



# **Hospital Annual Planning Submission**

## **2012 - 2013**

**June 5, 2012**



# **Hospital Annual Planning Submission 2012-2013**

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## **Executive Summary**

The Fiscal Advisory Committee (FAC) faced several challenges as follows:

- Zero percent funding increase from the LHIN/MOHLTC.
- Absorbing a 5% arbitration award for RPNs over and above the 2% previously awarded to all CUPE members.
- Transforming LTC nursing services.
- Ensuring the safety and security of patients and staff.

The FAC reviewed indicators, service volumes, staffing levels, salaries and all expenses in order to make appropriate changes to produce a balanced budget for 2012/13.



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**SERVICE VOLUMES**

Indicators	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>In-patients</b>														forecast
<i>Avg Patients/Day</i>														
Acute Care	16.7	14.8	11.1	12.4	12.5	13.2	11.7	12.0	11.5	12.5	10.0	11.5	10.2	10.2
Chronic	6.7	6.4	5.5	6.8	6.9	6.8	6.9	6.8	6.9	6.3	6.6	6.7	6.9	6.9
ELDCAP	19	18.4	17	16.9	18.9	19	18.9	18.8	18.8	18.9	18.9	18.8	18.9	18.9
<b>Total</b>	42.4	39.6	33.6	36.1	38.3	39	37.5	37.6	37.2	37.7	35.5	37.0	36.0	36.0
<b>ALOS - Med/Sx</b>			5.15	5.78	6.36	7.01	8.6	7.6	7.1	8.8				
<b>Out-Patients</b>														
ER - # visits	13451	12260	10861	8928	9326	10491	11864	11258	11100	10708	10140	9617	9854	9900
Footcare - # visits					158	323	374	492	409	339	435	415	300	400
Lab - # tests					76239	79997	85957	89099	117053	122231	147551	*435296	485000	490000
Lab - # units					294042	315483	323246	257131	371961	283362	339986	*253774	290000	295000
Radiology - # tests			3232	3561	3028	3224	3448	3638	3400	2963	3414	3573	3750	3800
U/S - # tests			867	961	928	928	1004	1141	1128	1171	1268	1229	1400	1500
Clin Nut - Att Days	617	633	767	373	344	893	967	1205	501	835	414	1139	1200	1200
Physio - Att Days	3524	4347	3678	4436	3359	2671	3646	3107	2674	1811	1396	3098	3000	3000
OT - Att Days	1158	880	638	2131	1877	2033	1590	1157	2065	1934	2582	2616	2500	2500
Social Work - Att Days			231	593	625	1030	1438	1511	1399	1369	1400	1510	1450	1450
Telemedicine Patient Visits				48	157	345	453	510	373	408	632	511	450	500

\*Calculation system changed

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**Budgeted Full-Time Equivalents by Department**

Department	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	Comments
Nursing - Medical	16.80	16.80	16.80	16.80	16.80	16.80	16.60	16.60	
Nursing - LTC	15.90	15.90	16.90	17.10	17.10	17.70	18.60	18.60	
Nursing - ER	5.20	5.20	5.30	5.80	5.30	5.30	5.30	5.30	
Nursing - TM	1.00	1.00	1.00	1.00	1.00	1.00	1.20	1.50	
<b>TOTAL Nursing</b>	<b>38.90</b>	<b>38.90</b>	<b>40.00</b>	<b>40.70</b>	<b>40.20</b>	<b>40.80</b>	<b>41.70</b>	<b>42.00</b>	
Laboratory	4.90	4.90	4.90	4.90	4.80	4.80	4.80	4.80	
Radiology	2.10	2.10	2.10	2.40	2.40	2.40	2.40	2.40	
Pharmacy	1.20	1.50	1.30	1.30	1.30	1.30	1.30	1.30	
Rehabilitation	3.00	3.00	3.20	4.00	4.00	4.40	4.00	4.00	
<b>TOTAL Amb. Care</b>	<b>11.20</b>	<b>11.50</b>	<b>11.50</b>	<b>12.60</b>	<b>12.50</b>	<b>12.90</b>	<b>12.50</b>	<b>12.50</b>	
Mat. Mgmt/CSR	1.20	1.20	1.60	1.60	1.60	1.60	1.70	1.70	
Housekeeping	7.20	7.20	7.20	8.00	8.40	7.20	7.20	7.20	
Laundry/Linen	1.20	1.20	1.20	1.20	1.20	1.40	1.40	1.40	
Food Services	5.90	6.40	6.80	6.80	6.70	7.80	8.25	8.25	
Plant Maintenance & Operations	2.20	2.70	3.20	4.20	4.20	4.20	4.20	4.20	
<b>TOTAL Support Services</b>	<b>17.70</b>	<b>18.70</b>	<b>20.00</b>	<b>21.80</b>	<b>22.10</b>	<b>22.20</b>	<b>22.75</b>	<b>22.75</b>	
Administration	10.60	10.60	10.60	9.00	8.60	8.60	8.60	8.60	
Nursing Administration	2.00	2.50	2.50	2.50	2.50	2.50	2.50	2.50	
Admit. & Ward Clerks	4.80	4.80	4.80	4.85	4.85	4.85	5.40	5.40	
Health Records	2.20	2.20	2.50	3.50	3.50	3.50	3.20	3.20	
District Lab Program	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Temp. QI Coordinator							0.30	0.00	
<b>TOTAL Other</b>	<b>20.60</b>	<b>21.10</b>	<b>21.40</b>	<b>20.85</b>	<b>20.45</b>	<b>20.45</b>	<b>21.00</b>	<b>20.70</b>	
<b>GRAND TOTAL</b>	<b>88.40</b>	<b>90.20</b>	<b>92.90</b>	<b>95.95</b>	<b>95.25</b>	<b>96.35</b>	<b>97.95</b>	<b>97.95</b>	

