



# OLYMPIC MEDICAL CENTER

**Final - 11/17/2021**

**Fiscal Year 2022**

**Operating & Capital Budget**

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## 2022 Budget Assumptions As Of 10/28/21

### REVENUE ASSUMPTIONS

<u>Price Increases</u>	%	Notes:
Inpatient	7.0%	
Outpatient	0%-5%	Radiology procedures 5%; Ultrasound, Pet Scan; MRI; CT Scan, 0%; Lab 4%; Oncology 3%
Emergency	5.0%	
Home Health	0.0%	
Physician Clinics	3.0%	
Pharmacy	1.0%	
Surgery	5.0%	
Cafeteria	0.0%	

<u>Volume Changes</u>		
Inpatient CCU, Med/Surg, OB	2.0%	
Outpatient	2.0%	
Physician Clinics	5.6%	Increase is based upon new physicians

<u>Contractual</u>		
Contractual %	52.37%	
Charity Care %	0.46%	
Bad Debt %	0.81%	

### EXPENSE ASSUMPTIONS

Inflation Supplies	4.0%	4% to 5% Per Franklin awaiting CFO to confirm JVD
<b>All other expenses:</b>		
Dietary		
Non-union/Mgr. wage increases	3.0%	Standard
Union-Wage Increase	3.0%	Standard
Pharmacy Hospital	3.1%	Per Vizient
Pharmacy Sequim	3.1%	Per Vizient
Utilities		PUD - Electric3.5% PUD - Water5.9% City of PA - Electric2.7% City of PA - Water5% City of PA - Waste3.89% City of Sequim8%
Medical Insurance		Premera increase 9.5% HCA increase 4.0%

# Olympic Medical Center

## Income Statement Budget Comparisons

	<u>Actual 2020</u>	<u>Budget 2021</u>	<u>Forecast 2021</u>	<u>Budget 2022</u>	<u>Budget Compared to Forecast 2021</u>
<b>Gross Revenue</b>					
Inpatient Services	97,076,529	114,691,350	101,177,253	108,394,114	7.1%
Outpatient Services	339,600,948	379,745,553	389,513,220	421,694,442	8.3%
	<u>436,677,477</u>	<u>494,436,904</u>	<u>490,690,472</u>	<u>530,088,556</u>	<u>8.0%</u>
<b>Revenue Deductions</b>					
Contractual & Other Adjustments	226,677,768	256,381,114	257,410,984	277,600,410	7.8%
Provision for bad debt	2,704,456	3,362,170	4,023,056	4,293,717	6.7%
Charity Care	2,702,758	3,461,058	2,258,884	2,438,407	7.9%
	<u>232,084,981</u>	<u>263,204,342</u>	<u>263,692,924</u>	<u>284,332,534</u>	<u>7.8%</u>
Other Revenue (excl. tax levy)	8,174,317	7,800,251	5,996,746	5,987,011	-0.2%
Meaningful Use	27,259	-	1,211	1,211	0.0%
Tax Levy	4,654,426	4,758,617	4,669,894	4,717,593	1.0%
	<u>217,448,499</u>	<u>243,791,430</u>	<u>237,665,399</u>	<u>256,461,837</u>	<u>7.9%</u>
<b>Expenses</b>					
Salary & Wages	106,482,780	113,909,548	111,937,907	118,791,752	6.1%
Employee Benefits	28,910,246	32,780,756	30,964,050	33,003,370	6.6%
Professional fees	11,048,503	10,472,018	9,816,257	8,738,256	-11.0%
Supplies	34,998,084	38,815,133	38,302,512	40,698,000	6.3%
Utilities	1,739,749	1,835,774	2,130,945	2,219,500	4.2%
Telephone / Postage	820,303	832,447	751,100	771,986	2.8%
Repairs & Maintenance	8,575,539	8,513,714	7,909,810	8,658,131	9.5%
Purchased Service	10,092,922	10,731,651	13,717,025	15,402,943	12.3%
Depreciation	10,999,082	11,910,820	11,330,537	12,089,585	6.7%
Lease	376,109	213,831	172,617	199,421	15.5%
Insurance	1,270,497	881,473	1,212,430	2,004,625	65.3%
License, Taxes & Dues	2,092,896	719,238	2,091,750	2,354,761	12.6%
Travel & Education	823,058	1,196,313	973,574	1,019,080	4.7%
Other Expenses	2,837,318	6,264,474	2,591,439	2,898,395	11.8%
	<u>221,067,086</u>	<u>239,077,189</u>	<u>233,901,954</u>	<u>248,849,804</u>	<u>6.4%</u>
Net Operating Income	<u>(3,618,587)</u>	<u>4,714,241</u>	<u>3,763,444</u>	<u>7,612,033</u>	<u>102%</u>
Net Non-operating Revenue	13,996,778	150,000	150,000	150,000	0.0%
<b>Net Revenue</b>	<u><b>10,378,191</b></u>	<u><b>4,864,241</b></u>	<u><b>3,913,444</b></u>	<u><b>7,762,033</b></u>	<u><b>98.3%</b></u>
Operating Margin	-1.7%	1.9%	1.6%	3.0%	
Net Margin	4.8%	2.0%	1.6%	3.0%	

