

**Harney County Health District  
Combined Income Statement  
As Budgeted for the Fiscal Year  
July 1, 2021 to June 30, 2022**

	P A G E	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue:</b>							
Inpatient	3	7,472,827	7,384,577	7,272,000	5,408,290	6,537,900	21%
Outpatient	3	24,927,968	27,650,842	30,350,180	29,155,796	33,537,953	15%
Other revenue	4	927,157	726,336	529,150	296,722	549,000	85%
Foundation Contribution	4	(175,277)	85,073	607,730	1,034,556	250,000	-76%
EHR Incentive revenue	4	151,653	34,000	-	-	-	-
340B revenue	4	802,028	810,026	754,680	598,424	1,020,000	70%
<b>Gross revenue</b>		<b>34,106,356</b>	<b>36,690,855</b>	<b>39,513,740</b>	<b>36,493,787</b>	<b>41,894,853</b>	<b>15%</b>
<b>Deductions from revenue</b>							
Bad debts	5	1,594,784	1,806,265	1,554,059	1,554,960	1,630,847	5%
Contractuals/Medicare	5	6,637,252	8,263,906	10,392,387	9,511,150	9,993,500	5%
Administrative Adjustments	5	297,171	249,405	281,174	135,466	142,500	5%
Charity Care	5	456,970	324,669	365,370	321,188	336,800	5%
<b>Total deductions</b>		<b>8,986,178</b>	<b>10,644,245</b>	<b>12,592,990</b>	<b>11,522,764</b>	<b>12,103,647</b>	<b>5%</b>
<b>Net revenue</b>		<b>25,120,178</b>	<b>26,046,610</b>	<b>26,920,750</b>	<b>24,971,023</b>	<b>29,791,206</b>	<b>19%</b>
<b>Expenses</b>							
Salaries & wages	6	12,378,299	13,299,509	14,540,690	12,833,936	15,427,266	20%
Employee benefits	6	3,795,586	4,563,142	5,035,925	4,240,336	5,442,103	28%
PERS Pension (noncash)		1,573,187	2,853,309				
Services and supplies	8	6,276,039	6,657,022	6,429,471	7,703,651	8,414,219	9%
Professional Services	8	889,662	524,801	393,700	461,030	232,040	-50%
Depreciation	5	1,419,690	1,093,675	1,214,310	1,110,794	1,265,299	14%
<b>Total expenses</b>		<b>26,332,463</b>	<b>28,991,457</b>	<b>27,614,096</b>	<b>26,349,747</b>	<b>30,780,928</b>	<b>17%</b>
<b>Net operating income (loss)</b>		<b>(1,212,285)</b>	<b>(2,944,847)</b>	<b>(693,346)</b>	<b>(1,378,724)</b>	<b>(989,722)</b>	<b>-28%</b>
<b>Non-operating revenue</b>							
Property taxes	4	1,089,227	1,054,643	1,153,580	1,250,419	1,287,932	3%
Interest income	4	161,977	222,696	265,000	201,663	201,000	0%
Gain (loss) on Disp of Assets	4	5,500	-	-	-	-	
Rental income	4	102,944	101,274	24,780	31,099	18,720	-40%
Income from Trust	4	42,423	41,991	30,000	38,048	46,000	
Grant receipts	4	32,795	174,653	20,000	948,502	205,000	-78%
Donations & fundraisers	4	18,952	23,178	24,000	4,498	24,000	434%
<b>Total non-operating revenue</b>		<b>1,453,819</b>	<b>1,618,434</b>	<b>1,517,360</b>	<b>2,474,229</b>	<b>1,782,652</b>	<b>-28%</b>
<b>Non-operating expense</b>							
Interest expense	5	596,839	603,215	586,450	586,160	555,380	-5%
<b>Total non-operating expense</b>		<b>596,839</b>	<b>603,215</b>	<b>586,450</b>	<b>586,160</b>	<b>555,380</b>	<b>-5%</b>
<b>Net income (loss)</b>		<b>(355,306)</b>	<b>(1,929,628)</b>	<b>237,564</b>	<b>509,345</b>	<b>237,551</b>	<b>-53%</b>

**Harney County Health District**  
**Statement of Cash Flows**  
**As Budgeted for the Fiscal Year**  
*July 1, 2021 to June 30, 2022*

	Actual 2019-20	Adopted Budget 2020-21	Projected 2020-21	Proposed Budget 2021-22
<b>Operating Activities</b>				
Receipts from and on behalf of patients	24,594,304	25,029,190	23,041,322	27,972,206
Receipts from other operating revenues	2,135,138	1,283,830	1,929,701	1,569,000
Payments to and on behalf of employees	(17,631,084)	(19,576,615)	(17,724,272)	(20,869,369)
Payments to suppliers, contractors and others	(6,990,374)	(6,823,171)	(8,164,682)	(8,646,259)
<b>Net Cash from Operating Activities</b>	<b>2,107,984</b>	<b>(86,766)</b>	<b>(917,931)</b>	<b>25,578</b>
<b>Non-Capital Financing Activities</b>				
Receipts from taxation	1,051,943	1,153,580	1,250,419	1,287,932
Receipts from contributions	23,178	24,000	4,498	24,000
Receipts from non-operating grants	174,653	20,000	948,502	205,000
Receipts from (Payments to) Medicare Accelerated Program	5,267,532	(5,267,532)	(300,000)	(2,800,000)
Receipts of CARES Act grants	4,272,635	-	-	-
Paycheck Protection Program	2,999,350	-	-	-
Proceeds from Trust	41,991	30,000	38,048	46,000
<b>Net Cash from Non-Capital Financing Activities</b>	<b>13,831,282</b>	<b>(4,039,952)</b>	<b>1,941,467</b>	<b>(1,237,068)</b>
<b>Capital &amp; Related Financing Activities</b>				
Purchase of Capital Assets net Foundation Contribution	(1,057,228)	(405,607)	(836,361)	(1,135,575)
Contingency (unforeseen capital purchases, etc.)	-	(100,000)	-	(100,000)
Proceeds from sale of capital assets	-	-	-	-
Principal payments on capital lease obligations	(38,511)	(19,299)	(19,299)	(18,106)
Proceeds on issuance of capital lease	-	-	-	-
Principal payments on long-term debt	(609,538)	(634,107)	(634,107)	(666,729)
Interest paid	(607,529)	(586,447)	(586,448)	(555,380)
<b>Net Cash from Capital &amp; Related Financing Activities</b>	<b>(2,312,806)</b>	<b>(1,745,460)</b>	<b>(2,076,214)</b>	<b>(2,475,790)</b>
<b>Investing Activities</b>				
Receipts from rental properties	101,274	24,780	31,099	18,720
Issuance of notes receivable	-	(20,000)	(28,305)	(50,000)
Cash received for notes receivable	1,052	20,000	4,500	27,000
Interest on investments	222,696	265,000	201,663	201,000
<b>Net Cash from Investing Activities</b>	<b>325,022</b>	<b>289,780</b>	<b>208,958</b>	<b>196,720</b>
<b>Net Change in Cash &amp; Cash Equivalents</b>	<b>13,951,482</b>	<b>(5,582,398)</b>	<b>(843,720)</b>	<b>(3,490,560)</b>
Cash & Cash Equivalents Beginning of Year	8,183,629	17,952,093	22,135,111	21,291,391
<b>Cash &amp; Cash Equivalents End of Year</b>	<b>22,135,111</b>	<b>12,369,695</b>	<b>21,291,391</b>	<b>17,800,831</b>

Harney County Health District  
 Summary of Operating Fund Patient Revenues  
 As Budgeted for the Fiscal Year  
 July 1, 2021 to June 30, 2022

Department	P A G E	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Projected 2020-21	Proposed Budget 2021-22 Inpatient	Proposed Budget 2021-22 Outpatient	Proposed Budget 2021-22	% Change
<b>Nursing departments</b>									
Med/surg	12	3,341,261	3,449,594	3,441,300	2,574,836	2,911,500	332,700	<b>3,244,200</b>	26%
ICU	12	161,196	230,415	178,500	157,390	182,600		<b>182,600</b>	16%
Swing bed	12	816,838	586,276	733,700	378,341	684,800	-	<b>684,800</b>	81%
Obstetrics	12	292,700	797,086	727,000	660,484	695,500	4,600	<b>700,100</b>	6%
Labor & Delivery	12	63,464	-	-	-	-	-	<b>-</b>	
Newborn Nursery	12	84,434	112,592	109,900	83,414	88,400	-	<b>88,400</b>	6%
Observation	12	689,740	668,720	793,500	543,266		575,600	<b>575,600</b>	6%
Emergency	16	1,891,696	2,736,591	3,030,100	2,981,688	99,000	3,061,600	<b>3,160,600</b>	6%
Emergency Pro Fees	16	716,761	374,432	232,600	186,939	4,400	193,700	<b>198,100</b>	6%
<b>Surgical services</b>									
Surgery	18	2,675,713	3,473,303	4,072,500	3,593,026	290,300	4,044,300	<b>4,334,600</b>	21%
Recovery	18	260,360	328,110	397,700	323,969	22,400	381,600	<b>404,000</b>	25%
IV Therapy	21	660,154	759,507	823,400	865,688	-	1,134,100	<b>1,134,100</b>	31%
Anesthesia	22	836,474	888,137	996,100	1,144,426	236,700	1,068,500	<b>1,305,200</b>	14%
Pain Management	22	313,099	278,279	318,000	385,003	-	427,400	<b>427,400</b>	11%
Emergency Medical Services	24	2,513,154	2,440,327	2,521,300	2,672,431		2,832,800	<b>2,832,800</b>	6%
<b>Imaging</b>									
Radiology	26	1,192,344	1,406,586	1,508,400	1,304,121	48,300	1,399,300	<b>1,447,600</b>	11%
CT	26	2,926,680	3,254,707	3,380,800	3,635,749	305,000	3,730,600	<b>4,035,600</b>	11%
MRI	26	1,151,290	1,392,292	1,569,400	1,381,191	26,800	1,506,400	<b>1,533,200</b>	11%
Mammography	26	139,264	139,570	155,100	171,879		182,200	<b>182,200</b>	6%
Dexascan	26	49,610	52,200	59,300	56,901		60,300	<b>60,300</b>	6%
Ultrasound	26	753,861	715,432	791,300	809,277	13,400	884,900	<b>898,300</b>	11%
Cardiopulmonary	30	223,992	152,100	164,500	135,206	19,300	130,700	<b>150,000</b>	11%
EKG	30	270,623	260,587	266,500	258,002	13,400	273,000	<b>286,400</b>	11%
Echo	30	303,575	80,054	119,200	145,293	3,200	200,700	<b>203,900</b>	40%
Laboratory	32	3,187,957	3,376,377	3,393,100	3,905,948	310,800	4,024,800	<b>4,335,600</b>	11%
Sleep lab	34	-	-	-	-	-	-	<b>-</b>	
Pharmacy	35	1,362,020	1,375,464	1,347,300	1,132,480	482,000	805,300	<b>1,287,300</b>	14%
Physical therapy	37	807,600	748,886	826,700	699,174	61,800	669,300	<b>731,100</b>	5%
Occupational therapy	37						30,000	<b>30,000</b>	
Speech therapy	38	30,721	23,450	31,300	13,704	14,200	400	<b>14,600</b>	7%
HDH Family Care Clinic	40	3,666,452	3,306,474	3,646,600	2,867,353		3,367,400	<b>3,367,400</b>	17%
HDH Family Care Other Rev	40	490,580	479,402	481,200	425,052		425,100	<b>425,100</b>	0%
<b>Specialty Care</b>									
Surgeon Clinic	42	302,477	774,867	866,000	698,901		880,600	<b>880,600</b>	26%
Derm (MOHS)	42	-	-	-	-		418,000	<b>418,000</b>	
Ortho Clinic	42	-	-	215,000	-		120,000	<b>120,000</b>	
Dietary Counseling	42	25,202	7,306	6,980	9,386		9,953	<b>9,953</b>	6%
Materials management	44	199,505	366,297	417,900	363,571	24,100	362,100	<b>386,200</b>	6%
<b>Total patient revenue</b>		<b>32,400,795</b>	<b>35,035,420</b>	<b>37,622,180</b>	<b>34,564,086</b>	<b>6,537,900</b>	<b>33,537,953</b>	<b>40,075,853</b>	<b>16%</b>

**Harney County Health District  
Other Revenues  
As Budgeted for the Fiscal Year  
July 1, 2021 to June 30, 2022**

P A G E	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Projected 2020-21	Proposed Budget 2021-22	% Change	
Other operating revenue							
Cafeteria	45	197,243	185,394	201,800	149,575	164,500	10%
Ambulance memberships	24	28,855	27,700	30,700	24,602	25,000	2%
Training (class fees)	24	-	-	-	-	-	
Home Health Revenue	37	24,782	17,148	15,000	19,502	18,000	-8%
Wellness Memberships (PT)	37	10,890	9,167	7,500	2,314	1,000	-57%
PT Supplies	37	3,267	2,871	3,200	4,153	1,000	-76%
DSH3 Revenue		-	112	-	-	-	
Medical records		719	(4,571)	150	429	500	17%
Purchasing rebates		24,720	49,846	27,000	41,191	45,000	9%
FCC EOCCO Shared Savings Incentives	40	259,481	386,277	50,000	14,571	100,000	586%
Hospital EOCCO Shared Savings Incentives		332,749	-	150,000	-	150,000	
Education Revenue		1,735	2,440	3,000	60	2,500	4067%
Life Committee Grant	61	2,978	1,800	1,800	-	-	
Outside Sales	44	13,548	13,670	14,000	8,952	9,500	6%
Other		26,189	34,480	25,000	31,373	32,000	2%
<b>Total other operating revenue</b>		<b>927,157</b>	<b>726,336</b>	<b>529,150</b>	<b>296,722</b>	<b>549,000</b>	<b>85%</b>
EHR Incentives Deferred		151,653	34,000	-	-	-	
340B Revenue		802,028	810,026	754,680	598,424	1,020,000	70%
Non-operating revenue							
Property taxes		1,089,227	1,054,643	1,153,580	1,250,419	1,287,932	3%
Interest income Funded Depr		7,721	10,638	15,000	880	1,000	14%
Interest income Op fund		154,257	212,058	250,000	200,783	200,000	0%
Gain/Loss on Disp of Assets		5,500	-	-	-	-	
Rental Income Op Fund		85,304	79,434	-	12,379	-	-100%
Specialty Care Rental Income	42	-	-	24,780	-	18,720	
FCC Rental Income	40	17,640	21,840	-	18,720	-	-100%
Trust Income		42,423	41,991	30,000	38,048	46,000	21%
Other Revenue - Grant HPP		-	-	5,000	8,571	5,000	
Grant Revenue - EOCCO Transf, Grant		3,322	-	-	-	-	
Other Revenue - Grant Revenue		32,471	174,653	15,000	939,931	150,000	-84%
Grant Revenue - Telemedicine		(2,998)	-	-	-	50,000	
CARES Act Grant/Stimulus Revenue		-	-	-	4,290,477	-	
Other Revenue - Donations Op Fund		4,710	500	1,000	-	1,000	
Other Revenue - Donations Reach Out Read	61	70	3,000	3,000	-	3,000	
Fundraiser Income	61	-	-	-	-	-	
LCAC Revenue		-	-	-	-	-	
Other Revenue - Donations EMS		923	-	-	-	-	
Other Revenue - Donations CAN Cancer	61	13,249	19,678	20,000	4,498	20,000	345%
Foundation Contribution Revenue (Expense)		(175,277)	85,073	607,730	1,034,556	250,000	-76%
<b>Total non-operating income</b>		<b>1,278,542</b>	<b>1,703,507</b>	<b>2,125,090</b>	<b>7,799,263</b>	<b>2,032,652</b>	<b>-74%</b>

