

# WEST ORANGE HEALTHCARE DISTRICT

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## Introduction

The most important goal at Health Central and Health Central Park during 2011 can be summed up in three words: improve patient satisfaction. Although improving our patients' experiences has always been at the forefront of our goals and objectives this year it has been an all-out effort by every employee. We have examined processes and implemented changes in nearly every department to improve patient satisfaction, and the process is on-going. We now have nearly 100 employees that have been trained in the Lean Six Sigma program that are tasked with working on continual improvements throughout the hospital.

During 2011 – our 60<sup>th</sup> year of operating as an acute care hospital in West Orange -- there have been many changes as we begin to enter the new phase of our relationship with Orlando Health. We are very pleased that the Health Central Paramedic Program has been taken over by Rural Metro with every employee offered a position that maintains their salary level, benefits and tenure. This marks the first of many positive outcomes for employees as the transition with Orlando Health begins.

“Volume” became a word frequently spoken in 2011 as the Emergency Room traffic hit a record high during January. It was the first time the department saw 5,000 cases during one month, and physicians and staff rose to the occasion. When many of those patients moved upstairs the increase impacted the entire hospital.

Technology played a greater role in the operations and its impact on the budget. The STAR system was upgraded throughout 2011, including 5 applications at the same time in materials, financial and surgical management, Enterprise scheduling, and STAR – the central hospital information system. The upgrades ensured continual smooth operations. The process of implementing computerized provider order entry (CPOE) began years ago and the final component went live in August. The system is far reaching and is utilized by clinical staff and physicians to streamline entry of patient information, making care more seamless and accurate. Implementation of the system represents one of the most dramatic shifts in process for physicians, and utilization will become easier and more effective with time.

Improvements in technology also had a direct impact on the patient experience. Our new MRI upgrade was executed in ten short days and includes new coils and software that will improve the patient experience by decreasing the scanning time by 50%. That's half the time in the unit, allowing claustrophobic challenged patients to complete exams they were previously not able to finish.

During 2011 Health Central made major strides towards a new Cancer Treatment program. The facility has been purchased, and the Board approved plans for a new accelerator and building renovation. We are currently searching for physicians to staff the facility which will be operational in early 2012.

May marked the one-year anniversary of our Emergency Department's CODE STEMI and stroke programs. The CODE STEMI program consistently achieves the fastest door-to-balloon times in Central Florida with an average of 65 minutes, compared to the national average of 90 minutes, and has saved more than 80 lives.

2011 also marked a year of recognition with a number of District staff receiving awards. The Health Central Streamliners were recognized for their efforts in reducing central line infections. And Health Central Park received a Silver Award from the American Health Care Association/National Center for Assisted Living (AHCA/NCAL), making them one of only three recipients out of 700 Florida nursing homes.

Moving into Fiscal Year 2012, regardless of whether we fly the Orlando Health or the West Orange Healthcare District banner improving patient satisfaction will be job #1. The budget anticipates business as usual despite the pending transition with Orlando Health. When the transaction is completed we will look forward to the clinical and financial benefits of the relationship.

I look forward to accomplishing the merger between our two great organizations before the end of this calendar year with an effective date in early 2012. Our new partnership will mean many opportunities for our existing staff and provide added capital and expertise that will assist Health Central in reaching new heights not possible without our affiliation.

During my 24 years with the West Orange Healthcare District it has been an honor and my pleasure to work with such a dedicated group of employees, physicians, Trustees and volunteers.

Richard M. Irwin

## WEST ORANGE HEALTHCARE DISTRICT 2012 BUDGET ASSUMPTIONS

### HEALTH CENTRAL

- 131 AVERAGE DAILY INPATIENT CENSUS
- 3.0 % INCREASE IN EMERGENCY ROOM VISITS
- 1.0 % INCREASE IN PATIENT ADMISSIONS
- 1.0 % INCREASE IN PATIENT DAYS
- 0.0 % INCREASE IN AVERAGE LENGTH OF STAY
- AVERAGE 5.0 % REVENUE RATE INCREASE
- PAYER MIX:

	<u>BUDGET 2012</u>	<u>PROJECTED 2011</u>
Medicare	40.3%	39.9%
Medicaid	14.6%	14.2%
Managed Care	23.6%	24.4%
Commercial Ins.	5.7%	6.0%
Self Pay	15.8%	15.5%
	100.0%	100.0%

### HEALTH CENTRAL PARK

- 3.3% INCREASE IN RESIDENT DAYS

### DISTRICT

- 2.5% SALARY INCREASE
- CAPITAL EXPENDITURES \$ 10,000,000

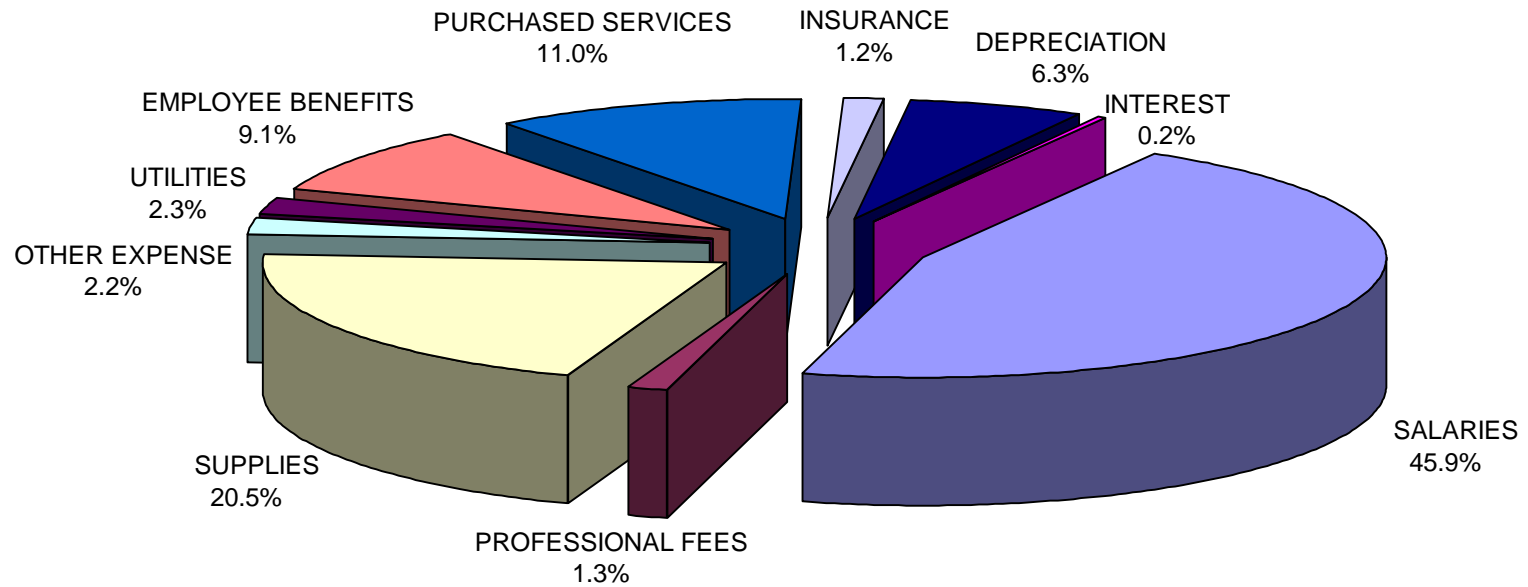
*Note: The FY 2012 budget excludes community health (school nurse program) and the ambulance division.*

