HEALTHCARE FINANCE 101

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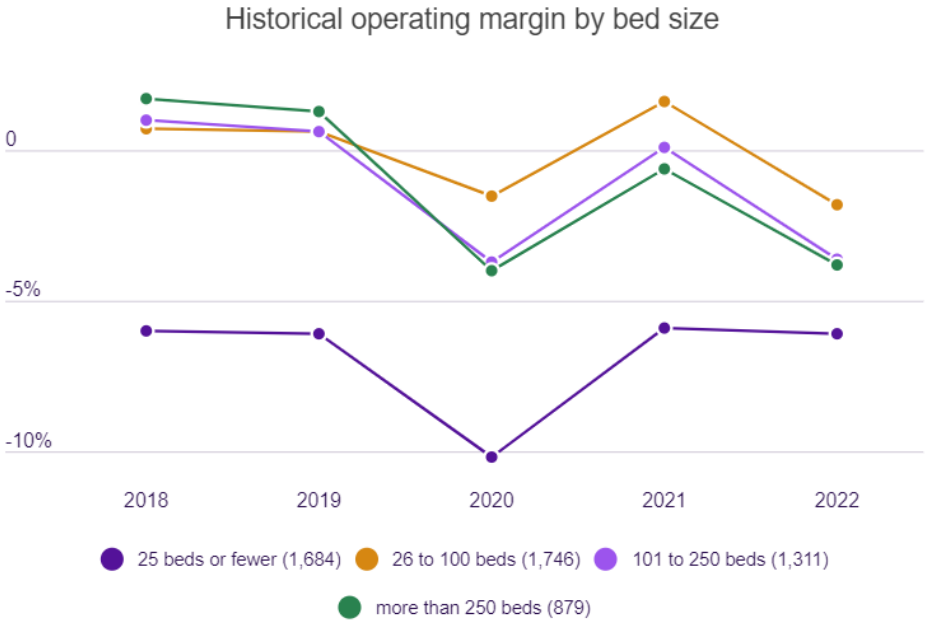
Finance
Fundamentals

Operating Margin

$$\text{Operating Margin} = \frac{\text{Operating Revenue - Total Expense}}{\text{Operating Revenue}}$$

- Typical – 2%
- Pre-pandemic dropped to 1.6%*
- During the pandemic dropped to 0.5%**
- Over 30% of not-for-profit Hospitals run with negative margins
- The CARES (Coronavirus Aid, Relief, and Economic Security) Act helped to keep HCOs afloat
- Revenue Centers vs. Cost Centers



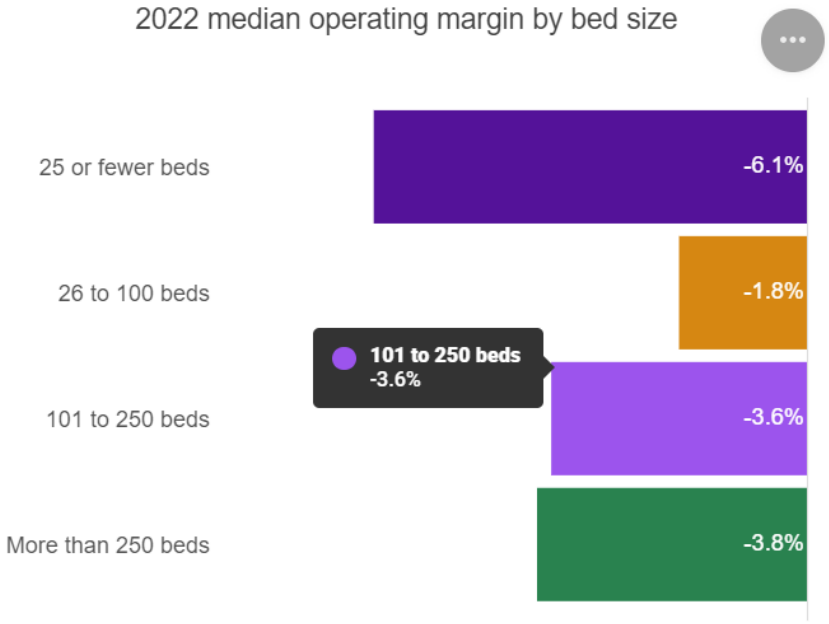
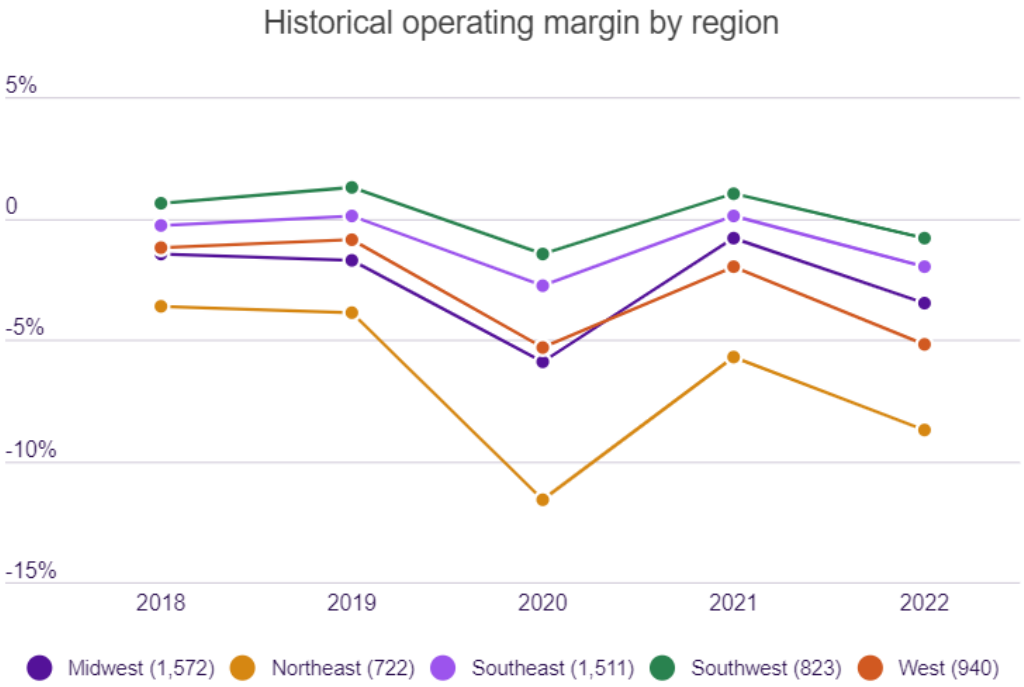


Fig. 2 Data is from the Definitive Healthcare **HospitalView** product and sourced from the **Medicare Cost Report**. Accessed March 2024.



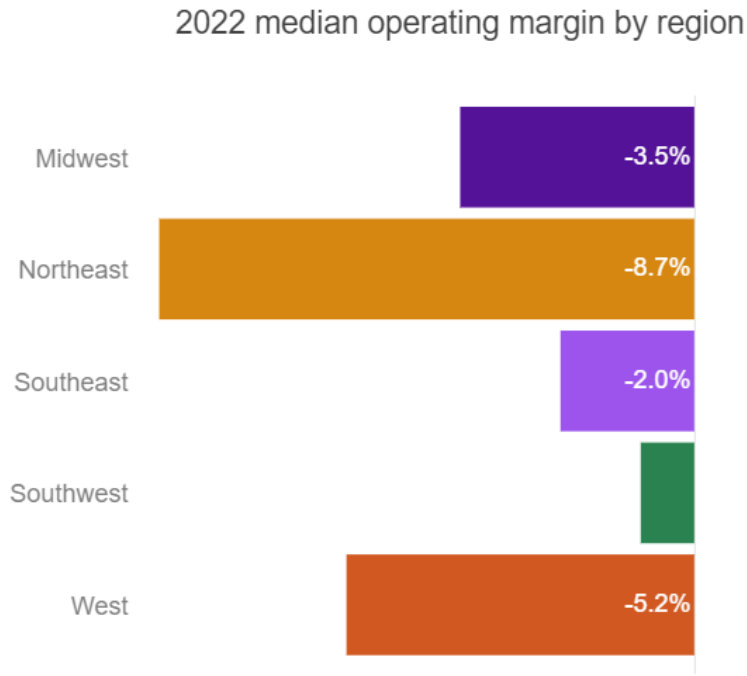


Fig. 3 Data is from the Definitive Healthcare **HospitalView** product and sourced from the **Medicare Cost Report**. Accessed March 2024.

