



FY2025 Budget
July 1, 2024 – June 30, 2025



FY2025 Budget Message

Overview

We are pleased to present the Fiscal Year (FY) 2025 budget from July 1, 2024 to June 30, 2025. This budget reflects a continued improvement in Bay Area Hospital's (BAH) financial position and operating margin.

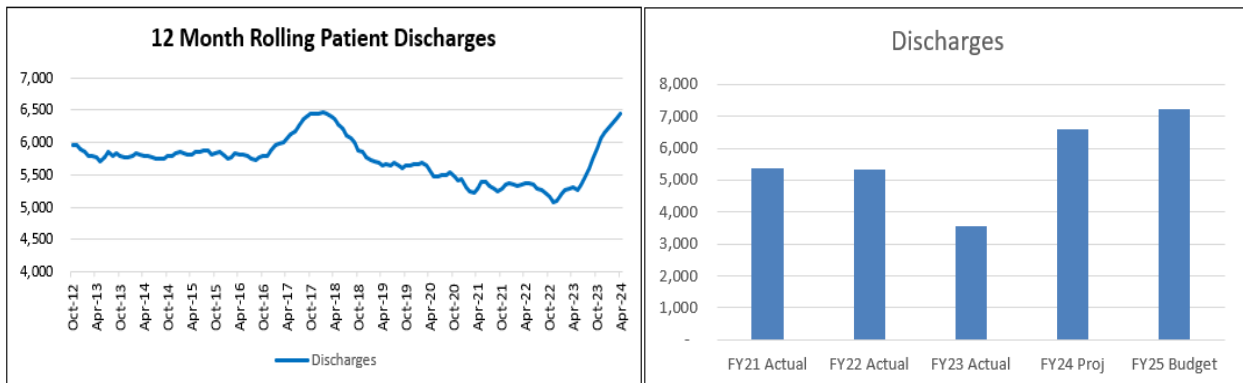
Bay Area Hospital ended FY2022 with a (\$60.5M) loss from Operations. In FY2023 the operating loss fell to (\$32.8M) loss from Operations. FY2024 continued the financial improvement and is estimated to have an Operating loss of (\$3.3M). FY2025 is budgeted at a \$1.6M Operating Profit. The cumulative effort of the staff, Management and Executives teams to create such a dramatic 3-year, operational turnaround has been awe-inspiring to watch and experience.

The turnaround effort has been accomplished by three main drivers: 1) Focused efforts on increasing volumes, 2) Expense containment and 3) Revenue Cycle optimization. As we walk through the FY2025 Budget assumptions below, the dramatic improvements that BAH as completed the prior 3 years are slowing due to space and capital limitations. Continued volume growth is dependent on expansion and investment into new service lines. Unfortunately, limited cash availability moderates this need.

Inpatient Volume Assumptions

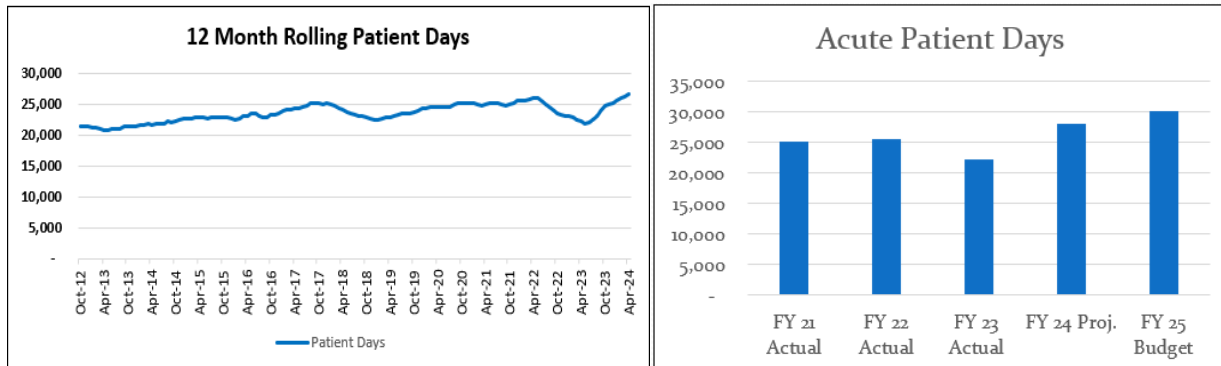
Discharges

Acute Inpatient Discharges are expected to increase to 7,213 in FY2025 up from 6,611 projected for FY2024. This 9.1% increase is driven by the a) assumption that Acute Psychiatric discharges will increase with Signet Health managing the department and b) continued volumes of admitted patients to the Med/Surg floors of BAH. Recent months, under their management, Signet has already shown increasing number of patients.