**WEST ORANGE HEALTHCARE DISTRICT  
SUMMARY INCOME STATEMENT  
F.Y.E. 09/30/2012 BUDGET**

	HOSPITAL			NURSING HOME			CONSOLIDATED		
	2012 BUDGET	2011 PROJECTED	2011 BUDGET	2012 BUDGET	2011 PROJECTED	2011 BUDGET	2012 BUDGET	2011 PROJECTED	2011 BUDGET
<b>OPERATING REVENUES</b>									
ROUTINE REVENUE	\$ 68,067,481	\$ 65,130,041	\$ 56,353,424	\$ 16,365,850	\$ 15,790,772	\$ 16,208,900	\$ 84,433,331	\$ 80,920,813	\$ 72,562,324
ANCILLARY REVENUE	274,213,627	259,639,039	231,142,113	7,726,378	7,840,474	7,559,209	281,940,005	267,479,513	238,701,322
TOTAL INPATIENT REVENUES	\$ 342,281,108	\$ 324,769,080	\$ 287,495,537	\$ 24,092,228	\$ 23,631,246	\$ 23,768,109	\$ 366,373,336	\$ 348,400,326	\$ 311,263,646
OUTPATIENT REVENUE	287,753,186	288,604,747	278,969,907	-	-	-	287,753,186	288,604,747	278,969,907
TOTAL PATIENT REVENUES	\$ 630,034,294	\$ 613,373,827	\$ 566,465,444	\$ 24,092,228	\$ 23,631,246	\$ 23,768,109	\$ 654,126,522	\$ 637,005,073	\$ 590,233,553
<b>LESS: REVENUE DEDUCTIONS</b>									
CONTRACTUAL ADJUSTMENTS	\$ 403,073,386	\$ 384,928,815	\$ 361,078,501	\$ 3,556,535	\$ 3,150,943	\$ 3,433,255	\$ 406,629,921	\$ 388,079,758	\$ 364,511,756
BAD DEBTS (NET OF RECOVERY)	35,776,851	27,898,278	28,941,258	793,566	846,754	793,274	36,570,417	28,745,032	29,734,532
OTHER DEDUCTIONS	11,576,062	13,787,824	2,200,000	-	-	-	11,576,062	13,787,824	2,200,000
INDIGENT CARE	43,520,586	45,944,181	41,633,346	75,190	75,529	74,460	43,595,776	46,019,710	41,707,806
REVENUE DEDUCTIONS	\$ 493,946,885	\$ 472,559,098	\$ 433,853,105	\$ 4,425,291	\$ 4,073,226	\$ 4,300,989	\$ 498,372,176	\$ 476,632,324	\$ 438,154,094
NET PATIENT SERVICE REVENUE	\$ 136,087,409	\$ 140,814,729	\$ 132,612,339	\$ 19,666,937	\$ 19,558,020	\$ 19,467,120	\$ 155,754,346	\$ 160,372,749	\$ 152,079,459
OTHER OPERATING REVENUE	2,740,854	3,433,576	3,229,481	22,623	38,076	21,267	2,763,477	3,471,652	3,250,748
TOTAL OPERATING REVENUES	\$ 138,828,263	\$ 144,248,305	\$ 135,841,820	\$ 19,689,560	\$ 19,596,096	\$ 19,488,387	\$ 158,517,823	\$ 163,844,401	\$ 155,330,207
<b>OPERATING EXPENSES</b>									
SALARIES	\$ 62,269,447	\$ 64,024,607	\$ 62,363,674	\$ 8,340,182	\$ 8,544,960	\$ 8,951,742	\$ 70,609,629	\$ 72,569,567	\$ 71,315,416
PROFESSIONAL FEES	1,513,828	1,649,899	1,168,747	474,444	467,668	465,856	1,988,272	2,117,567	1,634,603
SUPPLIES	29,099,445	29,845,209	26,398,494	2,316,999	2,133,356	2,162,793	31,416,444	31,978,565	28,561,287
OTHER EXPENSE	2,013,913	2,106,653	2,140,259	1,436,958	1,246,574	1,299,095	3,450,871	3,353,227	3,439,354
UTILITIES	3,123,241	3,154,413	3,079,306	445,542	411,544	417,885	3,568,783	3,565,957	3,497,191
EMPLOYEE BENEFITS	11,681,852	11,169,250	12,425,696	2,275,734	2,218,602	2,003,912	13,957,586	13,387,852	14,429,608
PURCHASED SERVICES	14,277,678	15,071,121	14,568,134	2,619,386	2,492,644	2,331,586	16,897,064	17,563,765	16,899,720
INSURANCE	1,437,227	1,634,766	1,573,077	365,032	343,286	360,870	1,802,259	1,978,052	1,933,947
DEPRECIATION	9,403,156	8,603,048	8,992,978	290,789	299,026	299,486	9,693,945	8,902,074	9,292,464
INTEREST	322,879	1,345,496	1,980,456	12,532	27,236	52,532	335,411	1,372,732	2,032,988
TOTAL OPERATING EXPENSES	\$ 135,142,666	\$ 138,604,462	\$ 134,690,821	\$ 18,577,598	\$ 18,184,896	\$ 18,345,757	\$ 153,720,264	\$ 156,789,358	\$ 153,036,578
NET OPERATING INCOME OR LOSS	\$ 3,685,597	\$ 5,643,843	\$ 1,150,999	\$ 1,111,962	\$ 1,411,200	\$ 1,142,630	\$ 4,797,559	\$ 7,055,043	\$ 2,293,629
<b>NON-OPERATING REVENUES &amp; EXPENSES</b>									
NON-OPERATING REVENUE							\$ 5,598,860	\$ 8,466,153	\$ 5,592,985
NON-OPERATING EXPENSE							1,675,385	1,514,898	1,677,402
NET NON-OPERATING INCOME							\$ 3,923,475	\$ 6,951,255	\$ 3,915,583
EXCESS OF REVENUES OVER EXPENSES							\$ 8,721,034	\$ 14,006,298	\$ 6,209,212