2024 Recovery/New Challenges

- Hospital inpatient and emergency room (ER) patient volumes dropped 20% in 2023 compared to 2019.
  - Despite these declines, 59% of healthcare leaders anticipate improved financial performance for hospitals and health systems in 2024.
- Year-to-date hospital operating margins remain positive at 3.8% through April 2024.
- Cybersecurity Infrastructure And Virtual Health Lead Technology Focused Efforts.
- Eighty-six percent of hospitals and health systems expect increased technology budgets in 2024.
- In 2023, over 700 healthcare data security breaches were reported, including 43 ransomware attacks. Workforce Challenges Remain Top Issue For Third Consecutive Year
- Sixty-six percent of hospitals and health systems operated below maximum capacity in 2023 due to ongoing staff shortages and workforce issues.

**From MarketWatch Report August 30, 2024*

Operating Budgets

- Fiscal Year
  - Budget Cycle/Timing of Budget Planning
    - Contracts
    - Training***
    - Staffing
- Historical
- Zero-based
- CoSR
- General Ledger(GL) Accounts

$$COSR = \frac{\text{Annual Cost of Maintenance}}{\text{Original Cost of the Asset}} = \_\_\_\_ \%$$

$$\text{OER} = \frac{\text{Annual Cost of Maintenance}}{\text{Org. Operating Expense}} = \_\_\_\ \%$$

Supplies

CORPORATE HEALTHCARE TECHNOLOGY MANAGEMENT
ORG-AREA 505-5512

ACCT	DESC	2016 TOTAL BUDGET	2016 YTD MAY
640005	MINOR EQUIPMENT	110,789	35,981
640010	OFFICE SUPPLIES	24,121	8,319
640015	PRINTED FORMS	30	-
640020	COMPUTER SOFTWARE	62,200	8,015
640025	GENERAL HOUSEKEEPING SUPPLIES	3,352	22
640045	MINIMUM ORDER CHARGE	571	180
641000	CONSUMABLE MED SURG SUPPLIES	231,238	95,447
641015	OXYGEN AND GASES	70,000	5,896
650000	DIETARY FOOD SUPPLIES	348	169
650015	BEVERAGES	52	140
650030	DIETARY CHINA AND PAPER	161	29
699005	COST TRANSFER DIETARY	2,916	1,736
699010	COST TRANSFER DIETARY EMPLY RECOG	546	-
699020	COST TRANSFER DIETARY FLR STOCK	239	186
SUPPLY EXPENSE		**506,563**	**156,120**

Other Expenses

ACCT	DESC	2016 TOTAL BUDGET	2016 YTD MAY
740050	ALLOCATED COURIER SERVICES	2,300	605
744000	COST TRANSFER ALL OTHER	312	-
744005	COST TRANSFER PRINT SHOP	536	158
744180	COST TRANSFER PLANETREE EXP	133	-
748000	PROFESSIONAL EDUCATION EXP	-	25,157
748005	PROF EDUCATION REGISTRATION FEE	-	130,568
764000	MAINTENANCE AND SERV CONTRACTS	7,551,237	2,849,360
764015	PARTS	3,027,409	1,113,106
764035	MAINT AND REP ENDOSCOPIC EQ	820,000	199,242
764040	MAINT AND REPAIR XRAY TUBES	2,058,500	775,111
764045	MAINT AND REP INSTRUMENTS	105,000	34,264
770000	MISCELLANEOUS EXP	(77,431)	-
770005	FREIGHT	185,000	66,842
770010	DUES		925
770050	LIBRARY SUBSCRIPTIONS		516
774000	OUTSIDE SERVICES MEDICAL		1,120
774100	OUTSIDE SERVICES NON MEDICAL		4,564
774115	OUTSIDE SERVICES WASTE REMOVAL	305	130
774120	OUTSIDE SERVICES EXTR PRINT AV	437	27
774145	OUTSIDE SVC CLIN ENG AND MAINT	4,798,456	1,681,348
778000	BUILDING RENTAL		340
778005	EQUIPMENT RENTAL	5,000	23
778010	COPIER FAX	6,482	1,937
778020	AUTO LEASING	157,661	54,231
784006	PCARD TAX		25
788000	AUTO EXPENSE	183,627	95,772
788025	BUSINESS TRAVEL	6,000	8,111
790005	UTILITIES TELECOM	110,000	38,645
790040	UTILITIES INTERNET CHARGES	500	-
OTHER EXPENSE		**18,941,464**	**7,082,127**
TOTAL		**19,448,027**	**7,238,247**

Staffing

Modality	Metro Net Adds	Metro hrs/year	Central Net Adds	Central hrs/year	KM Net Adds	KM hrs/year	North Net Adds	North hrs/year	South Net Adds	South hrs/year	System Total hrs/year	FTE's
General Biomedical Totals	903	1447.30	736	971.80	-161	-10.28	802	990.32	474	464.78	3863.92	3.14
Biomedical Specialty Totals	54	92.10	18	104.93	8	50.95	15	77.02	19	66.17	391.17	0.32
Imaging Group I Totals	78	241.80	35	468.99	12	50.71	26	371.44	37	453.28	1586.22	1.29
Imaging Group II Totals	67	302.58	49	209.33	20	17.00	51	95.43	44	83.36	707.70	0.58
TOTALS	1102	2083.78	838	1755.05	-121	108.38	894	1534.21	574	1067.59	6549.01	5.32

Modality	Total Hours Added	Available Device Hours per FTE	Total FTE's
General Biomed	3863.92	1230.25	3.14
Biomed Specialty	391.17	1230.25	0.32
Imaging I	1586.22	1230.25	1.29
Imaging II	707.70	1230.25	0.58
FTEs All Modalities	6549.01	1230.25	**5.32**

Inventory Growth	
Aurora Total Inventory 8/22/2006	45,501
Net Adds 08/23/2006 to 8/07/2007	3,287
Aurora Total Inventory 8/7/2007	48,788
Percentage Inventory Growth	**7.22%**

Productivity = 100.8%

Manning Data

[redacted]

Device Category	Active Inventory	Rich's Hours per device	Rich's Total Device Hours
Aerator, Ethylene Oxide	6	1.90	11.40
Air Cleaner, Particulate, Germicidal, UV	3	1.00	3.00
Air Cleaner, Particulate, High-Efficiency Filter	4	0.00	0.00
Alarm, Occupancy, Bed	928	0.75	696.00
Amalgamator	5	1.00	5.00
Analyzer, Lab, Hematology, Platelet Aggregation	4	0.30	1.20
Analyzer, Lab, Hemo,Erythrocyte Sedimentation Rate	96	0.30	28.80
Analyzer, Lab, Immunoassay, Chemiluminescent	2	0.80	1.60
Analyzer, Lab, Immunoassay, Photometric, Microplat	14	0.74	10.36
Analyzer, Lab, Microbiology, Susceptibility, Auto	28	0.74	20.72
Analyzer, Laboratory, Blood Gas/pH	22	0.76	16.72
Analyzer, Laboratory, Body Fluids, Glucose	3	0.51	1.53
Analyzer, Laboratory, Breath, Carbon Dioxide	3	0.51	1.53
Analyzer, Laboratory, Clinical Chemistry	61	0.28	17.08
Analyzer, Laboratory, Hematology	77	0.42	32.34
Analyzer, Laboratory, Hematology, Coagulation	57	0.56	31.92
Analyzer, Laboratory, Hematology, Hemoglobin	7	0.56	3.92

