



Hospital Annual Planning Submission

2014 - 2015

January 2014



Hospital Annual Planning Submission 2014-2015

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Executive Summary

2014 – 2015

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

- 16% increase to Long-Term Disability benefit costs
- Salary increase for CUPE of .7% in 2013 and .7% in 2014; total of 1.4%
- Unknown salary increase for Unifor – assumed at .7%
- Unknown salary increase for ONA – assumed at .7%
- Unknown salary increase for non-union – assumed at .7%
- Addition of Management Intern position for succession planning and preparation for transformation of the health care system
- Several amortized equipment grants from previous years have come to fulfillment. Thus, a significant decrease in revenue.

Fortunately, there have been some decreased expenses to help offset some of the above cost increases, such as:

- Efficiencies implemented in Administration, Finance and Human Resources departments
- Decreased building utility costs because of more improvements made to the HVAC systems
- Decreased supply costs because of the development of the new North West Supply Chain

Fortunately, there have been some increased revenues to further help offset some of the above cost increases, such as:

- One percent Northern and Rural Hospital funding increase from the LHIN/MOHLTC
- Increased physiotherapy and exercise funds
- Increased patient revenue because of increased ALC days

Overall, the Fiscal Advisory Committee is pleased to recommend to the Board of Directors a balanced Hospital Annual Planning Submission for 2014-2015.

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SERVICE VOLUMES

Indicators	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
<i>In-patients</i>											Forecast	
<i>Avg Patients/Day</i>												
Acute Care	12.5	13.2	11.7	12.0	11.5	12.5	10.0	11.5	10.2	11.7	12.0	
Chronic	6.9	6.8	6.9	6.8	6.9	6.3	6.6	6.7	6.9	6.9	6.9	
ELDCAP	18.9	19.0	18.9	18.8	18.8	18.9	18.9	18.8	18.9	18.8	18.8	
Total	38.3	39.0	37.5	37.6	37.2	37.7	35.5	37.0	36.0	37.4	37.7	
<i>Out-Patients</i>												
ER - # visits	9326	10491	11864	11258	11100	10708	10140	9617	9854	9487	9300	
Footcare - # visits	158	323	374	492	409	339	435	415	292	356	370	
Lab - # tests	76239	79997	85957	89099	117053	122231	147551	*435296	490547	500697	500000	
Lab - # units	294042	315483	323246	257131	371961	283362	339986	*253774	292424	299204	305000	
Radiology - # tests	3028	3224	3448	3638	3400	2963	3414	3573	3840	3182	3250	
U/S - # tests	928	928	1004	1141	1128	1171	1268	1229	1474	1373	1550	
Clin Nut - Att Days	344	893	967	1205	501	835	414	1139	1219	1125	1200	
Physio - Att Days	3359	2671	3646	3107	2674	1811	1396	3098	3090	3766	3800	
OT - Att Days	1877	2033	1590	1157	2065	1934	2582	2616	2493	2836	2350	
Social Work - Att Days	625	1030	1438	1511	1399	1369	1400	1510	1450	898	680	
Telemedicine Patient Visits	157	345	453	510	373	408	632	511	450	491	540	

*Calculation system changed

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**HOSPITAL ANNUAL PLANNING SUBMISSION
2014/15**

