,061,331	1,413,721	1,484,408	
RECOVERY:							
INPATIENT	18	24	26	45	50		
OUTPATIENT	<u>235</u>	<u>300</u>	<u>228</u>	<u>391</u>	<u>534</u>		
TOTAL VISITS	253	324	254	436	584		
REVENUE:							
RECV-SURGERY I/P	5,490	6,878	9,443	16,188	17,987	18,886	5.0%
RECV-SURGERY O/P	45,300	66,060	54,693	93,759	128,049	134,451	5.0%
RECV-NURSING I/P	108	1,411	0	0	0	0	5.0%
RECV-NURSING O/P	9,117	19,539	10,013	17,165	23,443	24,615	5.0%
RECV-SURGERY LTC O/P	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	5.0%
TOTAL	60,015	93,888	74,149	127,112	169,479	177,952	
ANESTHESIA:							
INPATIENT	18	24	26	45	50		
OUTPATIENT	<u>235</u>	<u>300</u>	<u>228</u>	<u>391</u>	<u>534</u>		
TOTAL VISITS	253	324	254	436	584		
REVENUE:							
ANESTHESIA I/P	40,550	36,903	49,998	85,711	95,234	99,996	5.0%
ANESTHESIA O/P	247,481	344,244	256,666	439,999	600,919	630,965	5.0%
ANESTHESIA LTC	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	5.0%
TOTAL	288,030	381,147	306,664	525,710	696,153	730,961	

4CAST FY 11/12
SITKA COMM. HOSPITAL STATISTICAL & REVENUE PROJECTIONS

	FY 08/09	FY 09/10	7 MONTHS FY 10/11	ANNUALIZED FY 10/11	BASED ON ADMIN 4CAST FY 11/12	5.0% INCL RATE INCREASES	PROPOSED RATES
OBSERVATIONS/TREATMENT:							
OBSERVATION HRS	3,016	3,994	1,797	3,081	3,100		
TREATMENT HRS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>		
TOTAL HRS	3,016	3,994	1,797	3,081	3,100		
REVENUE:							
OBSERVATION I/P	48,525	5,053	3,760	6,445	6,485	6,809	5.0%
OBSERVATION I/P MD	3,818	845	0	0	0	0	5.0%
OBS	403,247	601,053	300,230	514,679	517,853	543,746	5.0%
TRMT	0	0	0	0	0	0	5.0%
OBS/TRMT O/P MD	<u>30,822</u>	29,426	0	<u>0</u>	<u>0</u>	<u>0</u>	5.0%
TOTAL	486,411	636,377	303,989	521,124	524,338	550,555	
INFUSION THERAPY:							
INFUSION VISITS	<u>242</u>	<u>241</u>	<u>167</u>	<u>286</u>	<u>300</u>		
TOTAL INFUSION	242	241	167	286	300		
REVENUE:							
INFUSION SRVCS I/P	531	0	2,262	3,878	<u>0</u>	0	5.0%
INFUSION SRVCS O/P	<u>103,223</u>	146,291	74,861	<u>128,332</u>	<u>134,614</u>	<u>141,345</u>	5.0%
TOTAL	103,223	146,291	74,861	128,332	134,614	141,345	
MNT DSME/T							
DIETICIAN VISITS	N/A	N/A	39	29	50	60	
DIABETIC VISITS		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL DIETICIAN		39	29	50	60		
MNT DSME/T I/P REVENUE							
MNT DSME/T O/P REVENUE		9,726	6,257	10,725	12,870	13,514	5.0%
MNT DSME/T LTC REVENUE		0	0	<u>0</u>	0	<u>0</u>	5.0%
TOTAL	-	9,726	6,257	10,725	12,870	13,514	
HOME HEALTH VISITS:							
NURSING	186	290	189	324	350		
PHYSICAL THERAPY	100	75	106	182	200		
SPEECH THERAPY	14	0	0	0	0		
OCCUPATIONAL THERAPY	8	88	14	24	75		
HOME HEALTH AIDE	<u>71</u>	<u>44</u>	<u>74</u>	<u>127</u>	<u>75</u>		
TOTAL VISITS	379	497	383	657	700		
REVENUE BY VISIT:							
NURSING	42,408	73,041	47,690	81,754	79,800	83,650	\$239
PHYSICAL THERAPY	25,553	20,850	29,746	50,993	50,600	53,200	\$266
SPEECH THERAPY	2,024	0	0	0	0	0	\$266
OCCUPATIONAL THERAPY	3,289	24,742	3,614	6,195	18,975	19,950	\$266
HOME HEALTH AIDE	7,526	5,265	<u>7,814</u>	13,395	<u>7,950</u>	<u>8,325</u>	\$111
SUBTOTAL	80,800	123,898	88,864	152,337	157,325	165,125	
TOTAL	80,800	123,898	88,864	152,337	157,325	165,125	
PHARMACY LINE ITEMS:							
INPATIENT	23,011	21,231	10,961	18,790	19,035		
OUTPATIENT	23,367	20,147	14,957	25,641	26,925		
LTC	<u>1,740</u>	<u>1,725</u>	<u>252</u>	<u>432</u>	<u>500</u>		
TOTAL PHARM	48,118	43,103	26,170	44,863	46,460		
REVENUE:							
PHARMACY I/P	434,416	381,839	195,565	335,255	339,626	339,626	
PHARMACY O/P	699,581	727,062	447,508	767,157	805,573	805,573	
PHARMACY LTC	<u>6,238</u>	8,888	2,832	<u>4,855</u>	<u>5,619</u>	<u>5,619</u>	
TOTAL	1,140,234	1,117,789	645,905	1,107,267	1,150,818	1,150,818	