ProHealth Staffing Model

ProHealth Care Summary Trend Biomed and HTM	Fiscal 2012 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 YTD	FY 2025 Projected
Equipment Inventory		18,348	17,657	19,184	19,452	20,162	20,400
Total cost of Inventory (Purchase $)	113,392,880	136,961,051	133,396,802	150,216,157	161,183,016	167,527,538	172,000,000
Average Device per Tech		1,223	1,139	1,238	1,255	1,301	1,236
Tech Productivity		104.9%	101.8%	102.6%	100.3%	102.0%	100.0%
Total Number of Service Tickets		20138	21837	23500	21506	20020	
Parts Sourcing Savings $		$ 271,384	$ 353,807	$ 584,836	$ 644,462	$ 250,782	$ 650,000
Combined Operating Expenses	6,205,433	5,829,820	5,949,190	6,578,730	7,047,075	6,997,394	9,021,746
Cost of Support Ratio	5.47%	4.24%	4.22%	4.32%	4.34%	4.52%	5.36%

ProHealth Staffing Model

ProHealth Care Summary Trend 63600 PHC BioMedical Eng.	Fiscal 2012 Actual	Fiscal 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 YTD	FY 2025 Projected
Total Operating Revenue	10,155	18,623	17,210	15,739	19,105	17,816	20,000
Operating Expenses							
Salaries & Wages	1,378,105	1,449,388	1,556,788	1,558,400	1,680,509	1,594,653	
Benefits	104,207	104,334	112,282	113,528	122,466	116,395	
Supplies	6,062	4,972	4,759	6,886	3,693	3,729	
Support Services	3,213,762	2,502,758	2,318,136	2,592,723	2,973,793	3,016,021	
Other Expenses	1,493,879	1,296,985	1,467,043	1,723,037	1,592,731	1,643,304	
Biomed Total Operating Expenses	6,205,433	5,358,437	5,459,008	5,994,574	6,373,192	6,374,102	8,141,746
PHC Total Operating Expense		811,182,000	847,686,000	920,703,000	927,221,000	814,878,000	
Total Operating Expense Ratio		0.66%	0.64%	0.65%	0.69%	0.78%	#DIV/0!
Operating Income/(Loss)	$ (6,195,278)	$ (5,339,814)	$ (5,441,798)	$ (5,978,835)	$ (6,354,087)	$ (6,356,286)	$(8,121,746)
Cost of Service Ratio	5.47%	3.91%	4.09%	3.99%	3.95%	4.15%	4.73%

ProHealth Staffing Model

ProHealth Care Summary Trend 63700 PHC Healthcare Tech Mgmt.		Fiscal 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 YTD	FY 2025 Projected
Total Operating Revenue							
Operating Expenses							
Salaries & Wages		446,891	437,505	539,072	622,889	569,946	
Benefits		31,752	31,311	38,927	45,048	42,345	
Supplies							
Support Services		1,666			1,518	27,618	
Other Expenses		9,697	38,576	21,896	23,533	1,199	
Total Operating Expenses		490,006	507,392	599,895	692,988	641,108	900,000
Operating Income/(Loss)		$ (490,006)	$ (507,392)	$ (599,895)	$ (692,988)	$ (641,108)	$ (900,000)
Equipment Disposition Revenue $		$ 37,080	$ 341,759	$ 98,226	$ 64,149	$ 71,622	$ 60,000
Equipment Redeployed Value					$ 1,629,765	$ 27,663	$ 30,000
Total Value of HTM Department		$ (452,926)	$ (165,634)	$ (501,669)	$ 1,000,926	$ (541,823)	$ (810,000)

DATA INTEGRITY!!!

Capital Budgets

- Revenue Driven
  - Typically 3 buckets
    - Strategic
    - Recurring
    - Contingency
- Capital Criteria
- Typical Process
- Capital Committees
- Capital Allocations
- Capital Planning

Capital Planning Assessment Factors

Assessment Factor	Max Value	Evaluates		Value
Serviceability Includes the evaluation of four aspects of service	13	Age Factor		
			0 to 65% of Life	0
			65% to 150% of Life	1
			150% or higher of Life	2
		Service Cost vs. Purchase Cost*		
			0 to 25% of Cost	1
			26% to 50% of Cost	2
			51% to 75% of Cost	3
			76% or higher of Cost	4
		Service Event		
			Normal Service	0
			Increasing Service	2
			Extensive Service	3
		Support Capability		
			Service Support Available	0
			Aftermarket	2
			No Longer Available	4
Equipment Functional Risk*	10	General Care or Ancillary Device*		1-2
Identifies equipment failure risk in relation to clinical function and care. As defined by the American Society for Healthcare Engineering of the American Hospital Association.		Analytical or Patient Support *		3-5
		Therapeutic or Diagnostic *		6-9
		Life Support *		10

Clinical Assessment Factors			
Probable Clinical Impact Considers the probable clinical limitations of the device	17	No Impact	0
		Standardization	2
		Service Mission	8
		Limits patient care	17
Probable Financial Impact Considers potential financial impact on revenue, throughput, and/or increase in operational cost.	16	No Impact	0
		Limit Revenue Potential	9
		Increased Operating Cost	12
		Potential Lost Revenue	16
Technology Level Considers the existing technology in relation to clinical efficacy and market expectations	14	Leading Technology	3
		Current Technology	7
		Aging Technology	11
		Obsolete Technology	14
Safety/Regulatory Risk Considers regulatory or standards compliance or safety concerns	20	Not Applicable	0
		Applicable	20
Technology Initiative Considers compatibility with current technology initiatives, e.g. HL7, PACS, etc.	10	Compatible / Not Applicable	0
		Not Compatible	10

Replacement Recommendations	
Category	**Description**
TAP Index	Score from the Technology Assessment Worksheet
Technology Pathway	Similar Technology = *Replacement would be of like technology.*
	Advanced Technology = *Replacement is a technological change (analog to digital)*
	Equipment Upgrade = *Retain original device and update to current technology.*
Sourcing	Sourcing Groups = *Imaging, Surgery, Lab, Cardiology, Monitoring, Nursing, Roll-Up, etc.,,,*
Year	Fiscal Year recommend for planned capital replacement
Sourcing Qtr.	Tentative fiscal quarter that SCM plans to conduct a sourcing event for this equipment type.

OMIT or Hide Sheet from deliverables

Sample Capital Plan

Alexian Brothers Health System
Clinical Engineering Technology Assessment
Performed: January 10, 2013
Equipment Condition & Serviceability Worksheet

ALEXIAN BROTHERS

Key:	Equipment Age:	Svc Cost vs. Orig Price:	Service Events	Service Support Capability
	0: 0 to 65% of Life	1: 0 to 25% of Cost	0: Normal Svc	0: Svc Support Available
	1: 65% to 150% of Life	2: 26% to 50% of Cost	2: Increasing Svc	2: Aftermarket Only
	2: 150% or higher of Life	3: 51% to 75% of Cost	3: Extensive Svc	4: Svc Support Not Avail.
		4: 76% or higher of Cost		