# WEST ORANGE HEALTHCARE DISTRICT

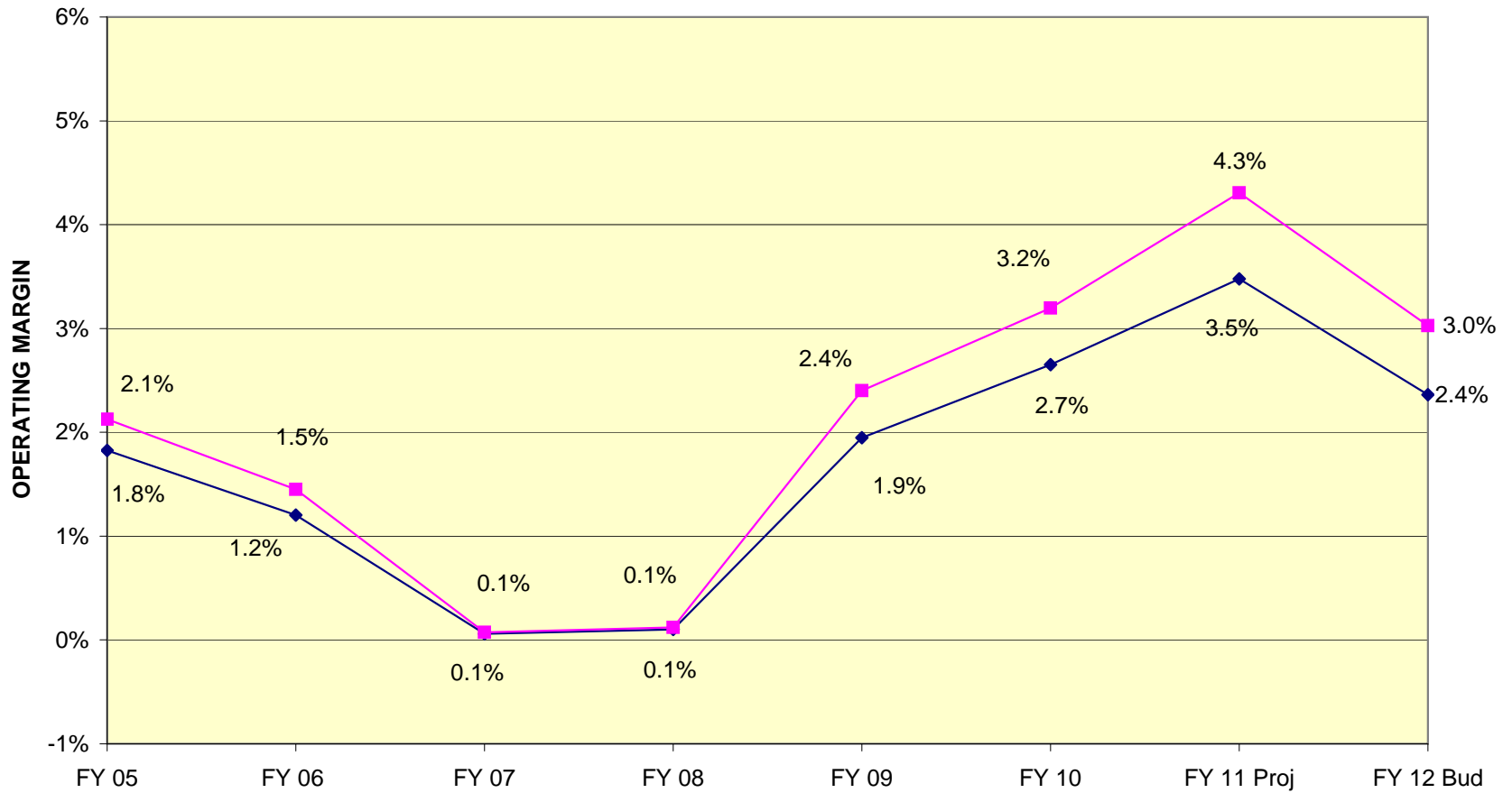
## OPERATING EXPENSE SUMMARY



F.Y.E. 09/30/2012 BUDGET

# WEST ORANGE HEALTHCARE DISTRICT Operating Margin

—◆— FASB —■— Financials



**Note: Operating Margin is defined as Net Operating Income as a % of Total Operating Revenue.**

Under FASB, Bad Debt is reported as an expense, whereas under GASB and Financials it is a reduction of revenue.

WEST ORANGE HEALTHCARE DISTRICT  
NON-OPERATING REVENUE & EXPENSE SUMMARY  
F.Y.E. 09/30/2012 BUDGET

	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
MEDICAL OFFICE BUILDING REVENUE	\$ 1,950,956	\$ 1,909,223	\$ 1,918,142	\$ 41,733	2.2%
INVESTMENT INCOME AND OTHER	3,647,904	6,556,930	3,674,843	(2,909,026)	-44.4%
TOTAL NON-OPERATING REVENUE	<u>\$ 5,598,860</u>	<u>\$ 8,466,153</u>	<u>\$ 5,592,985</u>	<u>\$ (2,867,293)</u>	<u>-33.9%</u>
MEDICAL OFFICE BUILDING EXPENSE					
SALARIES	\$ 161,972	\$ 161,220	\$ 158,754	\$ 752	0.5%
OTHER EXPENSES	380,310	332,533	304,581	47,777	14.4%
DEPRECIATION-BUILDINGS	700,056	699,450	684,651	606	0.1%
DEPRECIATION-EQUIPMENT	142,356	142,354	146,182	2	0.0%
PROPERTY TAXES	216,960	190,923	216,960	26,037	13.6%
TOTAL MEDICAL OFFICE BUILDING EXPENSE	<u>\$ 1,601,654</u>	<u>\$ 1,526,480</u>	<u>\$ 1,511,128</u>	<u>\$ 75,174</u>	<u>4.9%</u>
OTHER EXPENSE	73,731	(11,582)	166,274	85,313	-736.6%
TOTAL NON-OPERATING EXPENSE	<u>\$ 1,675,385</u>	<u>\$ 1,514,898</u>	<u>\$ 1,677,402</u>	<u>\$ 160,487</u>	<u>10.6%</u>
NET NON-OPERATING INCOME (LOSS)	<u>\$ 3,923,475</u>	<u>\$ 6,951,255</u>	<u>\$ 3,915,583</u>	<u>\$ (3,027,780)</u>	<u>-43.6%</u>

*Note: Anticipated FY 2012 investment rate of return 5.2%.*

## FY 2012 Corporate Goals

### Best Place to Receive Healthcare

- Continue to reduce patient harm by working on elements of the dashboard
- Promote improved patient communication, focusing on the discharge process as measured by patient satisfaction results
- Complete merger with Orlando Health which will position us for future success
- Continue to improve patients' experience and safety
- Improve Core Measure "Perfect Care" performance including new out-patient metrics
- Open Blackwood Cancer Center

### Best Place to Work

- Continue on the Nursing Magnet Journey
- Manage transition with Orlando Health effectively
- Promote the service standards and living the 'Health Central Way'
- Support the new Service Excellence Coach position
- Conduct an annual employee survey and implement suggestions to enhance growth and satisfaction for employees

### Improve Operations

- Prepare for merger with Orlando Health and adopt system priorities of the new partner
  - Reduce readmissions
  - Implement best practices, especially in surgical care and infection control, from resources such as VHA, FHA and Orlando Health
  - Develop strategies to improve patient experience with new partner
- Reduce cost of selected DRG's to Medicare reimbursement level
- Achieve "meaningful use" requirements for stage I HITECH funding
- Improve physician utilization of CPOE
- Accelerate patient throughput in Emergency Room and Inpatient areas
- Open Clinical Observation Unit
- Implement strategies to connect physicians and hospitals through shared technology, including EMR go-live for WOPG physicians
- Optimize nursing performance by implementing initiatives with Nursing Self Governance Councils

### Grow Our Volume

- Focus on service lines
  - Cancer
  - Orthopaedics
  - Primary Care physician practices
  - Digestive health
- Review urgent care options
- Expand physician relationships to align with program development

## HEALTH CENTRAL 2012 STATISTICS

	<u>2012 BUDGET</u>	<u>2011 PROJECTED</u>	<u>2011 BUDGET</u>	<u>VARIANCE 2012 BUD. VS 2011 PROJ.</u>	<u>% VARIANCE</u>
ADMISSIONS	11,469	11,355	10,289	114	1.0%
BIRTHS	1,087	1,118	1,171	(31)	-2.8%
PATIENT DAYS	47,726	47,253	42,647	473	1.0%
LENGTH OF STAY	4.2	4.2	4.1	0.0	0.0%
OUTPATIENT VISITS	29,639	30,244	32,202	(605)	-2.0%
ER VISITS	57,443	55,770	53,682	1,673	3.0%
EXPRESSCARE VISITS	12,066	11,853	12,641	213	1.8%