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**Budgeted Salaries by Department**

<b>Department</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Comments</b>
Nursing - Acute Care	\$1,245,620	\$1,171,851	
Nursing - Long-Term Care	\$941,476	\$965,378	
Nursing - Emergency	\$473,330	\$438,769	
Nursing-Out-Patient (Telemedicine)	\$101,102	\$111,870	
<b>TOTAL Nursing</b>	<b>\$2,761,528</b>	<b>\$2,687,868</b>	
Laboratory	\$367,581	\$374,598	
Radiology	\$204,858	\$208,530	
Pharmacy	\$65,645	\$70,277	
Physiotherapy	\$266,460	\$271,740	
<b>TOTAL Amb. Care</b>	<b>\$904,544</b>	<b>\$925,145</b>	
Materials Management + CSR	\$74,420	\$75,888	
Housekeeping	\$324,035	\$330,432	
Laundry/Linen	\$54,130	\$55,205	
Food Services	\$357,284	\$366,535	
Plant Maintenance & Operations	\$233,049	\$237,163	
<b>TOTAL Support Services</b>	<b>\$1,042,918</b>	<b>\$1,065,223</b>	
Administration	\$593,702	\$606,010	
Nursing Administration	\$201,503	\$203,610	
Admitting & Ward Clerks	\$245,876	\$250,626	
Health Records	\$153,893	\$156,944	
District Lab Program	\$83,208	\$84,000	
Temporary QI Coordinator	\$13,000	\$0	
<b>TOTAL Other</b>	<b>\$1,291,182</b>	<b>\$1,301,190</b>	
<b>GRAND TOTAL</b>	<b>\$6,000,172</b>	<b>\$5,979,426</b>	-0.4%

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Other Expenses

Particular	2011/12	2012/13	Comments
Employee Benefits	\$1,554,045	\$1,549,000	
Employee Future Benefits	\$30,000	\$41,000	
Medical Staff	\$160,000	\$163,000	
Med. Surg. Supplies	\$112,000	\$101,000	
Drugs	\$112,000	\$140,000	
Depreciation Equipment	\$355,000	\$345,000	
Bad Debts	\$5,000	\$10,000	
<b>TOTAL Other</b>	<b>\$2,328,045</b>	<b>\$2,349,000</b>	0.9%



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**Budgeted Supplies by Department**