Replacement Index Threshold		
High	Medium	Low
60	50	40

Identification								Purchase Information		Service History & Cost Data		Age Info			Equipment Serviceability Assessment					Service-ability
Control Number	Equipment Type	Manufacturer	Model # or Name	Serial Number	Facility	Department	Cost Center	Install Date	Est. Purchase Cost per CE	C.Svc #	2-year Service Costs *	AHA	Age/AHA	Age	Age Factor	Service Cost vs. Purchase Cost **	Service Event	Service Support Capability	Total	Replacement Index Threshold
102660	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	ADVIA CENTAUR	NSN1094120	SAMC	LAB CHEMISTRY	033-7055	03/25/02	126,755	5	0	7	1.4	10	1	1	0	0	2	15
20001235	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	DIMENSION VISTA 1500	310561	ABMC	Lab Chemistry	022-7055	12/01/09	355,000	1	0	7	0.4	3	0	1	0	0	1	8
20001236	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	DIMENSION VISTA 1500	310550	ABMC	Lab Chemistry	022-7055	12/01/09	355,000	2	0	7	0.4	3	0	1	0	0	1	8
20001237	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	ADVIA CENTAUR	1RL47420448	ABMC	LAB CHEMISTRY	033-7055	07/25/05	126,755	6	0	7	1.0	7	1	1	0	0	2	15
20001238	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	ADVIA CENTAUR	1RL46690445	ABMC	LAB CHEMISTRY	033-7055	01/01/10	126,755	5	0	7	0.4	3	0	1	2	0	3	23
20045356	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	DIMENSION VISTA 1500	DV310549	SAMC	LAB CHEMISTRY	033-7055	02/01/10	355,000	2	0	7	0.3	2	0	1	0	0	1	8
20045357	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	DIMENSION VISTA 1500	DV310553	SAMC	LAB CHEMISTRY	033-7055	02/01/10	355,000	2	0	7	0.3	2	0	1	0	0	1	8
400322568	ANALYZERS, LABORATORY, IMMUNOASSAY, CHEMILUMINESCEN	SIEMENS HEALTHCARE DIAGNOSTICS	ADVIA CENTAUR	1381X0096	SAMC	LAB CHEMISTRY	033-7055	05/01/07	126,755	0	0	7	0.7	5	1	1	0	0	2	15
100410	CAMERAS, GAMMA	PHILIPS MEDICAL SYSTEMS	CARDIO MD	1062702	ABMC	CVA DOB 111	033-SCE	11/11/11	218,883	3	1,968	5	0.2	1	0	1	3	0	4	31
100485	CAMERAS, GAMMA	PHILIPS MEDICAL SYSTEMS	SKYLIGHT	K03100061	ABMC	NUCLEAR MEDICINE	022-7220	01/01/04	389,474	58	47,564	5	1.8	9	2	3	3	0	8	62
100834	CAMERAS, GAMMA	PHILIPS MEDICAL SYSTEMS	CARDIO MD	9032501	ABMC	CVA WIMMER	22.717	06/07/09	218,883	0	0	5	0.6	3	0	1	0	0	1	8
109459	COMPUTERS, STEREOTACTIC SURGERY	STRYKER CORP.	6000-200	100405	ABMC	Operating Room	022-7010	12/06/06	257,158	2	9	5	1.2	6	1	1	0	0	2	15
109460	COMPUTERS, STEREOTACTIC SURGERY	BRAINLAB	IPLAN FLOW WORKSTATION	100404	ABMC	Operating Room	022-7010	12/06/06	238,389	4	7,510	5	1.2	6	1	1	0	0	2	15
20040275	COMPUTERS, STEREOTACTIC SURGERY	BRAINLAB	IPLAN FLOW WORKSTATION	08-161994	ABMC	Operating Room	022-7010	05/05/08	238,389	1	9	5	0.8	4	1	1	0	0	2	15
20040276	COMPUTERS, STEREOTACTIC SURGERY	BRAINLAB	IPLAN FLOW WORKSTATION	6200718001	ABMC	Operating Room	022-7010	05/05/08	238,389	4	2,091	5	0.8	4	1	1	0	0	2	15
20045964	COMPUTERS, STEREOTACTIC SURGERY	STRYKER CORP.	6000-200	100406	SAMC	OPERATING ROOM	033-7010	11/06/06	257,158	2	7,866	5	1.2	6	1	1	0	0	2	15
20045965	COMPUTERS, STEREOTACTIC SURGERY	STRYKER CORP.	6000-200	100407	SAMC	OPERATING ROOM	033-7010	11/15/06	257,158	0	0	5	1.2	6	1	1	0	0	2	15
12259	MAGNETOENCEPHALOGRAPHS	ELEKTA INSTRUMENTS	NEUROMAG	200703001	ABMC	NEURO MEG	022-7725	09/01/06	1,900,000	4	9,547	7	0.9	6	1	1	0	0	2	15
100223	RADIOGRAPHIC SYSTEMS	SHIMADZU MEDICAL SYSTEMS	RADSPEED UD150B-40	3M5249D0C006	SAMC	RADIOLOGY DIAGNOSTIC	033-7215	08/29/11	286,480	42	1,939	5	0.2	1	0	1	3	0	4	31
100010	RADIOGRAPHIC SYSTEMS, DIGITAL	GE MEDICAL SYSTEMS	DEFINIUM 8000	995351WK4	ABMC	RADIOLOGY DIAG	022-7215	09/01/06	388,022	65	11,124	5	1.2	6	1	1	3	0	5	38

ProHealth Capital Plan

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Anesthesia Machines	$ 974,119.96	$ -	$ -	$ 800,000.00	$ 723,000.00	$ 483,000.00	$ -
Bladder Scanner	$ -	$ -	$ 165,200.00	$ 165,200.00	$ -	$ 153,400.00	$ -
Cardiac Patient Monitoring	$ 1,645,100.00	$ 1,889,200.00	$ 1,203,200.00	$ 743,444.00	$ 1,600,000.00	$ 1,600,000.00	
Clinic Exam Tables	$ -	$ -	$ 650,650.00	$ 805,550.00	$ 555,050.00	$ 505,750.00	$ 19,650.00
Defibrillators & AEDs	$ -	$ 1,500,000.00	$ -	$ -	$ -	$ -	$ -
EKG	$ 285,000.00	$ 162,500.00	$ 213,500.00	$ -	$ 80,000.00	$ -	$ 126,000.00
Endoscopy	$ 40,000.00	$ 1,300,000.00	$ 1,300,000.00	$ 1,300,000.00	$ 1,300,000.00	$ 1,300,000.00	$ 1,300,000.00
External Pacemakers	$ 124,000.00	$ -	$ 13,500.00	$ -	$ -	$ -	$ -
Infant Warmers	$ 330,000.00	$ -	$ -	$ -	$ 188,000.00	$ -	$ -
Infusion Pumps	$ 120,000.00	$ -	$ 1,016,500.00	$ -	$ -	$ 110,000.00	$ 188,000.00
Nebulizers	$ 26,625.00	$ -	$ -	$ -	$ -	$ 18,300.00	$ -
OR Tables	$ 478,000.00	$ -	$ 330,000.00	$ -	$ -	$ -	$ 345,000.00
Pulse Oximetry	$ -	$ -	$ 148,270.00	$ -	$ 160,520.00	$ 9,500.00	$ -
SCD	$ -	$ -	$ -	$ -	$ -	$ -	$ -
SPD-Processing	$ 971,500.00	$ 331,000.00	$ 449,000.00	$ -	$ -	$ 476,000.00	$ 512,000.00
Suction Regulators	$ 51,200.00	$ -	$ -	$ -	$ -	$ -	$ 97,000.00
Proposed Annual Spend	$ 5,459,844.96	$ 7,103,400.00	$ 5,981,620.00	$ 5,029,624.00	$ 5,367,270.00	$ 4,746,700.00	$ 3,927,650.00

ProHealth Capital Plan

	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Anesthesia Machines	13	0	0	10	9	6	0
Bladder Scanner	0	0	14	14	0	13	0
Cardiac Patient Monitoring							
Clinic Exam Tables	0	0	191	224	110	99	3
Defibrillators & AEDs	0	100	0	0	0	0	0
EKG	18	18	24	0	7	0	7
Endoscopy							
External Pacemakers	20	0	2	0	0	0	0
Infant Warmers	15	0	0	0	4	0	0
Infusion Pumps	3	0	508	0	0	55	94
Nebulizers	79	0	0	0	0	37	0
OR Tables	10	0	6	0	0	0	5
Pulse Oximetry	0	0	196	0	169	34	0
SCD	0	0	0	0	396	0	0
SPD-Processing	9	6	5	0	0	4	5
Suction Regulators	64	0	0	0	0	0	97
Surgical ESU	25	30	17	31	27	0	20
Thermometers	0	0	0	1386	0	0	0
Ventilators	0	27	0	0	0	0	15
Vitals Monitors	0	39	96	130	38	33	0