**HEALTH CENTRAL  
INCOME STATEMENT  
F.Y.E. 09/30/2012 BUDGET**

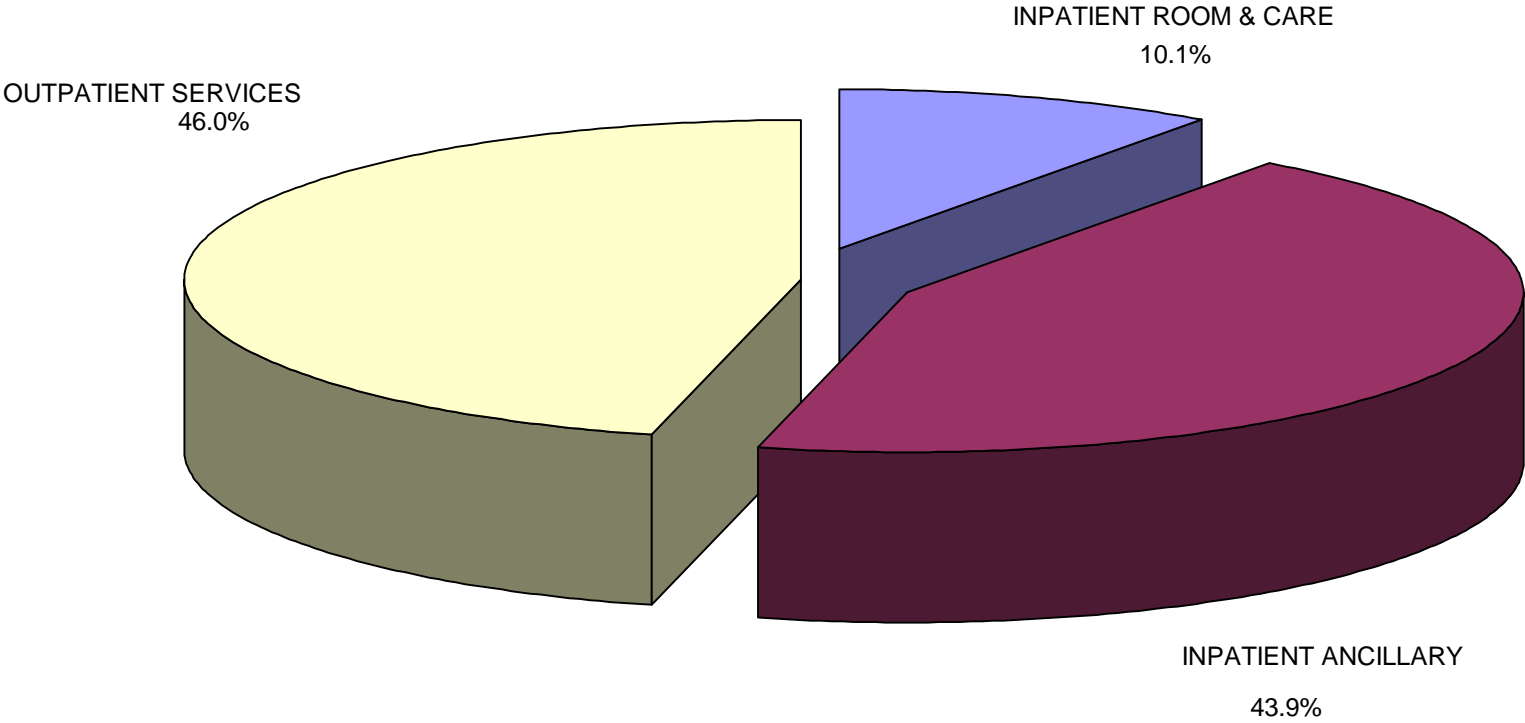
	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
<b>OPERATING REVENUES</b>					
ROUTINE REVENUE	\$ 68,067,481	\$ 65,130,041	\$ 56,353,424	\$ 2,937,440	4.5%
ANCILLARY REVENUE	274,213,627	259,639,039	231,142,113	14,574,588	5.6%
TOTAL INPATIENT REVENUES	<u>\$ 342,281,108</u>	<u>\$ 324,769,080</u>	<u>\$ 287,495,537</u>	<u>\$ 17,512,028</u>	<u>5.4%</u>
OUTPATIENT REVENUE	287,753,186	288,604,747	278,969,907	(851,561)	-0.3%
TOTAL PATIENT REVENUES	<u>\$ 630,034,294</u>	<u>\$ 613,373,827</u>	<u>\$ 566,465,444</u>	<u>\$ 16,660,467</u>	<u>2.7%</u>
<b>LESS: REVENUE DEDUCTIONS</b>					
CONTRACTUAL ADJUSTMENTS	\$ 403,073,386	\$ 384,928,815	\$ 361,078,501	\$ 18,144,571	4.7%
BAD DEBT (NET OF RECOVERY)	35,776,851	27,898,278	28,941,258	7,878,573	28.2%
OTHER DEDUCTIONS	11,576,062	13,787,824	2,200,000	(2,211,762)	-16.0%
INDIGENT CARE	43,520,586	45,944,181	41,633,346	(2,423,595)	-5.3%
REVENUE DEDUCTIONS	<u>\$ 493,946,885</u>	<u>\$ 472,559,098</u>	<u>\$ 433,853,105</u>	<u>\$ 21,387,787</u>	<u>4.5%</u>
NET PATIENT SERVICE REVENUE	\$ 136,087,409	\$ 140,814,729	\$ 132,612,339	\$ (4,727,320)	-3.4%
OTHER OPERATING REVENUE	2,740,854	3,433,576	3,229,481	(692,722)	-20.2%
TOTAL OPERATING REVENUES	<u>\$ 138,828,263</u>	<u>\$ 144,248,305</u>	<u>\$ 135,841,820</u>	<u>\$ (5,420,042)</u>	<u>-3.8%</u>
<b>OPERATING EXPENSES</b>					
SALARIES	\$ 62,269,447	\$ 64,024,607	\$ 62,363,674	\$ (1,755,160)	-2.7%
PROFESSIONAL FEES	1,513,828	1,649,899	1,168,747	(136,071)	-8.2%
SUPPLIES	29,099,445	29,845,209	26,398,494	(745,764)	-2.5%
OTHER EXPENSE	2,013,913	2,106,653	2,140,259	(92,740)	-4.4%
UTILITIES	3,123,241	3,154,413	3,079,306	(31,172)	-1.0%
EMPLOYEE BENEFITS	11,681,852	11,169,250	12,425,696	512,602	4.6%
PURCHASED SERVICES	14,277,678	15,071,121	14,568,134	(793,443)	-5.3%
INSURANCE	1,437,227	1,634,766	1,573,077	(197,539)	-12.1%
DEPRECIATION	9,403,156	8,603,048	8,992,978	800,108	9.3%
INTEREST EXPENSE	322,879	1,345,496	1,980,456	(1,022,617)	-76.0%
TOTAL OPERATING EXPENSES	<u>\$ 135,142,666</u>	<u>\$ 138,604,462</u>	<u>\$ 134,690,821</u>	<u>\$ (3,461,796)</u>	<u>-2.5%</u>
NET OPERATING INCOME OR LOSS	<u>\$ 3,685,597</u>	<u>\$ 5,643,843</u>	<u>\$ 1,150,999</u>	<u>\$ (1,958,246)</u>	<u>-34.7%</u>

**HEALTH CENTRAL**  
**OPERATING EXPENSE AS A % OF TOTAL OPERATING REVENUE**  
**F.Y.E. 09/30/2012 BUDGET**

	2012 BUDGET	2011 PROJECTED	2011 BUDGET
NET PATIENT SERVICE REVENUE	98.0%	97.6%	97.6%
OTHER OPERATING REVENUE	2.0%	2.4%	2.4%
TOTAL OPERATING REVENUE	100.0%	100.0%	100.0%
OPERATING EXPENSES			
SALARIES	44.9%	44.4%	45.9%
PROFESSIONAL FEES	1.1%	1.1%	0.9%
SUPPLIES	21.0%	20.7%	19.4%
OTHER EXPENSE	1.5%	1.5%	1.6%
UTILITIES	2.2%	2.2%	2.3%
EMPLOYEE BENEFITS	8.4%	7.7%	9.1%
PURCHASED SERVICES	10.3%	10.4%	10.7%
INSURANCE	1.0%	1.1%	1.2%
DEPRECIATION	6.8%	6.0%	6.6%
INTEREST EXPENSE	0.2%	0.9%	1.5%
TOTAL OPERATING EXPENSE	97.3%	96.1%	99.2%
NET OPERATING INCOME OR LOSS	2.7%	3.9%	0.8%