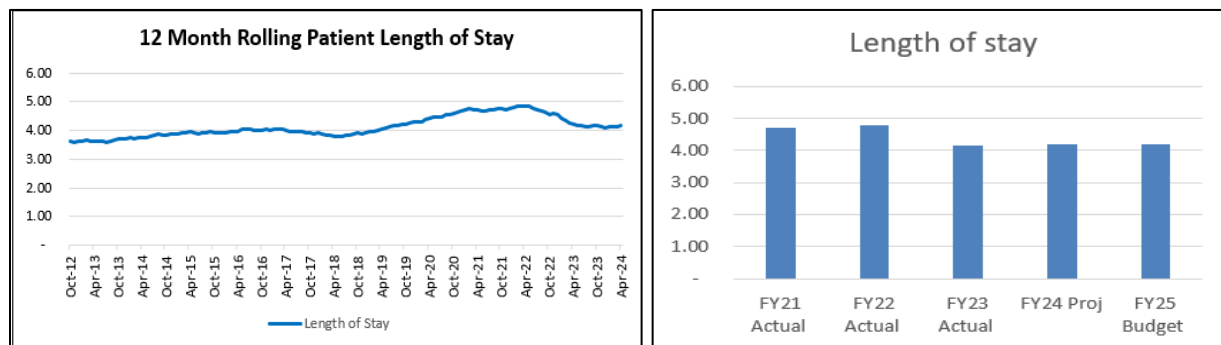


Patient Days and Length of Stay

Acute Patient Days are projected to increase to 30,152 or 9.1% over FY2024. Currently the number of Patient Days at BAH are at their highest levels. The continued improvement in FY2025 is primarily attributed to increasing the census on the Psychiatric unit to an average of 8 per day, up from the current 5.9 per day. The remaining increase is equivalent to an additional 1.5 patients per day on the Med/Surg floors.

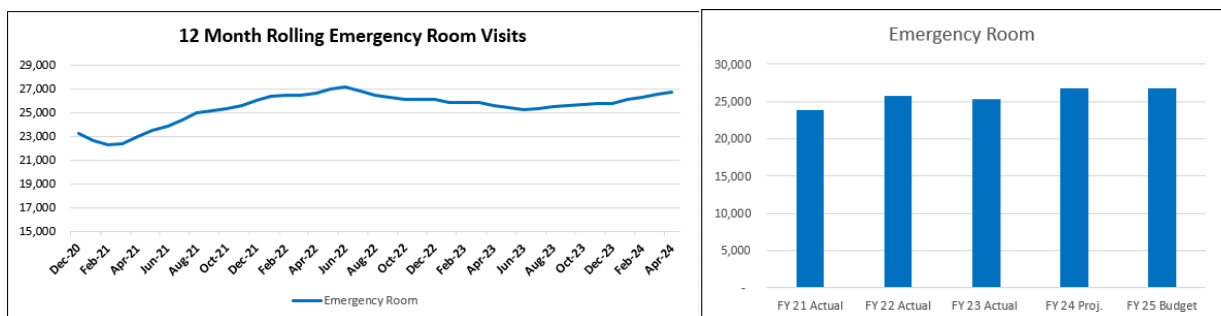


The ratio of Patient Days to Discharges, or Length of Stay (LOS) is projected to remain steady at 4.18 days. This ratio keeps BAH at the ratios seen prior to the Covid pandemic.



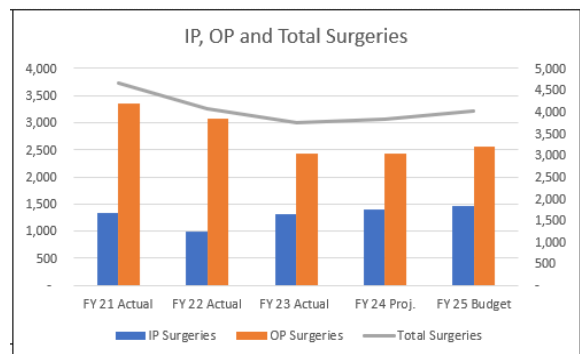
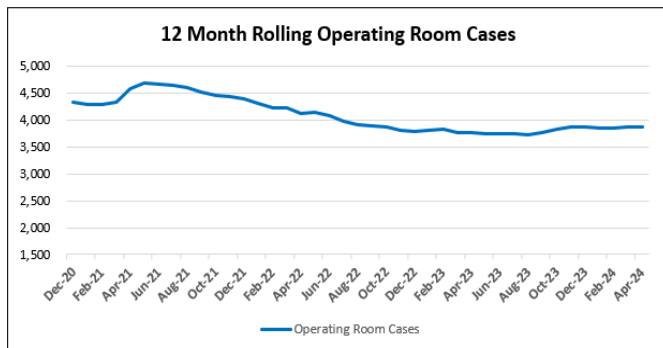
Emergency Room Visits

Emergency room volumes are also projected to stabilize in FY2025. FY2024 is projected to end with 26,780 visits while FY2025 is budgeted at 26,820. This level of Emergency room visits is the highest BAH has seen, except for a few months during the peak of the COVID Pandemic.



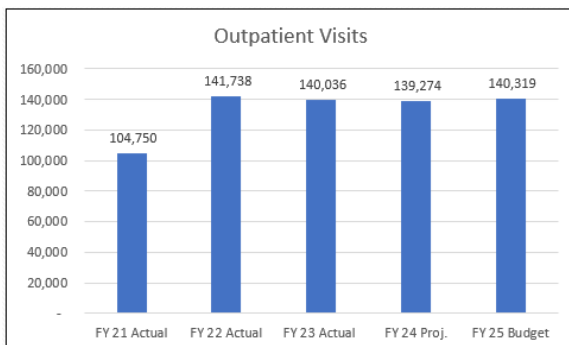
Surgeries

FY2025 will see slight improvement in the operating room number of surgeries they perform; increasing from the projected 3,841 for FY2024 to 4,018 in FY2025. This growth will be driven by the BAH Orthopedic Practice starting an elective clinic at the end of FY2024. As a reminder, prior to FY2022, Eye surgeries were done routinely at Bay Area Hospital. In FY2022, the surgeons started to move their eye surgeries to an outpatient surgery center. Today only a few of eye surgeries are performed at BAH each month.