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4CAST FY 11/12
SITKA COMM. HOSPITAL STATISTICAL & REVENUE PROJECTIONS

	FY 08/09	FY 09/10	7 MONTHS FY 10/11	ANNUALIZED FY 10/11	BASED ON ADMIN 4CAST FY 11/12	5.0% INCL RATE INCREASES	PROPOSED RATES
M/S SUPPLY REVENUE:							
OUTPATIENT VISITS	20,763	18,913	11,256	19,296	19,300		
CENTRAL SUPP I/P	83,176	62,679	56,992	97,700	105,319	105,319	
CENTRAL SUPP O/P	246,414	285,520	171,634	294,229	294,290	294,290	
CENTRAL SUPP LTC	115,160	60,520	25,265	43,311	42,793	42,793	
CENTRAL SUPP I/P	69,582	8,052	13,943	23,902	25,766	25,766	
CENTRAL SUPP O/P	72,649	77,636	52,172	89,437	89,456	89,456	
CENTRAL SUPP LTC	<u>77</u>	<u>76</u>	155	<u>265</u>	<u>262</u>	<u>262</u>	
TOTAL	587,058	494,483	320,160	548,844	557,885	557,885	
NURSING PROC REVENUE:							
N/A	0	0	0	0	0	0	
NURSING CARE IP REV	109,865	82,872	47,005	80,580	86,864	91,207	5.0%
NURSING CARE OP REV	7,185	9,721	4,497	7,709	8,310	8,725	5.0%
LTC NURSING CARE REV	157,912	47,635	24,087	41,292	40,798	42,838	5.0%
ACUTE CARE OXY TEMP G/L	<u>0</u>	(1,410)	0	<u>0</u>	<u>0</u>	0	5.0%
TOTAL	274,962	138,817	75,589	129,581	135,972	142,770	
TOTAL PATIENT REVENUE	16,540,115	17,333,630	11,006,171	18,880,519	20,912,449	21,719,643	
LAUNDRY POUNDS:							
PATIENT POUNDS	76,499	78,577	49,620	85,063	86,170		
LTC POUNDS	50,211	50,679	27,539	47,210	48,000		
JAIL/FIRE HALL POUNDS	5,691	5,587	3,919	6,718	6,750		
SMC/SPT/OTH POUNDS	<u>2,794</u>	<u>2,997</u>	<u>1,124</u>	<u>1,927</u>	<u>1,750</u>		
TOTAL	135,195	137,840	82,202	140,918	142,670		
REVENUE: JAIL & SMC LAUNDRY	12,907	13,035	7,044	12,076	12,750	12,750	\$0.00
MEALS:							
PATIENT MEALS	7,010	5,514	2504	4,293	4,348		
LTC MEALS	11,217	9,848	6606	11,325	11,190		
EMPLOYEES	15,309	16,119	9422	16,152	16,152		
GUESTS	809	669	426	730	730		
JAIL	<u>4,506</u>	<u>4,253</u>	<u>3237</u>	<u>5,549</u>	<u>5,549</u>		
TOTAL	38,851	36,403	22,195	38,049	37,969		
REVENUE:							
CAFETERIA REV EMPLOYEES	82,249	87,614	51,943	89,046	89,046	89,046	
CAFETERIA MISC/ JAIL REV	47,919	41,670	26,297	45,080	45,080	45,080	
CAFETERIA REV GUESTS	<u>6,873</u>	<u>18,158</u>	6,300	<u>10,800</u>	<u>10,800</u>	<u>10,800</u>	
TOTAL	137,041	147,441	84,540	144,926	144,926	144,926	
PHY THER GYM REV:	3,948	2,418	3,785	6,489	7,500	7,500	
BIO HAZ TRMT PLANT REV:	9,971	13,157	5,974	10,241	10,000	10,000	
VISIT PHY CLINIC REV:	6,450	6,219	4,486	7,691	9,000	9,000	
HM HEALTH LIFELINE REV:	11,120	11,030	2,570	4,406	0	0	
TOTAL NONPATIENT REV:	181,437	193,299	108,400 -360	185,829	184,176	184,176	