# HEALTH CENTRAL

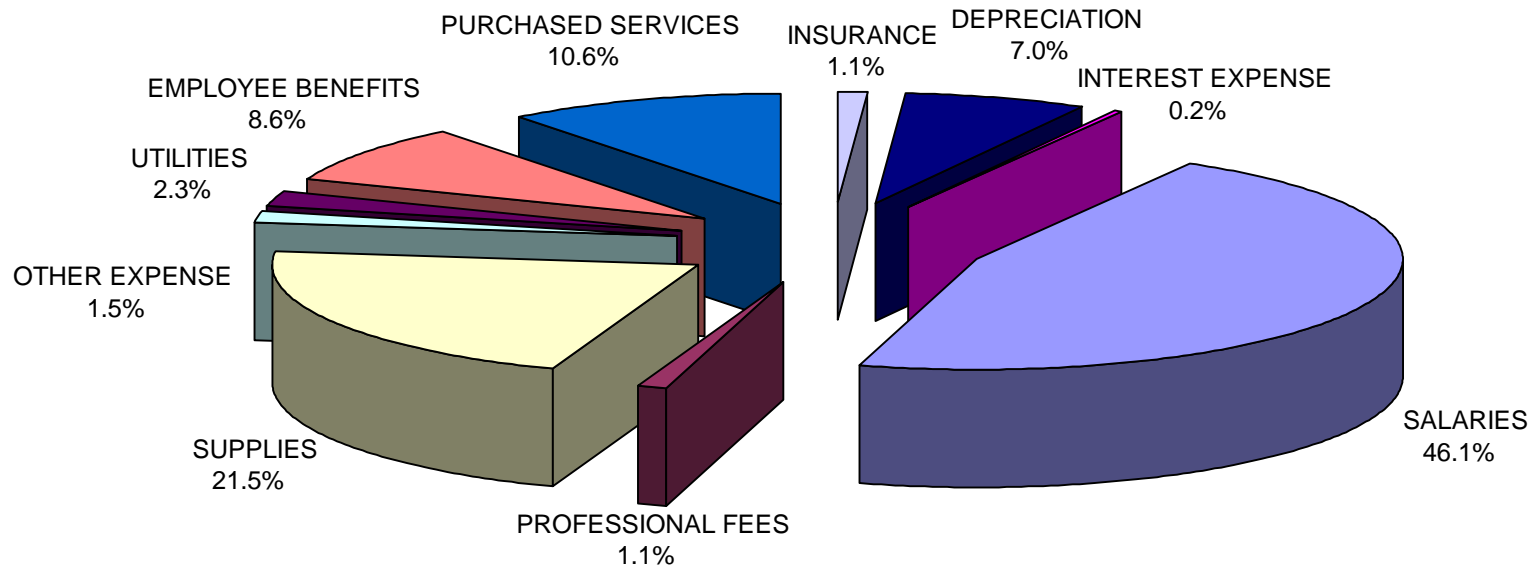
## GROSS PATIENT REVENUE SUMMARY



F.Y.E. 09/30/2012 BUDGET

# HEALTH CENTRAL

## OPERATING EXPENSE SUMMARY



F.Y.E. 09/30/2012 BUDGET

**HEALTH CENTRAL**  
**GROSS INPATIENT REVENUE SUMMARY**  
**F.Y.E. 09/30/2012 BUDGET**

	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
<b><u>INPATIENT ROOM &amp; BOARD</u></b>					
MEDICAL	\$ 14,785,407	\$ 14,067,926	\$ 13,294,229	\$ 717,481	5.1%
SURGICAL	14,162,799	13,581,632	13,360,297	581,167	4.3%
ORTHO/SPINE	5,807,170	5,493,463	4,261,400	313,707	5.7%
TELEMETRY	4,222,696	4,062,081	4,283,853	160,615	4.0%
PEDIATRICS	2,270,913	2,188,854	1,540,373	82,059	3.7%
MATERNITY	3,008,684	2,726,538	2,790,488	282,146	10.3%
NURSERY	1,657,169	1,573,933	1,535,292	83,236	5.3%
ICU	5,517,915	5,506,051	1,661,893	11,864	0.2%
CCU	7,825,935	7,438,575	5,509,030	387,360	5.2%
PCU	8,808,793	8,490,988	8,116,569	317,805	3.7%
TOTAL INPATIENT ROOM & BOARD	<u>\$ 68,067,481</u>	<u>\$ 65,130,041</u>	<u>\$ 56,353,424</u>	<u>\$ 2,937,440</u>	<u>4.5%</u>
<b><u>INPATIENT ANCILLARY</u></b>					
DIALYSIS	3,900,790	3,537,386	2,668,794	363,404	10.3%
CARDIAC CATHETERIZATION	15,545,638	14,714,635	16,501,709	831,003	5.6%
RESPIRATORY THERAPY	16,956,714	15,713,815	14,304,322	1,242,899	7.9%
LABOR & DELIVERY	5,311,310	4,907,346	5,967,507	403,964	8.2%
SURGERY	26,953,413	24,697,273	20,715,462	2,256,140	9.1%
RECOVERY	3,726,611	3,490,002	2,951,767	236,609	6.8%
ENDOSCOPY	3,322,037	3,644,496	2,864,826	(322,459)	-8.8%
EMERGENCY	13,406,089	12,170,245	9,633,709	1,235,844	10.2%
CENTRAL SUPPLY	29,907,952	29,273,102	25,067,717	634,850	2.2%
LABORATORY	55,439,537	51,818,465	45,114,620	3,621,072	7.0%
CARDIAC STRESS LAB	717,623	640,487	538,067	77,136	12.0%
CARDIO DIAGNOSTICS	8,258,276	7,292,559	5,703,323	965,717	13.2%
RADIOLOGY	7,075,999	6,615,467	5,951,060	460,532	7.0%
CT SCAN	15,089,351	14,065,801	12,702,934	1,023,550	7.3%
ULTRASOUND	1,788,987	1,726,059	1,412,967	62,928	3.6%
MRI	3,901,379	4,040,070	2,933,009	(138,691)	-3.4%
NUCLEAR MEDICINE	4,777,116	4,688,028	4,686,577	89,088	1.9%
PHARMACY	48,298,424	47,076,443	42,777,054	1,221,981	2.6%
ANESTHESIOLOGY	5,677,867	5,422,834	4,914,992	255,033	4.7%
REHABILITATIVE SERVICES	4,158,514	4,104,526	3,731,697	53,988	1.3%
TOTAL INPATIENT ANCILLARY	<u>\$ 274,213,627</u>	<u>\$ 259,639,039</u>	<u>\$ 231,142,113</u>	<u>\$ 14,574,588</u>	<u>5.6%</u>