**Harney County Health District  
Other Expenses  
As Budgeted for the Fiscal Year  
July 1, 2021 to June 30, 2022**

P A G E	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Deductions from revenue</b>						
Bad debt Hospital	1,586,963	1,785,056	1,466,260	1,516,902	1,592,747	5%
Bad debt FCC 40	7,821	21,209	33,400	38,059	38,100	0%
Contractual/Medicare Hospital	5,920,420	8,569,059	9,302,000	9,499,350	9,974,000	5%
Contractual/Medicare FCC 40	692,009	(330,004)	629,400	(522)	(500)	-4%
Administrative Adj Hospital	272,879	227,219	230,000	121,991	129,000	6%
Administrative Adj FCC 40	24,292	22,185	23,800	13,475	13,500	0%
Charity Care Hospital	424,976	297,836	310,000	302,364	318,000	5%
Charity Care FCC 40	31,994	26,833	28,000	18,824	18,800	0%
EMS adjustments 24	24,823	24,851	23,000	12,321	20,000	62%
<b>Total deductions</b>	<b>8,986,178</b>	<b>10,644,245</b>	<b>12,045,860</b>	<b>11,522,764</b>	<b>12,103,647</b>	<b>5%</b>
<b>Depreciation expense</b>						
Total Building Depreciation	776,842	767,291	878,170	776,909	819,635	5%
Total Equipment Depreciation	642,848	326,384	336,140	333,885	445,664	33%
<b>Total</b>	<b>1,419,690</b>	<b>1,093,675</b>	<b>1,214,310</b>	<b>1,110,794</b>	<b>1,265,299</b>	<b>14%</b>
<b>Amortization expense</b>						
1999H bonds	491	-	-	-	-	
USDA & BEO bonds	5,466	-	-	-	-	
MOB Bonds	2,867	-	-	-	-	
<b>Total</b>	<b>8,824</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Interest &amp; Fees</b>						
Op Fund Interest & Fees 10	550,909	549,333	547,510	534,820	521,934	-2%
MOB Interest and Fees 10	45,930	53,882	38,940	51,340	33,446	-35%
<b>Total Interest &amp; Fees</b>	<b>596,839</b>	<b>603,215</b>	<b>586,450</b>	<b>586,160</b>	<b>555,380</b>	<b>-5%</b>

**Harney County Health District**  
**Operating Fund Wages, Payroll Taxes & Benefits**  
**As Budgeted for the Fiscal Year**  
**July 1, 2021 to June 30, 2022**

Department	P A G E	Actual 2018-19	Actual 2019-20	F Y T E	Adopted Budget 2020-21	Projected 2020-21	Y F T E	Proposed Budget 2021-22	B U D G E T	% Change
<b>Salaries</b>										
Nursing Administration	11	128,122	139,710	1.0	117,690	138,219	1.0	144,037	1.0	4%
Nursing Departments	12	1,885,206	2,102,704	38.0	2,334,000	1,558,617	28.4	1,873,135	31.6	20%
Emergency Department	16	697,601	774,222		991,020	1,160,231	3.5	1,577,720	5.8	36%
Surgery Department	18	969,029	1,324,491	8.8	1,302,350	1,338,243	8.6	1,268,364	8.7	-5%
IV Therapy	21	14,898	5,067		19,880	14,310	0.8	85,793	0.8	500%
Anesthesia	22	492,693	489,439	2.0	487,040	517,139	2.0	530,942	2.0	3%
Compliance Administration	23	87,245	66,627	1.0	98,880	66,659	1.0	92,527	1.0	39%
EMS	24	405,611	388,873	5.3	458,450	374,117	5.5	405,701	4.3	8%
Imaging	26	431,918	502,864	6.1	628,140	581,854	6.8	639,630	7.4	10%
Cardiopulmonary	30	145,969	162,813	1.5	177,160	179,386	1.9	183,793	1.9	2%
Laboratory	32	452,828	419,910	6.1	487,440	410,592	6.3	463,102	7.0	13%
Sleep lab	34	-	-	0.2	-	-	0.0	-	0.0	-
Pharmacy	35	345,317	351,772	4.0	360,690	372,271	3.8	384,966	4.0	3%
Physical Therapy	37	353,038	316,224	4.4	436,740	279,061	3.7	429,656	5.5	54%
Med Staff	39	4,861	6,944	0.0	33,800	44,632	0.9	158,417	1.4	255%
HDH Family Care Clinic	40	2,180,197	2,361,984	30.6	2,194,270	1,942,022	27.0	2,257,320	30.4	16%
Specialty Care	42	-	-	-	358,970	-	-	427,393	5.8	-
Materials management	44	90,647	98,961	2.8	96,380	98,661	2.9	109,178	2.9	11%
Dietary	45	173,306	198,805	5.7	199,190	198,073	6.6	235,876	7.0	19%
Information Technology	46	260,682	243,420	3.7	248,070	266,813	3.6	245,318	2.9	-8%
Facilities Services	47	136,023	176,003	2.5	178,940	186,014	3.0	182,505	3.0	-2%
Environmental services	50	279,129	301,000	10.2	318,890	308,555	10.2	407,402	12.2	32%
Health Information Mgmt	51	216,868	169,349	5.3	187,360	197,768	4.5	222,962	4.6	13%
Admitting	52	149,154	154,943	5.0	150,200	162,037	5.0	156,674	4.6	-3%
Business Office	53	281,396	271,286	7.3	234,270	272,564	6.2	264,523	6.2	-3%
FCC Business Office	54	116,318	101,536	3.8	120,050	102,900	2.9	122,705	3.0	19%
Administration	55	168,609	231,348	1.0	172,920	274,993	3.3	212,295	1.0	-23%
Foundation	56	16,871	28,583	0.5	26,390	28,254	0.5	30,109	0.5	7%
Finance	57	267,014	294,092	4.0	269,910	286,113	3.9	295,041	4.0	3%
Human resources	58	199,068	219,618	3.1	207,930	156,575	2.3	218,221	3.0	39%
Security	59	126,316	131,012	3.4	155,380	156,366	3.7	262,072	7.5	68%
Outreach & Education	60	113,679	48,830	1.2	47,580	11,645	0.3	12,212	0.3	5%
Lean	62	64,480	74,264	1.0	81,050	78,130	1.0	86,354	1.0	11%
Marketing	63	45,963	46,652	0.9	39,390	45,114	0.9	41,786	0.8	-7%
<b>TOTAL SALARIES</b>		<b>11,300,058</b>	<b>12,203,346</b>	<b>170.1</b>	<b>13,220,420</b>	<b>11,807,930</b>	<b>161.8</b>	<b>14,027,729</b>	<b>183.2</b>	<b>19%</b>
PTO Benefit		1,078,241	1,096,163		1,320,270	1,026,006		1,399,537		36%
<b>TOTAL SALARIES &amp; PTO</b>		<b>12,378,299</b>	<b>13,299,509</b>		<b>14,540,690</b>	<b>12,833,936</b>		<b>15,427,266</b>		<b>20%</b>
<b>Taxes &amp; Benefits</b>										
Insurance		1,563,973	1,613,859		1,773,080	1,660,118		1,879,032		13%
PERS Retirement		1,336,178	2,002,779		2,173,445	1,790,419		2,417,601		35%
FICA Taxes		836,437	882,047		1,011,350	728,521		1,064,980		46%
Workers Comp		38,739	49,768		52,495	45,436		54,755		21%
State Unemployment Insurance		20,260	14,689		25,555	15,842		25,736		62%
<b>TOTAL TAXES &amp; BENEFITS</b>		<b>3,795,586</b>	<b>4,563,142</b>		<b>5,035,925</b>	<b>4,240,336</b>		<b>5,442,103</b>		<b>28%</b>
Total personnel costs		16,173,885	17,862,651		19,576,615	17,074,272		20,869,369		22%

**Harney County Health District  
Operating Fund Services & Supplies  
As Budgeted for the Fiscal Year  
July 1, 2021 to June 30, 2022**

Department	P A G E	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Projected 2020-21	Proposed Budget 2021-22	% Change
Nursing administration	11	1,588	488	1,850	38	1,800	4675%
Nursing departments							
Med/surg	13	286,664	304,552	201,195	755,996	553,929	-27%
ICU	13	3,036	2,637	3,050	283	7,000	2377%
Swing bed	14	13,871	74	8,370	1,309	5,920	352%
Obstetrics	14	33,742	16,322	22,790	21,424	19,700	-8%
Labor & Delivery	14	1,756	83	-	973	900	-7%
Newborn Nursery	14	8,543	11,493	5,500	6,233	5,900	-5%
Emergency	17	210,291	119,576	136,295	117,332	424,700	262%
Surgical services							
Surgery	19	682,201	741,733	627,500	685,100	745,640	9%
Recovery	20	12,029	13,277	15,100	14,827	15,500	5%
IV Therapy	21	413,141	474,152	487,600	497,776	479,750	-4%
Anesthesia	22	64,959	54,942	54,000	69,924	72,200	3%
Compliance Administration	23	1,926	1,923	2,530	3,453	12,500	262%
EMS	25	139,328	161,391	167,010	148,833	152,035	2%
Imaging							
Radiology	27	138,190	232,332	157,350	153,575	133,920	-13%
CT	27	139,631	140,687	140,700	115,965	141,200	22%
MRI	28	110,332	117,784	111,600	120,100	111,650	-7%
Mammography	28	31,903	33,238	30,925	51,634	31,025	-40%
Dexascan	28	7,801	285	-	-	-	-
Ultrasound	29	97,552	20,080	20,175	23,710	22,753	-4%
Cardiopulmonary	31	21,465	24,055	29,830	24,713	27,250	10%
Echo	31	50,446	15,000	50,000	-	138,240	-
Laboratory	32	529,496	611,137	457,800	715,731	727,100	2%
Sleep lab	34	7,876	29	-	-	-	-
Pharmacy	36	243,937	304,884	308,180	330,140	396,050	20%
340B Program	36	256,558	211,793	185,000	161,489	178,632	11%
Physical therapy	37	44,517	36,873	38,140	21,040	85,320	306%
Speech therapy	38	15,383	11,538	17,500	9,465	10,750	14%
Medical staff	39	34,047	80,045	54,050	77,181	83,025	8%
HDH Family Care Clinic	41	485,961	654,017	504,850	982,436	687,650	-30%
Specialty Care Clinic	43	19,125	296,671	457,940	305,771	628,615	106%
Support departments							
Materials management	44	74,489	116,584	112,700	204,289	188,800	-8%
Dietary	45	179,492	190,378	215,460	155,174	186,000	20%
Information technology	46	520,932	503,523	515,070	591,460	571,245	-3%
Facilities services							
Maintenance of plant	48	66,583	82,767	113,170	96,848	146,900	52%
Operation of plant	49	175,130	184,892	187,000	181,917	186,500	3%

**Harney County Health District  
Operating Fund Services & Supplies  
As Budgeted for the Fiscal Year  
July 1, 2021 to June 30, 2022**

Department	P A G E	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	Projected 2020-21	Proposed Budget 2021-22	% Change
Housing	49	25,508	24,332	24,500	33,327	29,050	-13%
Environmental Services	50	38,670	40,023	40,300	41,800	42,750	2%
Laundry	50	4,355	5,389	4,500	2,757	4,050	47%
Patient Financial Services							
Health Information Mgmt	51	144,873	168,961	186,120	152,664	170,350	12%
Admitting	52	18,857	13,860	11,950	13,996	10,100	-28%
Business office	53	134,119	45,330	47,150	36,764	45,850	25%
FCC Business Office	54	22,427	31,272	43,650	32,687	41,550	27%
Administration							
Hospital administration	55	385,884	346,182	343,100	369,238	556,800	51%
Foundation	56	3,220	6,412	8,300	2,392	9,300	289%
Finance	57	150,187	75,056	102,250	153,799	138,150	-10%
Human resources	58	108,099	70,883	84,200	171,161	93,750	-45%
Security	59	8,169	4,185	11,670	2,583	17,970	596%
Outreach & Education	60	32,606	6,697	11,950	2,773	4,900	77%
CAN Cancer	61	24,549	15,272	20,000	7,167	20,000	179%
Reach Out & Read	61	2,328	413	3,000	-	3,000	-
Fundraiser Events	61	-	-	-	-	-	
Life Committee	61	5,737	19	1,800	-	-	
Lean	62	2,420	61	3,200	427	1,450	240%
Marketing	63	40,115	31,441	41,600	33,982	45,100	33%
<b>Total services &amp; supplies</b>		<b>6,276,039</b>	<b>6,657,022</b>	<b>6,429,471</b>	<b>7,703,651</b>	<b>8,414,219</b>	<b>9%</b>
Locum Physician Services							
Physician Nursing	15	55,494	48,322	32,000	26,410	26,600	1%
Physician ED	17	506,348	458,216	343,200	401,443	187,440	-53%
Physician Surgery	20	308,407	-	-	-	-	-
Physician Lab	33	17,438	17,438	18,000	17,438	18,000	3%
Physician FCC	41	1,975	826	500	15,739	-	-100%
<b>Total Locum Phys Services</b>		<b>889,662</b>	<b>524,801</b>	<b>393,700</b>	<b>461,030</b>	<b>232,040</b>	<b>-50%</b>



**Harney District Hospital  
Capital Budget  
July 1, 2021 to June 30, 2022**

**Requested**

**Total: 1,385,575**

Department	Equipment	Reason	FY22
610-Nursing	Mindray Interface	Cardiac Monitor Interface - better patient care	20,000
610-Nursing	Bladder Scanner	Unable to replace old scanner's battery	10,000
610-Nursing	ER Door Access Controls	Patient Movement for ER	19,725
610-Nursing	Mindray Software Upgrade	Cardiac Monitor Software Outdated	32,000
670-Surgery	EGD Endoscope	Replace aged endoscope	35,000
670-Surgery	Stryker Lap Cart Equip w/Monitors	Replace aged laparoscopic cart and monitors	65,000
676-Anesthesia	Ablation System (BS)	Provides up-to-date technolgy	40,000
700-EMS	Zoll Monitor Defibrillator	Replace aged monitor	30,000
710-Imaging	Digital Mammography	LEASE PURCHASE	18,519
710-Imaging	Microsoft 10 upgrade for XR	Xray software upgrade/performance	10,000
710-Imaging	3D Tomo Mammography	Replace aged mammography machine	350,000
710-Imaging	CT Scanner 64 Slice	Replace 16 slice CT	600,000
740-Laboratory	Microbiology PCR Testing	LEASE PURCHASE	22,081
750-Pharmacy	ACL Centrifuge	Replace aged centrifuge	5,000
840-Facilities	HDH FCC Soffits	Poor crumbling condition	5,000
840-Facilities	Sidewalk Repair	Deterioration	10,000
840-Facilities	Roof	Leaking Issue above Imaging	25,000
840-Facilities	Concrete	Hospital patch and seal	8,000
840-Facilities	Maintenance Truck	Current truck out of commission	12,000
840-Facilities	Clinic & PT Exterior Access Controls	Exterior access controls	13,250
840-Facilities	Shop/Storage	20x40 work space and storage facility	25,000
885-IT	Server (2)	Server replacement every 2 yrs	30,000

