

# **Financial Statements**

**Geraldton District Hospital**

**Year Ended March 31, 2016**

# Geraldton District Hospital

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## INDEPENDENT AUDITORS' REPORT

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### To the Members of Geraldton District Hospital

#### Report on the financial statements

We have audited the accompanying statements of Geraldton District Hospital, which comprise of the statement of financial position as at March 31, 2016, and the statements of operations, changes in fund balances and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### Management's Responsibilities for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Public Sector Accounting Standards and for such internal control as management determines as necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Geraldton District Hospital as at March 31, 2016, the results of its operations, changes in fund balances, cash flows and remeasurement gain (loss) for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Chartered Professional Accountants  
Licensed Public Accountants  
Sault Ste. Marie, Canada  
June 7, 2016

**Geraldton District Hospital  
Statement of Financial Position  
As at March 31,**

	2016	2015
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash	1,812,103	2,332,587
Accounts receivable (note 3)	314,185	486,874
Inventory of supplies	299,316	271,487
Prepaid expenses	114,659	97,028
<b>Total Current Assets</b>	<b>2,540,263</b>	<b>3,187,976</b>
<b>Restricted Assets</b>		
Capital Expenditure Reserve Fund	4,587,840	4,526,687
Property, plant and equipment, net (note 4)	9,590,304	9,549,905
	<b>14,178,144</b>	<b>14,076,592</b>
	<b>16,718,407</b>	<b>17,264,568</b>
<b>LIABILITIES AND FUND BALANCES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (note 5)	1,145,644	1,309,083
Restricted fund benefit payable	34,718	12,621
	<b>1,180,362</b>	<b>1,321,704</b>
<b>Deferred Capital Contributions (note 6)</b>	<b>4,436,738</b>	<b>4,439,750</b>
<b>Employee Future Benefits (note 7)</b>	<b>802,100</b>	<b>713,600</b>
Commitments and contingencies (note 12)		
<b>Fund Balances</b>		
Investment in property, plant and equipment (note 8a)	5,153,566	5,110,155
Used for operating purposes	592,519	1,165,293
Internally Restricted		
Restricted Benefits Fund	(34,718)	(12,621)
Capital Expenditure Reserve Fund	4,490,269	4,415,823
Accumulated remeasurement	97,571	110,864
<b>Total Fund Balances</b>	<b>10,299,207</b>	<b>10,789,514</b>
	<b>16,718,407</b>	<b>17,264,568</b>

See accompanying notes to the financial statements.

On behalf of the Board

 Director

 Director

**Geraldton District Hospital  
Statement of Operations  
Year Ended March 31,**

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUE</b>		
Ambulance	27,900	22,830
Amortization of deferred capital contributions	44,726	75,282
Co-payments revenue	565,837	562,369
Interest income	93,215	99,135
Ontario Ministry of Health and Long-Term Care / North West Local Health Integration Network	9,656,824	9,628,821
Other programs (note 14)	1,030,539	1,102,583
Other revenue	583,142	405,352
In-patient services	4,775	3,807
Out-patient services	233,695	191,379
	<b>12,240,653</b>	<b>12,091,558</b>
<b>EXPENDITURES</b>		
Amortization of equipment, furnishings and computer system	306,824	309,739
Bad debts	12,432	9,727
Drugs	134,850	109,843
Employee benefits	1,834,110	1,551,071
Medical and surgical supplies	119,279	132,443
Medical staff remuneration	82,019	84,091
Other programs (note 14)	1,030,557	1,107,996
Salaries and wages	6,785,092	6,532,789
Supplies and other expense	2,080,634	2,011,559
	<b>12,385,797</b>	<b>11,849,258</b>
<b>Excess (deficiency) of revenue over (under) expenses before the following</b>	<b>(145,144)</b>	<b>242,300</b>
Buildings and building service equipment	(652,205)	(708,783)
Amortization of deferred capital contributions	320,335	271,219
Gain on disposal of property, plant and equipment	-	74,396
<b>Deficiency of revenue under expenses for the year</b>	<b>(477,014)</b>	<b>(120,868)</b>