**Revenue / Volume Projection Worksheet**

						2022 Revenue									
Actual 2020	Projection 2021	Budget 2022	2022 Vol Change	Projection Revenue 2021	2022 Price Incr %	Inpatient	Outpatient	ER	HH	Total	Variance				
5000	PA Specialty Clinic	RVUs		40,975	54,623	55,375	1.4%	10,982,490	3.0%	13,083	11,448,481	6,016	-	11,467,580	4.4%
5010	Sequim Specialty Clinic	RVUs		21,705	28,392	37,590	32.4%	6,116,091	3.0%	7,803	8,327,406	5,275	-	8,340,485	36.4%
5050	Sequim Walk-In Clinic	RVUs		9,366	11,299	16,630	47.2%	2,442,061	3.0%	4,996	3,673,879	22,973	-	3,701,848	51.6%
5055	PA Walk-In Clinic	RVUs		12,539	22,077	20,614	-6.6%	4,271,387	3.0%	4,935	4,071,155	31,785	-	4,107,875	-3.8%
5100	Surgery Clinic	RVUs		18,911	27,003	28,886	7.0%	4,625,619	3.0%	1,715	5,091,585	3,383	-	5,096,683	10.2%
5150	PA Orthopaedic Clinic	RVUs		41,771	53,152	62,512	17.6%	12,193,708	3.0%	4,971	14,760,001	6,408	-	14,771,379	21.1%
5250	Womens Clinic	RVUs		17,802	19,557	29,270	49.7%	3,311,167	3.0%	346	5,104,007	-	-	5,104,353	54.2%
5300	Primary Care Clinic	RVUs		36,288	50,379	52,684	4.6%	9,707,316	3.0%	15,557	10,417,887	22,573	-	10,456,017	7.7%
5310	Primary Care - Sequim	RVUs		12,625	21,987	21,644	-1.6%	3,907,593	3.0%	2,367	3,955,748	4,049	-	3,962,164	1.4%
5320	Pediatrics Clinic	RVUs		20,298	22,787	24,558	7.8%	5,023,006	3.0%	2,494	5,566,811	6,511	-	5,575,816	11.0%
5400	Behavioral Health	RVUs		-	5,861	9,901	68.9%	965,087	3.0%	-	1,677,943	1,204	-	1,679,148	74.0%
5500	Infectious Testing	Procedures		-	-	-	0.0%	-	3.0%	-	-	-	-	3,644,100	0.0%
6000	Med/Surg	Pt. Days		8,255	8,844	9,021	2.0%	24,587,275	7.0%	23,129,213	3,705,339	-	-	26,834,552	9.1%
6010	Intensive Care	Pt. Days		3,934	3,986	4,067	2.0%	15,646,601	7.0%	16,335,254	747,850	-	-	17,083,104	9.2%
6100	OB, L&D, Nursery	Pt. Days		943	1,012	1,033	2.0%	8,037,661	7.0%	7,756,008	1,015,489	3,847	-	8,775,344	9.2%
6110	New Family Services	Visits		1,718	1,850	1,888	2.0%	264,919	5.0%	1,222	282,618	-	-	283,840	7.1%
6210	Surgery	Minutes		290,498	309,327	315,516	2.0%	41,112,962	5.0%	10,424,657	33,351,519	256,111	-	44,032,287	7.1%
6220	Recovery Room	Minutes		160,352	178,522	198,148	11.0%	2,633,082	7.0%	915,737	2,185,047	26,345	-	3,127,129	18.8%
6230	Anesthesia	Minutes		372,757	397,791	445,477	12.0%	4,526,532	5.0%	1,180,695	4,092,966	48,957	-	5,322,617	17.6%
6250	Short Stay	Visits		7,840	7,210	7,432	3.1%	2,457,246	7.0%	22,759	2,667,221	20,262	-	2,710,243	10.3%
6260	Wound-Ostomy	Visits		510	-	-	0.0%	(446)	5.0%	-	-	-	-	-	-100.0%
6300	Emergency Room	Visits		24,082	25,629	26,139	2.0%	35,912,765	5.0%	6,160,476	2,208,463	30,090,565	-	38,459,505	7.1%
6400	Home Health	Episodes		2,743	2,698	2,751	2.0%	9,509,848	0.0%	-	-	-	9,698,143	9,698,143	2.0%
6700	Hospitalist	RVUs		29,883	31,876	32,513	2.0%	3,448,863	3.0%	3,612,452	10,883	-	-	3,623,335	5.1%
7000	Radiology	Procedures		24,521	25,989	26,540	2.1%	8,369,791	5.0%	1,800,255	4,199,118	2,975,219	-	8,974,592	7.2%
7001	MOB Radiology	Procedures		6,618	8,299	8,520	2.7%	2,608,689	5.0%	4,350	2,794,156	13,561	-	2,812,067	7.8%
7002	SMP Radiology	Procedures		3,344	3,683	3,756	2.0%	1,164,137	5.0%	3,751	1,242,819	-	-	1,246,570	7.1%
7010	NOHN Imaging	Procedures		1,710	1,611	1,644	2.0%	528,131	5.0%	2,466	561,958	1,391	-	565,815	7.1%
7015	Sequim Radiology	Procedures		4,945	5,698	5,818	2.1%	1,802,972	5.0%	8,724	1,908,597	15,789	-	1,933,109	7.2%
7020	Jamestown Imaging	Procedures		4,433	5,114	5,219	2.1%	1,613,537	5.0%	6,349	1,713,979	8,646	-	1,728,974	7.2%
7030	Ultrasound	Procedures		14,260	15,481	15,780	1.9%	11,439,625	0.0%	921,587	9,074,141	1,664,682	-	11,660,410	1.9%
7035	Intravenous Therapy	Procedures		778	767	804	4.8%	630,086	0.0%	434,489	225,967	-	-	660,456	4.8%
7040	PET Scan	Procedures		446	459	592	29.0%	3,200,135	0.0%	-	4,127,535	-	-	4,127,535	29.0%
7045	Nuclear Medicine	Procedures		700	730	744	1.9%	2,035,814	0.0%	106,074	1,905,154	63,674	-	2,074,902	1.9%
7050	Women's Imaging	Procedures		9,664	10,344	10,548	2.0%	4,398,089	0.0%	636	4,484,096	-	-	4,484,732	2.0%
7055	CT Scan	Procedures		20,418	22,474	22,919	2.0%	39,344,275	0.0%	6,855,769	16,878,623	16,388,899	-	40,123,291	2.0%
7060	MRI	Procedures		6,732	7,309	7,452	2.0%	18,099,647	0.0%	976,647	14,826,219	2,651,534	-	18,454,401	2.0%
7100	Respiratory Therapy	Procedures		19,835	13,253	13,518	2.0%	3,084,484	5.0%	2,095,020	1,081,567	126,896	-	3,303,483	7.1%
7200	PA Rehab	Procedures		44,245	48,752	50,454	3.5%	4,811,984	5.0%	8,982	5,219,492	494	-	5,228,969	8.7%
7210	Sequim Rehab	Procedures		27,850	34,067	35,417	4.0%	3,467,806	5.0%	2,381	3,783,133	-	-	3,785,515	9.2%
7220	Inpatient Rehab	Procedures		10,657	12,194	12,444	2.1%	1,704,545	5.0%	1,332,675	485,310	8,478	-	1,826,462	7.2%
7300	Cardiac Services	Procedures		22,181	24,386	25,118	3.0%	13,901,268	5.0%	1,832,048	12,014,163	1,188,011	-	15,034,222	8.2%
7310	Rhythm Clinic	Procedures		3,447	3,866	3,943	2.0%	983,574	5.0%	8,717	1,040,275	4,416	-	1,053,408	7.1%
7320	Wellness Services	Procedures		47	81	192	137.0%	3,071	5.0%	-	7,643	-	-	7,643	148.9%
7400	Pharmacy	# of Charges		434,461	457,388	466,501	2.0%	70,356,572	1.0%	11,630,681	57,267,876	3,577,344	-	72,475,900	3.0%
7500	Radiation Oncology	Procedures		14,439	14,496	16,097	11.0%	16,977,313	3.0%	62,854	19,334,781	20,735	-	19,418,370	14.4%
7510	Medical Oncology	Procedures		15,923	16,290	16,724	2.7%	6,201,495	3.0%	16,576	6,531,387	9,900	-	6,557,863	5.7%