**Harney County Health District  
Debt Payment Budget  
July 1, 2021 to June 30, 2022**

Lender or Bond Issue	Financed	Original Lease Value	Maturity Date	Interest Rate	Long Term Principal	Short Term Principal	Short Term Interest	Total 2020-2021 Payments
<b>Operating Fund</b>								
<b>USDA Equipment</b>	Mammo, SB, and Bariatric Equip	148,334	7/14/2021	4.25%	-	17,741	778	18,519
<b>LABarrington</b>	Cepheid GeneXpert Microbiology PCR Testing	59,339	11/5/2022	Lease	8,703	18,106	3,975	22,080
<b>State of Oregon</b>	New hospital building	4,000,000	12/1/2031	4%-4.375%	1,907,770	146,172	100,366	246,538
<b>USDA</b>	New hospital building	9,000,000	6/23/2049	4.125%	7,469,381	148,659	317,451	466,110
<b>Bank of East. OR</b>	New hospital building	3,302,350	7/1/2029	4.50%	2,097,429	203,157	99,365	302,522
<b>Total Operating fund</b>					<b>11,483,283</b>	<b>533,835</b>	<b>521,934</b>	<b>1,055,769</b>
<b>Medical Office Building Fund</b>								
<b>1997M&amp;N</b>	Medical office building	1,280,000	1/1/2027	3.710%	826,000	151,000	33,446	184,446
<b>Total MOB fund</b>					<b>826,000</b>	<b>151,000</b>	<b>33,446</b>	<b>184,446</b>

**Harney County Health District  
Nursing Administration Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	128,122	139,710	117,690	80,628	138,219	144,037	4%
Clerical	-	-	-	-	-	-	
<b>Total Wages</b>	<b>128,122</b>	<b>139,710</b>	<b>117,690</b>	<b>80,628</b>	<b>138,219</b>	<b>144,037</b>	<b>4%</b>
FTE		1.0		1.0		1.0	
<b>Taxes and Benefits</b>							
FICA taxes	10,061	10,452	10,520	6,606	11,324	11,294	0%
SUI taxes	196	143	175	17	30	33	12%
Workers' comp ins	426	460	440	258	442	496	12%
PTO expense	16,468	17,073	19,830	6,860	11,760	24,270	106%
Insurance	11,117	11,031	11,015	6,523	11,182	11,005	-2%
PERS	15,472	22,818	23,005	13,554	23,235	31,961	38%
<b>Total Taxes &amp; Benefits</b>	<b>53,740</b>	<b>61,977</b>	<b>64,985</b>	<b>33,818</b>	<b>57,973</b>	<b>79,060</b>	<b>36%</b>
<b>Total Personnel cost</b>	<b>181,862</b>	<b>201,687</b>	<b>182,675</b>	<b>114,445</b>	<b>196,192</b>	<b>223,097</b>	<b>14%</b>
<b>Services &amp; supplies</b>							
Shipping	-	-	-	-	-	-	
Office supplies	115	-	100	-	-	50	
Minor equipment	-	-	-	-	-	-	
Repair & maint	-	107	-	-	-	-	
IT Expense	-	-	-	22	38	-	-100%
Dues & subscriptions	250	-	250	-	-	250	
Education & travel	1,224	381	1,500	-	-	1,500	
Recruiting expense	-	-	-	-	-	-	
Other direct expense	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>1,588</b>	<b>488</b>	<b>1,850</b>	<b>22</b>	<b>38</b>	<b>1,800</b>	<b>4675%</b>
<b>Total expenses</b>	<b>183,451</b>	<b>202,175</b>	<b>184,525</b>	<b>114,467</b>	<b>196,230</b>	<b>224,897</b>	<b>15%</b>

**Harney County Health District  
Nursing Departments Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
<b><i>Inpatient revenue</i></b>							
Med/surg	3,273,756	3,239,958	3,218,400	1,347,932	2,310,741	2,911,500	26%
ICU	161,196	230,415	178,500	91,811	157,390	182,600	16%
Swing bed	816,838	586,276	733,700	220,699	378,341	684,800	81%
Obstetrics	286,099	794,103	725,100	382,738	656,123	695,500	6%
Labor & delivery	63,464	-	-	-	-	-	
Nursery	83,882	112,592	109,900	48,658	83,414	88,400	6%
Observation	75,062	56,675	-	2,521	4,322	-	
<b>Total inpatient revenue</b>	<b>4,760,296</b>	<b>5,020,019</b>	<b>4,965,600</b>	<b>2,094,360</b>	<b>3,590,331</b>	<b>4,562,800</b>	<b>27%</b>
<b><i>Outpatient revenue</i></b>							
Med/surg	67,505	209,636	222,900	154,055	264,095	332,700	26%
Swing bed	-	-	-	-	-	-	
Labor & delivery	-	-	-	-	-	-	
Nursery	552	-	-	-	-	-	
Obstetrics	6,601	2,983	1,900	2,544	4,361	4,600	5%
Observation	614,678	612,045	793,500	314,384	538,944	575,600	7%
<b>Total outpatient revenue</b>	<b>689,336</b>	<b>824,664</b>	<b>1,018,300</b>	<b>470,983</b>	<b>807,400</b>	<b>912,900</b>	<b>13%</b>
<b>Total revenue</b>	<b>5,449,632</b>	<b>5,844,682</b>	<b>5,983,900</b>	<b>2,565,343</b>	<b>4,397,731</b>	<b>5,475,700</b>	<b>25%</b>
<b>Wages - all nursing departments</b>							
Supervisor	278,828	278,437	224,090	3,743	6,416	489,443	7529%
RN	1,040,135	1,259,689	1,537,970	636,159	1,090,558	839,597	-23%
CNA	350,429	440,806	474,300	211,691	362,899	465,418	28%
UC	69,336	353	-	797	1,367	-	-100%
Other Techs	-	-	-	-	-	-	
Clerical	78,136	50,010	42,740	23,678	40,591	42,077	4%
Physician	68,343	73,409	54,900	33,125	56,786	36,600	-36%
<b>Total Wages</b>	<b>1,885,206</b>	<b>2,102,704</b>	<b>2,334,000</b>	<b>909,193</b>	<b>1,558,617</b>	<b>1,873,135</b>	<b>20%</b>
FTE		38.0		28.4		31.6	
<b>Taxes and Benefits</b>							
FICA taxes	180,043	203,336	220,550	68,713	117,794	194,618	65%
SUI taxes	4,062	3,258	4,170	1,530	2,623	3,121	19%
Workers' comp ins	7,450	10,339	10,850	4,051	6,944	8,261	19%
PTO expense	236,055	231,190	248,670	129,706	222,353	245,570	10%
Insurance	341,075	339,894	357,385	170,554	292,379	308,174	5%
PTO/AIG	256,072	387,360	470,325	216,697	371,480	390,743	
MD Benefits Allocation	9,681	11,683	11,000	-	-	-	
Net Dist. Nursing Benefits	(147,669)	(168,669)	(155,500)	(113,785)	(195,060)	(193,137)	-1%
<b>Total Taxes &amp; Benefits</b>	<b>886,769</b>	<b>1,018,390</b>	<b>1,167,450</b>	<b>476,342</b>	<b>816,586</b>	<b>957,350</b>	<b>17%</b>

**Harney County Health District  
Nursing Departments Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Total Personnel cost</b>	2,771,975	3,121,094	3,501,450	1,385,535	2,375,202	2,830,485	19%
<b>Med/surg services &amp; supplies</b>							
Consulting	7,777	14,935	16,000	164,546	282,078	16,200	-94%
RN travelers	38,460	38,901	10,000	125,252	214,718	300,000	40%
Medical supplies	76,601	102,208	75,000	61,232	104,970	102,000	-3%
Other supplies	255	1,629	1,000	277	474	1,000	111%
Shipping	831	657	250	6,558	11,243	4,000	-64%
Office supplies	3,853	4,060	5,000	1,650	2,829	3,000	6%
Uniforms	-	-	-	217	372	-	-100%
Minor equipment	12,924	35,359	5,450	21,265	36,455	19,565	-46%
Repairs & maint	5,634	6,641	2,500	1,002	1,718	2,500	46%
IT Expense	46,246	1,275	1,900	4,238	7,265	13,000	0%
Maintenance Contracts	28,564	39,378	36,000	21,037	36,063	36,000	0%
Cable Service	2,838	3,873	3,800	2,157	3,698	3,800	3%
Utilities	4,360	4,986	5,100	2,458	4,214	4,500	7%
Rent/Lease Equipment	-	-	-	-	-	-	-
Dues & subscriptions	18,258	13,070	15,000	16,164	27,710	17,864	-36%
Education & travel	38,262	34,377	21,695	11,751	20,144	25,000	24%
Outreach	105	302	-	-	-	-	-
Infection Control Grant Exp	-	-	-	-	-	-	-
Recruiting	792	1,960	1,500	350	600	4,000	567%
Other direct expense	902	941	1,000	844	1,447	1,500	4%
<b>Total services &amp; supplies</b>	<b>286,664</b>	<b>304,552</b>	<b>201,195</b>	<b>440,998</b>	<b>755,996</b>	<b>553,929</b>	<b>-27%</b>
<b>ICU services &amp; supplies</b>							
Medical supplies	3,022	2,508	3,000	130	222	3,000	1249%
Other Supplies	-	-	-	-	-	-	-
Office supplies	13	41	50	-	-	-	-
Minor equipment	-	14	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-	-	-
Education/Travel	-	73	-	35	60	4,000	6550%
Other Direct Expense	-	-	-	-	-	-	-
<b>Total services &amp; supplies</b>	<b>3,036</b>	<b>2,637</b>	<b>3,050</b>	<b>165</b>	<b>283</b>	<b>7,000</b>	<b>2377%</b>
<b>Swing bed services &amp; supplies</b>							
Medical supplies	64	-	250	-	-	250	-
Activities supplies	-	-	500	-	-	500	-
Office supplies	20	-	50	-	-	50	-
Minor equipment	-	-	-	-	-	-	-
Rent/Lease Equipment	13,734	-	7,500	694	1,189	5,000	320%
Licenses/Fees	-	-	-	-	-	-	-

**Harney County Health District  
Nursing Departments Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Dues & subscriptions	52	74	70	70	120	120	0%
Ed/Travel	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>13,871</b>	<b>74</b>	<b>8,370</b>	<b>764</b>	<b>1,309</b>	<b>5,920</b>	<b>352%</b>

**Obstetrics services & supplies**

Contract Services	-	-	-	-	-	-	
Medical supplies	10,664	14,080	10,000	7,457	12,783	12,000	-6%
Other supplies	6	337	250	150	257	250	-3%
Shipping	142	267	200	145	248	250	1%
Office supplies	313	351	400	37	64	100	56%
Uniforms	-	-	-	-	-	-	
Minor equipment	2,333	1,125	1,200	3,475	5,958	3,000	-50%
Repairs & maintenance	255	347	-	52	89	100	12%
Education/Travel	20,029	(185)	10,740	1,181	2,024	4,000	98%
Other	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>33,742</b>	<b>16,322</b>	<b>22,790</b>	<b>12,497</b>	<b>21,424</b>	<b>19,700</b>	<b>-8%</b>

**Labor & delivery services & supplies**

Medical supplies	283	-	-	196	336	300	-11%
Office supplies & other	-	-	-	-	-	-	
Minor equipment	-	83	-	2	4	-	-100%
Repairs & Maintenance	-	-	-	346	593	600	1%
Education/Travel	1,473	-	-	-	-	-	
Other	-	-	-	23	40	-	-100%
<b>Total services &amp; supplies</b>	<b>1,756</b>	<b>83</b>	<b>-</b>	<b>567</b>	<b>973</b>	<b>900</b>	<b>-7%</b>

**Nursery services & supplies**

Consulting	-	-	-	-	-	-	
Medical supplies	3,275	4,317	5,000	3,600	6,171	5,000	-19%
Office Supplies	10	-	-	16	27	100	265%
Minor Equipment	4,809	6,815	500	-	-	500	
Repairs & Maintenance	219	205	-	-	-	200	
Other Direct Expense	230	156	-	20	34	100	192%
<b>Total services &amp; supplies</b>	<b>8,543</b>	<b>11,493</b>	<b>5,500</b>	<b>3,636</b>	<b>6,233</b>	<b>5,900</b>	<b>-5%</b>

**Physician Services**

Med/Surg	30,916	25,632	17,000	8,656	14,839	15,000	1%
ICU	-	-	-	-	-	-	
Swing Bed	2,795	2,001	2,000	-	-	-	
Labor & Delivery	500	480	-	5,725	9,814	9,800	0%
Nursery	60	-	-	1,025	1,757	1,800	2%

**Harney County Health District  
Nursing Departments Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Obstetrics	8,550	5,300	3,000	-	-	-	
Observation	12,673	14,908	10,000	-	-	-	
<b>Total Physician Services</b>	<b>55,494</b>	<b>48,322</b>	<b>32,000</b>	<b>15,406</b>	<b>26,410</b>	<b>26,600</b>	<b>1%</b>
<b>Total services &amp; supplies</b>	<b>403,105</b>	<b>383,483</b>	<b>272,905</b>	<b>474,033</b>	<b>812,628</b>	<b>619,949</b>	<b>-24%</b>
<b>Total expense</b>	<b>3,175,080</b>	<b>3,504,577</b>	<b>3,774,355</b>	<b>1,859,568</b>	<b>3,187,830</b>	<b>3,450,434</b>	<b>8%</b>
<b>Contribution margin</b>	<b>2,274,552</b>	<b>2,340,105</b>	<b>2,209,545</b>	<b>705,775</b>	<b>1,209,901</b>	<b>2,025,266</b>	<b>67%</b>

**Harney County Health District  
Emergency Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
<i><b>Inpatient revenue</b></i>							
Emergency room	74,397	119,962	97,100	54,461	93,361	99,000	6%
Emergency pro fees	4,690	1,524	1,400	2,423	4,154	4,400	6%
<b>Total inpatient revenue</b>	<b>79,087</b>	<b>121,486</b>	<b>98,500</b>	<b>56,884</b>	<b>97,515</b>	<b>103,400</b>	<b>6%</b>
<i><b>Outpatient revenue</b></i>							
Emergency room	1,817,299	2,616,629	2,933,000	1,684,857	2,888,327	3,061,600	6%
Emergency Pro Fees	712,071	372,908	231,200	106,625	182,786	193,700	6%
<b>Total outpatient revenue</b>	<b>2,529,370</b>	<b>2,989,536</b>	<b>3,164,200</b>	<b>1,791,482</b>	<b>3,071,112</b>	<b>3,255,300</b>	<b>6%</b>
<b>Total revenue</b>	<b>2,608,457</b>	<b>3,111,023</b>	<b>3,262,700</b>	<b>1,848,366</b>	<b>3,168,627</b>	<b>3,358,700</b>	<b>6%</b>
<b>Wages</b>							
Supervisor	-	-	-	-	-	-	
RN - Allocation	404,805	438,216	426,470	266,679	457,164	457,164	0%
Aides	10,151	4,587	5,520	1,422	2,438	5,520	126%
ED/EMT Tech	-	4,184	62,910	30,400	52,114	76,036	46%
Clerical	-	-	-	-	-	-	
Physicians	279,173	325,847	491,120	378,300	648,514	1,034,000	59%
EMS/Trauma Oversight	3,472	1,389	5,000	-	-	5,000	
<b>Total Wages</b>	<b>697,601</b>	<b>774,222</b>	<b>991,020</b>	<b>676,801</b>	<b>1,160,231</b>	<b>1,577,720</b>	<b>36%</b>
FTE		0.9		3.5		5.8	
<b>Taxes and Benefits</b>							
FICA taxes	-	532	31,260	19,527	33,476	58,555	75%
SUI taxes	-	5	1,770	287	492	2,840	477%
Workers' comp ins	1,819	1,680	2,380	2,163	3,708	5,043	36%
PTO expense	-	1,988	95,790	35,159	60,273	8,791	-85%
PTO MD Expense	-	-	-	42,204	72,349	88,000	22%
Insurance	-	1,462	40,530	22,888	39,237	62,494	59%
PERS/AIG	-	2,363	61,600	13,619	23,347	98,488	322%
Physician Allocation	38,154	39,961	7,000	-	-	-	
Nursing Allocation	145,875	164,336	155,510	112,663	193,137	193,137	0%
<b>Total Taxes &amp; Benefits</b>	<b>185,849</b>	<b>212,326</b>	<b>395,840</b>	<b>248,511</b>	<b>426,019</b>	<b>517,348</b>	<b>21%</b>
<b>Total Personnel cost</b>	<b>883,450</b>	<b>986,548</b>	<b>1,386,860</b>	<b>925,313</b>	<b>1,586,250</b>	<b>2,095,068</b>	<b>32%</b>
<b>Emergency department services &amp; supplies</b>							
Other outside services	-	-	700	-	-	-	
RN Traveler	100,064	2,851	15,000	-	-	300,000	
Medical supplies	89,980	93,991	90,000	59,887	102,664	100,000	-3%
Shipping	95	71	100	471	808	800	-1%