**Geraldton District Hospital  
Statement of Cash Flows  
As at March 31,**

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
<b>OPERATING ACTIVITIES</b>		
Deficiency of revenue under expenses for the year	<b>(477,014)</b>	(120,868)
Items not requiring cash from operations		
Amortization	<b>961,611</b>	1,020,223
Amortization of deferred capital contributions	<b>(366,530)</b>	(347,776)
Employee future benefits	<b>88,500</b>	71,600
Gain on disposal of property, plant and equipment	<b>-</b>	(74,396)
Change in non-cash operational balances (note 10)	<b>(36,210)</b>	(339,883)
<b>Cash provided by Operations</b>	<b>170,357</b>	<b>208,900</b>
<b>CAPITAL ACTIVITIES</b>		
Additions to property, plant and equipment	<b>(1,002,010)</b>	(1,297,031)
Proceeds on disposition of property, plant and equipment	<b>-</b>	177,000
Funding for property, plant and equipment -		
Capital Contributions - donations and other	<b>18,475</b>	7,500
Ontario Ministry of Health and Long-Term Care	<b>345,043</b>	1,945,231
<b>Cash used in Capital Activities</b>	<b>(638,492)</b>	<b>832,700</b>
<b>INVESTMENT ACTIVITIES</b>		
Net remeasurement gains (loss) for the year	<b>(13,293)</b>	20,962
Transfer of Restricted Benefits Fund	<b>22,097</b>	(1,796)
Transfer of Capital Expenditure Reserve Fund	<b>(61,153)</b>	(101,191)
<b>Cash used in Investment Activities</b>	<b>(52,349)</b>	<b>(82,025)</b>
<b>Increase (decrease) in cash during year</b>	<b>(520,484)</b>	<b>959,575</b>
<b>Cash, beginning of year</b>	<b>2,332,587</b>	<b>1,373,012</b>
<b>Cash, end of year</b>	<b>1,812,103</b>	<b>2,332,587</b>

See accompanying notes to the financial statements.

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**Geraldton District Hospital**  
**Notes to the Financial Statements**  
**March 31, 2016**

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The Geraldton District Hospital was incorporated under the laws of Ontario as a corporation without share capital on September 14, 1939. Its principal activity is to provide specialized and general hospital-based health care to the people of Greenstone and Northwestern Ontario. The Hospital is a registered charity under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

**1. SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared by management in accordance with Canadian Public Sector accounting standards for Government not-for-profit organizations.

**(a) Revenue recognition**

The Hospital follows the deferral method of accounting for contributions which include donations and government grants.

Under the Health Insurance Act and Regulations thereto, the Hospital is funded primarily by the province of Ontario in accordance with budget arrangements established by the Ontario Ministry of Health and Long-Term Care. Operating grants are recorded as revenue in the period to which they relate. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period. These financial statements reflect funding approved by the Ministry with respect to the year ended March 31, 2016.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Investment income is recognized as revenue when earned.

Revenue from the Provincial Insurance Plan, preferred accommodation, and marketed services is recognized when the goods are sold or the service is provided.

Contributions received for the purchase of property, plant and equipment are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate for the related property, plant and equipment.

**(b) Contributed services**

A substantial number of volunteers contribute a significant amount of their time each year. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

**(c) Inventory**

Inventory is valued at the lower of cost and net realizable value. Cost of supplies is determined on a first in first out basis. Cost of pharmacy is determined on a weighted average cost basis.

**(d) Cash**

Cash includes cash on hand and in banks.

**(e) Property, plant and equipment**

Purchased property, plant and equipment are recorded at cost. Contributed property, plant and equipment are recorded at fair value at the date of contribution. Assets acquired under capital leases are capitalized and amortized over the estimated life of the assets or over the lease term, as appropriate. Repairs and maintenance costs are charged to expense. The cost of renovations to the hospital buildings, which significantly increase useful life and capacity are capitalized. Betterments which extend the estimated life of an asset are capitalized. When a piece of property, plant and equipment no longer contributed to the Hospital's ability to provide services, its carrying amount is written down to its net realizable value.

Property, plant and equipment are amortized on a straight-line basis using the following annual rates:

Building and building service equipment	3% - 5%
Equipment, furnishings and computer system	5% - 50%
Land improvements	10%
Leasehold improvements	10%

**(f) Compensated absences**

Compensation expense is accrued for all employees as entitlement to these payments is earned, in accordance with the Hospital's benefit plans for vacation, sick leave and retirement allowances.

**(g) Employee benefits**

The Hospital accrues its obligations under employee benefit plans and the related costs. The Hospital has adopted the following policy:

The cost of retirement benefits earned by employees is actuarially determined using the projected unit method pro-rated on service, retirement ages of employees and expected health care costs.