Outpatient Visits

Outpatient volumes are budgeted to remain fairly flat in FY2025. Increasing from the projected 139,274 to 140,319 above the FY2025. In fact, the outpatient volume has remained relatively unchanged at BAH for the past 4 years. It is planned that lab volume will decrease slightly while Wound Care, Prefontaine Clinic, and Orthopedic Clinic volumes will increase. Imaging volumes are projected to remain stable after double digit increases the prior years.



*FY21 was partially on the old system which counted Outpatient visits differently than Epic.

The graph below is a summary of key departments and their overall budget statistic:

Total (IP+OP) Volumes By Department				FY 24	FY 25	25 vs 24
		FY 22	FY 23	Projected	Budget	% Change
11100	Intensive Care Unit	2,270	1,687	2,107	2,066	-2.0%
11110	Intermediate Care Unit	6,908	6,232	7,826	7,883	0.7%
11120	Post Surgical Unit	7,049	4,072	7,850	7,483	-4.7%
11130	Medical Care Unit	7,602	7,028	7,504	8,395	11.9%
11140	Family Birth Center	2,474	2,715	2,576	2,586	0.4%
11150	Acute Psychiatric Unit	2,319	1,851	2,148	2,916	35.8%
12100	Emergency Room	25,768	25,441	26,780	26,820	0.1%
12105	Prefontaine Cardiology Clinic	13,192	12,295	10,516	14,400	36.9%
12130	Operating Room	331,543	344,557	320,318	336,742	5.1%
12170	Cardiac Cath Lab	1,168	1,160	1,262	1,281	1.5%
12180	Radiology-Diagnostic	23,048	23,488	26,842	27,600	2.8%
12190	Mammography	11,141	14,489	15,835	15,750	-0.5%
12200	Diagnostic Ultrasound	16,662	18,824	21,648	21,473	-0.8%
12210	MRI	3,026	3,280	3,858	3,739	-3.1%
12220	Cat Scanning	14,128	15,648	19,805	19,679	-0.6%
12240	Nuclear Medicine	1,828	1,909	2,327	2,321	-0.2%
12250	Radiation Therapy	7,601	10,159	10,420	10,849	4.1%
12255	Wound Care Dept.	5,113	5,218	5,430	6,063	11.7%
12270	OP Infusion	3,960	4,447	4,871	4,827	-0.9%
12275	Med Oncology - Infusion	4,910	5,895	6,550	6,617	1.0%
12290	Respiratory Care	34,485	29,842	31,312	31,640	1.0%
12300	Lab - Clinical	378,513	384,179	457,696	433,521	-5.3%
12330	Sleep Lab	237	474	406	422	4.0%
12340	Physical Therapy	15,850	14,217	16,600	16,536	-0.4%
12350	Cardiac Rehab	3,107	3,131	3,522	3,649	3.6%
13170	Food & Nutritional Services	-	423,046	469,756	441,334	-6.1%
22130	Med Oncology Physicians	6,502	7,255	7,306	7,800	6.8%
22150	Employee Health Clinic	-	-	1,180	1,224	3.8%
22160	Orthopedic Physicians			183	915	400.0%

As you can see there are only a few departments that have more than a modest increase in volumes. Physician stabilization in Prefontaine and Wound Care clinics are driving the volume increases for those departments. The imaging departments are stabilizing their volumes after dramatic increases over the last 3 years. Limited number of staff and equipment is the main cause of the slowed volumes. Food Service volumes are decreasing due to the semi-annual Christmas party not being planned for FY2025, instead the catered summer picnic is budgeted.

Gross Revenues

FY2025 Gross Revenues are forecasted to be \$762M or 6.3% higher than FY2024 projections. 4.32% of this increase is due to the increased volumes explained above, and 1.95% is due to the rate. There is an overall 3.0% price increase factored into the assumptions. However, that price increase is diluted with the lower revenue per day of the assumed volume increase (Psychiatric days' pay less than Med/Surg days). The price increase was implemented to maximize payor contract rates and increase rates where Bay Area Hospital is currently below market.

Net Revenues

Overall, Net Patient Revenue in FY2025 is budgeted at \$263.1M, or 8.8% higher than FY2024. Of the increase, \$1.2M is attributed to the volume increase and \$20.3M is due to the rate. The rate improvement in Net Patient Revenue is due to reductions in denials, having engaged payors in contract negotiations, continued improvement in charge capture and the partnership with Savista for Outsourced Revenue Cycle. Savista implementation started in May 2024. Phase I, which includes Billing, Coding, CDI, follow-up and Denials will commence on July 15, 2024. Phase II, which covers financial clearance will go live in October 2024. Overall, FY2025 is budgeted to collect 34.52% of charges, up from 33.69% for FY2024.

	FY 24 Proj.	Volume	Rate	FY205 Budget
Inpatient	\$ 306,415,456	\$ 27,896,269	\$ (11,228,761)	\$ 323,082,964
Outpatient	\$ 410,635,845	\$ 3,081,081	\$ 25,181,347	\$ 438,898,273
Total Gross	\$ 717,051,301	\$ 30,977,350	\$ 13,952,586	\$ 761,981,237
Deductions	\$ 475,474,064	\$ 29,792,874	\$ (6,346,672)	\$ 498,920,266
Net Revenue	\$ 241,577,237	\$ 1,184,476	\$ 20,299,258	\$ 263,060,971

Other Operating Revenue

Other Operating Revenues are not expected to vary much in FY2025 as compared to FY2024. Budget amount for FY2025 is \$3.3M, which is 1.6% less than FY2024. A few one-time payments that were received in FY2024 is the reason for the decline. This category includes revenues such as Cafeteria Revenue, 340b Contract Pharmacy Revenue and Purchasing incentives.