4CAST FY 11/12
SITKA COMM. HOSPITAL STATISTICAL & REVENUE PROJECTIONS

	FY 08/09	FY 09/10	7 MONTHS FY 10/11	ANNUALIZED FY 10/11	BASED ON ADMIN 4CAST FY 11/12	5.0% INCL RATE INCREASES	PROPOSED RATES
REVENUE:							
INPATIENT	3,882,053	3,814,529	2,271,461	3,894,893	4,313,786	4,489,715	
OUTPATIENT	8,827,661	10,001,354	6,464,857	11,094,450	12,683,453	13,123,415	
LTC	<u>3,830,932</u>	<u>3,527,473</u>	<u>2,278,371</u>	<u>3,905,779</u>	<u>3,928,081</u>	<u>4,120,026</u>	
TOTAL	16,540,646	17,343,356	11,014,690	18,895,122	20,925,319	21,733,157	
TOTAL REVENUE	16,722,083	17,536,655	11,123,089	19,080,951	21,109,495	21,917,333	

SITKA COMMUNITY HOSPITAL
STATEMENT OF REVENUE & EXPENSES
FY2011/2012 BUDGET
WITHOUT DEPRECIATION EXPENSE

	ACTUAL YTD 02/28/11	ESTIMATED 06/30/11	BUDGET 06/30/11	BUDGET 06/29/12
INPATIENT	2,436,721	3,655,083	4,111,622	4,489,715
OUTPATIENT	7,164,915	10,747,373	11,789,133	13,123,415
LTC	<u>2,611,696</u>	<u>3,917,546</u>	<u>3,831,986</u>	<u>4,120,026</u>
GROSS REVENUE	12,213,332	18,320,002	19,732,741	21,733,157
CHARITY CARE	(318,462)	(477,693)	(400,000)	(523,830)
CONTRACTUAL ADJUSTMENTS	(903,272)	(1,354,906)	(1,577,998)	(1,491,089)
NET PATIENT REVENUE	10,991,598	16,487,403	17,754,743	19,718,237
OTHER	<u>142,854</u>	<u>214,281</u>	<u>247,010</u>	<u>211,176</u>
TOTAL OPERATION REVENUE	11,134,452	16,701,684	18,001,753	19,929,413
SALARIES	5,497,301	8,246,471	7,952,071	9,157,443
EMPLOYEE BENEFITS	2,469,079	3,703,659	3,727,685	4,288,498
SUPPLIES	820,862	1,236,929	1,223,755	1,280,634
BAD DEBT	205,071	307,606	633,000	698,000
PURCHASED SERVICES	535,365	799,823	887,478	833,383
PROFESSIONAL SERVICE	524,960	787,440	918,585	599,590
DEPRECIATION	0	0	0	0
UTILITIES	258,402	387,604	366,854	435,591
REPAIRS & MAINTENANCE	357,186	535,145	356,494	590,015
INSURANCE	98,283	147,423	193,000	164,158
RENTAL AND LEASES	170,658	255,986	295,335	115,500
TRAVELER SERVICES	158,307	237,462	118,400	104,500
OTHER EXPENSE	68,386	102,389	107,155	116,951
MINOR EQUIPMENT	112,957	169,438	226,019	196,573
TRAINING AND EDUCATION	34,917	52,375	103,054	171,995
COLLECTION FEE	37,646	56,469	69,954	56,500
ADVERTISING	26,966	40,450	24,000	42,359
RECRUITMENT AND RELOCATION	<u>24,550</u>	<u>36,690</u>	<u>5,500</u>	<u>3,500</u>
TOTAL OPER EXPENSE	11,400,894	17,103,359	17,208,339	18,855,190
OPERATING INCOME / (LOSS)	(266,443)	(401,675)	793,414	1,074,224
NON OPERATING REVENUE/EXPENSE				
DONATIONS	38,584	57,876	25,000	25,000
GRANT REVENUE	174,366	261,550	150,000	50,000
INTEREST REVENUE	18,438	27,657	30,000	25,000
LOSS/GAIN SALE OF ASSETS	(971)	(1,457)	0	0
INTEREST EXPENSE	<u>(1,611)</u>	<u>(1,823)</u>	<u>(13,481)</u>	<u>(1,000)</u>
NON OPERATING REVENUE/EXPENSE	228,806	343,803	191,519	99,000
INCOME / (LOSS) BEFORE TRANSFERS	(37,637)	(57,872)	984,933	1,173,224