**(h) The Residents' Trust Fund**

The Residents' Trust Fund consists of amounts held in trust for the residents of the Geraldton District Hospital. These funds are not reflected in these financial statements (see note 9).

**(i) Management's estimates**

The preparation of financial statements, in conformity with Canadian Public Sector Accounting Standards, requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. These estimates and assumptions are determined using a consistent approach year over year. Management believes that the estimates utilized in preparing its financial statements accounting standards for Government not-for-profit organizations.

**(j) Restricted Benefits Fund**

Geraldton District Hospital has adopted an administrative services only funding arrangement for a group insurance plan provider. Under the arrangement, the Hospital manages its benefit premium changes as a form of self-insurance. This fund consists of reserve and deposit account balances which have been contributed proportionately by the Hospital and its employees.



**(k) Capital Expenditure Reserve Fund**

This Reserve is internally restricted and is to be used to finance replacements or additions to buildings, furniture and equipment for Geraldton District Hospital.

**(l) Financial Instruments**

The Hospital accounts for its financial assets and liabilities in accordance with Canadian Public Sector Accounting Standards under CICA Handbook.

Financial instruments are recorded at fair market value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year, if there are indicators of impairment. If there is an indicator of impairment, the Hospital determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Hospital expects to realize by exercising its right to any collateral. If events and circumstances reverse in the future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

**2. REMEASUREMENT GAINS OR LOSSES**

	<b>March 31, 2016 \$</b>	<b>March 31, 2015 \$</b>
Accumulated remeasurement gains, beginning of the year	<b>110,864</b>	89,902
Unrealized gains (loss) attributable to: Investments	<b>(13,293)</b>	20,962
<b>Net remeasurement gains for the year</b>	<b>97,571</b>	110,864

**Geraldton District Hospital  
Notes to the Financial Statements  
March 31, 2016**

**3. ACCOUNTS RECEIVABLE**

	March 31, 2016	March 31, 2015
	\$	\$
<b>Unrestricted</b>		
Provincial Insurance Plan and Ministry of Health	42,850	66,854
Other	279,750	426,494
	<b>322,400</b>	<b>493,348</b>
<b>Less allowance for doubtful accounts</b>	<b>8,215</b>	<b>6,474</b>
	<b>314,185</b>	<b>486,874</b>

**4. PROPERTY, PLANT AND EQUIPMENT**

Details of year-end property, plant and equipment balances are as follows:

	March 31, 2016		March 31, 2015	
	Cost \$	Accumulated amortization \$	Cost \$	Accumulated amortization \$
Building and building service equipment	18,540,678	10,899,070	17,841,203	10,053,267
Construction in-progress	174,838	-	125,009	-
Equipment, furnishings and computer systems	7,759,467	6,321,746	7,506,761	6,012,339
Land	106,489	-	106,489	-
Land improvements	283,283	253,615	283,283	247,214
	<b>26,864,735</b>	<b>17,274,431</b>	<b>25,862,725</b>	<b>16,312,820</b>
<b>Property, plant and equipment, net</b>		<b>9,590,304</b>		<b>9,549,905</b>

**5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	March 31, 2016	March 31, 2015
	\$	\$
Accounts payable and accrued liabilities	406,908	800,458
Accrued salaries and wages	738,736	508,625
	<b>1,145,644</b>	<b>1,309,083</b>

**6. DEFERRED CAPITAL CONTRIBUTIONS**

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase of plant, property and equipment. The amortization of deferred capital contributions is recorded as revenue in the statement of operations.

	March 31, 2016	March 31, 2015
	\$	\$
Balance, beginning of year	4,439,750	2,834,795
Additional contributions received	363,518	1,952,731
	<b>4,803,268</b>	<b>4,787,526</b>
Less amounts amortized to revenue	366,530	347,776
	<b>4,436,738</b>	<b>4,439,750</b>
<b>Represented by</b>		
Unamortized deferred capital contribution	3,084,623	3,087,635
Unspent deferred capital contribution	1,352,115	1,352,115
	<b>4,436,738</b>	<b>4,439,750</b>
Deferred capital contributions for building and equipment	<b>4,436,738</b>	<b>4,439,750</b>

Of the amortization above, \$365,061 is included on the Statement of Operations as amortization deferred capital contributions. The remaining \$1,469 is included in revenues of the Other Programs (note 14) to Nakina Clinic.

**7. EMPLOYEE FUTURE BENEFITS**

The Hospital provides extended health care, dental and life insurance benefits to substantially all full-time employees. One employee group is entitled to continue to receive these benefits upon early retirement until they reach age 65.