ProHealth Capital Plan

FY25 Notes:

Anesthesia Machines: *Replacement of the units at OMH & OB units at WMH that have an average age of over 13.5 y/o. Per Dr. Strosin we will standardize to a single model throughout the organization.*

Cardiac Patient Monitoring*: Continuation of our 7 year patient monitoring replacement plan. The replacements for FY24 will allow us to continue with our planned Carescape platform upgrade slated for FY25/FY26.*

EKG: *Continuation of replacing aging equipment and accounting for the need to do Pediatric EKG in the clinics. We will have discussions regarding doing EKG bedside in the hospital to try and reduce the hospital fleet size.*

Endoscopy: *Replacement of aging equipment that Biomed feels needs to be replaced in FY25*

External Pacemakers: *Replacement of aging fleet with an average age of almost 6.5 y/o.*

Infant Warmers: *Replacement of the final group of aged fleet with an average age of 11 y/o.*

Infusion Pumps: *Replacement of our aging fleet with an average age of 11 y/o. These are different than the PCA, Epidural pumps being discussed with Pharmacy and Nursing Admin.*

Nebulizers: *Replacement of aging fleet with an average age of almost 15 y/o. Would like to try and standardize manufacturer/model as we have a variety in use.*

OR Tables: *Replacement of tables at OMH & WMH that have an average age of 20 y/o. There is one in particular at OMH that Biomed has concerns with being able to repair any longer.*

SPD: *Replacement of aging equipment at OMH & WMH. Sterilizer at OMH will no longer make the sterilization cassettes for the unit as of Dec. '24 & the ChemDaq systems, which monitor for gases in the air, at OMH & WMH are running a version that is no longer supported. Also, looking to replace one ETO sterilizer as canisters for existing ETO units not available after June '24.*

Suction Regulators: *Final group of aged regulators needing to be replaced.*

Surgical ESU: *Replacement of units across the organization that have an average age of 21 y/o.*

ProHealth Capital Plan

Modality	2025			2026			2027		
	Replace	Net New	Total	Replace	Net New	Total	Replace	Net New	Total
BMD	-	-	-	-	-	-	$ 128K	-	$ 128K
C-Arm	$ 398K	-	$ 398K	-	-	-	-	-	-
C-Arm - Mini	-	-	-	-	-	-	-	-	-
Cath	$ 2,000K	-	$ 2,000K	$ 1,500K	-	$ 1,500K	-	-	-
CT	$ 25K	-	$ 25K	$ 1,840K	-	$ 1,840K	$ 1,840K	-	$ 1,840K
IR	$ 2,700K	-	$ 2,700K	-	-	-	-	-	-
Lin Acc	-	-	-	$ 4,200K	-	$ 4,200K	-	-	-
Mammo	-	-	-	$ 565K	-	$ 565K	$ 565K	-	$ 565K
Mammo-Bio	-	-	-	-	-	-	-	-	-
MR	-	-	-	-	-	-	$ 2,052K	-	$ 2,052K
NM	-	-	-	$ 948K	-	$ 948K	$ 2,844K	-	$ 2,844K
O-Arm	-	-	-	-	-	-	-	-	-
PET	-	-	-	-	-	-	-	-	-
R&F	$ 565K	-	$ 565K	-	-	-	$ 1,130K	-	$ 1,130K
Robotics	-	-	-	-	-	-	-	-	-
U/S	$ 45K	-	$ 45K	$ 650K	-	$ 650K	$ 910K	-	$ 910K
U/S - CV	-	-	-	$ 175K	-	$ 175K	-	-	-
U/S - Int	$ 265K	-	$ 265K	$ 560K	-	$ 560K	-	-	-
XR	$ 425K	-	$ 425K	$ 2,550K	-	$ 2,550K	$ 1,275K	-	$ 1,275K
XR-Dental	-	-	-	-	-	-	-	-	-
XR-Mobile	-	-	-	$ 165K	-	$ 165K	$ 162K	-	$ 162K
XR-Spec	-	-	-	-	-	-	-	-	-
Total	**$ 6,423K**	-	**$ 6,423K**	**$ 13,153K**	-	**$ 13,153K**	**$ 10,906K**	-	**$ 10,906K**

ProHealth Capital Plan

FY25:

1) *C-Arm : Replacing 2 units; 1 at OPC IVP that is almost 8 y/o; by replacing this unit IVP leadership has agreed to go down to 1 C-Arm at OPC. The other unit is at OMH Radiology and is over 15 y/o.*
2) *Cath Lab : Replacing unit at WMH Cath Lab that is almost 19 y/o. Unit is running Windows NT which poses a security risk as Microsoft is no longer putting out security patches for Windows NT.*
3) *CT: Upgrade of PWK Rad Onc CT console which will eliminate a part GE is having issues replacing. This may afford us the ability to also delay replacement another year, but will need to monitor over FY24.*
4) *IR : Replacing the unit in WMH OR 15 (hybrid room) which is almost 9 y/o. Unit is running Windows XP which poses a security risk as Microsoft is no longer putting out security patches for Windows XP.*
5) *R&F : Replacing 1 unit at OMH that is almost 16 y/o. We have been experiencing detector issues with this unit and feel it needs to be replaced.*
6) *U/S : Replacing 1 unit used by Dr. Pettit, that is over 14 y/o. The BIS unit is running Windows XP which poses a security risk as Microsoft is no longer putting out security patches for Windows XP.*
7) *U/S - Int: Replacing 2 units at WMH that are 8 y/o; one unit is for WMH Cath Lab 3 which cost is included in the Cath Lab line item. End of Service/Support is 12/24 and per Biomed would like to replaced in FY25.*
8) *X-Ray : Replacing 1 unit at New Berlin. While Biomed could potentially support for 1 more year, Philips support has not been reliable and could cause an issue if they refuse assistance where service software is required. We have tried looking for a 3rd party to assist, but have not had luck.*

Cost Reductions

HTM Staffing Trends

2019:

- Aging of the workforce identified as the biggest challenge affecting the HTM field
- Avg. age of survey respondent 49 yrs. Same as 2018
- 33% 55 and older
- 17% 35 and under
- Excessive increase in workload, causing 31% to look for other opportunities

2024:

- Lack of young people entering the HTM field still a major concern
- 27% 55 and older
- 24% 30 and under
- More females entering the field (22% vs. 11% the previous year)
- Quote from recent MD Expo : “If you think you’re going to be able to continue operating the way you always have been, you’re mistaken. It is not sustainable. We must look at doing things differently.”