Personnel Expenses

Personnel Expense is comprised of Salaries, Benefits and Contract Labor. This remains the single largest expense for BAH. Overall, the budget for these 3 categories combined is a 3.9% increase for FY2025 (\$140.8M vs \$135.6M in FY2024). However, as a % of Net Revenue, Personnel Expense will fall to 52.9% for Budget FY2025 compared to 55.4% projected in FY2024.

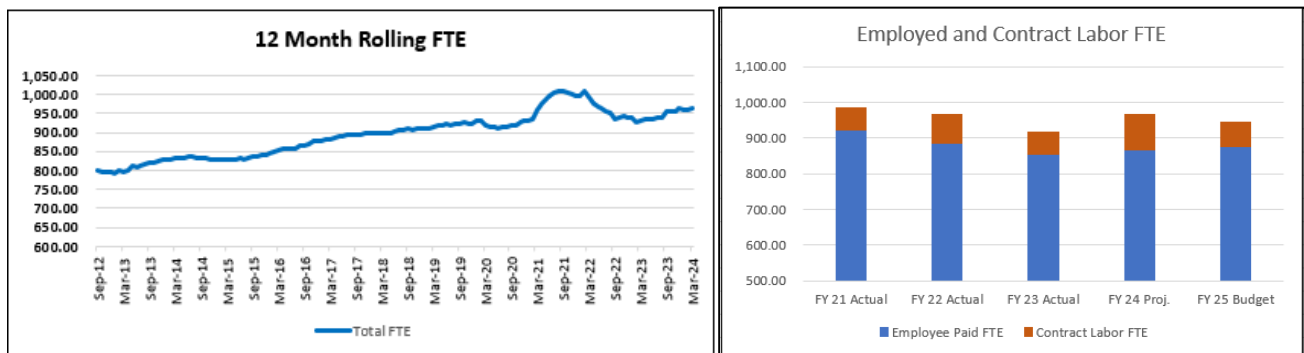
Breaking out this category to the individual lines, salaries are projected to increase 8.8%. The salary increase is driven by a 1.1% increase in Paid FTE's (11.80 FTE) due to a 38.83 FTE increase between Inpatients Units and the Emergency room. This increase is offset with a 11 FTE decrease in Contract Labor for these same departments. The remaining FTE increase is due to the 3.61 patient per day increase in the inpatient units and alignment with Nurse Staffing Ratio law that will be going into effect this summer.

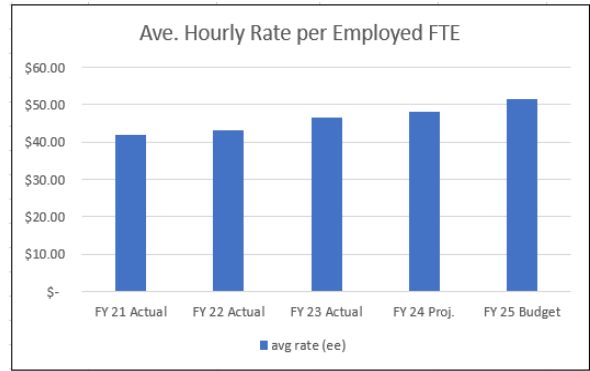
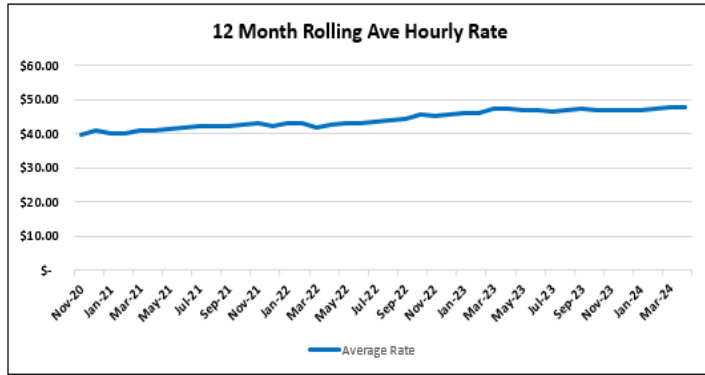
Decreases in Budgeted FY2025 FTE vs the FY24 Run rate includes 15.31 FTE in the Revenue Cycle that will be outsourced to Savista between July and October 2024. Additionally, FY2024 run rate still had 6.78 FTE for Home Health that was sold in early 2024. Finally, since all departments assume a fully staffed department for the entire year, but that is rarely the case, we factored in an 8.0% vacancy rate, down from the current 10+% due to continued success in employee retention.

Benefit cost increase of 9.2% in Budget FY2025 vs Projected FY2024 is in line with the 8.8% increase in Salaries plus inflation expected for benefits next fiscal year.

Contract labor FTEs are budgeted to fall to 67.31 FTE's in FY2025 from the 99.81 FTE projected to be paid in FY2024. In addition to the Inpatient/ER decrease of 11.0 FTE, Revenue Cycle will fall by 10.83 FTE. Peri-operative services plans to convert about 5 of their contract FTE's to employed FTE's during the next fiscal year and Imaging plans to convert 3.4 Contract Labor FTEs to employees during FY2025 as well. These factors will lower Contract labor spend by 20.7% Budgeted in FY2025 vs FY2024 (\$18.3M vs \$23.0M).

Salaries per FTE also continue to increase. FY2025 budget indicates an average hourly rate per employed FTE to reach a new high of \$51.62/hour, up from \$48.00/hour projected in FY2024 (7.5% increase). Increased average hourly rates are related to ongoing Union negotiations with the ONA and Teamsters, market increases needed for physician and non-contractual FTE, along with the contractual increase for UFCW staff.