**HEALTH CENTRAL**  
**GROSS OUTPATIENT REVENUE SUMMARY**  
**F.Y.E. 09/30/2012 BUDGET**

	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
DIABETES EDUCATION	\$ 508,242	\$ 475,120	\$ 453,421	\$ 33,122	7.0%
MEDICAL	3,036,668	2,904,546	2,221,373	132,122	4.5%
SURGICAL	2,374,047	2,147,518	1,814,045	226,529	10.5%
ORTHO/SPINE	936,288	884,685	508,717	51,603	5.8%
TELEMETRY	4,240,609	3,688,725	3,085,749	551,884	15.0%
PEDIATRICS	367,743	318,092	99,048	49,651	15.6%
MATERNITY	163,789	125,153	129,171	38,636	30.9%
ICU	827,691	628,694	-	198,997	31.7%
CCU	-	202,242	-	(202,242)	-100.0%
PCU	630,158	515,635	705,015	114,523	22.2%
DIALYSIS	389,340	572,391	404,639	(183,051)	-32.0%
CARDIAC CATHETERIZATION	4,649,793	5,177,948	6,139,854	(528,155)	-10.2%
RESPIRATORY THERAPY	3,767,469	3,757,630	3,384,345	9,839	0.3%
CARDIO/PULMONARY REHAB	318,222	364,715	369,241	(46,493)	-12.7%
LABOR & DELIVERY	1,197,658	1,226,021	1,504,901	(28,363)	-2.3%
SURGERY	14,849,659	15,079,343	15,901,998	(229,684)	-1.5%
SURGERY CENTER	18,111,821	17,138,991	15,517,584	972,830	5.7%
RECOVERY	2,255,367	2,249,494	2,349,835	5,873	0.3%
ENDOSCOPY	6,011,087	5,880,481	5,781,107	130,606	2.2%
EMERGENCY ROOM	73,711,518	70,012,663	68,129,151	3,698,855	5.3%
AMBULANCE	-	15,332,024	15,529,463	(15,332,024)	-100.0%
EXPRESSCARE	2,858,685	2,704,483	2,187,560	154,202	5.7%
WOPG - FAMILY PRACTICE	836,603	799,772	856,376	36,831	4.6%
WOPG - GEN SURGERY	797,198	746,969	903,473	50,229	6.7%
WOPG - NEUROLOGY	899,095	866,794	772,783	32,301	3.7%
WOPG - OB/GYN	3,172,806	2,919,438	2,733,642	253,368	8.7%
WOPG - WINTERMERE	873,264	779,428	837,463	93,836	12.0%
WOPG - ENDOCRINOLOGY	763,660	570,446	-	193,214	33.9%
CENTRAL SUPPLY	10,263,552	9,819,101	11,727,305	444,451	4.5%
LABORATORY	38,853,660	35,701,478	31,659,998	3,152,182	8.8%
CARDIAC STRESS LAB	1,107,427	1,036,163	685,929	71,264	6.9%
CARDIO DIAGNOSTICS	5,539,032	5,215,796	4,348,051	323,236	6.2%
SLEEP LAB	1,994,443	1,526,676	2,118,171	467,767	30.6%
RADIOLOGY	14,695,678	13,643,313	13,149,932	1,052,365	7.7%
CT SCAN	28,676,279	27,462,979	28,119,773	1,213,300	4.4%
ULTRASOUND	6,718,100	6,274,808	6,486,697	443,292	7.1%
MRI	2,744,375	3,083,833	3,349,527	(339,458)	-11.0%
WOMEN'S CENTER	2,997,093	2,830,524	2,510,222	166,569	5.9%
NUCLEAR MEDICINE	6,587,917	5,959,996	4,651,119	627,921	10.5%
PHARMACY	9,120,010	9,070,958	8,838,474	49,052	0.5%
ANESTHESIA	4,529,348	4,922,408	5,360,547	(393,060)	-8.0%
REHABILITATIVE SERVICES	3,326,854	2,879,657	2,847,438	447,197	15.5%
DIETARY	748	422	1,132	326	77.3%
WOUND CARE	2,050,190	1,107,194	795,638	942,996	85.2%
TOTAL OUTPATIENT SERVICES	<u>\$ 287,753,186</u>	<u>\$ 288,604,747</u>	<u>\$ 278,969,907</u>	<u>\$ (851,561)</u>	<u>-0.3%</u>
GRAND TOTAL	<u>\$ 630,034,294</u>	<u>\$ 613,373,827</u>	<u>\$ 566,465,444</u>	<u>\$ 16,660,467</u>	<u>2.7%</u>

HEALTH CENTRAL  
OTHER OPERATING REVENUE SUMMARY  
F.Y.E. 09/30/2012 BUDGET

	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
COMMUNITY HEALTH	\$ -	\$ 658,808	\$ 658,807	\$ (658,808)	-100.0%
ATRIUM PHARMACY	1,074,371	1,058,102	1,080,000	16,269	1.5%
DIETARY	986,012	979,077	903,513	6,935	0.7%
CT SCAN LEASE	76,258	78,671	76,582	(2,413)	-3.1%
EMERGENCY ROOM	165,000	165,000	165,000	-	0.0%
STARBUCKS	201,437	205,923	181,881	(4,486)	-2.2%
HPA/VHA VENDOR REBATES	194	58,683	-	(58,489)	-99.7%
SENIORS PROGRAM	8,612	5,251	15,378	3,361	64.0%
HC UNIVERSITY	21,711	21,773	25,040	(62)	-0.3%
GRANT	75,645	51,244	38,165	24,401	47.6%
MISCELLANEOUS	131,614	151,044	85,115	(19,430)	-12.9%
TOTAL OTHER OPERATING REVENUE	<u>\$ 2,740,854</u>	<u>\$ 3,433,576</u>	<u>\$ 3,229,481</u>	<u>\$ (692,722)</u>	<u>-20.2%</u>

HEALTH CENTRAL  
REVENUE DEDUCTIONS  
F.Y.E. 09/30/2012 BUDGET

	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
CONTRACTUAL ADJUSTMENTS	\$ 403,073,386	\$ 384,928,815	\$ 361,078,501	\$ 18,144,571	4.7%
BAD DEBTS (NET OF RECOVERY)	35,776,851	38,173,803	28,941,258	(2,396,952)	-6.3%
OTHER DEDUCTIONS	11,576,062	3,512,299	2,200,000	8,063,763	229.6%
INDIGENT CARE	43,520,586	45,944,181	41,633,346	(2,423,595)	-5.3%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 493,946,885</b>	<b>\$ 472,559,098</b>	<b>\$ 433,853,105</b>	<b>\$ 21,387,787</b>	<b>4.5%</b>

*Note: The FY 2012 budget excludes the HITECH stimulus of over \$2,000,000 for the meaningful use of certified electronic health records (EHR). Because of changes in the LIP, safety net, and buyback programs, plus decreases in IGT, we anticipate Medicaid net revenue to be reduced \$1,200,000.*