TRANSFERS IN				
CITY SUPPORT - CAPITAL	213,216	319,824	140,000	154,546
CITY SUPPORT - TOBACCO TAX	<u>298,362</u>	<u>447,542</u>	<u>400,000</u>	<u>450,000</u>
TOTAL TRANSFERS IN	511,578	767,366	540,000	604,546
NET INCOME / (LOSS)	473,941	709,494	1,524,933	1,777,770

SITKA COMMUNITY HOSPITAL
STATEMENT OF REVENUE & EXPENSES
FY2011/2012 BUDGET
WITH DEPRECIATION EXPENSE

	ACTUAL YTD 02/28/11	ESTIMATED 06/30/11	BUDGET 06/30/11	BUDGET 06/29/12
INPATIENT	2,436,721	3,655,083	4,111,622	4,489,715
OUTPATIENT	7,164,915	10,747,373	11,789,133	13,123,415
LTC	<u>2,611,696</u>	<u>3,917,546</u>	<u>3,831,986</u>	<u>4,120,026</u>
GROSS REVENUE	12,213,332	18,320,002	19,732,741	21,733,157
CHARITY CARE	(318,462)	(477,693)	(400,000)	(523,830)
CONTRACTUAL ADJUSTMENTS	<u>(903,272)</u>	<u>(1,354,906)</u>	<u>(1,577,998)</u>	<u>(1,491,089)</u>
NET PATIENT REVENUE	10,991,598	16,487,403	17,754,743	19,718,237
OTHER	<u>142,854</u>	<u>214,281</u>	<u>247,010</u>	<u>211,176</u>
TOTAL OPERATION REVENUE	11,134,452	16,701,684	18,001,753	19,929,413
SALARIES	5,497,301	8,246,471	7,952,071	9,157,443
EMPLOYEE BENEFITS	2,469,079	3,703,659	3,727,685	4,288,498
SUPPLIES	820,862	1,236,929	1,223,755	1,280,634
BAD DEBT	205,071	307,606	633,000	698,000
PURCHASED SERVICES	535,365	799,823	887,478	833,383
PROFESSIONAL SERVICE	524,960	787,440	918,585	599,590
DEPRECIATION	581,336	872,004	787,809	873,060
UTILITITES	258,402	387,604	366,854	435,591
REPAIRS & MAINTENANCE	357,186	535,145	356,494	590,015
INSURANCE	98,283	147,423	193,000	164,158
RENTAL AND LEASES	170,658	255,986	295,335	115,500
TRAVELER SERVICES	158,307	237,462	118,400	104,500
OTHER EXPENSE	68,386	102,389	107,155	116,951
MINOR EQUIPMENT	112,957	169,438	226,019	196,573
TRAINING AND EDUCATION	34,917	52,375	103,054	171,995
COLLECTION FEE	37,646	56,469	69,954	56,500
ADVERTISING	26,966	40,450	24,000	42,359
RECRUITMENT AND RELOCATION	<u>24,550</u>	<u>36,690</u>	<u>5,500</u>	<u>3,500</u>
TOTAL OPER EXPENSE	11,982,230	17,975,363	17,996,148	19,728,250
OPERATING INCOME / (LOSS)	(847,779)	(1,273,679)	5,605	201,164
NON OPERATING REVENUE/EXPENSE				
DONATIONS	38,584	57,876	25,000	25,000
GRANT REVENUE	174,366	261,550	150,000	50,000
INTEREST REVENUE	18,438	27,657	30,000	25,000
LOSS/GAIN SALES OF ASSETS	(971)	(1,457)	0	0
INTEREST EXPENSE	<u>(1,611)</u>	<u>(1,823)</u>	<u>(13,481)</u>	<u>(1,000)</u>
NON OPERATING REVENUE/EXPENSE	228,806	343,803	191,519	99,000
INCOME / (LOSS) BEFORE TRANSFERS	(618,973)	(929,876)	197,124	300,164
TRANSFERS IN				
CITY SUPPORT - CAPITAL	213,216	319,824	140,000	154,546
CITY SUPPORT - TOBACCO TAX	<u>298,362</u>	<u>447,542</u>	<u>400,000</u>	<u>450,000</u>
TOTAL TRANSFERS IN	511,578	767,366	540,000	604,546
NET INCOME / (LOSS)	(107,395)	(162,510)	737,124	904,710