**Harney County Health District  
Emergency Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Office supplies	724	387	500	216	370	400	8%
Minor equipment	4,867	7,313	7,500	546	935	5,000	435%
Repair & maintenance	74	917	2,000	169	290	500	72%
IT Expense	4,387	-	950	-	-	-	
Cell phone (student)	-	-	-	-	-	-	
Rent/Lease Equipment	-	-	-	-	-	-	
Dues & subscriptions	4,645	6,507	4,300	4,133	7,085	8,000	13%
Education & travel	1,075	4,098	13,245	620	1,063	6,000	464%
Other direct expense	4,380	3,440	2,000	2,402	4,117	4,000	-3%
<b>Total services &amp; supplies</b>	<b>210,291</b>	<b>119,576</b>	<b>136,295</b>	<b>68,444</b>	<b>117,332</b>	<b>424,700</b>	<b>262%</b>
<b>Locum Physician Services</b>							
Contracted ER Physicians	506,348	458,216	343,200	234,175	401,443	187,440	-53%
<b>Locum Physician Services</b>	<b>506,348</b>	<b>458,216</b>	<b>343,200</b>	<b>234,175</b>	<b>401,443</b>	<b>187,440</b>	<b>-53%</b>
<b>Total Services &amp; Supplies</b>	<b>716,639</b>	<b>577,792</b>	<b>479,495</b>	<b>302,619</b>	<b>518,775</b>	<b>612,140</b>	<b>18%</b>
<b>Total expense</b>	<b>1,600,089</b>	<b>1,564,339</b>	<b>1,866,355</b>	<b>1,227,931</b>	<b>2,105,025</b>	<b>2,707,208</b>	<b>29%</b>
<b>Contribution margin</b>	<b>1,008,368</b>	<b>1,546,683</b>	<b>1,396,345</b>	<b>620,434</b>	<b>1,063,602</b>	<b>651,492</b>	<b>-39%</b>

**Harney County Health District  
Surgical Services Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Surgery revenue</b>							
Inpatient-facility fees	382,719	375,403	389,000	126,176	216,302	229,300	6%
Inpatient-pro fees	111,689	7,999	6,000	33,543	57,502	61,000	6%
Outpatient-facility fees	1,488,438	2,602,380	3,077,900	1,533,838	2,629,437	3,313,100	26%
Outpatient-pro fees	-	-	-	-	-	-	
Outpatient-pro fees	692,867	487,521	599,600	402,375	689,786	731,200	6%
<b>Total surgery revenue</b>	<b>2,675,713</b>	<b>3,473,303</b>	<b>4,072,500</b>	<b>2,095,932</b>	<b>3,593,026</b>	<b>4,334,600</b>	<b>21%</b>
<b>Recovery Revenue</b>							
Inpatient	37,560	28,438	28,900	12,338	21,151	22,400	6%
Outpatient	222,800	299,672	368,800	176,644	302,818	381,600	26%
<b>Total recovery revenue</b>	<b>260,360</b>	<b>328,110</b>	<b>397,700</b>	<b>188,982</b>	<b>323,969</b>	<b>404,000</b>	<b>25%</b>
<b>Total revenue</b>	<b>2,936,073</b>	<b>3,801,413</b>	<b>4,470,200</b>	<b>2,284,914</b>	<b>3,916,995</b>	<b>4,738,600</b>	<b>21%</b>
<b>Wages</b>							
Supervisor	109,452	112,015	121,800	66,533	114,056	106,710	-6%
Surgery RN	83,759	163,058	237,690	98,151	168,260	220,809	31%
Surgery Tech	135,910	154,711	160,500	88,377	151,504	156,202	3%
Surgery Clerical	32,311	36,219	32,710	22,270	38,177	38,104	0%
Physician	497,923	776,436	673,400	453,805	777,951	686,896	-12%
Surgery Clinic RN	25,600	24,953	-	12,054	20,663	15,988	-23%
Surgery Clinic CAN	-	-	-	10,016	17,171	-	-100%
Recovery RN	84,073	56,976	76,250	29,436	50,461	43,655	-13%
Recover Aides	-	122	-	-	-	-	
<b>Total Wages</b>	<b>969,029</b>	<b>1,324,491</b>	<b>1,302,350</b>	<b>780,641</b>	<b>1,338,243</b>	<b>1,268,364</b>	<b>-5%</b>
FTE		8.8		8.6		<b>8.7</b>	
<b>Taxes and Benefits</b>							
FICA taxes	67,881	72,476	82,700	32,237	55,264	94,713	71%
SUI taxes	1,387	1,173	1,500	334	573	552	-4%
Workers' comp ins	3,025	4,859	4,680	2,779	4,763	4,586	-4%
PTO expense	52,704	61,976	67,210	35,653	61,119	78,955	29%
Insurance	74,279	90,500	90,030	56,363	96,622	98,954	2%

**Harney County Health District  
Surgical Services Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
PERS	73,209	207,308	187,615	81,514	139,739	242,155	73%
Net Dist. Employee Benefit	441	3,402	(10,000)	(961)	(1,648)	(10,000)	507%
<b>Total Taxes &amp; Benefits</b>	<b>272,926</b>	<b>441,695</b>	<b>423,735</b>	<b>207,919</b>	<b>356,432</b>	<b>509,915</b>	<b>43%</b>
<b>Total Personnel cost</b>	<b>1,241,955</b>	<b>1,766,186</b>	<b>1,726,085</b>	<b>988,560</b>	<b>1,694,675</b>	<b>1,778,279</b>	<b>5%</b>

**Surgery services & supplies**

Consulting	52,884	66,515	10,000	77,616	133,056	10,000	-92%
Travel RN	171,481	-	-	8,026	13,759	10,000	-27%
Travel Tech	-	-	-	-	-	-	
Ophthalmology Services	88,829	51,411	60,000	9,365	16,054	60,000	274%
Medical supplies	164,227	238,394	236,900	179,217	307,229	368,700	20%
Medical supplies - Ortho	-	19,514	30,000	11,367	19,487	25,000	28%
Implants	-	-	-	-	-	-	
Implants - Ortho	-	28,164	30,000	17,187	29,463	40,000	36%
Pt chargeable med supplies	42,857	41,741	47,800	27,174	46,584	46,600	0%
Cataract Vouchers	-	-	-	-	-	-	
Shipping Costs	556	3,684	2,000	2,843	4,874	3,000	-38%
Office supplies	793	968	1,000	463	794	1,000	26%
Uniforms	470	1,503	2,500	912	1,564	300	-81%
Minor equipment	41,002	27,060	20,000	11,391	19,528	33,973	74%
Minor equipment - Ortho	-	155,820	50,000	15,418	26,430	16,317	-38%
Repairs & maint	2,700	16,928	18,000	3,311	5,676	10,000	76%
IT Expense	3,135	9	2,850	10	17	2,850	16542%
Maintenance contracts	39,417	38,697	42,000	22,239	38,123	42,000	10%
Cell phone	188	503	1,800	922	1,580	1,600	1%
Rent/lease equipment	61,895	39,308	60,000	6,494	11,133	60,000	439%
Licenses & fees	2,113	2,302	2,000	-	-	-	
Dues & subscriptions	4,426	4,717	5,000	5,243	8,989	4,000	-56%
Education & travel	2,043	3,182	5,000	130	223	10,000	4387%
Outreach Education	675	375	300	300	514	300	-42%
Recruiting expense	2,381	696	250	-	-	-	
Other direct expense	128	245	100	13	23	-	-100%
<b>Total surgery</b>	<b>682,201</b>	<b>741,733</b>	<b>627,500</b>	<b>399,642</b>	<b>685,100</b>	<b>745,640</b>	<b>9%</b>

**Recovery services & supplies**

Medical supplies	12,001	13,244	15,000	8,581	14,710	15,000	2%
Office supplies	28	33	100	8	14	-	-100%
Minor equipment	-	-	-	60	103	-	-100%

**Harney County Health District  
Surgical Services Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Dues & Subscriptions	-	-	-	-	-	500	
Education & travel	-	-	-	-	-	-	
<b>Total recovery &amp; clinic</b>	12,029	13,277	15,100	8,649	14,827	15,500	5%
<b>Locum Physician Services</b>							
Contracted surgeon	308,407	-	-	-	-	-	
<b>Total Locum Phys Services</b>	308,407	-	-	-	-	-	
<b>Total services &amp; supplies</b>	1,002,637	755,010	642,600	408,291	699,927	761,140	9%
<b>Total expense</b>	2,244,592	2,521,196	2,368,685	1,396,851	2,394,602	2,539,419	6%
<b>Contribution margin</b>	691,481	1,280,217	2,101,515	888,063	1,522,394	2,199,181	44%

**Harney County Health District  
 Infusion Therapy Department Budget  
 July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
IV Therapy Inpt Revenue	-	-	-	-	-	-	
IV Therapy Outpt Revenue	660,154	759,507	823,400	504,985	865,688	1,134,100	31%
<b>Total Inf Therapy Revenue</b>	<b>660,154</b>	<b>759,507</b>	<b>823,400</b>	<b>504,985</b>	<b>865,688</b>	<b>1,134,100</b>	<b>31%</b>
<b>Wages</b>							
RN	14,898	5,067	19,880	8,348	14,310	85,793	500%
Benefit Distribution	4,267	1,486	10,000	2,083	3,571	10,000	180%
<b>Total Personnel cost</b>	<b>19,164</b>	<b>6,553</b>	<b>29,880</b>	<b>10,431</b>	<b>17,881</b>	<b>95,793</b>	<b>680%</b>
FTE						0.8	
<b>IV Therapy</b>							
Medical supplies	2,321	211	2,500	5,013	8,593	8,500	-1%
USP 800 Supplies	-	-	-	17	29	1,000	
Pharmaceuticals	409,573	473,612	483,000	284,579	487,850	463,000	-5%
340B Pharmaceuticals							
Other supplies	-	-	-	-	-	-	
Shipping	41	148	100	216	371	250	-33%
Office supplies	-	5	-	2	3	-	-100%
Minor equipment	250	-	500	148	253	5,000	1877%
Repairs & maintenance	62	-	-	-	-	-	
Education/Travel	799	176	1,500	395	676	2,000	196%
Other	96	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>413,141</b>	<b>474,152</b>	<b>487,600</b>	<b>290,369</b>	<b>497,776</b>	<b>479,750</b>	<b>-4%</b>
<b>Total Contribution Margin</b>	<b>227,848</b>	<b>278,801</b>	<b>305,920</b>	<b>204,185</b>	<b>350,031</b>	<b>558,557</b>	<b>60%</b>

**Harney County Health District  
Anesthesia Services Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Anesthesia Inpatient	240,892	211,922	216,700	130,269	223,318	236,700	6%
Anesthesia Outpatient	595,582	676,215	779,400	537,313	921,108	1,068,500	16%
Pain Management	313,099	278,279	318,000	224,585	385,003	427,400	11%
<b>Total revenue</b>	<b>1,149,573</b>	<b>1,166,416</b>	<b>1,314,100</b>	<b>892,167</b>	<b>1,529,429</b>	<b>1,732,600</b>	<b>13%</b>
<b>Wages</b>							
CRNA	492,693	489,439	487,040	301,665	517,139	530,942	3%
<b>Total Wages</b>	<b>492,693</b>	<b>489,439</b>	<b>487,040</b>	<b>301,665</b>	<b>517,139</b>	<b>530,942</b>	<b>3%</b>
FTE		2.0		2.0		2.0	
<b>Taxes and Benefits</b>							
FICA taxes	23,578	23,545	24,130	10,545	18,077	25,406	41%
SUI taxes	600	348	515	66	112	115	2%
Workers' comp ins	1,585	1,503	1,535	999	1,713	1,756	2%
Insurance	22,135	22,044	22,025	13,040	22,355	22,010	-2%
PERS	58,413	80,937	63,045	31,695	54,335	74,061	36%
<b>Total Taxes &amp; Benefits</b>	<b>106,310</b>	<b>128,377</b>	<b>111,250</b>	<b>56,346</b>	<b>96,592</b>	<b>123,348</b>	<b>28%</b>
<b>Total Personnel cost</b>	<b>599,004</b>	<b>617,815</b>	<b>598,290</b>	<b>358,010</b>	<b>613,732</b>	<b>654,290</b>	<b>7%</b>
<b>Services &amp; supplies</b>							
Contracted services	-	-	-	-	-	-	
Medical supplies	33,175	37,344	40,000	25,442	43,614	50,000	15%
Shipping	354	228	150	591	1,014	1,000	-1%
Office Supplies	320	121	150	114	195	200	2%
Minor equipment	19,017	7,852	2,000	4,098	7,024	3,000	-57%
Repairs & maint	174	3,160	2,000	7,349	12,599	10,000	-21%
IT Expense	-	-	-	52	89	-	-100%
Maintenance Agreements	2,863	-	-	-	-	-	
Rent/Lease Equipment	-	-	-	-	-	-	
Dues & subscriptions	1,290	645	1,500	645	1,106	1,200	9%
Education & travel	7,627	5,467	8,000	2,498	4,282	6,800	59%
Other direct expense	139	125	200	-	-	-	
<b>Total services &amp; supplies</b>	<b>64,959</b>	<b>54,942</b>	<b>54,000</b>	<b>40,789</b>	<b>69,924</b>	<b>72,200</b>	<b>3%</b>
<b>Total expense</b>	<b>663,962</b>	<b>672,757</b>	<b>652,290</b>	<b>398,799</b>	<b>683,656</b>	<b>726,490</b>	<b>6%</b>
<b>Contribution margin</b>	<b>485,611</b>	<b>493,658</b>	<b>661,810</b>	<b>493,368</b>	<b>845,773</b>	<b>1,006,110</b>	<b>19%</b>