				2022 Budget Compared to Forecast 2021
<b>OTHER OPERATING REVENUE</b>	<b>Actual 2020</b>	<b>2021 Total</b>	<b>2022 Budget</b>	
<b>OPERATING REVENUE</b>				
M & O TAX LEVY	4,399,743	4,657,126	4,704,698	1.0%
TIMBER & OTHER TAX REVENUE	254,683	12,767	12,895	1.0%
MEANINGFUL USE REVENUE	27,259	1,211	1,211	0.0%
EDUCATION REV	3,714	3,506	3,506	0.0%
RESPIRATORY THERAPY EDUCATION	-	-	-	0.0%
DIETARY REVENUE (CAFETERIA)	872,189	819,386	901,325	10.0%
VENDING MACHINES	2,633	1,945	1,945	0.0%
BUILDING LEASE - MSB ESPRESSO SPACE	2,016	-	-	0.0%
BUILDING LEASE - MSB SUITE 2100	73,845	74,391	74,391	0.0%
BUILDING LEASE -SMP-STE 107	12,059	22,900	22,900	0.0%
BUILDING LEASE -SMP-PERFORMANCE	22,680	22,680	22,680	0.0%
BUILDING LEASE -829 Georgiana	-	11,340	25,200	122.2%
BUILDING LEASE -SMP Kitsap Podiatry	5,600	13,440	13,440	0.0%
BUILDING LEASE -SMP DVHWC	3,000	3,000	3,000	0.0%
BUILDING LEASE- OMP SPECIALTY CLINIC	20,300	14,400	21,000	45.8%
BUILDING LEASE - MSB SUITE 2400 SPECIALT	4,863	5,048	5,048	0.0%
BUILDING LEASE - OMP ORTHO CLINIC	2,519	599	599	0.0%
BUILDING LEASE - SQ WIC	150	150	150	0.0%
BUILDING LEASE - PA WIC	288	288	288	0.0%
BUILDING LEASE - PEDIATRIC CLINIC	3,078	5,900	5,900	0.0%
BUILDING LEASE - RADIOLOGY	3,731	7,024	7,024	0.0%
BUILDING LEASE - EMERGENCY DEPT	403	403	403	0.0%
BUILDING LEASE - DAHC SUBLEASE	163,860	-	-	0.0%
PHARMACY - 340B	6,120,296	4,162,982	4,162,982	0.0%
REHAB-O/S SERVICES	220	-	-	0.0%
SQ WALK-IN O/S SERV	792	792	792	0.0%
ORTHO CLINIC-O/S SERV	4,029	3,675	3,675	0.0%
PRIMARY CARE - O/S SERV	300	500	-	-100.0%
Women's Clinic-O/S SERV	150	-	-	0.0%
HOME HEALTH-O/S SERV	4,787	4,992	4,992	0.0%
EMERGENCY ROOM O/S-SERV	5,586	5,586	5,586	0.0%
PA WALK-IN O/S SERV	960	960	960	0.0%
PEDIATRICS CLINIC O/S SERV	576	790	790	0.0%
PURCHASE DISCOUNTS	2,662	1,481	1,481	0.0%
RADIOLOGY FILM COPIES	2,109	2,973	2,973	0.0%
CARDIOLOGY YMCA	3,050	1,114	1,114	0.0%
MEDICAL RECORDS COPIES	7,115	19,216	19,216	0.0%
ACCOUNTING RECORDS	380	1,229	1,229	0.0%
LIFELINE REVENUE	171,796	161,253	161,253	0.0%
MISC INCOME	624,419	285,971	285,971	0.0%
PQRS INCENTIVE REVENUE	-	45,552	45,552	0.0%
ATM REVENUE	953	556	556	0.0%
GRANT - GENERAL	7,200	-	-	0.0%
CANCER CENTER PAT NAV GRANT	3,000	3,000	-	-100.0%
CONVERY GRANT	-	(1,176)	-	0.0%
GRANT INCOME	-	160,000	80,000	-50.0%
PCC DSHS Nurse Care Program	-	67,464	66,000	-2.2%
Plant Ops Other Revenue	-	1,031	1,052	2.0%
DAHC profit distribution	-	108	-	-100.0%
		42,085	17,900	-57.5%
OB DOH AOP REIMBURSEMENT	4,820	3,400	3,600	5.9%
NFS GRANT	(664)	-	-	0.0%
ER TRAUMA GRANT	12,852	14,809	10,537	-28.8%
<b>Total Other Operating Revenue</b>	<b>12,856,003</b>	<b>10,667,850</b>	<b>10,705,815</b>	<b>0.4%</b>