Budgeted Full-Time Equivalents by Department

Department	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	Comments
Nursing - Medical	16.80	16.80	16.80	16.80	16.80	16.80	16.60	16.60	16.60	16.70	
Nursing - LTC	15.90	15.90	16.90	17.10	17.10	17.70	18.60	18.60	18.60	18.55	
Nursing - ER	5.20	5.20	5.30	5.80	5.30	5.30	5.30	5.40	5.40	5.45	
Nursing - TM	1.00	1.00	1.00	1.00	1.00	1.00	1.20	1.50	1.50	1.50	
TOTAL Nursing	38.90	38.90	40.00	40.70	40.20	40.80	41.70	42.10	42.10	42.20	
Laboratory	4.90	4.90	4.90	4.90	4.80	4.80	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	2.40	2.40	
Pharmacy	1.20	1.50	1.30	1.30	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	4.00	4.30	
TOTAL Amb. Care	11.20	11.50	11.50	12.60	12.50	12.90	12.50	12.50	12.50	12.80	
Mat. Mgmt/CSR	1.20	1.20	1.60	1.60	1.60	1.60	1.70	1.70	2.00	2.00	
Housekeeping	7.20	7.20	7.20	8.00	8.40	7.20	7.20	7.20	7.00	6.80	
Laundry/Linen	1.20	1.20	1.20	1.20	1.20	1.40	1.40	1.40	1.40	1.60	
Food Services	5.90	6.40	6.80	6.80	6.70	7.80	8.25	8.25	8.25	8.15	
Plant Maintenance & Operations	2.20	2.70	3.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	
TOTAL Support Services	17.70	18.70	20.00	21.80	22.10	22.20	22.75	22.75	22.85	22.75	
Administration	10.60	10.60	10.60	9.00	8.60	8.60	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	2.50	2.50	
Admit. & Ward Clerks	4.80	4.80	4.80	4.85	4.85	4.85	5.40	5.40	5.40	5.40	
Health Records	2.20	2.20	2.50	3.50	3.50	3.50	3.20	3.20	3.20	3.10	
District Lab Program	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Temp. QI Coordinator							0.30	0.00	0.00	0.00	
Management Intern										1.00	
TOTAL Other	20.60	21.10	21.40	20.85	20.45	20.45	21.00	20.70	20.70	21.60	
GRAND TOTAL	88.40	90.20	92.90	95.95	95.25	96.35	97.95	98.05	98.15	99.35	

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Budgeted Salaries by Department

Department	2013/14	2014/15	Comments
Nursing - Acute Care	\$1,200,650	\$1,220,069	
Nursing - Long-Term Care	\$983,631	\$981,761	
Nursing - Emergency	\$450,496	\$461,016	
Nursing-Out-Patient (Telemedicine)	\$116,539	\$117,534	
TOTAL Nursing	\$2,751,316	\$2,780,380	
Laboratory	\$374,598	\$370,083	
Radiology	\$208,530	\$206,176	
Pharmacy	\$72,368	\$73,336	
Physiotherapy	\$273,600	\$278,425	
TOTAL Amb. Care	\$929,096	\$928,020	
Materials Management + CSR	\$89,280	\$90,432	
Housekeeping	\$318,141	\$313,348	
Laundry/Linen	\$55,205	\$63,897	
Food Services	\$366,535	\$369,970	
Plant Maintenance & Operations	\$240,067	\$260,918	
TOTAL Support Services	\$1,069,228	\$1,098,565	
Administration	\$602,938	\$620,033	
Nursing Administration	\$206,214	\$210,241	
Admitting & Ward Clerks	\$250,626	\$247,545	
Health Records	\$156,944	\$150,359	
District Lab Program	\$84,000	\$84,000	
Management Intern	\$0	\$84,142	
TOTAL Other	\$1,300,722	\$1,396,320	
GRAND TOTAL	\$6,050,362	\$6,203,285	

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Other Expenses

Particular	2013/14	2014/15	Comments
Employee Benefits	\$1,516,000	\$1,558,000	
Employee Future Benefits	\$45,000	\$40,000	
Medical Staff	\$165,000	\$165,000	
Med. Surg. Supplies	\$121,000	\$130,000	
Drugs	\$130,000	\$120,000	
Depreciation Equipment	\$325,000	\$325,000	
Bad Debts	\$10,000	\$10,000	
TOTAL Other	\$2,312,000	\$2,348,000	

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Budgeted Supplies by Department