HTM Staff Competencies

Technician	City	State	Zip	Primary	Secondary	Tertiary	Office/Shop Location	Proposed Assignment
Arnold, Dick	Mukwonago	WI	53149	General Biomed			SLMC	
Barclay, Ben	Appleton	WI	54911	Surgical Services/Anesthesia			ABMC	Anesth - North Zone
Bardwell, Scott	Grafton	WI	53024	General Biomed			AMC-WC	Vent - North Central Zone
Berres, Mike	Milwaukee	WI	53224	General Biomed			SLMC	Gen Rad - Metro Zone
Bucio, Juan	Grafton	WI	53024	General Biomed			SLMC	
Burgos, Victor	Milwaukee	WI	53207	Ventilator	Laser		ASMC	Vent - Metro South Zone
Dornacker, Dale	New Berlin	WI	53151	Linac	Gen Rad/Mammo/Bone Density		SLMC	Linac - South Zone
DuPont, Joe	Muskego	WI	53150	General Biomed			ASMC	
Eilers, Bill	Muskego	WI	53150	General Biomed			WAMH	
Feldman, Peter	Waukesha	WI	53186	Anesthesia	Ultrasound		ASMC	Anesth - Metro South Zone
Franks, Bobby	Kenosha	WI	53144	Gen Rad/Mammo/Bone Density	General Biomed		MHB	Gen Rad - South Zone
Glader, Dan	Burlington	WI	53105	General Biomed	Sterilization		MHB	
Glowacki, Dave	Oak Creek	WI	53154	Anesthesia			SLMC	Anesth - Metro South Zone
Gonzo, Bruce	Racine	WI	53405	Cath Lab (Imaging)	Gen Rad/Mammo/Bone Density		ASMC	Nuc Med - South Zone Linac South Zone
Haase, Bill	Oak Creek	WI	53154	Linac	Gen Rad/Mammo/Bone Density		SLMC	Linac - South Zone
Hendrickson, Kevin	Menomonee Falls	WI	53051	General Biomed	Ultrasound		SLMC	US - Metro Zone
Hodel, Daniel	Hales Corners	WI	53130	CT	MRI	Gen Rad/Mammo/Bone Density	ASMC	(Partial) CT - Metro Zone (Partial) MRI - Metro South Zone
Horner, Tom	Cascade	WI	53011	General Biomed	Sterilization	Gen Rad/ Mammo/Bone Density	AWMC	
Hunkel, Richard	Oak Creek	WI	53154	Gen Rad/Mammo/Bone Density	General Biomed		SLMC	Gen Rad - Metro Zone
Jasinski, Bob	Mukwonago	WI	53149	General Biomed			ALMC	
Johnson, Neal	Waukesha	WI	53189	Cath Lab (Imaging)	Gen Rad/Mammo/Bone Density		SLMC	Cath Lab - Metro Zone

HTM Competency Assessment Form

HTM

Competency Assessment Form

Employee Name:

Employee #:

Date:

Job Code:

0443-Biomed Asst.
0451-Tech I
0452-Tech II
0453-Tech III
4956-Biomed Lead
0469-Imaging Tech I
0480-Imaging Tech II
4957-Imaging Lead

Level 1 Demonstrates little or no knowledge of task/subject and ma work independently
Level 2 Demonstrates general knowledge of task/subject and ma under direct supervision
Level 3 Demonstrates working knowledge of task/subject and ma independently
Level 4 Demonstrates advanced knowledge of task/subject and consistently works independently
Level 5 Demonstrates a high level expertise and the ability to provide technical support, instruct, and ass others

General Competency												
Core Competency	**Technician Rating**					**Technician Comments**	**Reviewer Rating**					**Revi Comm**
Hand Tools	1	2	3	4	5		1	2	3	4	5	
Power Tools	1	2	3	4	5		1	2	3	4	5	
Safe Work Practices	1	2	3	4	5		1	2	3	4	5	
Digital Volt Meter (DVM)	1	2	3	4	5		1	2	3	4	5	
Oscilloscope	1	2	3	4	5		1	2	3	4	5	
Device Safety Testing	1	2	3	4	5		1	2	3	4	5	
Medical Equipment Database	1	2	3	4	5		1	2	3	4	5	
Purchasing: Parts and supply ordering and associated policies.	1	2	3	4	5		1	2	3	4	5	
Department Policies	1	2	3	4	5		1	2	3	4	5	
Department Manual	1	2	3	4	5		1	2	3	4	5	
Computer Competency: Lotus Notes, MS Office, Operating Systems, etc.	1	2	3	4	5		1	2	3	4	5	
Network Theory	1	2	3	4	5		1	2	3	4	5	
Network Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Digital Information Communication Protocol Theory (DICOM)	1	2	3	4	5		1	2	3	4	5	
Digital Information Communication Protocol Functional Knowledge (DICOM)	1	2	3	4	5		1	2	3	4	5	

General Biomed												
Core Competency	**Technician Rating**					**Technician Comments**	**Reviewer Rating**					**Revi Comm**
Biomedical Theory	1	2	3	4	5		1	2	3	4	5	
Biomedical Test Equipment	1	2	3	4	5		1	2	3	4	5	
General Biomedical Devices - Functional Knowledge ex: Infusion Pumps, NIBP Units, Pulse Oximeters, etc.	1	2	3	4	5		1	2	3	4	5	
General Biomedical Devices - PMs	1	2	3	4	5		1	2	3	4	5	

HTM Competency Assessment Form

General Biomedical Devices - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
General Biomedical Devices - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Respiratory Equipment - Functional Knowledge ex: BiPap, CPAP	1	2	3	4	5		1	2	3	4	5	
Infant Care Equipment - Functional Knowledge ex: Infant Incubators, Physiological Monitoring Devices	1	2	3	4	5		1	2	3	4	5	
Infant Care Equipment - PMs	1	2	3	4	5		1	2	3	4	5	
Infant Care Equipment - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Infant Care Equipment - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Patient Monitoring Networks - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Patient Monitoring Networks - PMs	1	2	3	4	5		1	2	3	4	5	
Patient Monitoring Networks - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Patient Monitoring Networks - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Basic Respiratory Equipment - Functional Knowledge BIPAPs, CPAP's, Oxygen Concentrators	1	2	3	4	5		1	2	3	4	5	
Biomed Specialty												
Core Competency	**Technician Rating**					**Technician Comments**	**Reviewer Rating**					**Revi Comm**
Advanced Respiratory Equipment - PMs	1	2	3	4	5		1	2	3	4	5	
Advanced Respiratory Equipment - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Advanced Respiratory Equipment - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Anesthesia Equipment - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Anesthesia Equipment - PMs	1	2	3	4	5		1	2	3	4	5	
Anesthesia Equipment - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Anesthesia Equipment - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Sterilization Equipment - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Sterilization Equipment - PMs	1	2	3	4	5		1	2	3	4	5	
Sterilization Equipment - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Sterilization Equipment - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Surgical Tables and Lights - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Surgical Tables and Lights - PMs	1	2	3	4	5		1	2	3	4	5	
Surgical Tables and Lights - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Surgical Tables and Lights - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Medical Lasers - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Medical Lasers - PMs	1	2	3	4	5		1	2	3	4	5	
Medical Lasers - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Medical Lasers - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Imaging I												
Core Competency	**Technician Rating**					**Technician Comments**	**Reviewer Rating**					**Revi Comm**
Imaging Theory	1	2	3	4	5		1	2	3	4	5	

HTM Competency Assessment Form

Non-Invasive Radiation Tester	1	2	3	4	5		1	2	3	4	5	
General Radiographic Systems - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
General Radiographic Systems - PMs	1	2	3	4	5		1	2	3	4	5	
General Radiographic Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
General Radiographic Systems - Advanced Repairs (Includes tube changes)	1	2	3	4	5		1	2	3	4	5	
Mammography Systems - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Mammography Systems - PMs	1	2	3	4	5		1	2	3	4	5	
Mammography Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Mammography Systems - Advanced Repairs (Includes tube changes)	1	2	3	4	5		1	2	3	4	5	
C-arms - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
C-arms - PMs	1	2	3	4	5		1	2	3	4	5	
C-arms - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
C-arms - Advanced Repairs (Includes tube changes)	1	2	3	4	5		1	2	3	4	5	
MRI Systems - Functional Knowledge/Safety	1	2	3	4	5		1	2	3	4	5	
MRI Systems - PMs	1	2	3	4	5		1	2	3	4	5	
MRI Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
MRI Systems - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
R&F Systems - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
R&F Systems - PMs	1	2	3	4	5		1	2	3	4	5	
R&F Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
R&F Systems - Advanced Repairs (Includes tube changes)	1	2	3	4	5		1	2	3	4	5	
CT Systems - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
CT Systems - PMs	1	2	3	4	5		1	2	3	4	5	
CT Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	