**Salaries & FTEs**

	Salaries				Full Time Equivalents			Increase Per FTE			Change in FTE's			Change in FTE's %		
	Actual 2020	2021 Projection	2022 Budget	2022 Budget Compared to Forecast 2021	Actual 2020	2021 Projection	2022 Budget	Actual 2020	2021 Projection	2022 Budget	Actual 2020	2021 Projection	2022 Budget	Actual 2020	2021 Projection	2022 Budget
5000 PA Specialty Clinic	3,686,445	4,386,941	4,991,388	13.78%	24.7	37.04	39.05	4.1%	-20.7%	7.9%	1.4	12.4	2.0	6.0%	50.1%	5.4%
5010 Sequim Specialty Clinic	2,918,240	3,156,412	3,436,489	8.87%	32.6	30.05	34.35	-13.8%	17.3%	-4.7%	(2.2)	(2.5)	4.3	-6.4%	-7.8%	14.3%
5050 Sequim Walk-In Clinic	771,957	1,469,458	1,425,374	-3.00%	9.8	13.60	16.18	-2.5%	37.4%	-18.4%	(0.8)	3.8	2.6	-7.3%	38.5%	18.9%
5055 PA Walk-In Clinic	1,593,818	1,565,309	1,965,320	25.55%	18.3	19.27	25.58	23.6%	-6.5%	-5.4%	1.9	0.9	6.3	11.9%	5.1%	32.7%
5100 Surgery Clinic	1,859,874	2,282,973	2,398,070	5.04%	9.4	13.00	14.40	4.2%	-11.5%	-5.2%	0.9	3.6	1.4	10.5%	38.7%	10.8%
5150 PA Orthopaedic Clinic	4,456,771	4,991,487	5,059,812	1.37%	32.9	37.30	43.60	-5.1%	-1.3%	-13.3%	9.1	4.4	6.3	38.0%	13.5%	16.9%
5250 Womens Clinic	2,109,850	1,978,328	2,904,699	46.83%	18.0	18.21	22.67	5.2%	-7.2%	18.0%	(1.1)	0.2	4.5	-5.7%	1.0%	24.5%
5300 Primary Care Clinic	3,914,186	3,297,319	4,677,112	41.85%	52.8	52.03	60.14	-4.4%	-14.6%	22.7%	(9.5)	(0.7)	8.1	-15.3%	-1.4%	15.6%
5310 Primary Care - Sequim	1,097,554	1,252,585	1,574,409	25.69%	15.2	17.14	19.10	-13.8%	1.0%	12.8%	1.2	2.0	2.0	8.7%	12.9%	11.5%
5320 Pediatrics Clinic	2,423,838	2,350,564	2,750,237	17.00%	25.3	25.10	31.37	5.2%	-2.2%	-6.4%	1.7	(0.2)	6.3	7.2%	-0.9%	25.0%
5400 Behavioral Health	-	477,807	560,268	17.26%	-	3.79	7.77	-	-	-42.7%	(0.0)	3.8	4.0	-100.0%	0.0%	100.0%
5500 Infectious Testing	-	-	743,370	0.00%	-	-	14.00	-	-	-	-	-	14.0	0.0%	0.0%	100.0%
5900 OMP Admin	469,536	647,276	533,679	-17.55%	3.8	6.44	3.90	13.0%	-18.3%	36.1%	(0.6)	2.6	(2.5)	-13.0%	68.7%	-39.4%
5910 OMP Central Access Services	3,448,351	3,366,115	803,044	-76.14%	96.1	94.00	94.50	4.9%	-0.2%	-76.3%	14.2	(2.1)	0.5	17.4%	-2.2%	0.5%
6000 Med/Surg	5,337,570	5,690,475	6,288,467	10.51%	70.6	73.84	80.01	2.2%	1.9%	2.0%	(2.6)	3.3	6.2	-3.5%	4.6%	8.4%
6010 ICU/Telemetry	4,336,743	4,096,204	4,999,141	22.04%	52.5	47.93	60.10	1.7%	3.5%	-2.7%	(0.7)	(4.6)	12.2	-1.4%	-8.7%	25.4%
6100 OB, L&D, Nursery	1,932,137	2,065,182	2,336,217	13.12%	19.5	19.72	23.40	2.6%	5.8%	-4.7%	(1.4)	0.2	3.7	-6.7%	1.1%	18.7%
6110 New Family Services	229,240	270,443	302,830	11.98%	2.5	2.89	3.10	-3.1%	3.1%	4.4%	0.1	0.4	0.2	6.3%	14.4%	7.3%
6210 Surgery	2,233,171	2,285,378	2,630,695	15.11%	30.1	30.00	33.12	-3.3%	2.7%	4.3%	0.7	(0.1)	3.1	2.3%	-0.4%	10.4%
6220 Recovery Room	611,597	619,846	585,937	-5.47%	6.5	6.84	6.72	-8.2%	-3.0%	-3.8%	0.3	0.3	(0.1)	5.0%	4.5%	-1.8%
6230 Anesthesia	203,452	247,244	251,257	1.62%	2.8	2.76	2.75	49.7%	23.6%	2.0%	0.3	(0.0)	(0.0)	10.4%	-1.7%	-0.4%
6240 Endo	474,556	549,450	608,203	10.69%	6.7	8.02	7.83	-1.5%	-3.2%	13.4%	(0.5)	1.3	(0.2)	-7.2%	19.6%	-2.4%
6250 Short Stay	1,825,381	2,027,749	1,970,146	-2.84%	21.3	23.07	22.36	3.9%	2.8%	0.2%	(0.9)	1.7	(0.7)	-3.9%	8.1%	-3.1%
6260 Wound-Ostomy	26,684	-	-	0.00%	0.2	-	-	6.9%	0.0%	-	(0.1)	(0.2)	-	-38.8%	-100.0%	0.0%
6300 Emergency Room	4,900,678	5,209,101	5,422,378	4.09%	58.4	61.21	63.92	2.7%	1.5%	-0.3%	2.3	2.8	2.7	4.1%	4.7%	4.4%
6400 Home Health	5,508,224	5,470,852	6,647,101	21.50%	70.0	70.82	82.75	9.8%	-1.8%	4.0%	(3.1)	0.8	11.9	-4.2%	1.1%	16.8%
6500 Nursing Administration	1,070,127	1,073,282	1,481,377	38.02%	12.1	13.95	23.61	3.5%	-13.0%	-18.4%	(0.2)	1.8	9.7	-1.6%	15.2%	69.2%
6700 Hospitalist	3,013,430	3,411,747	4,240,073	24.28%	11.2	12.00	13.92	-0.1%	6.0%	7.1%	0.7	0.8	1.9	6.7%	6.8%	16.0%
7000 Radiology	2,340,942	2,499,456	2,463,923	-1.42%	37.4	39.81	39.23	10.7%	0.2%	0.0%	(1.5)	2.4	(0.6)	-3.9%	6.5%	-1.5%
7001 MOB Radiology	229,283	210,182	206,946	-1.54%	3.8	3.13	3.00	-40.8%	9.8%	2.7%	1.7	(0.6)	(0.1)	87.4%	-16.5%	-4.2%
7002 SMP Radiology	95,652	109,585	138,122	26.04%	1.4	1.58	2.00	0.2%	4.0%	-0.4%	0.6	0.1	0.4	63.7%	10.2%	26.6%
7010 NOHN Imaging	76,601	82,562	73,614	-10.84%	1.0	1.11	1.00	6.5%	1.3%	-1.0%	0.0	0.1	(0.1)	1.2%	6.4%	-9.9%
7015 Sequim Radiology	346,455	368,107	305,006	-17.14%	6.2	6.53	5.41	10.4%	1.0%	0.0%	(0.2)	0.3	(1.1)	-3.7%	5.2%	-17.2%
7020 Jamestown Imaging	125,460	99,252	147,630	48.74%	1.7	1.36	2.00	-7.0%	1.1%	1.1%	0.4	(0.4)	0.6	34.8%	-21.7%	47.1%
7030 Ultrasound	907,985	1,021,910	946,046	-7.42%	9.1	10.41	9.51	4.6%	-1.3%	1.3%	0.8	1.3	(0.9)	9.3%	14.0%	-8.6%
7035 PICC Line	59,727	69,291	69,855	0.81%	0.6	0.60	0.60	-2.1%	13.2%	0.8%	(0.1)	0.0	-	-17.1%	2.5%	0.0%
7040 PET Scan	-	97,292	171,570	76.35%	-	0.96	2.50	-	-	-32.3%	-	1.0	1.5	0.0%	0.0%	160.4%
7045 Nuclear Medicine	109,654	97,292	103,292	6.17%	1.1	0.96	1.00	13.7%	-0.7%	1.9%	0.1	(0.1)	0.0	-10.6%	4.2%	0.0%
7050 Women's Imaging	422,013	447,826	431,600	-3.62%	5.8	5.78	5.56	0.8%	6.8%	0.2%	(0.2)	(0.0)	(0.2)	-2.6%	-0.7%	-3.8%
7055 CT Scan	859,041	871,846	987,939	13.32%	11.1	10.57	12.10	8.7%	6.8%	-1.0%	1.0	(0.6)	1.5	10.0%	-4.9%	14.5%
7060 MRI	713,039	700,917	679,291	-3.09%	7.9	7.73	7.12	16.4%	0.1%	5.2%	0.4	(0.1)	(0.6)	5.3%	-1.8%	-7.9%
7100 Resp. Therapy	879,410	851,860	1,120,881	31.58%	12.9	10.78	14.43	0.6%	16.3%	-1.7%	1.9	(2.2)	3.7	16.9%	-16.7%	33.9%
7200 PA Rehab	1,739,527	1,867,670	1,861,335	-0.34%	21.7	22.54	22.70	11.0%	3.1%	-1.0%	(0.0)	0.9	0.2	-0.2%	4.1%	0.7%
7210 Sequim Rehab	1,100,407	1,187,714	1,479,248	24.55%	15.6	16.28	18.50	-9.0%	3.5%	9.6%	2.2	0.7	2.2	16.4%	4.3%	13.6%
7220 Inpatient Rehab	500,444	154,878	213,024	37.54%	4.5	1.24	1.80	4.0%	13.2%	-5.2%	0.5	(3.3)	0.6	12.2%	-72.7%	45.2%
7235 PT Sport Clinic	2,825	149	2,784	1766.49%	0.0	0.00	0.03	4.4%	69.3%	-37.8%	0.0	(0.0)	0.0	10.9%	-96.9%	2900.0%
7300 Cardiac Services	1,520,712	1,630,965	1,704,925	4.53%	22.2	23.58	24.61	7.2%	0.9%	0.2%	0.7	1.4	1.0	3.2%	6.3%	4.4%
7310 Rhythm Management	429,018	506,801	536,451	5.85%	3.2	4.58	4.75	7.0%	-16.3%	2.1%	0.4	1.3	0.2	13.9%	41.1%	3.7%
7320 Wellness Services	88,816	65,791	95,373	44.96%	1.8	1.45	1.81	-4.4%	-6.6%	16.1%	(0.2)	(0.4)	0.4	-11.7%	-20.7%	24.8%
7400 Pharmacy	2,393,846	2,449,959	2,658,724	8.52%	22.7	23.55	24.80	6.9%	-1.3%	3.1%	0.3	0.8	1.3	1.2%	3.7%	5.3%
7500 Radiation Oncology	2,527,030	2,864,800	2,696,985	-5.86%	19.9	24.01	21.65	1.5%	-5.9%	4.4%	(0.8)	4.1	(2.4)	-3.9%	20.4%	-9.8%
7510 Medical Oncology	2,695,564	2,878,795	3,538,295	22.91%	27.8	28.58	33.82	5.2%	7.6%	3.9%	3.4	0.8	5.2	14.0%	2.9%	18.3%
7520 Patient Navigator	171,976	146,748	135,678	-7.54%	3.1	2.64	2.50	9.7%	-0.7%	-2.2%	0.7	(0.4)	(0.1)	31.9%	-14.1%	-5.4%
7600 Sleep Clinic	563,181	620,142	-	-100.00%	5.7	6.24	-	-3.5%	-0.1%	0.0%	0.7	0.6	(6.2)	14.2%	10.2%	-100.0%
7610 Sleep Lab	296,425	312,188	388,125	24.32%	4.3	4.15	6.00	-11.9%	9.3%	-14.0%	(1.0)	(0.2)	1.9	-18.4%	-3.7%	44.6%
7700 Nutritional Counseling	236,202	238,643	249,847	4.69%	4.0	3.96	4.00	5.7%	2.8%	3.6%	0.1	(0.1)	0.0	1.3%	-1.7%	1.0%
7710 Dietary	1,472,427	1,461,391	1,575,801	7.83%	38.1	36.83	39.25	2.4%	2.6%	1.2%	1.2	(1.2)	2.4	3.4%	-3.3%	6.6%
7800 Laboratory	4,475,758	4,493,486	5,146,066	14.52%	72.8	72.27	85.36	4.4%	1.1%	-3.0%	0.6	(0.5)	13.1	0.8%	-0.7%	18.1%
8000 Patient Access Services	883,764	844,668	1,040,909	23.23%	18.1	16.59	19.60	9.9%	4.0%	4.3%	(0.3)	(1.5)	3.0	-1.5%	-8.1%	18.1%
8010 H.I.M.	773,897	693,551	811,090	16.95%	15.4	14.18	15.93	6.8%	-2.8%	4.2%	(2.0)	(1.2)	1.7	-11.5%	-7.8%	12.3%
8030 Case Management	1,223,438	1,321,110	1,422,374	7.67%	14.4	15.61	18.95	8.3%	-0.2%	-11.3%	(0.9)	1.2	3.3	-5.9%	8.2%	21.4%