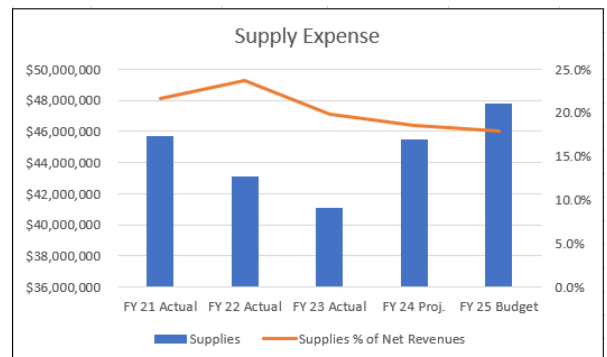
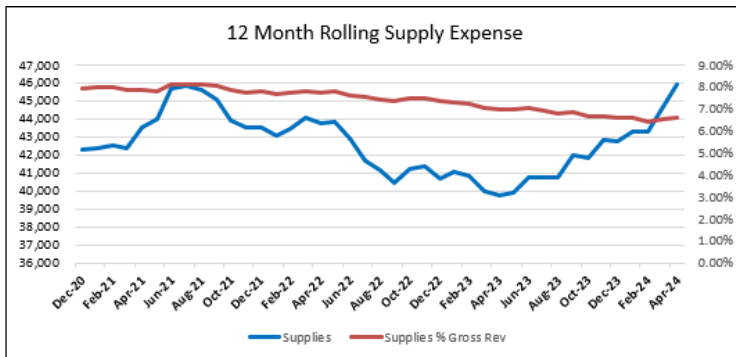




Supplies

Supplies are the second largest cost to BAH behind Personnel Expense. Supplies are expected to rise 5.1% to \$47.8M in Budget FY2025 as compared to \$45.5M in Projected FY2024. This increase is mainly due to budgeted inflation amounts of 10% for Drugs, 6% for Food and 3% for all other items.

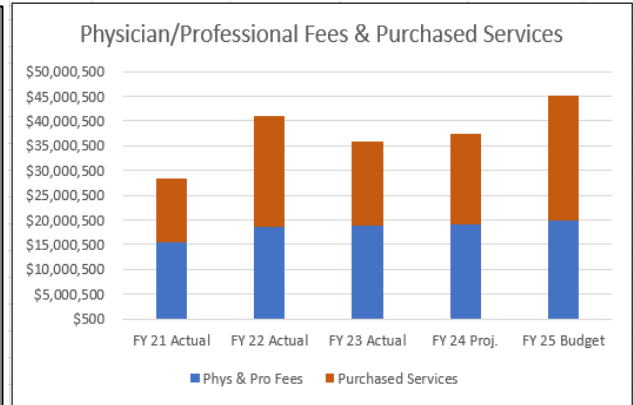
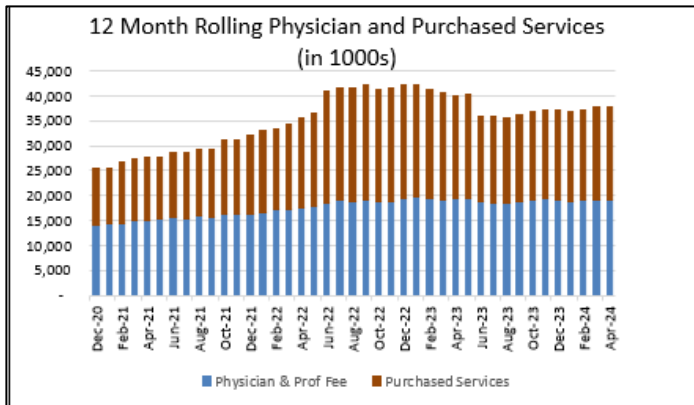
As a % of Net Revenues, Supplies are budgeted at 18.0% in FY2025 compared to 18.6% in projected in FY2024.



Physician/Professional Fees, Purchased Services, Leases and Other

Overall, this category of expenses is increasing by 21.4% to \$45.2M budgetd in FY2025 vs \$37.3 M Projected in FY2024 due to the outsourcing of Savista (\$5.7M increase in these categories), Signet Health management of the APU (\$347K), Restorix Management of Wound Care (\$372K), Orthopedic Physician Coverage (\$547K), and continuing the additional number of Surgical PA's (\$492K).

In addition, we needed to start budgeted for deferred maintenance of the building. In FY2025 we budgeted to replace a section of flooring this year at an increased cost of \$385K in FY2025.

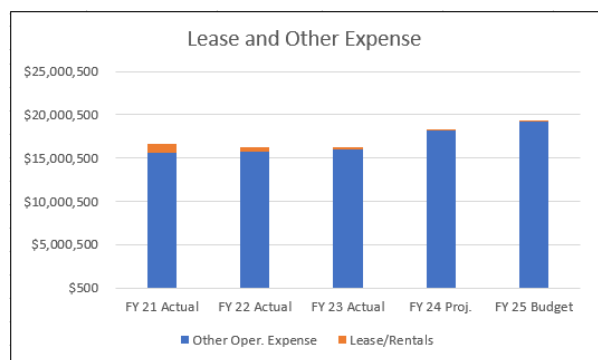
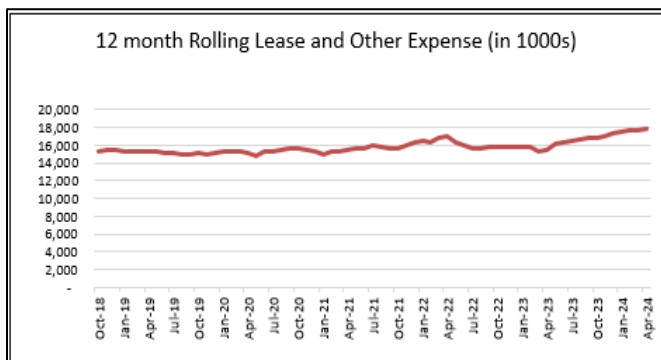


Leases and Other Expense

These two expense categories has a modest 5.5% increase. Budget FY2025 is expected to be \$19.4M vs \$18.3M projected in FY2024.