HEALTH CENTRAL  
F.T.E. SUMMARY  
F.Y.E. 09/30/2012 BUDGET

DEPARTMENT	2012 BUDGET	2011 PROJECTED	2011 BUDGET	DEPARTMENT	2012 BUDGET	2011 PROJECTED	2011 BUDGET
PATIENT CARE ADMINISTRATION	13.0	13.2	13.0	RADIOLOGY	16.6	15.6	15.4
DIABETES EDUCATION	2.6	2.7	2.6	RADIOLOGY - CT SCAN	8.3	7.4	7.2
COMMUNITY HEALTH	0.0	10.6	9.3	RADIOLOGY - ULTRASOUND	6.5	6.5	5.4
WOUND CARE	6.0	3.3	1.4	RADIOLOGY - MRI	2.3	2.1	2.2
WOUND CARE INPATIENT	1.7	1.3	1.5	RADIOLOGY - WOMEN'S CENTER	3.4	3.1	3.4
MEDICAL SERVICES	60.0	59.4	57.6	RADIOLOGY - OH	15.5	14.5	14.9
SURGICAL CARE	58.6	61.2	57.3	RADIOLOGY - NUCLEAR MEDICINE	4.5	3.6	3.6
TELEMETRY	19.5	18.2	18.8	PHARMACY	28.0	24.7	26.1
ORTHO/SPINE	17.5	17.3	16.8	ATRIUM PHARMACY	2.2	2.2	2.2
PEDIATRICS	11.6	12.5	9.2	ANESTHESIOLOGY	1.7	1.3	1.9
MATERNITY	14.6	13.5	13.3	REHABILITATIVE SERVICES	17.5	16.8	15.0
NEWBORN NURSERY	7.2	7.9	7.6	CASE MANAGEMENT	15.4	14.2	15.0
ICU	18.2	16.0	7.4	HEALTH INFORMATION SERVICES	18.8	18.6	18.8
CCU	38.2	39.3	31.6	QUALITY SERVICES	4.0	3.0	3.0
PCU	38.6	40.3	35.2	MEDICAL STAFF SERVICES	4.8	4.0	3.8
DIALYSIS	6.3	6.1	5.6	RISK/JCAHO/PATIENT ADVOCATE	3.0	3.0	3.0
MONITORING SERVICES	9.1	8.7	9.1	INFECTION CTL/EMPLOYEE HEALTH	2.0	2.2	2.0
CARDIAC CATHETERIZATION	10.7	10.1	12.1	FOOD SERVICES	49.5	49.2	50.5
RESPIRATORY THERAPY	26.4	26.8	26.1	STARBUCKS	3.5	3.1	3.5
CARDIAC REHABILITATION	1.9	1.9	1.9	FACILITIES MANAGEMENT	2.1	3.5	3.5
PULMONARY REHAB	0.0	0.0	0.2	ENGINEERING	15.0	13.3	15.0
LABOR & DELIVERY	16.3	17.7	16.9	ENGINEERING/BIO MEDICAL	3.0	3.0	3.0
SURGERY	27.7	30.0	25.3	PROTECTIVE SERVICES	14.5	16.3	14.2
SURGERY SCHEDULING	1.8	2.1	1.8	HOUSEKEEPING	47.7	46.8	47.7
SURGERY CENTER	11.3	12.9	11.1	LINEN SERVICES & STORAGE	2.7	2.8	2.7
AMBULATORY SURGERY	10.5	9.6	10.1	ACCOUNTING	10.0	9.7	10.0
PACU	5.4	6.8	5.8	INFORMATION SYSTEMS	19.0	14.3	19.0
ENDOSCOPY	5.9	6.3	5.6	FINANCE	5.0	6.0	6.0
EMERGENCY PHYSICIANS	16.5	16.6	16.1	PHYSICIAN FINANCE	1.0	1.0	1.0
EMERGENCY	79.6	77.3	74.6	MANAGED CARE	1.0	1.0	1.0
PARAMEDIC SERVICE	0.0	82.2	80.0	PATIENT FINANCIAL SERVICES	27.0	26.0	29.0
EXPRESSCARE	8.6	10.4	9.6	PBX	4.0	3.8	4.0
PHYSICIAN CBO	3.0	3.1	3.0	PRE-REGISTRATION	23.8	22.3	21.6
EAST2ADM/DISCHARGE	1.2	1.2	2.0	REGISTRATION	20.0	17.9	18.0
WOPG - OB/GYN	10.0	9.6	10.0	ADMINISTRATION	7.8	7.1	7.0
WOPG - FAMILY PRACTICE	4.0	3.9	4.0	SPIRITUAL CARE	1.0	1.0	1.0
WOPG - WINTERMERE	3.0	3.2	3.0	VOLUNTEER SERVICES	1.0	1.0	1.0
WOPG - GEN SURGERY	2.0	2.0	2.0	FOUNDATION	2.1	3.3	2.5
WOPG - NEUROLOGY	2.0	2.0	2.0	SENIORS PROGRAM	1.0	1.0	1.0
WOPG - ENDOCRINOLOGY	2.0	2.1	-	MARKETING	3.0	2.9	3.0
WOPG - WINTER GARDEN	1.0	0.0	-	HEALTH CENTRAL UNIVERSITY	6.6	5.4	4.6
STERILE PROCESSING	4.2	4.4	4.2	PURCHASING	4.8	4.4	4.8
LABORATORY	52.1	47.8	49.1	RECEIVING AND STORES	8.2	7.6	7.5
CARDIAC STRESS LAB	2.8	2.7	2.8	HUMAN RESOURCES	6.9	6.1	6.9
CARDIO DIAGNOSTICS	6.1	5.9	4.8	MOB HOUSEKEEPING	6.6	6.6	6.6
				TOTAL	1,091.0	1,159.3	1,119.9

## **HEALTH CENTRAL 2012 PHYSICIAN SPECIALTY RECRUITMENT**

Based on independent market studies, a "current versus projected physician shortages" review, and in conjunction with the 2012 Strategic Plan, the following physician specialties have been identified as being both a need for the community and an alignment with the targeted opportunities of the organization and are therefore designated as being specialties the hospital will actively recruit for:

- ORTHOPAEDICS
- ENT
- INTERNAL MEDICINE
- OB/GYN
- CRITICAL CARE MEDICINE
- UROLOGY
- EMERGENCY MEDICINE
- FAMILY PRACTICE

**HEALTH CENTRAL PARK**  
**F.T.E. SUMMARY AND PROJECTED STATISTICS**  
**F.Y.E. 09/30/2012 BUDGET**

**STATISTICS**

	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
MEDICAID DAYS	49,640	50,436	48,545	(796)	-1.6%
MEDICARE DAYS	12,775	10,738	12,775	2,037	19.0%
PRIVATE DAYS	16,060	14,717	17,155	1,343	9.1%
TOTAL	<u>78,475</u>	<u>75,891</u>	<u>78,475</u>	<u>2,584</u>	<u>3.4%</u>
 AVERAGE DAILY CENSUS	 215	 208	 215	 7	 3.4%

**F.T.E. SUMMARY**

EMPLOYEES	238	251	258	(13)	-5.2%
SUPPLEMENTAL STAFF	<u>2</u>	<u>2</u>	<u>3</u>	<u>(0)</u>	<u>-12.5%</u>
TOTAL	<u>240</u>	<u>253</u>	<u>261</u>	<u>(13)</u>	<u>-5.2%</u>