**Harney County Health District  
Compliance Administration Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	87,245	66,627	98,880	38,885	66,659	92,527	39%
<b>Total Wages</b>	<b>87,245</b>	<b>66,627</b>	<b>98,880</b>	<b>38,885</b>	<b>66,659</b>	<b>92,527</b>	<b>39%</b>
FTE		1.0		1.0		1.0	
<b>Taxes and Benefits</b>							
FICA taxes	7,260	6,513	8,840	3,618	6,202	8,271	33%
SUI taxes	146	107	150	12	21	22	4%
Workers' comp ins	295	287	370	50	86	90	5%
PTO expense	11,776	8,558	16,660	21,035	36,059	15,590	-57%
Insurance	8,840	5,951	4,500	4,088	7,008	11,005	57%
PERS	11,590	12,225	9,670	10,882	18,655	23,461	26%
<b>Total Taxes &amp; Benefits</b>	<b>39,906</b>	<b>33,640</b>	<b>40,190</b>	<b>39,685</b>	<b>68,031</b>	<b>58,439</b>	<b>-14%</b>
<b>Total Personnel cost</b>	<b>127,152</b>	<b>100,268</b>	<b>139,070</b>	<b>78,570</b>	<b>134,691</b>	<b>150,966</b>	<b>12%</b>
<b>Services &amp; supplies</b>							
Shipping	-	-	-	-	-	-	
Office supplies	15	38	30	319	547	300	-45%
Minor equipment	-	80	-	65	111	100	-10%
Repair & maint	-	169	-	139	238	-	-100%
IT Expense	-	629	1,000	360	617	600	-3%
Dues & subscriptions	-	-	-	680	1,166	10,000	758%
Education & travel	1,911	1,006	1,500	446	765	1,500	96%
Other direct expense	-	-	-	6	10	-	-100%
<b>Total services &amp; supplies</b>	<b>1,926</b>	<b>1,923</b>	<b>2,530</b>	<b>2,014</b>	<b>3,453</b>	<b>12,500</b>	<b>262%</b>
<b>Total expenses</b>	<b>129,077</b>	<b>102,191</b>	<b>141,600</b>	<b>80,584</b>	<b>138,143</b>	<b>163,466</b>	<b>18%</b>

**Harney County Health District  
Emergency Medical Services Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>	2.26/day	2.26/day	2.6/day		2.87/day	2.9/day	
Patient Revenue	2,513,154	2,440,327	2,521,300	1,558,918	2,672,431	2,832,800	6%
Other EMS revenue	-	-	-	-	-	-	0%
EMS Memberships	28,855	27,700	30,700	14,351	24,602	25,000	2%
EMS Membership Adj	(24,823)	(24,851)	(23,000)	(7,187)	(12,321)	(20,000)	62%
<b>Total EMS revenue</b>	<b>2,517,186</b>	<b>2,443,176</b>	<b>2,529,000</b>	<b>1,566,082</b>	<b>2,684,711</b>	<b>2,837,800</b>	<b>6%</b>
<b>Wages</b>							
Supervisor	88,062	108,535	72,940	43,647	74,823	74,415	-1%
Tech	129,046	100,515	173,420	72,299	123,942	149,873	21%
Call back	111,450	106,861	129,320	63,724	109,242	113,366	4%
Standby/On call	77,053	72,963	82,770	38,564	66,110	68,047	3%
<b>Total Wages</b>	<b>405,611</b>	<b>388,873</b>	<b>458,450</b>	<b>218,235</b>	<b>374,117</b>	<b>405,701</b>	<b>8%</b>
FTE		5.3		5.5		4.3	
<b>Taxes and Benefits</b>							
FICA taxes	31,270	30,224	37,390	14,875	25,499	33,215	30%
SUI taxes	754	501	690	443	759	824	8%
Workers' comp ins	2,374	2,553	2,990	1,427	2,446	2,653	8%
PTO expense	26,505	25,141	30,400	15,305	26,237	28,480	9%
Insurance	60,857	47,708	51,575	32,135	55,088	50,794	-8%
PERS/AIG	50,899	66,288	63,455	31,992	54,844	56,909	
<b>Total Taxes &amp; Benefits</b>	<b>172,660</b>	<b>172,415</b>	<b>186,500</b>	<b>96,177</b>	<b>164,874</b>	<b>172,875</b>	<b>5%</b>
<b>Total Personnel cost</b>	<b>578,271</b>	<b>561,289</b>	<b>644,950</b>	<b>314,411</b>	<b>538,991</b>	<b>578,576</b>	<b>7%</b>
<b>Ambulance services &amp; supplies</b>							
Contracted Services	1,806	1,667	1,660	1,456	2,496	2,496	0%
Dispatch Fees	25,000	25,000	25,000	-	-	25,000	
Traveler Tech	-	-	-	-	-	-	
Medical supplies	28,606	25,150	25,000	16,249	27,855	28,000	1%
Med gasses/oxygen	-	-	-	-	-	-	
Shipping	187	4,526	500	494	848	600	-29%
Office supplies	999	399	500	160	274	500	83%
Uniforms	1,408	1,647	2,500	1,319	2,262	3,000	33%
Fuel	18,935	16,677	20,000	8,025	13,757	28,900	110%
Transport meals	3,156	3,160	3,400	1,457	2,497	3,400	36%
Minor equipment	7,647	5,390	7,500	5,459	9,358	17,045	82%
Repairs & maint	4,779	7,417	7,000	5,245	8,991	7,500	-17%
R&M 03 Ambulance M1	4,157	1,328	5,500	2,624	4,499	5,500	22%
R&M 92 Ambulance M2	390	604	-	1,080	1,852	-	-100%
R&M 98 Ambulance	-	-	-	-	-	-	



**Harney County Health District  
Emergency Medical Services Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
R&M 2013 M4	2,838	9,553	5,500	7,887	13,520	5,500	-59%
R&M 2016 M3	5,449	3,310	5,500	826	1,417	5,500	288%
2010 Dodge Charger	-	7,751	1,000	591	1,014	1,000	-1%
R&M 2018 M2	-	5,727	5,500	-	-	5,000	
IT Expense	-	-	-	-	-	-	
Utilities - cell phones	-	-	-	-	-	-	
T1 lines	17,427	31,654	34,000	30,100	51,599	-	-100%
Rent/lease equipment	5,590	2,434	5,000	-	-	-	
Licenses & permits	582	1,824	1,200	-	-	1,824	
Dues & subscriptions	2,276	1,275	1,500	1,520	2,606	1,520	-42%
Education & travel	1,449	70	1,500	381	653	1,500	130%
Community training	6,122	4,101	6,000	1,332	2,284	6,000	163%
Community Benefit	294	-	500	280	480	500	4%
Recruiting	96	553	750	96	164	750	357%
Other Direct Expense	73	110	500	13	22	500	2147%
<b>Total services &amp; supplies</b>	<b>139,265</b>	<b>161,328</b>	<b>167,010</b>	<b>86,594</b>	<b>148,447</b>	<b>151,535</b>	<b>2%</b>
<b>First Responder services &amp; supplies</b>							
Medical supplies (aid kits)	-	-	-	-	-	-	
Protective clothing	-	-	-	-	-	-	
Minor equipment	-	-	-	-	-	-	0%
Ed/Travel	-	-	-	-	-	-	
Community Training	63	63	-	225	386	500	30%
<b>Total services &amp; supplies</b>	<b>63</b>	<b>63</b>	<b>-</b>	<b>225</b>	<b>386</b>	<b>500</b>	<b>30%</b>
<b>Total EMS services &amp; suppl</b>	<b>139,328</b>	<b>161,391</b>	<b>167,010</b>	<b>86,819</b>	<b>148,833</b>	<b>152,035</b>	<b>2%</b>
<b>Total expenses</b>	<b>717,598</b>	<b>722,679</b>	<b>811,960</b>	<b>401,230</b>	<b>687,823</b>	<b>730,611</b>	<b>6%</b>
<b>Contribution margin</b>	<b>1,799,587</b>	<b>1,720,497</b>	<b>1,717,040</b>	<b>1,164,851</b>	<b>1,996,888</b>	<b>2,107,189</b>	<b>6%</b>

**Harney County Health District  
Imaging Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
<b>Radiology revenue</b>							
Inpatient	76,412	54,684	42,400	25,364	43,481	48,300	11%
Outpatient	1,115,932	1,351,902	1,466,000	735,373	1,260,639	1,399,300	11%
<b>Total radiology revenue</b>	<b>1,192,344</b>	<b>1,406,586</b>	<b>1,508,400</b>	<b>760,737</b>	<b>1,304,121</b>	<b>1,447,600</b>	<b>11%</b>
<b>CT revenue</b>							
Inpatient	266,309	270,296	256,300	160,310	274,817	305,000	11%
Outpatient	2,660,371	2,984,411	3,124,500	1,960,544	3,360,932	3,730,600	11%
<b>Total CT revenue</b>	<b>2,926,680</b>	<b>3,254,707</b>	<b>3,380,800</b>	<b>2,120,854</b>	<b>3,635,749</b>	<b>4,035,600</b>	<b>11%</b>
<b>MRI revenue</b>							
Inpatient	42,181	30,185	25,800	14,070	24,120	26,800	11%
Outpatient	1,109,109	1,362,107	1,543,600	791,625	1,357,071	1,506,400	11%
<b>Total MRI revenue</b>	<b>1,151,290</b>	<b>1,392,292</b>	<b>1,569,400</b>	<b>805,695</b>	<b>1,381,191</b>	<b>1,533,200</b>	<b>11%</b>
<b>Mammography revenue</b>							
Outpatient	139,264	139,570	155,100	100,263	171,879	182,200	6%
<b>Total mammo revenue</b>	<b>139,264</b>	<b>139,570</b>	<b>155,100</b>	<b>100,263</b>	<b>171,879</b>	<b>182,200</b>	<b>6%</b>
<b>Dexascan revenue</b>							
Outpatient	49,610	52,200	59,300	33,192	56,901	60,300	6%
<b>Total dexascan revenue</b>	<b>49,610</b>	<b>52,200</b>	<b>59,300</b>	<b>33,192</b>	<b>56,901</b>	<b>60,300</b>	<b>6%</b>
<b>Ultrasound revenue</b>							
Inpatient	18,751	31,987	29,100	7,023	12,039	13,400	11%
Outpatient	735,110	683,445	762,200	465,055	797,237	884,900	11%
<b>Total Ultrasound revenue</b>	<b>753,861</b>	<b>715,432</b>	<b>791,300</b>	<b>472,078</b>	<b>809,277</b>	<b>898,300</b>	<b>11%</b>
<b>Total imaging revenue</b>	<b>6,213,049</b>	<b>6,960,788</b>	<b>7,464,300</b>	<b>4,292,818</b>	<b>7,359,117</b>	<b>8,157,200</b>	<b>11%</b>
<b>Wages</b>							
Supervisor	-	16,863	76,690	47,547	81,509	81,574	0%
Tech	431,918	486,001	551,450	291,868	500,345	558,056	12%
<b>Total Wages</b>	<b>431,918</b>	<b>502,864</b>	<b>628,140</b>	<b>339,415</b>	<b>581,854</b>	<b>639,630</b>	<b>10%</b>
FTE		6.1		6.8		7.4	
<b>Taxes and Benefits</b>							
FICA taxes	34,616	40,851	54,120	24,542	42,071	55,132	31%
SUI taxes	735	629	915	246	422	468	11%
Workers' comp ins	1,386	1,782	2,235	1,207	2,069	2,295	11%
PTO expense	48,767	60,926	79,310	39,564	67,824	81,054	20%

**Harney County Health District  
Imaging Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Insurance	50,899	61,608	76,760	42,776	73,331	76,022	4%
PERS	62,422	87,134	122,420	53,769	92,176	109,488	19%
<b>Total Taxes &amp; Benefits</b>	<b>198,826</b>	<b>252,930</b>	<b>335,760</b>	<b>162,104</b>	<b>277,892</b>	<b>324,460</b>	<b>17%</b>
<b>Total Personnel cost</b>	<b>630,744</b>	<b>755,793</b>	<b>963,900</b>	<b>501,519</b>	<b>859,746</b>	<b>964,090</b>	<b>12%</b>

**Radiology services & supplies**

Contracted services	27,441	105,545	30,000	13,729	23,536	-	-100%
Image storage fees	47,920	49,904	55,000	27,913	47,851	50,000	4%
Medical supplies	5,529	7,449	4,500	6,389	10,952	4,500	-59%
Shipping	102	80	200	383	656	500	-24%
Office supplies	823	1,130	750	497	853	750	-12%
Uniforms	170	326	300	-	-	-	
Minor equipment	1,274	(373)	-	57	98	2,120	2061%
Repairs & maint	1,855	1,021	1,200	900	1,543	1,200	-22%
IT Expense	1,053	2,851	950	240	411	2,700	556%
R&M-Service contracts	46,338	59,758	60,000	38,666	66,284	65,000	-2%
Rent/Lease Equip	-	-	-	-	-	-	
Licenses & permits	4,606	3,959	2,800	-	-	4,900	
Dues & subscriptions	255	385	1,000	-	-	1,100	
Education & travel	497	-	-	534	915	500	-45%
Recruiting	-	-	250	70	120	250	108%
Other direct expense	326	297	400	207	355	400	13%
<b>Total services &amp; supplies</b>	<b>138,190</b>	<b>232,332</b>	<b>157,350</b>	<b>89,585</b>	<b>153,575</b>	<b>133,920</b>	<b>-13%</b>

**CT services & supplies**

Medical supplies	12,222	12,861	14,000	5,808	9,956	14,000	41%
Shipping	-	-	-	203	347	250	-28%
Office supplies	14	9	-	-	-	-	
Minor equipment	456	-	-	148	253	-	-100%
Repair & maintenance	2,774	5,570	2,500	1,550	2,657	2,500	-6%
R&M - service contracts	124,069	121,961	124,000	59,938	102,751	124,000	21%
Rent/Lease Equipment	-	-	-	-	-	-	
Education & travel	-	-	-	-	-	250	
Other	96	285	200	-	-	200	
<b>Total services &amp; supplies</b>	<b>139,631</b>	<b>140,687</b>	<b>140,700</b>	<b>67,646</b>	<b>115,965</b>	<b>141,200</b>	<b>22%</b>

**MRI services & supplies**

Contracted services	-	-	-	-	-	-	
---------------------	---	---	---	---	---	---	--

**Harney County Health District  
Imaging Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Medical supplies	7,589	3,388	6,500	4,376	7,501	6,500	-13%
Shipping	-	-	-	16	28	50	79%
Office Supplies	58	17	100	39	68	100	48%
Minor equipment	-	21	-	-	-	-	
Repair & maintenance	-	227	-	-	-	-	
R&M - service contract	102,685	114,131	105,000	65,627	112,503	105,000	-7%
Rent/Lease equipment	-	-	-	-	-	-	
Dues & subscriptions	-	-	-	-	-	-	
Education & travel	-	-	-	-	-	-	
Other	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>110,332</b>	<b>117,784</b>	<b>111,600</b>	<b>70,058</b>	<b>120,100</b>	<b>111,650</b>	<b>-7%</b>

**Mammography services & supplies**

Contracted Services	-	-	-	-	-	-	
Medical supplies	200	625	400	263	451	400	-11%
Shipping	-	35	-	14	25	25	2%
Office supplies	76	-	-	75	129	75	-42%
Minor equipment	98	116	-	-	-	-	
Repair & maintenance	886	1,778	-	12,000	20,571	-	-100%
R&M - service contracts	30,325	30,325	30,325	17,690	30,325	30,325	0%
Rent/Lease Equipment	-	-	-	-	-	-	
Licenses & permits	-	-	-	-	-	-	
Dues & subscriptions	-	-	-	-	-	-	
Education & travel	205	-	-	-	-	-	
Other direct expense	113	360	200	78	134	200	50%
<b>Total services &amp; supplies</b>	<b>31,903</b>	<b>33,238</b>	<b>30,925</b>	<b>30,120</b>	<b>51,634</b>	<b>31,025</b>	<b>-40%</b>