Imaging II												
Core Competency	**Technician Rating**					**Technician Comments**	**Reviewer Rating**					**Revi Comm**
Imaging Theory	1	2	3	4	5		1	2	3	4	5	
Ultrasound First Call System	1	2	3	4	5		1	2	3	4	5	
Non-Invasive Radiation Tester	1	2	3	4	5		1	2	3	4	5	
Linear Accelerators - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Linear Accelerators - PMs	1	2	3	4	5		1	2	3	4	5	
Linear Accelerators - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Linear Accelerators - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Nuclear Medicine Systems - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Nuclear Medicine Systems - PMs	1	2	3	4	5		1	2	3	4	5	
Nuclear Medicine Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Nuclear Medicine Systems - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Ultrasound Systems - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	

HTM Competency Assessment Form

Ultrasound Systems - PMs	1	2	3	4	5		1	2	3	4	5	
Ultrasound Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Ultrasound Systems - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	
Vascular Systems - Functional Knowledge	1	2	3	4	5		1	2	3	4	5	
Vascular Systems - PMs	1	2	3	4	5		1	2	3	4	5	
Vascular Systems - Basic Repairs	1	2	3	4	5		1	2	3	4	5	
Vascular Systems - Advanced Repairs	1	2	3	4	5		1	2	3	4	5	

Employee Signature:

Reviewer Signature:

Assess Your Inventory and the Skills Required to Support that Inventory

- In-house
- Contracted Services
- Outsourced Low End Inventory

Put Together a Business Plan

Key Strategies

Healthcare Technology Management will pursue the following key strategies:

1. Develop in-house support for high end modalities (CT, MR, Nuclear Medicine) to eliminate costly outside services.
2. Complete development of in-house support for Anesthesia, Laser, Sterilizer, Imaging, and Diagnostic Ultrasound equipment in all regions.
3. Develop Aide or Assistant positions and work to push high tech services to more experienced techs, while migrating low end, low tech services to non-degreed positions.
4. Complete standardization of services, methods, policies, and procedures while maintaining flexibility to meet the needs of all customers.
5. Complete development and implementation of Asset Management System. Work with Corporate IS and CMMS Vendor to interface front end Maintenance Management System to Capital Acquisition, Accounting, Accounts Payable, Finance, and Purchasing systems.
6. Develop IS applications expertise to provide support to any device or application that interfaces with Clinical Equipment.
7. Expand HTM website features to provide greater value to customers/staff.
8. Complete development of Lab Services.
9. Complete development of Depot Services.
10. Develop Parts Specialist position.
11. Complete development and staffing for support to VNA.
12. Complete pilot program for in-house endoscopy service.
13. Complete development of infrastructure for marketing services outside of XXXX Health Care.

HTM Career Ladder

Clinical Engineering Career Ladder

Objectives of the Career Ladder

- Acknowledge individual's performance and accomplishments
- Set expectations for future performance
- Provide a tangible link to the job descriptions, CE standards, and performance
- Provide career growth opportunity
- Support recruitment and retention of CE Technicians
- Direct efforts for attaining department goals

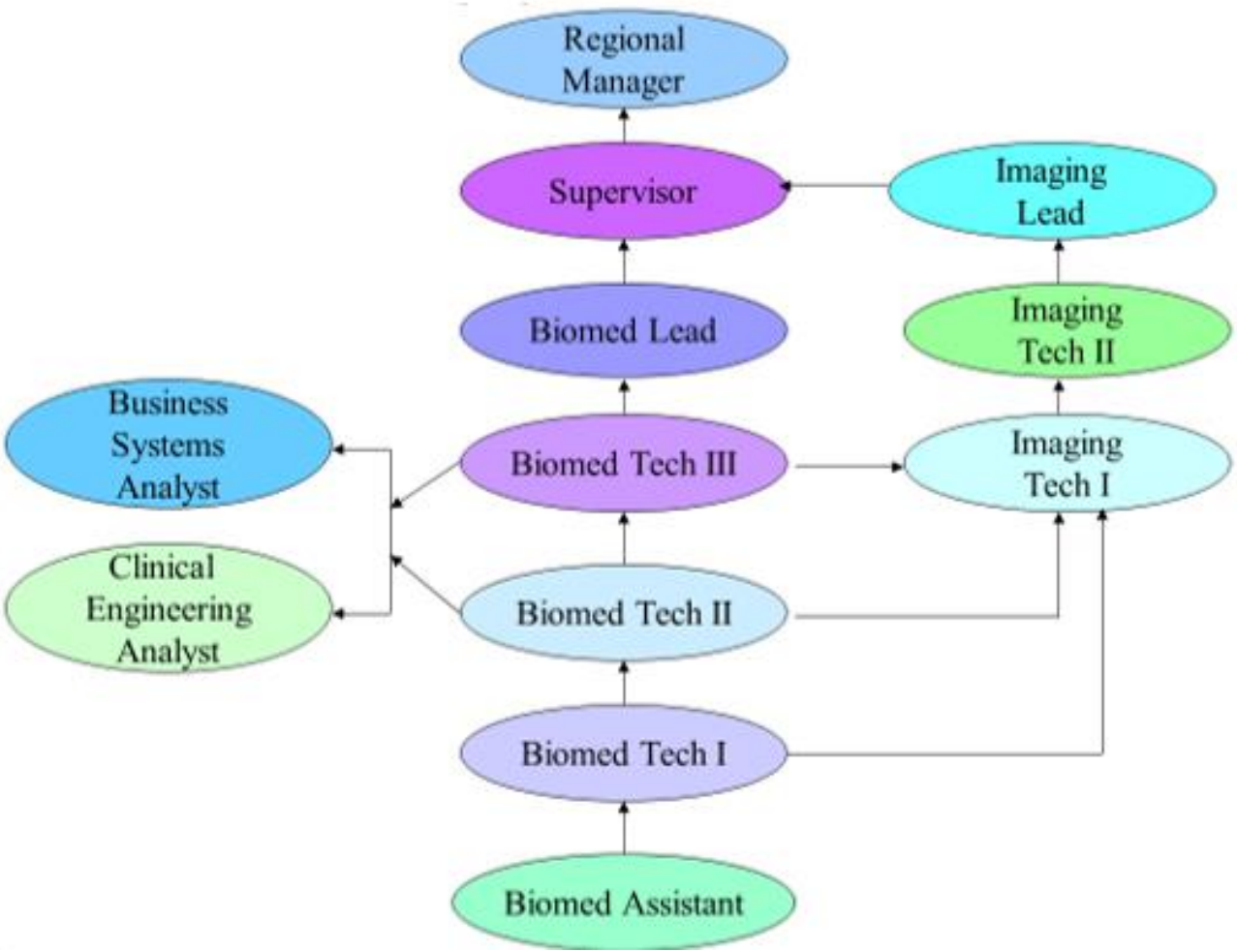
Operations of the Career Ladder

- Consists of all levels of both Biomedical and Biomedical Imaging Technicians, with criteria for each.
- Consideration for promotion is based on department needs and all promotional considerations being met.
- Clinical Engineering Leadership will communicate promotional opportunities to the technicians.
- Interested technicians must present evidence of meeting the stated criteria.
- A written narrative from the technician including examples of achievement for each element of the career ladder is required for advancement.
- The criteria will be reevaluated on a periodic basis.
- Annually, at performance review, all technicians are expected to present evidence that demonstrates they continue to meet standards established for their current level. The technicians should document this within the self-evaluation section of the performance evaluation forms.
- Technicians who do not continue to meet the criteria for their current level will have goals set with the intent to reach that level. Failure to accomplish these goals within 90 days will be considered a voluntary decision by the technician to no longer remain at that level, and will result in a demotion to the appropriate level.
- Promotion via the career ladder is not dependant on years of employment. Rather, it is dependant on documented performance and development as stipulated herein.