SITKA COMMUNITY HOSPITAL FTE COMPARISON
 FY2011/2012

WORKED JC	JC DESC	ACTUAL 04/23/11	06/30/11 BUDGET	ACT/BUD 11 DIFF	06/30/12 BUDGET	ACT11/BUD12 DIFF	BUD11/BUD12 DIFF
	ACUTE CARE NSG						
1		14.78	14.76	0.02	14.48	(0.30)	(0.28)
	EMERGENCY						
1		1.41	2.10	(0.69)	2.35	0.94	0.25
	INFUSION SERVICES						
1		0.77	0.50	0.27	0.79	0.02	0.29
	BIRTHING/DEL RM						
1		0.04	-	0.04	1.75	1.71	1.75
	NURSING IN SVC						
1		0.01	-	0.01	-	(0.01)	-
	NURSING ADMIN						
1		7.95	8.09	(0.14)	8.73	0.78	0.64
	LONG TERM CARE						
1		18.86	16.35	2.51	18.50	(0.36)	2.15
	SURGERY						
1		4.61	3.55	1.06	4.23	(0.38)	0.68
	STERILE SERVICES						
1		0.27	0.92	(0.65)	0.92	0.65	-
	HOME HEALTH						
1		1.30	1.28	0.02	1.52	0.22	0.24
	MNT/DSMET						
1		0.10	-	0.10	-	(0.10)	-
1	DIV 1 TOTALS	50.10	47.55	2.55	53.27	3.17	5.72
	LAB						
2		5.56	6.97	(1.98)	6.52	0.96	(0.45)
	RADIOLOGY						
2		5.15	6.13	(0.43)	5.44	0.29	(0.69)
	PHYSICAL THER						
2		5.02	6.85	(1.83)	4.52	(0.50)	(2.33)
2	DIV 2 TOTALS	15.73	19.95	(4.22)	16.48	0.75	(3.47)
	DIETARY						
3		11.58	10.91	1.68	11.70	0.12	0.79
	LAUNDRY						
3		2.81	2.47	0.34	2.67	(0.14)	0.20
	HOUSEKEEPING						
3		7.97	7.78	0.19	7.60	(0.37)	(0.18)
	PLANT/OPER/MAIN						
3		3.13	3.54	(0.41)	3.85	0.72	0.31
	BIO MEDICAL						
3		1.04	1.23	(0.19)	1.24	0.20	0.01
	BIO HAZ/OUTSIDE						
3		0.29	0.14	0.15	0.14	(0.15)	-
	INFO SYS						
3		2.06	1.80	0.26	1.81	(0.25)	0.01
	VIDEO CONF						
3		-	-	-	-	-	-
3	DIV 3 TOTALS	28.88	27.87	1.01	29.01	0.13	1.14