The single largest expense in this category is Provider tax. As Net Revenues increase, BAH owes more in Provider Tax (6.0% of Net Hospital Revenues) this increase is expected to be \$884K higher in FY2025 vs FY2024.

Bay Area Hospital has also limited education for managers and supervisors over the past 4 years due to the financial recovery efforts. In FY2025 we budgeted \$2,750 per manager and supervisor to allow them to expand their knowledge by attending a conference.



Depreciation & Amortization

Depreciation in FY2025 is expected to hold near FY2024 amounts at \$11.44M due to limited major capital purchases in the prior year.

Interest Expense

FY2025 was budgeted per our Amortization schedule for the Bond with BMO. Since the interest rate is variable depending on our Debt Coverage Ratio, we used the Level 3 interest rate of 4.5%

Other Non-Operating Income

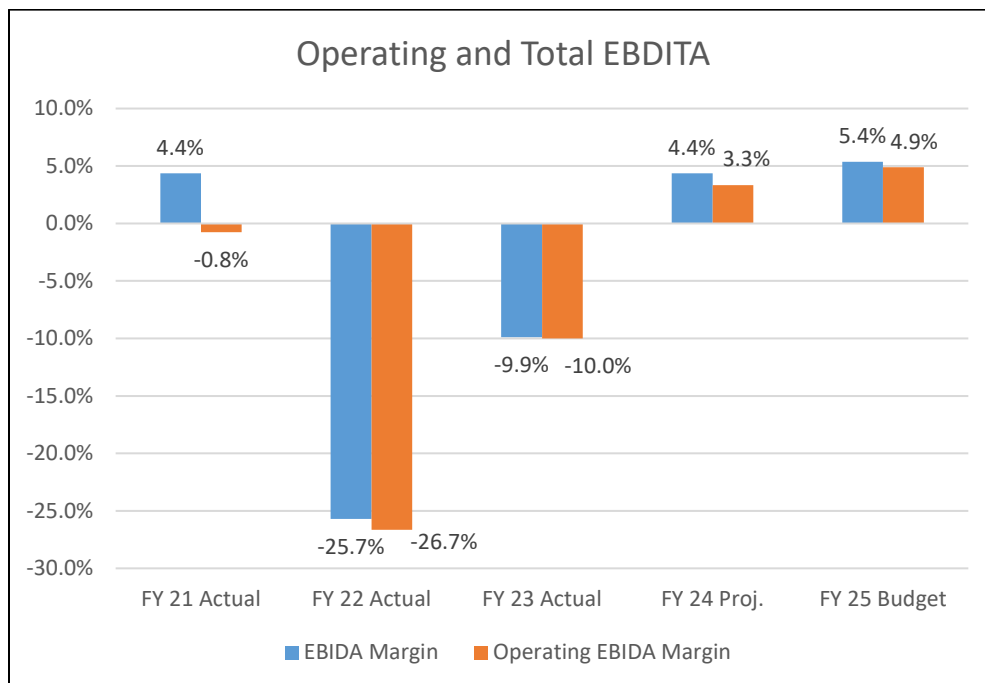
FY2025 is assumed to be like projected FY2024. Revenues that are captured in this line are primarily grant funds for the Bright Beginnings Center and Kids Hope Center. The budget of \$1.2M In FY2025 is down slightly from projected FY2024 of \$1.5M due to a larger grant received in FY2024 for Kids Hope Center.

Operating Summary

Bay Area Hospital FY2025 budget shows a \$1.6M profit from Operations on a Net Revenue base of \$266.3M. This represents a positive .61% overall margin.

Operating EBDITA margin (this is an indicator of cash flow) is budgeted to be 4.9% or \$13.1M for FY2025 vs. a projected 3.3% or \$8.2M in FY2024.

After investments, Interest Expense, and other Non-Operating Income; the overall Net Income is projected at \$521K and the Total EBDITA is projected at 5.4% or \$14.3M for FY2025.