**Salaries & FTEs**

	Salaries				Full Time Equivalents			Increase Per FTE			Change in FTE's			Change in FTE's %		
	Actual 2020	2021 Projection	2022 Budget	2022 Budget Compared to Forecast 2021	Actual 2020	2021 Projection	2022 Budget	Actual 2020	2021 Projection	2022 Budget	Actual 2020	2021 Projection	2022 Budget	Actual 2020	2021 Projection	2022 Budget
8040 QSS	545,340	549,552	585,796	6.60%	7.4	7.49	8.00	-2.0%	-0.6%	-0.2%	0.9	0.1	0.5	14.3%	1.4%	6.8%
8050 Patient Safety	231,498	229,874	155,710	-32.26%	3.0	2.77	2.00	-2.9%	9.1%	-6.2%	0.1	(0.3)	(0.8)	3.2%	-9.0%	-27.8%
8060 Patient Experience	215,167	286,980	322,867	12.51%	3.4	5.35	6.00	-0.8%	-16.2%	0.3%	0.6	2.0	0.7	23.3%	59.2%	12.1%
8100 Housekeeping	1,596,557	1,756,204	1,846,085	5.12%	41.1	46.99	47.15	4.2%	-3.8%	4.8%	2.9	5.9	0.2	7.7%	14.3%	0.3%
8110 Laundry & Linen	325,542	327,145	358,008	9.43%	8.6	8.76	9.40	8.6%	-1.4%	2.0%	(0.4)	0.2	0.6	-4.5%	1.9%	7.3%
8120 Plant Operations	1,011,124	1,120,988	1,273,190	13.58%	20.9	19.30	19.00	-8.5%	20.3%	15.4%	2.4	(1.6)	(0.3)	13.2%	-7.8%	-1.6%
8130 Guard	704,151	733,006	807,841	10.21%	16.0	16.24	17.40	1.1%	2.7%	2.9%	(0.1)	0.2	1.2	-0.9%	1.4%	7.1%
8140 Disaster Mgmt/ Haz Material	67,094	83,803	121,436	44.91%	1.4	1.66	2.00	-16.8%	9.1%	20.0%	(0.5)	0.2	0.3	-25.7%	14.5%	20.8%
8200 Accounting	921,068	1,067,670	1,082,711	1.41%	13.6	16.00	16.00	13.6%	-1.8%	1.4%	0.1	2.4	-	0.9%	18.0%	0.0%
8230 Patient Financial Services	1,523,941	1,585,296	2,666,667	68.21%	30.4	32.90	55.00	9.2%	-3.7%	0.6%	(1.6)	2.4	22.1	-4.9%	8.0%	67.2%
8250 Materials Management	871,818	1,175,027	1,262,511	7.45%	17.0	25.45	26.32	-0.7%	-10.1%	3.9%	4.6	8.5	0.9	37.0%	50.0%	3.4%
8255 Central Supply	814,851	514,953	652,704	26.75%	18.9	11.41	14.00	-3.3%	4.8%	3.3%	(1.7)	(7.5)	2.6	-8.3%	-39.7%	22.7%
8260 Printing	52,038	52,545	54,458	3.64%	1.0	1.00	1.00	4.7%	1.0%	3.6%	0.0	(0.0)	-	0.0%	0.0%	0.0%
8270 Compliance	144,371	143,032	142,491	-0.38%	2.0	2.05	2.00	10.5%	-3.3%	2.1%	(0.0)	0.0	(0.0)	-0.6%	2.5%	-2.4%
8300 Administration	830,490	656,753	885,654	34.85%	5.0	11.00	12.00	6.8%	-64.3%	23.6%	0.4	6.0	1.0	9.1%	121.2%	9.1%
8310 Marketing/Comm	231,167	330,926	328,413	-0.76%	2.9	4.03	4.00	3.6%	3.3%	0.0%	(0.1)	1.1	(0.0)	-3.0%	38.6%	-0.7%
8320 Risk Management	248,984	258,532	266,812	3.20%	3.0	3.09	3.00	13.2%	1.3%	6.3%	0.3	0.1	(0.1)	12.6%	2.5%	-2.9%
8330 Physician Recruiting	-	-	-	0.00%	-	-	-	-	-	-	(0.1)	-	-	-100.0%	0.0%	0.0%
8340 Medical Staff	180,264	106,090	59,960	-43.48%	2.1	2.00	1.00	4.6%	-39.7%	13.0%	(0.0)	(0.1)	(1.0)	-0.1%	-2.5%	-50.0%
8350 Human Resources	1,364,500	1,009,595	1,204,327	19.29%	17.7	18.97	17.00	8.4%	-31.1%	33.1%	0.3	1.3	(2.0)	1.6%	7.4%	-10.4%
8360 Inservice Education	343,122	405,436	404,399	-0.26%	4.2	5.32	6.00	14.7%	-7.0%	-11.6%	0.4	1.1	0.7	9.6%	27.0%	12.8%
8390 Disaster/COVID	1,009,815	798,614	-	-100.00%	19.8	17.11	-	-	-8.7%	0.0%	19.8	(2.7)	(17.1)	0.0%	-13.4%	-100.0%
8399 Unallocated	7,500	-	-3,893,116	0.00%	-	-	-	0.0%	0.0%	-	-	-	-	0.0%	0.0%	0.0%
8500 Info. Tech.	1,050,258	1,106,866	1,192,202	7.71%	13.8	15.05	15.27	12.2%	-3.2%	6.2%	(0.8)	1.2	0.2	-5.7%	8.9%	1.4%
8510 Clinical Informatics	648,307	603,351	624,800	3.55%	7.5	7.65	8.03	24.6%	-9.3%	-1.3%	(0.8)	0.2	0.4	-9.9%	2.6%	4.9%
8515 Applications	645,717	633,001	745,877	17.83%	8.1	8.06	9.20	-6.3%	-1.3%	3.3%	1.3	(0.1)	1.1	18.7%	-0.6%	14.1%
8520 Lawson	-	-	-	0.00%	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%
8530 EPIC	1,961	-	-	0.00%	0.0	-	-	0.0%	0.0%	-	0.0	(0.0)	-	0.0%	-100.0%	0.0%
8365 Legal	-	554,775	343,566	-38.07%	-	3.00	3.50	-	-	-46.9%	-	3.0	-	0.0%	0.0%	0.0%
8370 Employee Health Services	182,203	341,539	306,543	-10.25%	2.7	2.81	4.77	-	-	-	-	-	-	0.0%	0.0%	0.0%
Unallocated	-	-	257,000	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Totals</b>	<b>106,482,780</b>	<b>111,937,907</b>	<b>119,048,752</b>	<b>6.35%</b>	<b>1,390.48</b>	<b>1455.10</b>	<b>1,610.73</b>	<b>2.5%</b>	<b>0.5%</b>	<b>-3.9%</b>	<b>49.7</b>	<b>64.5</b>	<b>153.2</b>	<b>3.7%</b>	<b>4.6%</b>	<b>10.5%</b>