SITKA COMMUNITY HOSPITAL FTE COMPARISON
 FY2011/2012

WORKED JC	JC DESC	ACTUAL 04/23/11	06/30/11 BUDGET	ACT/BUD 11 DIFF	06/30/12 BUDGET	ACT11/BUD12 DIFF	BUD11/BUD12 DIFF
PURCHASING							
4		1.00	1.00	-	1.00	-	-
CENTRAL SVC PURCH							
4		0.75	0.91	(0.16)	0.89	0.14	(0.02)
FISCAL SERVICES							
4		4.59	5.23	(0.64)	4.85	0.26	(0.38)
PATIENT FINANCIAL SERVICES							
4		11.33	11.47	(0.14)	11.04	(0.29)	(0.43)
HEALTH INFO MGMT							
4		5.15	5.03	0.12	5.05	(0.10)	0.02
4	DIV 4 TOTALS	22.82	23.64	(0.82)	22.83	0.01	(0.81)
ADMINISTRATION							
5		1.98	2.00	(0.02)	2.00	0.02	-
MTNSIDE CLINIC							
5		8.79	9.70	(0.91)	10.26	1.47	0.56
VISIT PHYSICIAN							
5		2.11	2.00	0.11	2.01	(0.10)	0.01
5	DIV 5 TOTALS	12.88	13.70	(0.82)	14.27	1.39	0.57
TOTALS		130.41	132.71	(2.30)	135.86	5.45	3.15

SITKA COMMUNITY HOSPITAL BENEFIT SUMMARY - BUDGET FY 11/12

	GROSS	GROUP MEDICAL	GROUP LIFE	SBS	PERS	MEDICARE	ESD	WORK COMP	TOTAL BENEFITS
				106,800	TIER I - III			0.0064	
				0.0613	0.2200			0.0187	
ADD'L "PROJECTED" INCREASES							0.0025	0.0777	
NURSING	1,125,343	211,522	180	68,984	227,050	16,318	2,757	21,044	547,854
LONG TERM CARE	933,404	224,782	157	57,218	182,030	13,534	2,287	17,455	497,462
BIRTHING/DELIVERY ROOM	161,240	-	-	9,884	21,797	2,338	395	3,015	37,429
SURGERY	349,499	21,915	14	21,424	60,760	5,068	856	6,536	116,573
RECOVERY	-	-	-	-	-	-	-	-	-
INFUSION	53,975	14,776	14	3,309	11,874	783	132	1,009	31,897
CENTRAL STERILE	69,125	30,072	22	4,237	15,207	1,002	169	1,293	52,003
LABORATORY/BLOOD DEPOT	462,923	46,386	44	28,377	100,086	6,712	1,134	8,657	191,396
MOUNTAINSIDE CLINIC	1,467,449	144,261	122	67,088	322,839	21,278	3,595	27,441	586,624
RADIOLOGY	410,298	83,597	66	25,151	90,266	5,949	1,005	7,673	213,707
EMERGENCY	206,441	-	-	12,655	45,417	2,993	506	3,860	65,431
PHYSICAL THERAPY	280,383	38,229	42	17,187	61,684	4,066	687	5,243	127,138
HOME HEALTH	126,037	8,157	14	7,726	27,392	1,828	309	2,357	47,782
DIETARY	441,480	93,292	85	27,063	86,759	6,401	1,082	8,256	222,937
LAUNDRY	92,003	30,592	25	5,640	13,422	1,334	225	1,720	52,959
PURCHASING	40,997	14,776	14	2,513	9,019	594	100	767	27,784
CENTRAL STORES	35,619	8,157	8	2,183	7,836	516	87	666	19,454
PLANT & GROUNDS	232,646	31,090	36	14,261	47,510	3,373	570	4,350	101,191
BIO MEDICAL	92,836	8,157	8	5,691	20,424	1,346	227	1,736	37,589
BIO HAZ - OUTSIDE MAINT	5,157	-	-	316	1,134	75	13	96	1,634
HOUSEKEEPING	248,935	84,095	73	15,260	51,540	3,610	610	4,655	159,842
FISCAL SERVICES	354,539	46,386	44	20,696	77,999	5,141	869	6,630	157,764
PATIENT FINANCIAL SERVICES	480,635	129,463	124	29,463	105,740	6,969	1,178	8,988	281,924
INFORMATION SYSTEMS	87,383	30,072	16	5,357	19,224	1,267	214	1,634	57,784
ADMINISTRATION	207,267	30,072	28	10,364	45,599	3,005	508	3,876	93,452
CORPORATE COMPLIANCE	-	-	-	-	-	-	-	-	-
HEALTH INFORMATION SVCS	255,733	68,821	58	15,676	56,261	3,708	627	4,782	149,934
NURSING INSERVICE	-	-	-	-	-	-	-	-	-
NURSING ADMINISTRATION	538,947	111,113	78	32,866	109,918	7,815	1,320	10,078	273,189
VISITING PHYSICIAN CLINIC	397,151	22,933	22	11,276	87,373	5,759	973	7,427	135,762
TOTALS	9,157,443	1,532,716	1,294	521,865	1,906,159	132,783	22,436	171,244	4,288,498