Required Considerations

- Leadership
- Performance improvement
- Initiative
- Compliance with Clinical Engineering's Data Integrity Policy
- Technical competence
- Communication effectiveness
- Compliance with Clinical Engineering policies and procedures
- Personal and professional development

HTM Caree Ladder



HTM Career Ladder

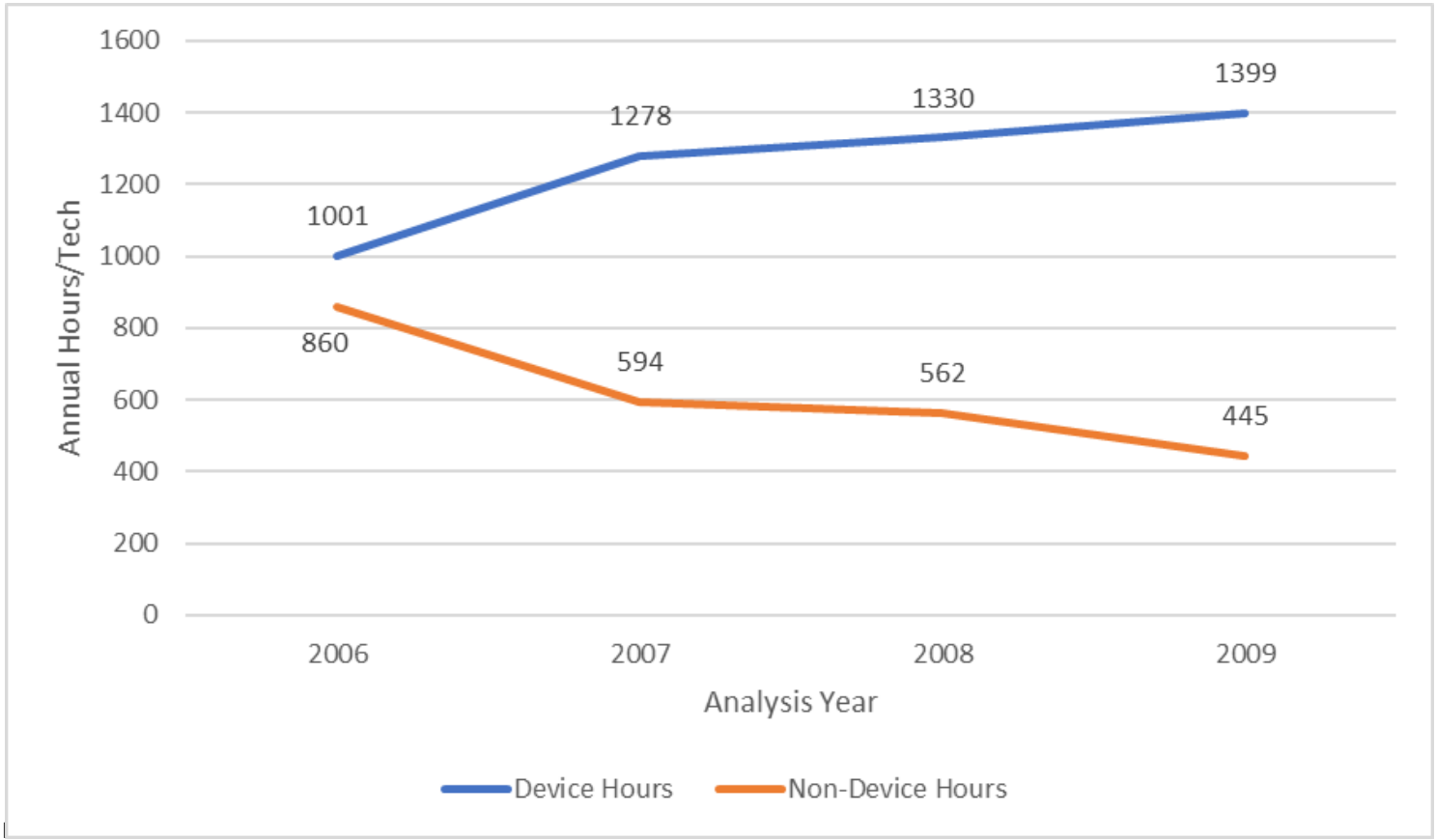
Device Hours vs. Non-Device Hours

- Device Hours
  - PM
  - CM
  - Incoming Inspections
  - Incident Investigations
  - Hazard Alerts
  - Recalls

  - **Average/Tech**
    - **1001 Dev. Hrs.**
    - **859 Non-Dev Hrs.**

- Non-Device Hours
  - Department Meetings
  - Compliance Training
  - Vendor Training
  - Administrative Work
  - Travel

Device Hours Trend



Other Opportunities

- Inside the Box
  - Auto Expense
  - Freight/Shipping
  - Capital Planning
    - Leverage Data to Drive Better Decisions
  - Negotiate at time of Purchase****
    - Parts discounts
    - T&M Labor Discounts (Including overtime and premium hourly rates)
    - Extended warranty
    - Training
    - Service Software Keys

Supplies

CORPORATE HEALTHCARE TECHNOLOGY MANAGEMENT
ORG-AREA 505-5512

ACCT	DESC	2016 TOTAL BUDGET	2016 YTD MAY
640005	MINOR EQUIPMENT	110,789	35,981
640010	OFFICE SUPPLIES	24,121	8,319
640015	PRINTED FORMS	30	-
640020	COMPUTER SOFTWARE	62,200	8,015
640025	GENERAL HOUSEKEEPING SUPPLIES	3,352	22
640045	MINIMUM ORDER CHARGE	571	180
641000	CONSUMABLE MED SURG SUPPLIES	231,238	95,447
641015	OXYGEN AND GASES	70,000	5,896
650000	DIETARY FOOD SUPPLIES	348	169
650015	BEVERAGES	52	140
650030	DIETARY CHINA AND PAPER	161	29
699005	COST TRANSFER DIETARY	2,916	1,736
699010	COST TRANSFER DIETARY EMPLY RECOG	546	-
699020	COST TRANSFER DIETARY FLR STOCK	239	186
SUPPLY EXPENSE		**506,563**	**156,120**

Other Expenses

ACCT	DESC	2016 TOTAL BUDGET	2016 YTD MAY
740050	ALLOCATED COURIER SERVICES	2,300	605
744000	COST TRANSFER ALL OTHER	312	-
744005	COST TRANSFER PRINT SHOP	536	158
744180	COST TRANSFER PLANETREE EXP	133	-
748000	PROFESSIONAL EDUCATION EXP	-	25,157
748005	PROF EDUCATION REGISTRATION FEE	-	130,568
764000	MAINTENANCE AND SERV CONTRACTS	7,551,237	2,849,360
764015	PARTS	3,027,409	1,113,106
764035	MAINT AND REP ENDOSCOPIC EQ	820,000	199,242
764040	MAINT AND REPAIR XRAY TUBES	2,058,500	775,111
764045	MAINT AND REP INSTRUMENTS	105,000	34,264
770000	MISCELLANEOUS EXP	(77,431)	-
770005	FREIGHT	185,000	66,842
770010	DUES		925
770050	LIBRARY SUBSCRIPTIONS		516
774000	OUTSIDE SERVICES MEDICAL		1,120
774100	OUTSIDE SERVICES NON MEDICAL		4,564
774115	OUTSIDE SERVICES WASTE REMOVAL	305	130
774120	OUTSIDE SERVICES EXTR PRINT AV	437	27
774145	OUTSIDE SVC CLIN ENG AND MAINT	4,798,456	1,681,348
778000	BUILDING RENTAL		340
778005	EQUIPMENT RENTAL	5,000	23
778010	COPIER FAX	6,482	1,937
778020	AUTO LEASING	157,661	54,231
784006	PCARD TAX		25
788000	AUTO EXPENSE	183,627	95,772
788025	BUSINESS TRAVEL	6,000	8,111
790005	UTILITIES TELECOM	110,000	38,645
790040	UTILITIES INTERNET CHARGES	500	-
OTHER EXPENSE		**18,941,464**	**7,082,127**
TOTAL		**19,448,027**	**7,238,247**

Other Opportunities

- Outside the Box
  - Equipment Distribution
  - Equipment Disposition
  - Revenue generating opportunities
    - Depot Repair
    - Outside Service

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