BAH – FY2025 Budgeted Income Statement

Consolidated Summary

	<u>FY 21 Actual</u>	<u>FY 22 Actual</u>	<u>FY 23 Actual</u>	<u>FY 24 Proj.</u>	<u>FY 25 Budget</u>	<u>% Change</u>
IP Gross Revenues	\$ 229,928,728	\$ 236,510,652	\$ 244,910,614	\$ 306,415,456	323,082,964	5.4%
OP Gross Revenues	\$ 334,738,956	\$ 326,951,349	\$ 332,757,256	\$ 410,635,845	438,898,273	6.9%
Gross Patient Revenues	\$ 564,667,684	\$ 563,462,001	\$ 577,667,870	\$ 717,051,301	\$ 761,981,237	6.3%
Deductions	\$ (346,699,263)	\$ (377,302,643)	\$ (366,273,322)	\$ (466,209,158)	\$ (489,776,491)	5.1%
Bad Debt	\$ (4,714,398)	\$ (3,526,733)	\$ (2,597,566)	\$ (5,736,410)	\$ (3,047,925)	-46.9%
Charity	\$ (3,459,197)	\$ (1,979,272)	\$ (3,700,356)	\$ (3,528,496)	\$ (6,095,850)	72.8%
Total Adjustments	\$ (354,872,858)	\$ (382,808,648)	\$ (372,571,244)	\$ (475,474,064)	\$ (498,920,266)	4.9%
<i>Collect % of Pat Rev</i>	37.15%	32.06%	35.50%	33.69%	34.52%	
Other Operating Revenues	\$ 1,262,698	\$ 1,417,189	\$ 2,516,595	\$ 3,326,097	\$ 3,272,761	-1.6%
Net Revenues	\$ 211,057,524	\$ 182,070,542	\$ 207,613,221	\$ 244,903,334	\$ 266,333,732	8.8%
Expenses						
Salaries	\$ 80,541,563	\$ 79,063,347	\$ 82,568,362	\$ 86,477,201	\$ 94,067,086	8.8%
Contract Labor	\$ 15,694,379	\$ 30,675,777	\$ 27,106,662	\$ 23,023,800	\$ 18,269,141	-20.7%
Benefits	\$ 25,650,994	\$ 20,620,518	\$ 25,676,276	\$ 26,088,820	\$ 28,497,937	9.2%
Phys & Pro Fees	\$ 15,531,430	\$ 18,585,277	\$ 18,713,513	\$ 18,966,360	\$ 19,729,317	4.0%
Supplies	\$ 45,730,042	\$ 43,128,162	\$ 41,070,423	\$ 45,501,233	\$ 47,830,068	5.1%
Purchased Services	\$ 12,928,266	\$ 22,313,803	\$ 17,003,178	\$ 18,297,186	\$ 25,511,974	39.4%
Lease/Rentals	\$ 934,303	\$ 462,023	\$ 229,365	\$ 191,122	\$ 181,080	-5.3%
Deprec. & Amort	\$ 8,215,219	\$ 11,975,114	\$ 12,062,287	\$ 11,455,623	\$ 11,440,418	-0.1%
Other Oper. Expense	\$ 15,634,472	\$ 15,759,568	\$ 15,994,552	\$ 18,159,225	\$ 19,179,777	5.6%
Total Operating Expenses	\$ 220,860,668	\$ 242,583,589	\$ 240,424,618	\$ 248,160,569	\$ 264,706,797	6.7%
Operating Income	\$ (9,803,144)	\$ (60,513,047)	\$ (32,811,397)	\$ (3,257,235)	\$ 1,626,935	
Operating EBIDA	\$ (1,587,925)	\$ (48,537,933)	\$ (20,749,110)	\$ 8,198,388	\$ 13,067,353	59.4%
Operating EBIDA Margin	-0.8%	-26.7%	-10.0%	3.3%	4.9%	46.6%
Investment Income/(Loss)	\$ (697,360)	\$ (7,283,239)	\$ (1,091,922)	\$ 1,008,999	\$ -	
Other Non-Oper Income/(Loss)	\$ 11,526,159	\$ 9,019,950	\$ 1,340,011	\$ 1,467,989	\$ 1,215,833	-17.2%
Interest Expense	\$ (719,582)	\$ (1,380,794)	\$ (2,535,806)	\$ (2,517,997)	\$ (2,321,518)	-7.8%
Net Income	\$ 306,073	\$ (60,157,130)	\$ (35,099,114)	\$ (3,298,244)	\$ 521,250	-115.8%
<i>Total EBIDA</i>	<i>\$ 9,240,874</i>	<i>\$ (46,801,222)</i>	<i>\$ (20,501,021)</i>	<i>\$ 10,675,376</i>	<i>\$ 14,283,186</i>	<i>33.8%</i>
<i>EBIDA Margin</i>	<i>4.4%</i>	<i>-25.7%</i>	<i>-9.9%</i>	<i>4.4%</i>	<i>5.4%</i>	<i>23.0%</i>

FY2025 Budget Key Income Statement Ratios

	FY 21 Actual	FY 22 Actual	FY 23 Actual	FY 24 Proj.	FY 25 Budget	% Change
Acute Patient Days	25,138	25,460	22,216	27,636	30,152	9.1%
Adj Factor	2.47	2.38	2.36	2.34	2.36	0.8%
Adjusted Patient Days	61,966	60,656	52,401	64,672	71,113	10.0%
Gross Rev per APD	\$ 9,113	\$ 9,289	\$ 11,024	\$ 11,088	\$ 10,715	-3.4%
Employee (EE) Paid FTE	922.42	884.13	855.42	866.17	876.09	1.1%
Contract Labor FTE	62.15	80.88	61.34	99.80	67.31	-32.6%
Total Paid FTE	984.57	965.01	916.76	965.97	943.40	-2.3%
Contract Labor FTE	62.15	80.88	61.34	99.80	67.31	-32.6%
Employee Worked FTE	831.12	796.62	760.00	742.35	770.39	3.8%
Total Worked FTE	893.27	877.50	821.34	842.15	837.70	-0.5%
Annual Salary/EE Paid FTE	\$ 87,315.50	\$ 89,425.02	\$ 96,523.74	\$ 99,838.60	\$ 107,371.49	7.5%
Benefit \$/EE Paid FTE	\$ 27,808.37	\$ 23,322.95	\$ 30,015.98	\$ 30,119.74	\$ 32,528.55	8.0%
avg rate (ee)	\$ 41.98	\$ 42.99	\$ 46.41	\$ 48.00	\$ 51.62	7.5%
Benefits % of Salary	31.8%	26.1%	31.1%	30.2%	30.3%	0.4%
Personnel per Adj Pat. Day	\$ 1,967	\$ 2,149	\$ 2,583	\$ 2,097	\$ 1,980	-5.5%
Supplies per Adj Pat. Day	\$ 738	\$ 711	\$ 784	\$ 704	\$ 673	-4.4%
Operating Expense per APD	\$ 3,564	\$ 3,999	\$ 4,588	\$ 3,837	\$ 3,722	-3.0%
Gross Revenue per APD	\$ 9,113	\$ 9,289	\$ 11,024	\$ 11,088	\$ 10,715	-3.4%
Net Revenue per APD	\$ 3,406	\$ 3,002	\$ 3,962	\$ 3,787	\$ 3,745	-1.1%
Personnel % Net Revenues	57.8%	71.6%	65.2%	55.4%	52.9%	-4.5%
Supplies % of Net Revenues	21.7%	23.7%	19.8%	18.6%	18.0%	-3.3%
Operating Expense % Net Revenue	104.6%	133.2%	115.8%	101.3%	99.4%	-1.9%