## Indirect Expenses

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
FICA	7,387,674	8,085,826	8,097,052	0.1%
St Unemployment	81,354	367,108	384,296	4.7%
Workers Comp	1,024,086	1,169,516	1,224,271	4.7%
State FML	89,614	114,714	120,085	4.7%
Medical - employer	14,979,343	15,439,745	17,119,578	10.9%
Medical - employee		-	-	#DIV/0!
Dental		-	-	
Life Insurance	87,942	94,494	98,918	4.7%
Pension	4,697,895	5,055,209	5,291,890	4.7%
Def Comp		-	-	
Disability Ins	284,139	315,401	330,168	4.7%
Vacation Accrual		-	-	
Misc / EE Wellness	278,200	322,036	337,113	4.7%
Employee Benefits	<u>28,910,246</u>	<u>30,964,050</u>	<u>33,003,370</u>	6.6%
Salary Dollars	106,482,780	111,937,907	119,048,752	6.4%
Labor Hours	2,791,820	3,030,767	3,356,563	10.7%
Salary Decrease Adj	0	0	(3,893,116)	
Supply Decrease Adj				
Depreciation	10,999,082	11,330,537	12,089,585	6.7%
B&O/Other Taxes	1,427,097	1,574,572	1,699,102	7.9%
<u>Contractual Adj</u>				
Gross Revenue	436,677,477	490,690,472	530,088,556	8.0%
Charity Care	2,702,758	2,258,884	2,438,407	7.9%
Bad Debt	2,704,456	4,023,056	4,293,717	6.7%
Contractual Adj	226,677,768	257,410,984	277,600,410	7.8%
Charity %	0.62%	0.46%	0.46%	
Bad Debt %	0.62%	0.82%	0.81%	
Uncompensated %	<u>1.24%</u>	<u>1.28%</u>	<u>1.27%</u>	
Contract %	51.91%	52.46%	52.37%	
Total Deductions	53.15%	53.74%	53.64%	

## OMC Total

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b>REVENUE</b>				
Inpatient	97,076,529	101,177,253	108,394,114	7.1%
Outpatient	273,809,497	314,901,317	343,531,412	9.1%
Emergency	56,942,616	65,102,055	68,464,888	5.2%
HHA	8,848,835	9,509,848	9,698,143	2.0%
<b>Total Patient Revenue</b>	<b>436,677,477</b>	<b>490,690,472</b>	<b>530,088,556</b>	<b>8.0%</b>
<b>EXPENSES</b>				
Salaries	106,482,780	111,937,907	114,898,636	2.6%
Pro Fees	11,048,503	9,816,257	8,738,256	-11.0%
Supplies	34,998,084	38,302,512	40,698,000	6.3%
Utilities	1,739,749	2,130,945	2,219,500	4.2%
Tele./Postage	820,303	751,100	771,986	2.8%
Repair/Maint	8,575,539	7,909,810	8,658,131	9.5%
Purchased Services	10,092,922	13,717,025	15,402,943	12.3%
Lease	376,109	172,617	199,421	15.5%
Licenses/Taxes/Dues	2,092,896	2,091,750	2,354,761	12.6%
Travel & Ed.	823,058	973,574	1,019,080	4.7%
Other Exp.	2,837,318	2,591,439	2,898,395	11.8%
<b>Total Direct Expenses</b>	<b>179,887,261</b>	<b>190,394,937</b>	<b>197,859,109</b>	<b>3.9%</b>
<b>Total Indirect Expenses</b>	<b>41,179,826</b>	<b>43,507,018</b>	<b>47,097,580</b>	<b>8.3%</b>
<b>Total Operating Expenses</b>	<b>221,067,086</b>	<b>233,901,954</b>	<b>244,956,688</b>	<b>4.7%</b>
FTEs	1,390.5	1,455.1	1,610.7	10.7%
Salary per FTE	76,580	76,928	71,333	

## Daily Hospital Services

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	57,080,034	59,349,968	64,451,937	8.6%
Outpatient	40,358,375	51,940,166	56,608,310	9.0%
Emergency	25,466,618	28,578,729	30,617,114	7.1%
HHA	-	-	-	
Total Patient Revenue	122,905,026	139,868,864	151,677,361	8.4%
<b><u>EXPENSES</u></b>				
Salaries	26,136,236	27,383,445	31,020,931	13.3%
Pro Fees	6,246,931	6,189,018	6,039,001	-2.4%
Supplies	8,078,339	9,400,974	9,690,461	3.1%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	504,105	386,114	340,993	-11.7%
Purchased Services	1,281,917	2,345,932	3,239,723	38.1%
Lease	60,819	19,114	15,032	-21.4%
Licenses/Taxes/Dues	17,528	16,923	25,659	51.6%
Travel & Ed.	35,509	33,882	72,430	113.8%
Other Exp.	134,814	57,991	59,345	2.3%
Total Direct Expenses	42,496,198	45,833,394	50,503,576	10.2%
FTEs	300.0	306.0	347.7	13.6%
Salary per FTE	87,121	89,488	89,141	

# OB

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	6,186,708	7,104,832	7,757,230	9.2%
Outpatient	1,053,482	1,194,224	1,298,106	8.7%
Emergency	10,258	3,524	3,847	9.1%
HHA	-	-	-	
Total Patient Revenue	7,250,449	8,302,581	9,059,183	9.1%
<b><u>EXPENSES</u></b>				
Salaries	2,161,378	2,335,625	2,639,047	13.0%
Pro Fees	-	-	-	
Supplies	150,593	165,833	176,204	6.3%
Utilities	-	-	-	
Tele./Postage	1,080	1,080	1,080	0.0%
Repair/Maint	30,452	27,106	34,893	28.7%
Purchased Services	150,511	176,967	57,600	-67.5%
Lease	-	-	-	
Licenses/Taxes/Dues	-	250	635	154.0%
Travel & Ed.	2,073	4,740	7,000	47.7%
Other Exp.	396	12	13	5.2%
Total Direct Expenses	2,496,483	2,711,614	2,916,472	7.6%
FTEs	22.0	22.6	26.5	17.2%
Salary per FTE	98,244	101,549	97,742	