**Dexascan services & supplies**

Supplies	-	-	-	-	-	-	
R&M - service contract	7,801	-	-	-	-	-	
Other Direct Expense	-	285	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>7,801</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Ultrasound services & supplies**

Contracted services	79,152	-	-	-	-	-	
Medical supplies	800	1,093	1,000	1,992	3,415	3,000	-12%
Shipping	-	-	-	75	129	75	-42%

**Harney County Health District  
Imaging Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Minor Equipment	300	424	-	1,000	1,714	-	-100%
Repair & maintenance	-	-	-	-	-	-	
R&M - service contracts	17,220	18,178	18,175	10,604	18,178	18,178	0%
Dues & subscriptions	-	385	1,000	-	-	1,000	
Education & travel	-	-	-	160	274	500	82%
Recruiting	81	-	-	-	-	-	
Other	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>97,552</b>	<b>20,080</b>	<b>20,175</b>	<b>13,831</b>	<b>23,710</b>	<b>22,753</b>	<b>-4%</b>
<b>Total services &amp; supplies</b>	<b>525,409</b>	<b>544,406</b>	<b>460,750</b>	<b>271,240</b>	<b>464,984</b>	<b>440,548</b>	<b>-5%</b>
<b>Total expense</b>	<b>1,156,153</b>	<b>1,300,199</b>	<b>1,424,650</b>	<b>772,759</b>	<b>1,324,730</b>	<b>1,404,638</b>	<b>6%</b>
<b>Contribution margin</b>	<b>5,056,896</b>	<b>5,660,589</b>	<b>6,039,650</b>	<b>3,520,059</b>	<b>6,034,387</b>	<b>6,752,562</b>	<b>12%</b>

**Harney County Health District  
Cardiopulmonary Department & EKG  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
<b>Cardiopulmonary</b>							
Inpatient	80,067	38,298	39,700	10,156	17,410	19,300	11%
Outpatient	143,925	113,802	124,800	68,714	117,795	130,700	11%
<b>Total CP revenue</b>	<b>223,992</b>	<b>152,100</b>	<b>164,500</b>	<b>78,870</b>	<b>135,206</b>	<b>150,000</b>	<b>11%</b>
<b>EKG</b>							
Inpatient	14,081	16,767	15,700	7,047	12,081	13,400	11%
Outpatient	256,542	243,820	250,800	143,454	245,921	273,000	11%
<b>Total EKG Revenue</b>	<b>270,623</b>	<b>260,587</b>	<b>266,500</b>	<b>150,501</b>	<b>258,002</b>	<b>286,400</b>	<b>11%</b>
<b>Echo revenue</b>							
Inpatient	25,073	6,544	9,900	1,734	2,973	3,200	8%
	-	-	-	-	-	-	
Outpatient	278,502	73,510	109,300	83,020	142,320	200,700	41%
<b>Total Echo revenue</b>	<b>303,575</b>	<b>80,054</b>	<b>119,200</b>	<b>84,754</b>	<b>145,293</b>	<b>203,900</b>	<b>40%</b>
<b>Total revenue</b>	<b>798,190</b>	<b>492,741</b>	<b>550,200</b>	<b>314,125</b>	<b>538,500</b>	<b>640,300</b>	<b>19%</b>
<b>Wages</b>							
Supervisor	79,966	89,427	105,040	61,098	104,740	62,767	-40%
Tech	66,004	73,386	72,120	43,544	74,646	121,026	62%
<b>Total Wages</b>	<b>145,969</b>	<b>162,813</b>	<b>177,160</b>	<b>104,642</b>	<b>179,386</b>	<b>183,793</b>	<b>2%</b>
	FTE	1.5		1.9		1.9	
<b>Taxes and Benefits</b>							
FICA taxes	12,014	13,038	15,065	7,883	13,515	15,513	15%
SUI taxes	251	207	265	29	49	51	3%
Workers' comp ins	475	592	625	387	663	689	4%
PTO expense	15,191	16,278	19,790	9,220	15,806	18,985	20%
Insurance	19,958	20,224	20,390	13,685	23,460	27,927	19%
PERS/AIG	25,122	34,494	32,850	20,892	35,814	30,316	-15%
<b>Total Taxes &amp; Benefits</b>	<b>73,012</b>	<b>84,832</b>	<b>88,985</b>	<b>52,095</b>	<b>89,306</b>	<b>93,480</b>	<b>5%</b>
<b>Total Personnel cost</b>	<b>218,981</b>	<b>247,644</b>	<b>266,145</b>	<b>156,737</b>	<b>268,693</b>	<b>277,273</b>	<b>3%</b>
<b>Cardiopulmonary services &amp; supplies</b>							
Contracted Services	-	8,814	8,200	4,416	7,570	8,000	6%

**Harney County Health District  
Cardiopulmonary Department & EKG  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Medical supplies	8,366	7,493	7,500	4,553	7,805	8,000	2%
Oxygen	-	-	-	-	-	-	
Shipping	708	459	500	216	370	500	35%
Office supplies	352	116	200	92	157	200	27%
Minor equipment	2,673	2,013	500	2,289	3,924	6,150	57%
Repairs & maint	1,015	711	1,000	731	1,254	1,000	-20%
IT Expense	-	670	950	-	-	950	
Maintenance Contracts	3,110	3,305	5,280	1,606	2,753	1,500	-46%
Rental & lease	4,653	136	4,500	75	129	-	-100%
Dues & subscriptions	-	-	-	-	-	200	
Education & travel	351	177	1,000	176	302	500	66%
Recruiting	96	-	-	96	164	-	-100%
Other direct expense	143	161	200	165	283	250	-12%
<b>Total services &amp; supplies</b>	<b>21,465</b>	<b>24,055</b>	<b>29,830</b>	<b>14,416</b>	<b>24,713</b>	<b>27,250</b>	<b>10%</b>
<b>Echo/EKG services &amp; supplies</b>							
Professional Fees	-	-	-	-	-	53,040	
Contracted Services	-	-	-	-	-	85,200	
Rent/lease equipment	50,446	15,000	50,000	-	-	-	
<b>Total services &amp; supplies</b>	<b>50,446</b>	<b>15,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>138,240</b>	
<b>Total expenses</b>	<b>290,892</b>	<b>286,700</b>	<b>345,975</b>	<b>171,153</b>	<b>293,405</b>	<b>442,763</b>	<b>51%</b>
<b>Contribution margin</b>	<b>507,298</b>	<b>206,041</b>	<b>204,225</b>	<b>142,972</b>	<b>245,095</b>	<b>197,537</b>	<b>-19%</b>

**Harney County Health District  
Laboratory Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Inpatient	417,611	481,644	425,500	163,332	279,998	310,800	11%
Outpatient	2,770,346	2,894,734	2,967,600	2,115,137	3,625,950	4,024,800	11%
<b>Total lab revenue</b>	<b>3,187,957</b>	<b>3,376,377</b>	<b>3,393,100</b>	<b>2,278,470</b>	<b>3,905,948</b>	<b>4,335,600</b>	<b>11%</b>
<b>Wages</b>							
Supervisor	98,208	104,792	104,910	53,982	92,541	96,637	4%
Tech	354,620	315,118	382,530	185,530	318,051	366,465	15%
<b>Total Wages</b>	<b>452,828</b>	<b>419,910</b>	<b>487,440</b>	<b>239,512</b>	<b>410,592</b>	<b>463,102</b>	<b>13%</b>
FTE		6.1		6.3		7.0	
<b>Taxes and Benefits</b>							
FICA taxes	36,976	32,822	41,155	19,712	33,792	39,334	16%
SUI taxes	831	542	745	197	338	384	14%
Workers' comp ins	1,478	1,478	1,680	849	1,455	1,653	14%
PTO expense	46,763	42,326	50,540	24,523	42,039	51,065	21%
Insurance	57,879	56,518	62,905	36,741	62,984	78,603	25%
PERS	54,925	68,107	80,360	40,941	70,184	83,841	19%
<b>Total Taxes &amp; Benefits</b>	<b>198,852</b>	<b>201,792</b>	<b>237,385</b>	<b>122,962</b>	<b>210,791</b>	<b>254,880</b>	<b>21%</b>
<b>Total Personnel cost</b>	<b>651,680</b>	<b>621,702</b>	<b>724,825</b>	<b>362,474</b>	<b>621,383</b>	<b>717,982</b>	<b>16%</b>
<b>Laboratory services &amp; supplies</b>							
Contracted lab services	152,385	265,879	115,000	182,031	312,054	315,000	1%
Medical supplies	256,158	268,610	255,000	184,242	315,843	320,000	1%
Blood products	28,131	26,823	30,000	14,946	25,622	27,000	5%
Shipping	4,322	5,854	4,000	8,408	14,414	10,000	-31%
Office supplies	882	905	1,200	482	826	1,000	21%
Uniforms	353	-	-	25	43	300	600%
Minor equipment	13,544	1,755	3,200	156	268	5,000	1767%
Repairs & maint	5,707	3,597	4,000	2,172	3,723	3,800	2%
IT Expense	27,565	-	-	-	-	-	
Maintenance contracts	31,639	32,938	38,000	21,212	36,363	38,000	5%
Rent/Lease Equipment	95	95	1,000	-	-	100	
Licenses & permits	2,977	2,598	2,500	3,566	6,113	3,000	-51%
Dues & subscriptions	-	265	400	-	-	400	
Education & travel	5,346	1,703	1,500	270	462	2,000	333%
Recruiting	383	109	2,000	-	-	1,500	
Other direct expense	8	7	-	-	-	-	



**Harney County Health District  
Laboratory Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Total services &amp; supplies</b>	529,496	611,137	457,800	417,510	715,731	727,100	2%
<b>Physician Services Lab</b>							
Pathologist oversight	17,438	17,438	18,000	10,172	17,438	18,000	3%
<b>Total Physician Services</b>	17,438	17,438	18,000	10,172	17,438	18,000	3%
<b>Total dept expenses</b>	1,198,613	1,250,278	1,200,625	790,156	1,354,553	1,463,082	8%
<b>Contribution margin</b>	1,989,343	2,126,100	2,192,475	1,488,314	2,551,395	2,872,518	13%

**Harney County Health District  
Sleep Lab Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Inpatient	-	-	-	-	-	-	
Outpatient	-	-	-	-	-	-	
<b>Total sleep lab revenue</b>	-	-	-	-	-	-	
<b>Wages</b>							
Tech	-	-	-	-	-	-	
<b>Total Wages</b>	-	-	-	-	-	-	
FTE		0.2		-		-	
<b>Taxes and Benefits</b>							
FICA taxes	-	-	-	-	-	-	
SUI taxes	-	-	-	-	-	-	
Workers' comp ins	-	-	-	-	-	-	
PTO expense	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	
PERS	-	-	-	-	-	-	
<b>Total Taxes &amp; Benefits</b>	-	-	-	-	-	-	
<b>Total Personnel cost</b>	-	-	-	-	-	-	
<b>Sleep lab services &amp; supplies</b>							
Contract services	7,707	-	-	-	-	-	
Medical supplies	15	-	-	-	-	-	
Shipping	15	29	-	-	-	-	
Office supplies	-	-	-	-	-	-	
Minor equipment	139	-	-	-	-	-	
Repairs & maint	-	-	-	-	-	-	
IT Expense	-	-	-	-	-	-	
Cable	-	-	-	-	-	-	
Licenses & permits	-	-	-	-	-	-	
Education & travel	-	-	-	-	-	-	
Other direct expense	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	7,876	29	-	-	-	-	
<b>Total expenses</b>	7,876	29	-	-	-	-	
Contribution margin	(7,876)	(29)	-	-	-	-	

**Harney County Health District  
Pharmacy Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Inpatient	698,315	602,866	559,900	255,629	438,220	482,000	10%
Outpatient	663,705	772,598	787,400	404,985	694,260	805,300	16%
<b>Total pharmacy revenue</b>	<b>1,362,020</b>	<b>1,375,464</b>	<b>1,347,300</b>	<b>660,613</b>	<b>1,132,480</b>	<b>1,287,300</b>	<b>14%</b>
<b>Wages</b>							
Supervisor	276,056	279,084	284,630	173,694	297,761	306,328	3%
Tech	69,262	72,688	76,060	43,464	74,510	78,638	6%
<b>Total Wages</b>	<b>345,317</b>	<b>351,772</b>	<b>360,690</b>	<b>217,158</b>	<b>372,271</b>	<b>384,966</b>	<b>3%</b>
FTE		4.0		3.8		4.0	
<b>Taxes and Benefits</b>							
FICA taxes	25,291	26,776	27,825	15,714	26,938	28,877	7%
SUI taxes	557	380	500	208	357	368	3%
Workers' comp ins	1,149	1,250	1,270	749	1,284	1,324	3%
PTO expense	9,223	10,336	10,520	5,927	10,161	9,304	-8%
Insurance	37,909	39,146	39,485	23,539	40,352	39,765	-1%
PERS	44,547	62,886	64,540	38,684	66,315	67,841	2%
<b>Total Taxes &amp; Benefits</b>	<b>118,676</b>	<b>140,775</b>	<b>144,140</b>	<b>84,821</b>	<b>145,408</b>	<b>147,479</b>	<b>1%</b>
<b>Total Personnel cost</b>	<b>463,993</b>	<b>492,547</b>	<b>504,830</b>	<b>301,979</b>	<b>517,678</b>	<b>532,445</b>	<b>3%</b>
<b>Pharmacy services &amp; supplies</b>							
Contracted Relief Coverage	-	4,375	3,430	-	-	-	
Transfers to other depts	(118,759)	(112,763)	(129,000)	(34,962)	(59,934)	(115,000)	92%
USP 800 Supplies	-	-	-	-	-	-	
Outside sales	(301)	(5,300)	(8,500)	7,609	13,044	(6,500)	-150%
Patient pharmaceuticals	348,617	400,739	425,000	208,300	357,086	300,000	-16%
340B Pharmaceuticals						200,000	
Shipping	457	3,410	300	1,226	2,101	1,500	-29%
Office supplies	4,620	1,684	1,500	867	1,486	1,500	1%
Minor Equipment	97	8,328	1,500	2,428	4,163	500	-88%
Repairs & Maintenance	2,975	2,183	10,000	1,896	3,251	5,000	54%
IT Expense	3,510	-	-	36	62	-	-100%
Rent/Lease Equipment	-	-	-	120	206	-	-100%
Licenses/Fees	450	650	1,000	1,056	1,810	1,000	-45%
Dues & Subscriptions	-	-	500	3,239	5,552	5,600	1%

**Harney County Health District  
Pharmacy Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Education & travel	1,165	242	2,000	-	-	2,000	
Community Benefit	-	-	-	-	-	-	
Recruiting (InfoCheck)	-	-	250	-	-	250	
Other Direct Expense	1,106	1,336	200	766	1,313	200	-85%
<b>Total services &amp; supplies</b>	<b>243,937</b>	<b>304,884</b>	<b>308,180</b>	<b>192,581</b>	<b>330,140</b>	<b>396,050</b>	<b>20%</b>
<b>Total expenses</b>	<b>707,930</b>	<b>797,431</b>	<b>813,010</b>	<b>494,561</b>	<b>847,818</b>	<b>928,495</b>	<b>10%</b>
<b>Contribution margin</b>	<b>654,090</b>	<b>578,033</b>	<b>534,290</b>	<b>166,053</b>	<b>284,662</b>	<b>358,805</b>	<b>26%</b>
<b>340B pharmaceuticals</b>	<b>256,558</b>	<b>211,793</b>	<b>185,000</b>	<b>94,202</b>	<b>161,489</b>	<b>178,632</b>	<b>11%</b>