Department	2013/14	2014/15	Comments
Nursing - AC & Social Work	\$79,500	\$70,000	
Nursing - Long-Term Care	\$108,000	\$120,000	
Nursing - Emergency	\$46,000	\$44,000	
Nursing - Out-Patient (includes foot care, telemedicine, education and library)	\$17,500	\$16,000	
TOTAL Nursing	\$251,000	\$250,000	
Laboratory	\$240,000	\$230,000	
Radiology (includes ultra-sound)	\$65,000	\$60,000	
Pharmacy	\$5,000	\$5,000	
Physiotherapy & OT	\$32,000	\$28,000	
TOTAL Amb. Care	\$342,000	\$323,000	
Materials Management + CSR	\$40,000	\$60,000	
Housekeeping	\$62,000	\$65,000	
Laundry/Linen	\$22,000	\$22,000	
Food Services & Nutrition	\$214,000	\$212,000	
Plant Maintenance & Operations	\$458,000	\$450,000	
TOTAL Support Services	\$796,000	\$809,000	
Administration (Board of Directors, Finance, communication, IT, HR, IC, OH, etc.)	\$430,000	\$410,000	
Nursing Administration	\$10,000	\$12,000	
Admitting	\$3,000	\$3,000	
Health Records	\$23,000	\$23,000	
District Lab Program	\$38,000	\$36,000	
House Rentals and Clinic	\$122,000	\$120,000	
TOTAL Other	\$626,000	\$604,000	
GRAND TOTAL	\$2,015,000	\$1,986,000	

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Purchased Services by Department

Department	2013/14	2014/15	Comments
Nursing - Acute Care	\$7,000	\$9,000	
Nursing - Long-Term Care			
Nurse Practitioner	\$6,000	\$6,000	
Nursing - Emergency O.P.P.	\$10,000	\$10,000	
Nursing-Out-Patient (Telehealth)			
Nursing-Out-Patient (Foot Care)	\$5,000	\$5,000	
TOTAL Nursing	\$28,000	\$30,000	
Laboratory			
Radiology			
Radiology - Dictation	\$12,000	\$10,000	
Pharmacy			
Pharmacy Consultant	\$10,000	\$8,000	
Physiotherapy			
TOTAL Amb. Care	\$22,000	\$18,000	
Materials Management + CSR			
Housekeeping			
Laundry/Linen			
Food Services			
Plant Maintenance & Operations			
Bio Medicine	\$14,000	\$16,000	
TOTAL Support Services	\$14,000	\$16,000	
Administration - IT	\$2,000	\$2,000	
Administration - Finance	\$30,000	\$18,000	
Administration - HR and OH	\$14,000	\$15,000	
Nursing Administration			
Admitting & Ward Clerks			
Health Records			
District Lab Program			
Security	\$59,000	\$60,000	
TOTAL Other	\$105,000	\$95,000	
GRAND TOTAL	\$169,000	\$159,000	

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REVENUE	2013/14	2014/15	Comments
MOHLTC Base Allocation	\$9,301,100	\$9,410,590	
MOHLTC One-Time Funding (RAI)	\$40,000	\$40,000	
In-Patients (out of province/country)	\$10,000	\$6,000	
Co-Payments (ccc, LTC & ALC)	\$470,000	\$515,000	
Differential (semi and private)	\$0	\$0	
Out-Patients (radiology, u/s, WSIB)	\$215,000	\$215,000	
Ambulance	\$12,000	\$18,000	
Food Services	\$25,000	\$25,000	
Rental Income	\$90,000	\$97,000	
Interest Income	\$80,000	\$80,000	
Amortization Equipment Grants	\$93,000	\$55,000	
Other Hospital Recoveries	\$220,000	\$235,000	
	<u>\$10,556,100</u>	<u>\$10,696,590</u>	
EXPENSES			
Salaries & Wages	\$6,050,362	\$6,203,285	
Employee Benefits	\$1,516,000	\$1,558,000	
Employee Future Benefits	\$45,000	\$40,000	
Medical Staff Remuneration	\$165,000	\$165,000	
Medical & Surgical Supplies	\$121,000	\$130,000	
Drugs	\$130,000	\$120,000	
Amortization - Major Equipment	\$325,000	\$325,000	
Bad Debts	\$10,000	\$10,000	
Other - Supplies	\$2,015,000	\$1,986,000	
Purchased Services	\$169,000	\$159,000	
	<u>\$10,546,362</u>	<u>\$10,696,285</u>	
Surplus (Deficit) Net	\$9,738	\$305	
Other Votes (Net Revenue & Expenses)			
Municipal Taxes	\$0	\$0	
Hospital On-Call Coverage	\$0	\$0	
Nakina Nursing Station	\$0	\$0	
Surplus (Deficit) Gross	<u>\$9,738</u>	<u>\$305</u>	