SITKA COMMUNITY HOSPITAL
FY12 CAPITAL BUDGET

<u>DEPT</u>	<u>PRIORITY</u>	<u>DESCRIPTION</u>	<u>COST</u>
6001 ACUTE	1	COPIER	\$7,625
6001 ACUTE	1	INFUSION PUMPS	\$25,000
6001 ACUTE	1	REMODEL NURSING STATION	\$50,000
6251 EMERGENCY	1	OVERHEAD LIGHTING	\$45,000
6401 BIRTHING	1	INFANT WARMER	\$18,100
6601 SURGERY	1	OPERATING BED/TABLE	\$50,000
8003 FOOD SVC	1	CONVECTION OVEN	\$14,000
8203 MAINTNEANCE	1	STORAGE BUILDING	\$25,000
8203 MAINTNEANCE	1	UPGRADE FIRE ALARM SYSTEM	\$65,000
8430 BIO HAZ	1	REPLACE STEAM BOILER ON AUTOCLAVE	\$7,000
8654 HIM	1	ELECTRONIC MEDICAL RECORDS - MEANINGFUL USE	\$300,000
TOTAL #1			\$606,725
6001 ACUTE	2	BLADDER SCANNER	\$12,500
6001 ACUTE	2	MAXI LIFT	\$12,674
6401 BIRTHING	2	FETAL MONITOR	\$17,000
6601 SURGERY	2	FLUID WASTE MANAGEMENT SYSTEM	\$30,000
6851 PHARMACY	2	CHEMOSPHERE	\$30,150
7002 LAB	2	REFRIGERATOR	\$5,000
7052 RADIOLOGY	2	DR MAMMOGRAPHY UNIT	\$291,400
8053 COMMUNICATIONS	2	PAGING SYSTEM	\$23,000
8203 MAINTNEANCE	2	ELECTRICAL SURVEY OF EXISTING HOSPITAL SYSTEM	\$8,000
8203 MAINTNEANCE	2	GPS DRIVEN CLOSK SYSTEM	\$9,000
8203 MAINTNEANCE	2	REFURBISH CHILLER	\$200,000
8203 MAINTNEANCE	2	REPLACE ROOF	\$1,100,000
8253 GROUNDS	2	REPAVE PARKING LOTS	\$200,000
8353 AUTO	2	REPLACE BIO/ERRANDS VAN	\$25,000
8805 MFHC CLINIC	2	COPY MACHINE/FAX/SCAN/PRINT	\$6,388
TOTAL #2			\$1,970,112
Total Capital Equipment			\$2,576,837
City Building and Maintenance			\$1,300,000
EHR Encentive Payment			\$234,000
City Support			\$154,546
Foundation and Hospital			\$291,400
Hospital Funds Needed			\$888,291

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