**Harney County Health District  
Physical Therapy Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Inpatient PT Revenue	137,878	86,932	99,200	36,029	61,764	61,800	0%
Outpatient PT Revenue	669,722	661,954	727,500	371,823	637,410	669,300	5%
Occupational Therapy Rev						30,000	
Home Health Revenue	24,782	17,148	15,000	11,376	19,502	18,000	-8%
Wellness Memberships	10,890	9,167	7,500	1,350	2,314	1,000	-57%
PT Supplies	3,267	2,871	3,200	2,422	4,153	1,000	-76%
<b>Total PT revenue</b>	<b>846,539</b>	<b>778,072</b>	<b>852,400</b>	<b>423,000</b>	<b>725,143</b>	<b>781,100</b>	<b>8%</b>
<b>Wages</b>							
PT Therapist	226,528	210,859	261,970	119,891	205,528	299,926	46%
PT Incentives	32,297	27,606	56,000	4,290	7,355	-	-100%
Tech	32,663	23,412	62,250	15,481	26,538	71,538	170%
Clerical	61,551	54,346	56,520	23,123	39,640	58,192	47%
Total Wages	353,038	316,224	436,740	162,786	279,061	429,656	54%
FTE		4.4		3.7		5.5	
<b>Taxes and Benefits</b>							
FICA taxes	28,044	25,415	36,285	8,140	13,955	34,422	147%
SUI taxes	627	410	660	207	355	529	49%
Workers' comp ins	1,017	965	1,250	555	951	1,416	49%
PTO expense	27,702	49,146	37,590	13,581	23,282	20,305	-13%
Insurance	42,418	45,966	49,520	20,723	35,524	46,151	30%
PERS	45,688	59,063	72,540	32,099	55,027	69,407	26%
<b>Total Taxes &amp; Benefits</b>	<b>145,497</b>	<b>180,964</b>	<b>197,845</b>	<b>75,305</b>	<b>129,094</b>	<b>172,229</b>	<b>33%</b>
<b>Total Personnel cost</b>	<b>498,536</b>	<b>497,187</b>	<b>634,585</b>	<b>238,090</b>	<b>408,155</b>	<b>601,885</b>	<b>47%</b>
<b>Physical Therapy Services &amp; supplies</b>							
Contracted services	-	-	-	-	-	60,000	
Medical supplies	17,950	16,008	18,000	4,010	6,874	2,500	-64%
Shipping expense	564	188	100	346	594	500	-16%
Office Supplies	721	690	700	335	574	700	22%
Minor Equipment	7,011	5,126	2,500	589	1,010	6,000	494%
Repairs & Maintenance	3,077	135	750	38	65	500	668%
IT Expense	8,255	7,439	8,040	4,771	8,179	8,200	0%
Maintenance Contracts	-	-	-	-	-	-	
Television Expense	2,162	2,163	2,200	1,296	2,222	2,300	3%
Rent/Lease Equipment	406	439	450	228	390	400	3%
Licenses/Permits	1,400	1,400	1,400	-	-	1,400	
Dues & Subscriptions	537	1,437	1,000	200	343	820	139%
Education/Travel	432	759	1,000	-	-	-	
Recruiting Expense	414	-	500	96	164	1,000	510%
Other Direct Expense	1,587	1,089	1,500	364	624	1,000	60%
<b>Total services &amp; supplies</b>	<b>44,517</b>	<b>36,873</b>	<b>38,140</b>	<b>12,273</b>	<b>21,040</b>	<b>85,320</b>	<b>306%</b>
<b>Total Expenses</b>	<b>543,053</b>	<b>534,060</b>	<b>672,725</b>	<b>250,364</b>	<b>429,195</b>	<b>687,205</b>	<b>60%</b>
<b>Contribution Margin</b>	<b>303,487</b>	<b>244,012</b>	<b>179,675</b>	<b>172,636</b>	<b>295,948</b>	<b>93,895</b>	<b>-68%</b>

**Harney County Health District  
Speech Therapy Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Inpatient	29,637	23,261	31,300	7,794	13,361	14,200	6%
Outpatient	1,084	189	-	200	343	400	17%
<b>Total revenue</b>	<b>30,721</b>	<b>23,450</b>	<b>31,300</b>	<b>7,994</b>	<b>13,704</b>	<b>14,600</b>	<b>7%</b>
<b>Services &amp; supplies</b>							
Contracted services	15,383	11,075	15,500	5,521	9,465	10,000	6%
Medical supplies	-	-	-	-	-	250	
Shipping	-	-	-	-	-	-	
Education/Travel	-	463	2,000	-	-	500	
<b>Total services &amp; supplies</b>	<b>15,383</b>	<b>11,538</b>	<b>17,500</b>	<b>5,521</b>	<b>9,465</b>	<b>10,750</b>	<b>14%</b>
<b>Contribution Margin</b>	<b>15,338</b>	<b>11,912</b>	<b>13,800</b>	<b>2,473</b>	<b>4,239</b>	<b>3,850</b>	<b>-9%</b>

**Harney County Health District  
Medical Staff Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Medical Staff Salaries</b>							
Chief of Med Staff	4,861	6,944	5,000	7,285	12,488	125,000	0%
Credentialing Specialist	-	-	28,800	18,751	32,144	33,417	
<b>Total Med Staff Salaries</b>	<b>4,861</b>	<b>6,944</b>	<b>33,800</b>	<b>26,036</b>	<b>44,632</b>	<b>158,417</b>	<b>255%</b>
FTE		-		0.9		1.4	
FICA taxes	-	-	2,440	1,390	2,383	12,386	420%
SUI taxes	-	-	4,560	64	110	4,556	4046%
Workers' comp ins	-	-	120	18	31	122	291%
PTO expense	-	-	3,070	4,162	7,135	3,489	-51%
Insurance	-	-	8,470	6,257	10,726	15,505	45%
PERS	-	-	5,330	3,453	5,919	30,746	419%
<b>Total Taxes &amp; Benefits</b>	<b>-</b>	<b>-</b>	<b>23,990</b>	<b>15,344</b>	<b>26,304</b>	<b>66,804</b>	<b>154%</b>
<b>Total Personnel cost</b>	<b>-</b>	<b>-</b>	<b>52,790</b>	<b>34,095</b>	<b>58,448</b>	<b>225,221</b>	<b>285%</b>
<b>Medical staff department services &amp; supplies</b>							
Office Supplies	31	-	50	-	-	25	
Recruiting	18,300	59,462	30,000	40,779	69,907	75,000	7%
Credentialing	15,715	20,583	24,000	4,243	7,274	8,000	10%
<b>Total services &amp; supplies</b>	<b>34,047</b>	<b>80,045</b>	<b>54,050</b>	<b>45,022</b>	<b>77,181</b>	<b>83,025</b>	<b>8%</b>
<b>Total expenses</b>	<b>38,908</b>	<b>86,989</b>	<b>87,850</b>	<b>71,058</b>	<b>121,814</b>	<b>308,246</b>	<b>153%</b>

**Harney County Health District  
HDH Family Care Clinic Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Patient Service Revenue	3,666,452	3,306,474	3,646,600	1,672,622	2,867,353	3,367,400	17%
Other Revenue	259,481	386,277	50,000	8,500	14,571	100,000	586%
Visiting MD Rent	17,640	21,840	-	10,920	18,720	-	-100%
Other Revenue	490,580	479,402	481,200	247,947	425,052	425,100	0%
<b>Total revenue</b>	<b>4,434,153</b>	<b>4,193,993</b>	<b>4,177,800</b>	<b>1,939,989</b>	<b>3,325,696</b>	<b>3,892,500</b>	<b>17%</b>
<b>Contractual Adjustments</b>							
Bad Debt	7,821	21,209	33,400	22,201	38,059	38,100	0%
Contractual	692,009	(330,004)	629,400	(304)	(522)	(500)	-4%
Administrative Adj	24,292	22,185	23,800	7,860	13,475	13,500	0%
Charity	31,994	26,833	28,000	10,980	18,824	18,800	0%
<b>Total Contractual Adjustme</b>	<b>756,116</b>	<b>(259,777)</b>	<b>714,600</b>	<b>40,737</b>	<b>69,835</b>	<b>69,900</b>	<b>0%</b>
<b>Net Revenue</b>	<b>3,678,037</b>	<b>4,453,770</b>	<b>3,463,200</b>	<b>1,899,252</b>	<b>3,255,861</b>	<b>3,822,600</b>	<b>17%</b>
<b>Wages</b>							
Supervisor	174,195	204,574	187,510	69,327	118,847	170,907	44%
LPN	50,806	49,407	52,050	30,119	51,633	51,198	-1%
Nursing Staff	371,247	394,668	362,740	222,318	381,117	418,840	10%
Clerical	193,433	223,127	248,480	143,195	245,478	255,290	4%
Other	-	101	-	-	-	-	
Physicians	1,073,484	1,089,135	868,780	414,822	711,123	1,062,087	49%
Physician Productivity Incer	64,077	68,591	46,000	12,610	21,616	50,000	131%
Midlevel Salaries/LCSW	235,442	326,168	384,710	240,455	412,209	224,998	-45%
Midlevel Productivity Incent	17,513	6,214	44,000	-	-	24,000	
<b>Total Wages</b>	<b>2,180,197</b>	<b>2,361,984</b>	<b>2,194,270</b>	<b>1,132,846</b>	<b>1,942,022</b>	<b>2,257,320</b>	<b>16%</b>
FTE		30.6		27.0		30.4	
<b>Taxes and Benefits</b>							
FICA taxes	162,274	174,747	167,050	73,027	125,189	166,979	33%
SUI taxes	4,150	2,866	3,480	2,202	3,774	4,494	19%
Workers' comp ins	7,769	9,505	8,410	3,745	6,421	7,645	19%
PTO expense	89,433	194,667	138,440	38,088	65,294	132,728	103%
MD PTO expense	167,483	24,251	105,600	(6,312)	(10,821)	161,280	-1590%
Insurance	272,298	292,581	285,580	164,221	281,521	305,716	9%
PERS	263,300	409,821	330,610	152,626	261,645	417,078	59%
Distribute Phy Benefits	(51,046)	(52,198)	(18,000)	-	-	-	
<b>Total Taxes &amp; Benefits</b>	<b>915,661</b>	<b>1,056,240</b>	<b>1,021,170</b>	<b>427,597</b>	<b>733,023</b>	<b>1,195,919</b>	<b>63%</b>
<b>Total Personnel cost</b>	<b>3,095,858</b>	<b>3,418,224</b>	<b>3,215,440</b>	<b>1,560,443</b>	<b>2,675,045</b>	<b>3,453,239</b>	<b>29%</b>



**Harney County Health District  
HDH Family Care Clinic Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Services &amp; supplies</b>							
Physician Services	1,975	826	500	9,181	15,739	-	-100%
Contracted Services	56,265	154,421	144,000	411,481	705,396	350,000	-50%
Statements	8,692	-	-	-	-	-	
Medical supplies	52,034	49,239	50,000	24,747	42,424	50,000	18%
Pharmaceuticals	137,142	124,179	145,000	37,607	64,469	125,000	94%
Shipping/Mail Cost	7,280	8,030	6,500	4,229	7,250	7,500	3%
Office supplies	11,865	8,550	8,600	5,515	9,453	9,500	0%
Bank Fees	9,016	15,602	4,000	3,580	6,138	6,200	1%
Minor equipment	8,402	128,313	4,200	19,906	34,125	13,000	-62%
Repairs & maint	1,794	3,756	1,500	1,099	1,884	1,500	-20%
Preventative Maintenance	-	-	-	-	-	-	
IT Expense	48,002	23,978	8,850	4,212	7,220	7,000	-3%
Maintenance Contracts	29,419	8,233	-	-	-		
Electricity	9,181	15,454	15,000	8,128	13,935	14,000	0%
Telephone	18,205	5,396	5,500	2,616	4,484	4,500	0%
Sanitation	2,266	2,556	3,500	480	822	850	3%
Med Waste	-	-	-	-	-	-	
Shredding	-	330	-	955	1,637	1,600	-2%
Water/Sewer	765	882	700	729	1,249	1,200	-4%
Rental & lease	-	138	-	483	828	850	3%
Licenses & Permits	1,028	4,513	5,000	2,048	3,511	3,600	3%
Dues & subscriptions	29,054	31,985	35,000	17,828	30,562	33,000	8%
Ed & Travel - Staff Develop	22,301	24,006	24,000	2,696	4,622	20,000	333%
Patient Oureach (mileage)	3,582	41	500	207	355	350	-1%
Outreach Education	420	-	-	-	-	-	
Car Seat Grant Expenses	-	-	-	1,123	1,925	1,900	-1%
Wellness	-	-	-	-	-	-	
Recruiting	2,574	855	1,500	4,304	7,378	3,500	-53%
Malpractice insurance	23,461	38,311	38,000	17,195	29,477	30,000	2%
Other insurance	653	653	1,500	653	1,119	1,100	-2%
Other direct expense	2,562	4,596	2,000	1,267	2,173	1,500	-31%
<b>Total services &amp; supplies</b>	<b>487,935</b>	<b>654,842</b>	<b>505,350</b>	<b>582,269</b>	<b>998,175</b>	<b>687,650</b>	
<b>Total expenses</b>	<b>3,583,793</b>	<b>4,073,066</b>	<b>3,720,790</b>	<b>2,142,712</b>	<b>3,673,220</b>	<b>4,140,889</b>	
<b>Contribution Margin</b>	<b>94,244</b>	<b>380,704</b>	<b>(257,590)</b>	<b>(243,460)</b>	<b>(417,359)</b>	<b>(318,289)</b>	

**Harney County Health District  
Specialty Care Clinic Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Surgeon Clinic Revenue	302,477	774,867	866,000	407,692	698,901	880,600	0
Dermatology (MOHS)	-	-	-	-	-	418,000	
Ortho Clinic Revenue	-	-	215,000	-	-	120,000	
Dietary Counseling	25,202	7,306	6,980	5,475	9,386	9,953	0
Visiting MD Rent	-	-	24,780	-	-	18,720	
Other Revenue	-	-	-	-	-	-	
<b>Total revenue</b>	<b>327,679</b>	<b>782,173</b>	<b>1,112,760</b>	<b>413,167</b>	<b>708,286</b>	<b>1,447,273</b>	<b>104%</b>
<b>Wages</b>							
Supervisor	-	-	13,090	-	-	43,659	
LPN	-	-	-	-	-	-	
Nursing Staff	-	-	97,890	-	-	106,885	
Clerical	-	-	28,480	-	-	55,835	
Physicians	-	-	74,820	-	-	76,322	
Midlevel Salaries	-	-	132,690	-	-	132,692	
Midlevel Productivity Incentives	-	-	12,000	-	-	12,000	
<b>Total Wages</b>	<b>-</b>	<b>-</b>	<b>358,970</b>	<b>-</b>	<b>-</b>	<b>427,393</b>	
FTE						5.8	
<b>Taxes and Benefits</b>							
FICA taxes	-	-	22,760	-	-	29,034	
SUI taxes	-	-	570	-	-	684	
Workers' comp ins	-	-	1,360	-	-	1,624	
PTO expense	-	-	33,010	-	-	44,015	
MD PTO expense	-	-	-	-	-	-	
Insurance	-	-	47,000	-	-	77,766	
PERS	-	-	53,060	-	-	70,454	
Distribute Phy Benefits	-	-	-	-	-	-	
<b>Total Taxes &amp; Benefits</b>	<b>-</b>	<b>-</b>	<b>157,760</b>	<b>-</b>	<b>-</b>	<b>223,576</b>	
<b>Total Personnel cost</b>	<b>-</b>	<b>-</b>	<b>516,730</b>	<b>-</b>	<b>-</b>	<b>650,969</b>	
<b>Services &amp; supplies</b>							
Physician Services	-	-	-	-	-	-	
Contracted Services	-	-	-	106	182	224,500	123271%
Statements	-	-	500	-	-	-	
Medical supplies	8,691	281,613	372,900	83,023	142,325	372,900	162%
Pharmaceuticals	-	-	4,000	409	701	2,500	257%
Shipping/Mail Cost	-	-	500	1,525	2,614	500	-81%
Office supplies	65	136	1,100	1,463	2,509	2,500	0%