HEALTH CENTRAL PARK  
INCOME STATEMENT  
F.Y.E. 09/30/2012 BUDGET

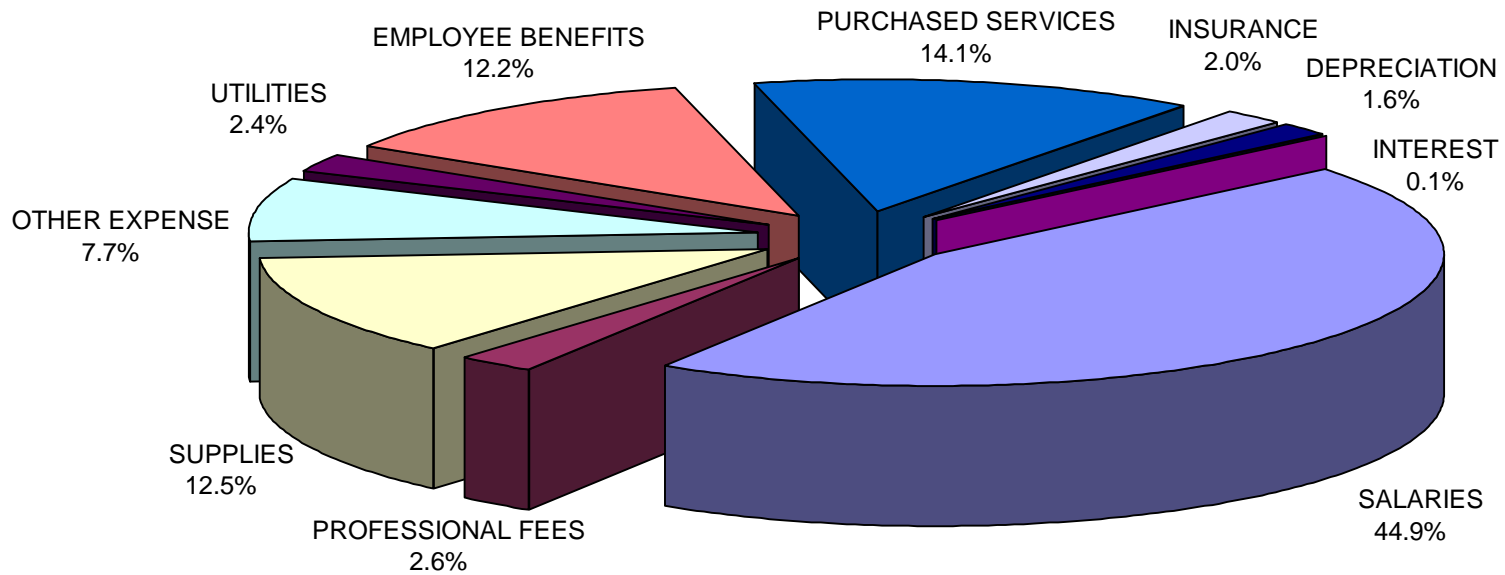
	2012 BUDGET	2011 PROJECTED	2011 BUDGET	VARIANCE 2012 BUD. VS 2011 PROJ.	% VARIANCE
<b>OPERATING REVENUES</b>					
ROUTINE REVENUE	\$ 16,365,850	\$ 15,790,772	\$ 16,208,900	\$ 575,078	3.6%
ANCILLARY REVENUE	7,726,378	7,840,474	7,559,209	(114,096)	-1.5%
TOTAL RESIDENT REVENUES	<u>\$ 24,092,228</u>	<u>\$ 23,631,246</u>	<u>\$ 23,768,109</u>	<u>\$ 460,982</u>	<u>2.0%</u>
<b>LESS: REVENUE DEDUCTIONS</b>					
CONTRACTUAL ADJUSTMENTS	\$ 3,556,535	\$ 3,150,943	\$ 3,433,255	\$ 405,592	12.9%
BAD DEBTS (NET OF RECOVERY)	793,566	846,754	793,274	(53,188)	-6.3%
OTHER DEDUCTIONS	-	-	-	-	0.0%
INDIGENT CARE	75,190	75,529	74,460	-	0.0%
REVENUE DEDUCTIONS	<u>\$ 4,425,291</u>	<u>\$ 4,073,226</u>	<u>\$ 4,300,989</u>	<u>\$ 352,065</u>	<u>8.6%</u>
NET PATIENT SERVICE REVENUE	\$ 19,666,937	\$ 19,558,020	\$ 19,467,120	\$ 108,917	0.6%
OTHER OPERATING REVENUE	22,623	38,076	21,267	(15,453)	-40.6%
TOTAL OPERATING REVENUES	<u>\$ 19,689,560</u>	<u>\$ 19,596,096</u>	<u>\$ 19,488,387</u>	<u>\$ 93,464</u>	<u>0.5%</u>
<b>OPERATING EXPENSES</b>					
SALARIES	\$ 8,340,182	\$ 8,544,960	\$ 8,951,742	\$ (204,778)	-2.4%
PROFESSIONAL FEES	474,444	467,668	465,856	6,776	1.4%
SUPPLIES	2,316,999	2,133,356	2,162,793	183,643	8.6%
OTHER EXPENSE	1,436,958	1,246,574	1,299,095	190,384	15.3%
UTILITIES	445,542	411,544	417,885	33,998	8.3%
EMPLOYEE BENEFITS	2,275,734	2,218,602	2,003,912	57,132	2.6%
PURCHASED SERVICES	2,619,386	2,492,644	2,331,586	126,742	5.1%
INSURANCE	365,032	343,286	360,870	21,746	6.3%
DEPRECIATION	290,789	299,026	299,486	(8,237)	-2.8%
INTEREST	12,532	27,236	52,532	(14,704)	-54.0%
TOTAL OPERATING EXPENSES	<u>\$ 18,577,598</u>	<u>\$ 18,184,896</u>	<u>\$ 18,345,757</u>	<u>\$ 392,702</u>	<u>2.2%</u>
NET OPERATING INCOME OR LOSS	<u>\$ 1,111,962</u>	<u>\$ 1,411,200</u>	<u>\$ 1,142,630</u>	<u>\$ (299,238)</u>	<u>-21.2%</u>

**HEALTH CENTRAL PARK**  
**OPERATING EXPENSES AS A % OF TOTAL OPERATING REVENUE**  
**F.Y.E. 09/30/2012 BUDGET**

	2012 BUDGET	2011 PROJECTED	2011 BUDGET
NET PATIENT SERVICE REVENUE	99.9%	99.8%	99.9%
OTHER OPERATING REVENUE	0.1%	0.2%	0.1%
TOTAL OPERATING REVENUE	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
 OPERATING EXPENSES			
SALARIES	42.4%	43.6%	45.9%
PROFESSIONAL FEES	2.4%	2.4%	2.4%
SUPPLIES	11.8%	10.9%	11.1%
OTHER EXPENSE	7.3%	6.4%	6.7%
UTILITIES	2.3%	2.1%	2.1%
EMPLOYEE BENEFITS	11.6%	11.3%	10.3%
PURCHASED SERVICES	13.3%	12.7%	12.0%
INSURANCE	1.9%	1.8%	1.9%
DEPRECIATION	1.5%	1.5%	1.5%
INTEREST	0.1%	0.1%	0.3%
TOTAL OPERATING EXPENSE	<u>94.4%</u>	<u>92.8%</u>	<u>94.1%</u>
NET OPERATING INCOME OR LOSS	<u>5.6%</u>	<u>7.2%</u>	<u>5.9%</u>

# HEALTH CENTRAL PARK

## OPERATING EXPENSE SUMMARY



F.Y.E. 09/30/2012 BUDGET

**West Orange Healthcare District  
FY 2012 Capital Funding Formula**

Income from Operations	\$ 4,797,559
Plus: depreciation	9,693,945
Less: debt principal	<u>-</u>
Cash provided by operating activity	14,491,504
Plus: foundation grants	500,000
Less: supplemental capital funding for cancer center	(4,750,000)
Less: amount held for future investment	(241,504)
Cash available for immediate capital investment	<u><u>\$ 10,000,000</u></u>

*Note: There will be no debt principal payment in FY 2012 due to the payoff of the district bonds. Anticipated with the Orlando Health transaction, the foundation will grant remaining unrestricted funds to the district for the new cancer center.*

West Orange Healthcare District  
FY 2012 Capital Budget Recommendations

	<u>Total</u>
<b>HEALTH CENTRAL</b>	
Surgical Services	\$ 902,000
Radiology	1,797,000
Facility	732,700
Surgery Center	383,200
Cardiac	399,000
Respiratory Care	284,000
Emergency Room	177,900
Lab	134,300
Nursing	409,400
Other Hospital Capital	1,396,000
WOPG	150,000
<b>Subtotal Health Central</b>	<b>\$ 6,765,500</b>
<b>HEALTH CENTRAL PARK</b>	<b>\$ 249,500</b>
<b>INFORMATION TECHNOLOGY PROJECTS</b>	
IT Plan	
Meaningful Use and Regulatory Compliance	1,710,000
Health Central IT Strategy	425,000
Infrastructure and Server Upgrades	475,000
Security	375,000
<b>Information Technology Projects</b>	<b>\$ 2,985,000</b>
<b>TOTAL DISTRICT</b>	<b><u>\$ 10,000,000</u></b>