At March 31, 2016, the Hospital's accrued benefit obligation relating to post-retirement benefit plans is \$802,100 (2015 - \$713,600)

The significant actuarial assumptions adopted in estimating the Hospital's accrued benefit obligation are as follows:

Discount rate	3.31%
Dental benefits cost escalation	4.00%
Medical benefits cost escalation - extended health care	8.25% in 2015 decreasing by 0.25% per annum to an ultimate rate of 5.0% per annum.

Included in employee benefits on the Statement of Operations is an amount of \$88,500 (2015 - \$71,600) regarding employee benefits. This amount is comprised of:

	\$
Additional benefits expense for year	131,300
Less payments made during the year by the Hospital on behalf of retirees	(42,800)
	<b>88,500</b>

**8. INVESTMENT IN PROPERTY, PLANT AND EQUIPMENT**

(a) Investment in property, plant and equipment is calculated as follows:

	March 31, 2016	March 31, 2015
	\$	\$
Property, plant and equipment	9,590,304	9,549,905
Amounts financed by deferred capital contributions	(4,436,738)	(4,439,750)
	<b>5,153,566</b>	<b>5,110,155</b>

(b) Change in net assets investment in property, plant and equipment is calculated as follows:

	March 31, 2016	March 31, 2015
	\$	\$
<b>Shortfall of revenue over expense</b>		
Amortization of deferred capital contributions	366,530	347,776
Amortization of property, plant and equipment	(961,611)	(1,020,223)
Gain on disposal of property, plant and equipment	-	74,396
	<b>(595,081)</b>	<b>(598,051)</b>

Of the amortization above, \$959,029 (2015 -\$1,018,522) is included on the Statement of Operations as amortization. The remaining \$2,582 (2015 - \$1,701) is included in expenses of the Other Programs (note 14) to Nakina Clinic.

Net change in investment in property, plant and equipment:

	March 31, 2016	March 31, 2015
	\$	\$
Purchase of property, plant and equipment	1,002,010	1,297,031
Amounts funded by		
Capital Contributions - donations and other	(18,475)	(7,500)
Ontario Ministry of Health and Long-Term Care	(345,043)	(1,945,231)
Proceeds on disposition of property, plant and equipment	-	(177,000)
	<b>638,492</b>	<b>(832,700)</b>

**9. RESIDENTS' TRUST FUND**

The balance held in trust at year-end was \$423 (2015 - \$645).

**10. CHANGE IN NON-CASH OPERATIONAL BALANCES**

The net change in non-cash operational balances related to operations is represented by the following:

	March 31, 2016	March 31, 2015
	\$	\$
Accounts receivable	172,689	(285,986)
Inventory of supplies	(27,829)	9,132
Prepaid expenses	(17,631)	1,596
Accounts payable and accrued liabilities	(163,439)	(64,625)
	<b>(36,210)</b>	<b>(339,883)</b>

**11. PENSION PLAN**

Most of the employees of the Hospital are members of the Hospitals of Ontario Pension Plan (the Plan), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the Ontario Hospital Association. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the five consecutive years prior to retirement, termination or death, that provide the highest earnings.

Pension expense is based on Plan management's best estimates, in consultation with its actuaries, of the amount required to provide a high level of assurance that benefits will be fully represented by fund assets at retirement, as provided by the Plan. On January 1, 2015 the contribution rates were 6.9% (2015 - 6.9%) up to last year's maximum pensionable earnings (YMPE) and 9.2% (2015- 9.2%) above the YMPE. The funding objective is for employer contributions to the Plan to remain a constant percentage of employees' contributions.

Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by participating members. The most recent actuarial valuation of the Plan as at December 31, 2015 indicates the Plan is 122% funded. Contribution to the Plan made during the year by the Hospital on behalf of its employees amounted to \$492,601 (2015 - \$482,866) and are included in the statement of operations.

**12. COMMITMENTS AND CONTINGENCIES**

- (a) The Hospital has been named in legal action of which the outcome is not determinable. If any of the actions are successful, it is anticipated that all damages will be covered by the Hospital's insurers.
- (b) The nature of the Hospital's activities is such that there is usually litigation pending or in prospect at any time. With respect to claims at March 31, 2016, management believes the Hospital has valid defenses and appropriate insurance coverage in place. In the event any claims are successful, management believes that such claims are not expected to have a material effect on the Hospital's financial position.