# Materials Management

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	-	-	-	
Outpatient	-	-	-	
Emergency	-	-	-	
HHA	-	-	-	
Total Patient Revenue	-	-	-	
<b><u>EXPENSES</u></b>				
Salaries	1,738,707	1,742,525	1,969,672	13.0%
Pro Fees	33,764	14,261	30,000	110.4%
Supplies	312,139	316,183	331,696	4.9%
Utilities	-	-	-	
Tele./Postage	103,838	99,349	102,031	2.7%
Repair/Maint	369,523	1,275,865	1,506,475	18.1%
Purchased Services	40,954	51,252	83,435	62.8%
Lease	2,878	2,081	2,176	4.5%
Licenses/Taxes/Dues	3,706	1,138	4,169	266.3%
Travel & Ed.	627	441	8,739	1880.6%
Other Exp.	75,310	162,708	167,180	2.7%
Total Direct Expenses	2,681,447	3,665,804	4,205,572	14.7%
FTEs	36.9	37.9	41.3	9.1%
Salary per FTE	46,992	45,856	48,041	

## Laboratory

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	8,542,944	9,531,173	10,110,668	6.1%
Outpatient	26,960,437	32,978,469	34,983,560	6.1%
Emergency	6,879,219	8,611,995	9,135,604	6.1%
HHA	-	-	-	
Total Patient Revenue	42,382,600	51,121,636	54,229,831	6.1%
<b><u>EXPENSES</u></b>				
Salaries	4,475,758	4,493,486	5,146,066	14.5%
Pro Fees	45,000	38,571	50,000	29.6%
Supplies	1,678,922	1,693,746	1,910,315	12.8%
Utilities	621	1,173	1,205	2.7%
Tele./Postage	-	-	-	
Repair/Maint	320,099	328,960	416,792	26.7%
Purchased Services	2,414,328	2,746,807	2,734,509	-0.4%
Lease	82,460	26,286	29,027	10.4%
Licenses/Taxes/Dues	53,651	77,057	61,688	-19.9%
Travel & Ed.	4,101	1,383	5,869	324.4%
Other Exp.	22,808	2,128	2,233	4.9%
Total Direct Expenses	9,097,748	9,409,597	10,357,704	10.1%
FTEs	72.8	72.3	85.4	18.1%
Salary per FTE	61,312	62,410	60,542	

## Diagnostic Imaging

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	11,056,755	10,807,058	11,121,099	2.9%
Outpatient	54,167,772	61,249,079	63,942,361	4.4%
Emergency	20,420,179	23,178,792	23,783,394	2.6%
HHA	-	-	-	
Total Patient Revenue	85,644,707	95,234,929	98,846,853	3.8%
<b><u>EXPENSES</u></b>				
Salaries	6,285,852	6,675,517	6,724,833	0.7%
Pro Fees	6,600	-	-	
Supplies	947,662	1,209,344	1,400,303	15.8%
Utilities	-	-	-	
Tele./Postage	(3,600)	-	-	
Repair/Maint	1,519,586	1,316,424	1,657,818	25.9%
Purchased Services	707,305	777,188	192,712	-75.2%
Lease	206,165	26,189	26,898	2.7%
Licenses/Taxes/Dues	19,024	44,300	96,501	117.8%
Travel & Ed.	10,503	7,591	18,242	140.3%
Other Exp.	7,873	30	31	4.6%
Total Direct Expenses	9,706,969	10,056,583	10,117,338	0.6%
FTEs	87.1	90.5	91.0	0.6%
Salary per FTE	72,251	73,357	73,899	

## Cardiology

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	1,534,687	1,702,127	1,840,765	8.1%
Outpatient	10,758,108	12,083,179	13,062,080	8.1%
Emergency	959,471	1,102,608	1,192,427	8.1%
HHA	-	-	-	
Total Patient Revenue	13,252,266	14,887,914	16,095,272	8.1%
<b><u>EXPENSES</u></b>				
Salaries	2,038,546	2,203,557	2,336,749	6.0%
Pro Fees	-	-	-	
Supplies	427,535	347,552	370,109	6.5%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	111,799	45,765	182,133	298.0%
Purchased Services	(3,075)	633	738	16.6%
Lease	139,300	60,364	60,368	0.0%
Licenses/Taxes/Dues	1,186	2,811	750	-73.3%
Travel & Ed.	1,686	1,788	8,500	375.5%
Other Exp.	2,837	1,979	2,033	2.7%
Total Direct Expenses	2,719,816	2,664,449	2,961,380	11.1%
FTEs	27.3	29.6	31.2	5.3%
Salary per FTE	75,502	73,452	75,379	

## Sleep

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	1,215	-	-	
Outpatient	4,821,612	4,356,294	2,925,630	-32.8%
Emergency	1,658	8,003	5,375	-32.8%
HHA	-	-	-	
Total Patient Revenue	4,824,485	4,364,297	2,931,005	-32.8%
<b><u>EXPENSES</u></b>				
Salaries	859,606	932,330	388,125	-58.4%
Pro Fees	207,200	180,000	234,860	30.5%
Supplies	37,933	38,583	43,678	13.2%
Utilities	2,550	3,420	3,110	-9.1%
Tele./Postage	-	-	-	
Repair/Maint	2,942	569	600	5.5%
Purchased Services	24,361	22,209	24,023	8.2%
Lease	64,540	104	107	3.1%
Licenses/Taxes/Dues	1,109	1,800	-	-100.0%
Travel & Ed.	276	62	1,000	1507.9%
Other Exp.	1,525	1,450	28	-98.1%
Total Direct Expenses	1,202,042	1,180,528	695,531	-41.1%
FTEs	10.0	10.4	6.0	-42.2%
Salary per FTE	85,961	93,233	64,688	

## Cancer Center

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	70,130	77,117	79,430	3.0%
Outpatient	21,153,661	23,071,949	25,866,168	12.1%
Emergency	18,444	29,743	30,635	3.0%
HHA	-	-	-	
Total Patient Revenue	21,242,235	23,178,808	25,976,233	12.1%
<b><u>EXPENSES</u></b>				
Salaries	5,394,570	5,890,342	6,370,958	8.2%
Pro Fees	1,338,936	1,075,440	664,200	-38.2%
Supplies	214,360	250,699	273,820	9.2%
Utilities	-	-	-	
Tele./Postage	360	257	265	3.1%
Repair/Maint	502,088	442,872	452,251	2.1%
Purchased Services	546,635	523,747	533,764	1.9%
Lease	108	-	-	
Licenses/Taxes/Dues	14,967	12,394	12,940	4.4%
Travel & Ed.	8,304	6,039	14,988	148.2%
Other Exp.	3,475	10,059	11,029	9.6%
Total Direct Expenses	8,023,804	8,211,849	8,334,216	1.5%
FTEs	50.8	55.2	58.0	4.9%
Salary per FTE	105,776	107,097	109,844	

## Pharmacy

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	11,382,273	11,294,160	11,630,681	3.0%
Outpatient	52,991,403	55,589,085	57,267,876	3.0%
Emergency	3,101,614	3,473,327	3,577,344	3.0%
HHA	-	-	-	
Total Patient Revenue	67,475,289	70,356,572	72,475,900	3.0%
<b><u>EXPENSES</u></b>				
Salaries	2,393,846	2,449,959	2,658,724	8.5%
Pro Fees	20,283	40,946	17,000	-58.5%
Supplies	17,503,437	18,398,604	19,328,472	5.1%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	552,939	137,372	148,037	7.8%
Purchased Services	4,000	445,037	473,718	6.4%
Lease	141	130	136	4.7%
Licenses/Taxes/Dues	60,155	(23,862)	4,745	
Travel & Ed.	4,236	7,700	9,000	16.9%
Other Exp.	1,273,750	882,476	882,511	0.0%
Total Direct Expenses	21,812,788	22,338,362	23,522,343	5.3%
FTEs	22.7	23.6	24.8	5.3%
Salary per FTE	104,080	102,082	106,349	