Capital

Capital equipment represents a request for \$7.57M in FY2025, which includes \$700K in contingency. A complete list of capital requests is in the schedules to follow. The largest item is a \$4.4M request for a 2nd Cath Lab that will be paid over 2 Fiscal Years. \$3.1M is requested for routine capital replacement.

In addition, as of the end of April 2024 \$1.37M in capital approved for the prior year is anticipated to be received and paid in FY2025. Therefore, we are showing these capital items as a capital carry forward for FY2025.

FY2025 Capital

CC-Desc	Item Description	Qty	Total Budget Amount
11100 - ICU	Zoll	1	\$ 16,661
11100 - ICU	Bbraun spacestation with spacecom kit	3	\$ 7,637
12270 - Oncology Infusion	IV pump with doseguard	2	\$ 5,092
11100 - ICU	Iqool temperature management system	2	\$ 96,500
11100 - ICU	Belmont MTP	3	\$ 106,680
111000 - ICU	Ultrasound machine with probs for Cardio/Abdominal/Renal, Vascular/Nerve/Pleural, Uro	1	\$ 12,000
12100 - Emergency	Prime X-ray stretcher	1	\$ 12,532
12100 - Emergency	TE X Plus Diagnostic Ultrasound System	1	\$ 74,750
12130 - Surgery	Medtronic NIM	1	\$ 66,993
12130 - Surgery	Zeiss ENT Microscope	1	\$ 125,089
12180 - Rad	C-Arm	1	\$ 198,000
12180 - Rad	General Radiology DR Room	1	\$ 370,000
12180 - X-Ray	Video/archiving of Video Swallograms	1	\$ 15,084
12240 - Nuc Med	Q stress cardiac stress test monitoring System	1	\$ 34,600
12270 - OPI	Electric Gurney	1	\$ 12,521
12280 - Pharmacy	7 verkada cameras to cover Pharmacy Offices	7	\$ 18,213
12300 - Lab	Agitator Incubator	1	\$ 9,841
12300 - Lab	Symex CS-2500 Coagulation Analyzer	2	\$ 79,299
12330 - Sleep Lab	Nihon Kohden PSG-1100 in house system	2	\$ 87,750
18110 - Maintenance	Fuel Scrubbers	1	\$ 60,000
18110 - Maintenance	Compactor & Dumpster	1	\$ 86,999
18110 - Maintenance	Pneumatic Tube system	1	\$ 100,000
18110 - Maintenance	Paging System Upgrad	1	\$ 112,210
18110 - Maintenance	Replace 3rd floor patio doors	1	\$ 20,000
18190 - IT	Igel UD3 Thin Client	130	\$ 71,500
18190 - IT	MDS storage switch replacement	1	\$ 99,477
18190 - IT	Core network switch replacement	1	\$ 355,709
18190 - IT	OptiPlex small form factor plus	45	\$ 50,143
22100 - Anesthesia	Syringe Pumps	9	\$ 120,686
Multi	Suction Reglators	415	\$ 50,000
	CONTINGENT		\$ 700,000
	FY2025 Total Routine Capital		\$ 3,175,967
12170 - Cath Lab	New Lab	1	\$ 4,390,978
	FY2025 Total Multi-year Strategic Capital		\$ 4,390,978
	FY2025 Total Capital		\$ 7,566,945

FY2024 Capital Carry Forward into FY2025

CC-Desc	Capital Request Number	Item Description	Fiscal Year	Authorized Amount
12130 - OR	24-010	Finish OR Storeroom D	2024	\$ 12,850
18170 - Accounting	24-016	Workday implemetation	2024	\$ 135,300
12190 - Mammoography	24-018	Atec Sapphire 100	2024	\$ 15,500
111000 - ICU	24-019	Mindray TE Ultrasound	2024	\$ 27,150
18190 - IS	24-022	Team Conference Room Build	2024	\$ 15,999
18120 - Security	24-106	HUGS System	2024	\$ 459,805
11140 - FBC	24-107	Infant Radiant Warmer	2024	\$ 65,422
12170 - Cath Lab	24-115	New CCL Architech & Engineering costs	2024	\$ 198,000
11140 - Family Birth	24-123	Skytron Lights & Install	2024	\$ 139,415
12100 - Emergency	24-124	Stryker Stetcher	2024	\$ 86,491
12160 - Sterile Processing	24-125	Ultrasonic Washer	2024	\$ 90,651
11140 - FBC		Skytron Lights & install	2024	\$ 120,880
TOTAL				\$ 1,367,463