## **12. COMMITMENTS AND CONTINGENCIES CONTINUED**

- (c) The Hospital participates in the Healthcare Insurance Reciprocal of Canada ("HIROC). HIROC is a pooling of the public liability insurance risks of its hospital members. All members of the HIROC pool pay annual premium which are actuarially determined. All members are subject to assessment for losses, if any, experienced by the pool for the years in which they were members. No assessments have been made for the year ended March 31, 2016.

Since its inception in 1987, HIROC has accumulated an unappropriated surplus which is the total of premiums paid by all subscribers plus investment income less the obligation for claim reserves and expenses and operating expenses. Each subscriber, which has an excess of premium plus investment income over the obligation for their allocation of claims reserves and expenses and operating expenses, may be entitled to receive distributions of their share of the unappropriated surplus at the time such distributions are declared by the Board of Directors of the HIROC. There are no contributions receivable from the HIROC as of March 31, 2016.

- (d) Under the terms of equipment and vehicle operating leases, the Hospital is committed to make minimum lease payments totaling \$14,869 per annum. The lease expiry dates range from April 2011 to October 8, 2016.
- (e) Geraldton District Hospital, together with other regional hospitals, has an ASO employee benefit plan for semi-private, dental and extended health care benefits. Under the terms of the plan, the Hospital will pay for certain employee benefit claims not exceeding \$5,000 per year. Any excess claims would be insured.

## **13. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT**

### **Financial instruments**

The Hospital's financial instruments consist of cash and cash equivalents, capital expenditure reserve fund, accounts receivable, accounts payable and accrued liabilities.

The Hospital's financial instruments are generally classified and measured as follows:

<b>Assets/liabilities</b>	<b>Measurement Category</b>	<b>Fair Value Level</b>
Cash and cash equivalents	fair value	Level 1
Capital expenditure reserve fund	fair value	Level 1
Accounts receivable	amortized cost	
Accounts payable and accrued liabilities	amortized cost	

### **Fair value measurement**

The following classification system is used to describe the basis of the inputs used to measure the fair value of the financial instruments in the fair value measurement category:

Level 1- – quoted prices (unadjusted) in active markets for identical assets or liabilities;

Level 2 – market based inputs other than quoted prices that are observable for the asset or liability either directly or indirectly; and

Level 3 – inputs for the assets or liabilities that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate, based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction.

### **13. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONT'D)**

#### **Risk and Concentration**

The Hospital is exposed to various risks through its financial instruments. The following analysis provides a measure of the company's risk exposure and concentrations as at March 31, 2016.

#### **Credit risk:**

The Hospital's exposure to credit risk relates to its accounts receivable and arises from possibility that debtors will not fulfill their obligations under their agreements, including non payment by patients for non-insured services, and for services provided to patients. This risk is minimized through continuous monitoring of aged user fee receivable balances, providing for an adequate allowance for doubtful accounts (refer to Note 3), monitoring government service contracts and cash flows. There has been no change in credit risk from that of the prior year.

#### **Liquidity risk:**

Liquidity risk is the risk that the Hospital will encounter difficulty raising liquid funds to meet commitments as they arise. In meeting its liquidity requirements the organization monitors its working capital, cash flow requirements and obligations. The organization maintains a target level of available cash to meet liquidity requirement as the come due and has adequate borrowing facilities. There has been no change in liquidity risk from that of prior year.

#### **Market risk:**

Market risk is the risk that the Hospital's investments in certificate of deposits and mutual funds are exposed to price risks as these investments are subject to price changes in the open market due to a variety of reasons including market interest rate changes, general economic factors and restrictions of credit markets. The Hospital does not use derivative financial instruments to alter the effects of the risk and mitigates this risk by ensuring no individual investment is significant to the overall financial position of the Hospital by limiting investment to a nominal percentage of the total investment portfolio. There has been no change in market risk from that of prior year.

**Geraldton District Hospital**  
**Notes to the Financial Statements**  
**March 31, 2016**

**14. OTHER PROGRAMS**

	2016		2015	
	Revenue	Expenses	Revenue	Expenses
	\$	\$	\$	\$
Nakina Clinic	241,083	241,101	236,188	241,601
Health Links	-	-	53,179	53,179
Municipal Taxes	4,500	4,500	4,500	4,500
Hospital on Call Coverage	106,196	106,196	106,196	106,196
ER/Locum	678,760	678,760	702,520	702,520
	<b>1,030,539</b>	<b>1,030,557</b>	<b>1,102,583</b>	<b>1,107,996</b>