Department	2011/12	2012/13	Comments
Nursing - AC & Social Work	\$63,000	\$75,500	
Nursing - Long-Term Care	\$98,000	\$98,000	
Nursing - Emergency	\$42,000	\$45,000	
Nursing - Out-Patient (includes foot care & telehealth)	\$20,000	\$20,000	
<b>TOTAL Nursing</b>	<b>\$223,000</b>	<b>\$238,500</b>	
Laboratory	\$206,000	\$242,000	
Radiology (includes ultra-sound)	\$53,000	\$66,000	
Pharmacy	\$6,000	\$6,000	
Physiotherapy & OT	\$31,000	\$34,000	
<b>TOTAL Amb. Care</b>	<b>\$296,000</b>	<b>\$348,000</b>	
Materials Management + CSR	\$40,000	\$40,000	
Housekeeping	\$60,000	\$60,000	
Laundry/Linen	\$22,000	\$22,000	
Food Services & Nutrition	\$210,000	\$210,000	
Plant Maintenance & Operations	\$458,000	\$468,000	
<b>TOTAL Support Services</b>	<b>\$790,000</b>	<b>\$800,000</b>	
Administration (IT, HR, IC, OH, etc.)	\$436,000	\$436,000	
Nursing Administration	\$10,000	\$10,000	
Admitting	\$3,000	\$3,000	
Health Records	\$23,000	\$23,000	
District Lab Program	\$39,000	\$39,400	
House Rentals and Clinic	\$123,000	\$122,000	
Temporary QI Coordinator	\$19,600	\$0	
<b>TOTAL Other</b>	<b>\$653,600</b>	<b>\$633,400</b>	
<b>GRAND TOTAL</b>	<b>\$1,962,600</b>	<b>\$2,019,900</b>	2.9%

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**Purchased Services by Department**

<b>Department</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Comments</b>
Nursing - Acute Care	\$30,000	\$7,000	
Nursing - Long-Term Care			
Nurse Practitioner	\$6,000	\$6,000	
Nursing - Emergency			
O.P.P.	\$12,000	\$10,000	
Nursing-Out-Patient (Telehealth)			
Nursing-Out-Patient (Foot Care)	\$5,000	\$5,000	
<b>TOTAL Nursing</b>	<b>\$53,000</b>	<b>\$28,000</b>	
Laboratory			
Radiology			
Radiology - Dictation	\$11,000	\$15,000	
Pharmacy			
Pharmacy Consultant	\$13,000	\$13,000	
Physiotherapy			
<b>TOTAL Amb. Care</b>	<b>\$24,000</b>	<b>\$28,000</b>	
Materials Management + CSR			
Housekeeping			
Laundry/Linen			
Food Services			
Plant Maintenance & Operations			
Bio Medicine	\$14,000	\$14,000	
<b>TOTAL Support Services</b>	<b>\$14,000</b>	<b>\$14,000</b>	
Administration - IT	\$2,000	\$2,000	
Administration - Finance	\$30,000	\$30,000	
Administration - HR	\$8,000	\$8,000	
Nursing Administration			
Admitting & Ward Clerks			
Health Records			
District Lab Program			
Security		\$58,240	8-hour shifts, midnight to 8:00 a.m.
<b>TOTAL Other</b>	<b>\$40,000</b>	<b>\$98,240</b>	
<b>GRAND TOTAL</b>	<b>\$131,000</b>	<b>\$168,240</b>	28.4%

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<b>REVENUE</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Comments</b>
MOHLTC Base Allocation	\$9,269,400	\$9,301,107	
MOHLTC One-Time Funding	\$75,600	\$40,000	
In-Patients (out of province/country)	\$10,000	\$10,000	
Co-Payments (ccc, LTC & ALC)	\$420,000	\$450,000	
Differential (semi and private)	\$0	\$0	
Out-Patients (radiology, u/s, WSIB)	\$200,000	\$215,000	
Ambulance	\$8,000	\$8,000	
Food Services	\$22,000	\$25,000	
Rental Income	\$112,000	\$112,000	
Interest Income	\$60,000	\$60,000	
Amortization Equipment Grants	\$95,000	\$95,000	
Other Hospital Recoveries	\$180,000	\$210,000	
	<b><u>\$10,452,000</u></b>	<b><u>\$10,526,107</u></b>	
<b>EXPENSES</b>			
Salaries & Wages	\$6,000,172	\$5,979,426	
Employee Benefits	\$1,554,045	\$1,549,000	
Employee Future Benefits	\$30,000	\$41,000	
Medical Staff Remuneration	\$160,000	\$163,000	
Medical & Surgical Supplies	\$112,000	\$101,000	
Drugs	\$112,000	\$140,000	
Amortization - Major Equipment	\$355,000	\$345,000	
Bad Debts	\$5,000	\$10,000	
Other - Supplies	\$1,962,600	\$2,019,900	
Purchased Services	\$131,000	\$168,240	
	<b><u>\$10,421,817</u></b>	<b><u>\$10,516,566</u></b>	
<b>Surplus (Deficit) Net</b>	<b>\$30,183</b>	<b>\$9,541</b>	
<b>Other Votes</b>			
Municipal Taxes	\$0	\$0	
Hospital On-Call Coverage	\$0	\$0	
Nakina	\$0	\$0	
<b>Surplus (Deficit) Gross</b>	<b>\$30,183</b>	<b>\$9,541</b>	