## Physical Therapy

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	1,174,898	1,254,249	1,344,038	7.2%
Outpatient	7,260,860	8,721,719	9,487,935	8.8%
Emergency	1,740	8,366	8,972	7.2%
HHA	-	-	-	
Total Patient Revenue	8,437,497	9,984,335	10,840,945	8.6%
<b><u>EXPENSES</u></b>				
Salaries	3,343,203	3,210,412	3,556,391	10.8%
Pro Fees	-	-	-	
Supplies	69,834	66,675	70,045	5.1%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	12,167	4,981	5,129	3.0%
Purchased Services	29,771	1,113	1,145	2.9%
Lease	3,948	6,155	6,451	4.8%
Licenses/Taxes/Dues	-	-	-	
Travel & Ed.	7,851	13,545	19,100	41.0%
Other Exp.	214	-	-	
Total Direct Expenses	3,466,987	3,302,881	3,658,261	10.8%
FTEs	41.8	40.1	43.0	7.4%
Salary per FTE	79,600	80,260	82,707	

## Olympic Medical Physicians

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	46,407	56,569	58,266	3.0%
Outpatient	54,126,486	63,381,988	77,739,004	22.7%
Emergency	83,305	106,967	110,176	3.0%
HHA	-	-	-	
Total Patient Revenue	54,256,199	63,545,524	77,907,447	22.6%
<b><u>EXPENSES</u></b>				
Salaries	28,750,423	31,222,575	33,823,269	8.3%
Pro Fees	2,183,889	1,555,503	961,624	-38.2%
Supplies	2,074,770	2,510,906	4,206,804	67.5%
Utilities	-	-	-	
Tele./Postage	-	225	233	3.3%
Repair/Maint	72,241	102,968	106,455	3.4%
Purchased Services	223,364	219,313	3,387,740	1444.7%
Lease	1,354,659	24,055	24,103	0.2%
Licenses/Taxes/Dues	26,454	23,250	60,064	158.3%
Travel & Ed.	31,657	84,652	102,771	21.4%
Other Exp.	8,160	157,469	200,098	27.1%
Total Direct Expenses	34,725,618	35,900,916	42,873,159	19.4%
FTEs	338.9	367.0	426.6	16.2%
Salary per FTE	84,810	85,075	79,211	-6.9%
RVU's	209,422	290,969	326,038	12.1%

## Home Health

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	-	-	-	
Outpatient	-	-	-	
Emergency	-	-	-	
HHA	8,848,835	9,509,848	9,698,143	2.0%
Total Patient Revenue	8,848,835	9,509,848	9,698,143	2.0%
<b><u>EXPENSES</u></b>				
Salaries	5,508,224	5,470,852	6,647,101	21.5%
Pro Fees	-	-	-	
Supplies	195,051	254,828	282,327	10.8%
Utilities	-	-	-	
Tele./Postage	25,490	24,420	25,650	5.0%
Repair/Maint	6,265	6,267	7,767	23.9%
Purchased Services	445,068	747,806	751,966	0.6%
Lease	90,141	130	1,136	774.2%
Licenses/Taxes/Dues	6,623	2,420	20,568	749.9%
Travel & Ed.	220,033	244,792	258,114	5.4%
Other Exp.	475	657	675	2.7%
Total Direct Expenses	6,497,371	6,752,172	7,995,304	18.4%
FTEs	70.0	70.8	82.8	16.8%
Salary per FTE	78,689	77,054	80,086	

## Nutrition

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	478	-	-	
Outpatient	108,720	144,585	152,110	5.2%
Emergency	110	-	-	
HHA	-	-	-	
Total Patient Revenue	109,308	144,585	152,110	5.2%
<b><u>EXPENSES</u></b>				
Salaries	1,708,628	1,700,034	1,825,648	7.4%
Pro Fees	-	-	-	
Supplies	759,608	737,292	836,744	13.5%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	43,916	57,914	61,743	6.6%
Purchased Services	1,628	15,142	15,551	2.7%
Lease	-	-	-	
Licenses/Taxes/Dues	572	831	850	2.3%
Travel & Ed.	10,251	10,099	10,000	-1.0%
Other Exp.	359	-	-	
Total Direct Expenses	2,524,964	2,521,311	2,750,536	9.1%
FTEs	42.1	40.8	43.3	6.0%
Salary per FTE	40,682	41,464	42,457	

## Facility Services

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	-	-	-	
Outpatient	-	-	-	
Emergency	-	-	-	
HHA	-	-	-	
Total Patient Revenue	-	-	-	
<b><u>EXPENSES</u></b>				
Salaries	3,704,469	4,021,146	4,406,560	9.6%
Pro Fees	82,554	1,350	1,387	2.7%
Supplies	742,584	696,772	728,057	4.5%
Utilities	1,736,577	2,126,353	2,215,185	4.2%
Tele./Postage	360	360	370	2.8%
Repair/Maint	547,683	530,630	531,027	0.1%
Purchased Services	403,344	421,772	460,802	9.3%
Lease	422	539	559	3.8%
Licenses/Taxes/Dues	8,366	7,249	7,446	2.7%
Travel & Ed.	3,388	1,521	3,805	150.2%
Other Exp.	1,544	187	74	-60.6%
Total Direct Expenses	7,231,291	7,807,879	8,355,272	7.0%
FTEs	88.1	93.0	95.0	2.2%
Salary per FTE	42,096	43,238	46,385	

## Business/Financial Services

	Actual 2020	Projection 2021	Budget 2022	2022 Budget Compared to Forecast 2021
<b><u>REVENUE</u></b>				
Inpatient	-	-	-	
Outpatient	48,581	190,580	198,273	4.0%
Emergency	-	-	-	
HHA	-	-	-	
Total Patient Revenue	48,581	190,580	198,273	4.0%
<b><u>EXPENSES</u></b>				
Salaries	11,983,334	12,206,102	9,277,678	-24.0%
Pro Fees	883,344	721,166	740,184	2.6%
Supplies	1,805,315	2,214,522	1,048,965	-52.6%
Utilities	-	-	-	
Tele./Postage	692,775	625,409	642,357	2.7%
Repair/Maint	3,979,730	3,246,003	3,206,017	-1.2%
Purchased Services	3,822,813	5,222,108	3,445,517	-34.0%
Lease	(1,629,471)	7,470	33,428	347.5%
Licenses/Taxes/Dues	1,879,555	1,925,188	2,058,746	6.9%
Travel & Ed.	482,562	555,340	479,522	-13.7%
Other Exp.	1,303,778	1,314,292	1,573,146	19.7%
Total Direct Expenses	25,203,735	28,037,600	22,505,561	-19.7%
FTEs	180.0	195.4	208.3	6.6%
Salary per FTE	66,574	62,595	44,604	

# Olympic Medical Center 2022 Capital Budget

	<b>Tab</b>	<b>2022 Budget Requests</b>
Under \$50,000 -not including Plant Ops/IT	Dept Ttl <50K	\$ 1,928,300.00
Medical Equipment	Medical	\$ 1,673,767.00
Non-Medical Equipment	Non Med	\$ 63,080.00
Information Systems	IT	\$ 2,611,325.00
Contingency	Contingency	\$ 500,000.00
<b>Subtotal</b>		<b>\$ 6,776,472</b>
Hospital Construction/Upgrades		
General/Routine Construction Projects	Construction	3,371,675
Hospital Surgical Service Upgrade	Over \$1M	3,559,973
OMC Chemistry Lab replacement PA and Sequim	Over \$1M	1,423,104
Nurse Call System - Housewide	Over \$1M	1,850,000
<b>Subtotal</b>		<b>\$ 10,204,752</b>
<b>Total Capital Spending</b>		<b>\$ 16,981,224</b>