**Harney County Health District  
Specialty Care Clinic Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Bank Fees	-	-	1,500	-	-	-	
Minor equipment	-	5,954	49,950	48,447	83,052	2,000	
Repairs & maint	3,191	1,656	2,000	1,426	2,444	5,000	105%
IT Expense	-	-	5,000	29,178	50,020	1,500	-97%
Maintenance Contracts	-	-	-	-	-	-	
Electricity	6,082	6,234	7,600	3,228	5,533	8,000	45%
Telephone	-	-	2,000	-	-	-	
Sanitation	240	240	940	140	240	240	0%
Med Waste	-	-	200	-	-	-	
Water/Sewer	856	838	750	448	769	800	(1)
Rental & lease	-	-	-	98	167	125	-25%
Licenses & Permits	-	-	-	460	789	800	1%
Dues & subscriptions	-	-	-	888	1,522	2,000	31%
Ed & Travel - Staff Develop	-	-	1,500	1,395	2,391	4,000	67%
Outreach Education	-	-	1,000	-	-	500	
Recruiting	-	-	500	-	-	250	
Malpractice insurance	-	-	6,000	-	-	-	
Other insurance	-	-	-	-	-	-	
Other direct expense	-	-	-	6,132	10,512	500	-95%
<b>Total services &amp; supplies</b>	<b>19,125</b>	<b>296,671</b>	<b>457,940</b>	<b>178,366</b>	<b>305,771</b>	<b>628,615</b>	106%
<b>Total expenses</b>	<b>19,125</b>	<b>296,671</b>	<b>974,670</b>	<b>178,366</b>	<b>305,771</b>	<b>1,279,584</b>	<b>318%</b>
<b>Contribution Margin</b>	<b>308,554</b>	<b>485,502</b>	<b>138,090</b>	<b>234,801</b>	<b>402,516</b>	<b>167,689</b>	-58%

**Harney County Health District  
Materials Management Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
<b>Patient chargeable supplies</b>							
Inpatient Supply	50,264	32,522	32,500	12,778	21,906	24,100	10%
Inpatient Implants	3,249	-	-	-	-	-	
Outpatient Supply	124,360	333,775	385,400	199,304	341,665	362,100	6%
Outpatient Implants	21,633	-	-	-	-	-	
Outside Sales	13,548	13,670	14,000	5,222	8,952	9,500	6%
<b>Total revenue</b>	<b>213,053</b>	<b>379,967</b>	<b>431,900</b>	<b>217,305</b>	<b>372,523</b>	<b>395,700</b>	<b>6%</b>
<b>Wages</b>							
Supervisor	39,839	44,419	42,570	24,796	42,507	43,449	2%
Other	50,808	54,541	53,810	32,756	56,154	65,729	17%
<b>Total Wages</b>	<b>90,647</b>	<b>98,961</b>	<b>96,380</b>	<b>57,552</b>	<b>98,661</b>	<b>109,178</b>	<b>11%</b>
	FTE	2.8		2.9		2.9	
<b>Taxes and Benefits</b>							
FICA taxes	7,537	8,202	8,430	5,124	8,784	9,568	9%
SUI taxes	243	168	200	221	380	421	11%
Workers' comp ins	823	1,035	1,020	644	1,104	1,224	11%
PTO expense	11,743	13,607	13,870	8,253	14,149	15,896	12%
Insurance	28,993	29,342	29,510	17,074	29,269	28,097	-4%
PERS	11,906	18,091	18,450	10,904	18,692	18,654	0%
<b>Total Taxes &amp; Benefits</b>	<b>61,244</b>	<b>70,444</b>	<b>71,480</b>	<b>42,220</b>	<b>72,377</b>	<b>73,861</b>	<b>2%</b>
<b>Total Personnel cost</b>	<b>151,891</b>	<b>169,405</b>	<b>167,860</b>	<b>99,772</b>	<b>171,038</b>	<b>183,039</b>	<b>7%</b>
<b>Materials management services &amp; supplies</b>							
Patient Chargeable Supplie	1,053	1,430	-	-	-	-	
Inventory Adjustment	(102,163)	(38,950)	(5,000)	(12,672)	(21,724)	-	-100%
Implants	12,337	26,082	30,000	67,903	116,404	70,000	-40%
Med Gasses/Oxygen	12,627	6,645	9,700	5,471	9,378	9,700	3%
Shipping	26,713	23,998	20,000	5,060	8,675	10,000	15%
Office supplies	1,835	532	750	1,302	2,233	1,000	-55%
Uniforms	132	-	-	54	93	100	8%
Postage	7,159	7,767	6,000	3,433	5,885	6,300	7%
Minor equipment	42,208	46,141	1,000	24,738	42,407	42,000	-1%
Repairs & maintenance	-	29	50	-	-	-	
IT Expense	58,384	26,106	27,900	15,541	26,641	29,900	12%
Rent/lease equipment	2,844	3,555	3,700	1,422	2,438	3,700	52%
Dues & subscriptions	6,500	6,500	8,600	4,875	8,357	8,600	3%
Education & travel	-	-	-	-	-	-	
Outside Sales	4,859	6,749	10,000	2,043	3,501	7,500	114%
<b>Total services &amp; supplies</b>	<b>74,489</b>	<b>116,584</b>	<b>112,700</b>	<b>119,168</b>	<b>204,289</b>	<b>188,800</b>	<b>-8%</b>
<b>Total expenses</b>	<b>226,380</b>	<b>285,988</b>	<b>280,560</b>	<b>218,941</b>	<b>375,327</b>	<b>371,839</b>	<b>-1%</b>

**Harney County Health District  
Dietary Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Revenue</b>							
Cafeteria revenue	197,243	185,394	201,800	87,252	149,575	164,500	10%
<b>Total revenue</b>	<b>197,243</b>	<b>185,394</b>	<b>201,800</b>	<b>87,252</b>	<b>149,575</b>	<b>164,500</b>	<b>10%</b>
<b>Wages</b>							
Supervisor	36,546	23,043	40,420	24,169	41,432	44,064	6%
Other	136,759	175,762	158,770	91,374	156,641	191,812	22%
<b>Total Wages</b>	<b>173,306</b>	<b>198,805</b>	<b>199,190</b>	<b>115,543</b>	<b>198,073</b>	<b>235,876</b>	<b>19%</b>
FTE		5.7		6.6		7.0	
<b>Taxes and Benefits</b>							
FICA taxes	13,688	16,534	16,710	8,232	14,111	19,782	40%
SUI taxes	491	365	430	438	751	892	19%
Workers' comp ins	1,267	2,869	2,580	904	1,550	1,839	19%
PTO expense	16,838	20,836	19,200	11,589	19,866	22,715	14%
Insurance	54,045	55,651	58,120	32,147	55,110	65,485	19%
PERS	19,575	28,232	35,350	18,400	31,542	38,848	23%
<b>Total Taxes &amp; Benefits</b>	<b>105,903</b>	<b>124,488</b>	<b>132,390</b>	<b>71,710</b>	<b>122,931</b>	<b>149,561</b>	<b>22%</b>
<b>Total Personnel cost</b>	<b>279,208</b>	<b>323,293</b>	<b>331,580</b>	<b>187,252</b>	<b>321,004</b>	<b>385,437</b>	<b>20%</b>
<b>Dietary services &amp; supplies</b>							
Consulting	-	4,394	12,000	4,822	8,267	5,000	-40%
Kitchen supplies	15,520	16,485	18,000	8,696	14,907	14,950	0%
Shipping	315	305	300	288	494	600	22%
Food	155,567	155,796	170,000	70,794	121,361	150,000	24%
Office supplies	396	377	300	88	150	200	33%
Uniforms	137	224	600	416	713	600	-16%
Minor equipment	78	2,890	1,330	191	328	3,000	815%
Repair & maintenance	2,454	5,781	5,000	419	718	2,500	248%
IT Expense	948	-	1,350	74	127	200	57%
Dues & memberships	498	767	2,730	1,530	2,623	3,000	14%
Education & travel	10	-	500	145	249	500	101%
Community Benefit	3,197	2,848	3,000	2,802	4,803	5,000	4%
CMM grant expense	-	-	-	-	-	-	
Other	372	512	350	253	434	450	4%
<b>Total services &amp; supplies</b>	<b>179,492</b>	<b>190,378</b>	<b>215,460</b>	<b>90,518</b>	<b>155,174</b>	<b>186,000</b>	<b>20%</b>
<b>Total expenses</b>	<b>458,701</b>	<b>513,671</b>	<b>547,040</b>	<b>277,771</b>	<b>476,178</b>	<b>571,437</b>	<b>20%</b>
Contribution margin	(261,457)	(328,277)	(345,240)	(190,518)	(326,603)	(406,937)	25%

**Harney County Health District**  
**Information Technology Department Budget**  
*July 1, 2021 to June 30, 2022*

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	-	-	-	-	-	-	
Tech	260,682	243,420	248,070	155,641	266,813	245,318	-8%
<b>Total Wages</b>	<b>260,682</b>	<b>243,420</b>	<b>248,070</b>	<b>155,641</b>	<b>266,813</b>	<b>245,318</b>	<b>-8%</b>
FTE		3.7		3.6		2.9	
<b>Taxes and Benefits</b>							
FICA taxes	20,834	18,980	20,720	11,886	20,376	20,510	1%
SUI taxes	455	291	350	44	75	69	-8%
Workers' comp ins	823	846	820	537	921	846	-8%
PTO expense	22,880	20,111	22,750	14,609	25,043	22,782	-9%
Insurance	27,514	26,587	31,410	17,218	29,516	31,437	7%
PERS	38,487	42,194	49,700	28,325	48,557	52,409	8%
<b>Total Taxes &amp; Benefits</b>	<b>110,992</b>	<b>109,009</b>	<b>125,750</b>	<b>72,618</b>	<b>124,488</b>	<b>128,053</b>	<b>3%</b>
<b>Total Personnel cost</b>	<b>371,674</b>	<b>352,429</b>	<b>373,820</b>	<b>228,259</b>	<b>391,301</b>	<b>373,371</b>	<b>-5%</b>
<b>Information technology services &amp; supplies</b>							
Consulting services	460,860	444,909	451,550	277,110	475,046	480,000	1%
Shipping Expense	96	232	50	24	41	50	21%
Office supplies	475	473	500	295	505	500	-1%
Minor equipment	4,965	3,101	14,830	-	-	9,000	
Network repairs & maint	23,106	22,379	25,170	48,970	83,948	47,105	-44%
EHR maintenance	-	-	-	-	-	-	
IT Expense	6,710	14,099	7,500	8,273	14,182	12,300	-13%
Software purchases	9,790	(3,290)	-	-	-	-	
Telecommunications	-	-	-	-	-	-	
IT Cloud Subscription Servi	-	-	-	-	-	-	
Utilities	157	166	170	128	220	250	14%
T1 expense	10,737	11,012	12,000	7,863	13,479	18,740	-100%
Dues & subscriptions	2,481	5,539	-	2,356	4,039	-	-100%
Education & travel	1,501	4,889	3,300	-	-	3,300	
Other	55	13	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>520,932</b>	<b>503,523</b>	<b>515,070</b>	<b>345,018</b>	<b>591,460</b>	<b>571,245</b>	<b>-3%</b>
<b>Total expenses</b>	<b>892,607</b>	<b>855,952</b>	<b>888,890</b>	<b>573,277</b>	<b>982,761</b>	<b>944,616</b>	<b>-4%</b>

**Harney County Health District  
Facilities Services (Maintenance) Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	60,534	74,736	76,260	45,522	78,038	77,465	-1%
Other	75,490	101,268	102,680	62,986	107,976	105,040	-3%
<b>Total Wages</b>	<b>136,023</b>	<b>176,003</b>	<b>178,940</b>	<b>108,508</b>	<b>186,014</b>	<b>182,505</b>	<b>-2%</b>
FTE		2.5		3.0		3.0	
<b>Taxes and Benefits</b>							
FICA taxes	11,191	13,768	15,080	8,469	14,519	15,401	6%
SUI taxes	273	251	290	127	218	215	-2%
Workers' comp ins	1,223	1,814	1,810	1,197	2,053	2,019	-2%
PTO expense	12,581	18,826	18,170	10,868	18,631	18,821	1%
Insurance	21,944	29,397	27,930	17,672	30,294	30,272	0%
PERS	20,431	27,271	35,880	21,364	36,624	39,767	9%
<b>Total Taxes &amp; Benefits</b>	<b>67,642</b>	<b>91,327</b>	<b>99,160</b>	<b>59,698</b>	<b>102,340</b>	<b>106,496</b>	<b>4%</b>
<b>Total Personnel cost</b>	<b>203,666</b>	<b>267,330</b>	<b>278,100</b>	<b>168,207</b>	<b>288,354</b>	<b>289,001</b>	<b>0%</b>
<b>Facilities services &amp; supplies</b>							
Consulting	-	1,200	1,200	-	-	-	
Shipping	289	1,418	600	2,214	3,795	600	-84%
Office supplies	20	215	150	41	70	150	113%
Auto expense	312	201	300	227	390	200	-49%
Minor equipment	373	1,448	11,220	6,534	11,202	10,000	-11%
R&M other	2,730	4,992	6,000	5,921	10,151	8,000	-21%
Preventative maintenance	1,655	4,958	5,000	4,082	6,998	6,000	-14%
Life safety	18,943	19,418	18,000	10,604	18,179	25,000	38%
HVAC	10,364	17,125	25,000	8,172	14,008	40,000	186%
Electrical & Lighting	2,855	3,946	3,000	1,092	1,871	3,500	87%
Plumbing	708	4,086	1,500	988	1,693	10,000	491%
Buildings	3,727	2,026	3,500	966	1,656	3,500	111%
Snow removal	6,468	3,635	6,500	1,824	3,127	6,500	108%
Parking Lots & Landscapii	1,352	809	4,500	236	404	2,000	395%
Pest control	1,115	972	1,000	700	1,200	1,500	25%
Painting	372	252	1,000	-	-	1,000	
Window washing	-	-	1,500	895	1,534	1,500	-2%
Elevators	6,105	-	-	-	-	-	
IT Expense	-	82	2,850	-	-	2,850	

**Harney County Health District  
Facilities Services (Maintenance) Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
Maintenance contracts	7,358	10,502	12,000	8,685	14,888	14,000	-6%
Heating Fuel	-	-	-	-	-	-	
Rent or lease	-	4,562	6,300	2,800	4,800	4,500	-6%
Licenses & permits	1,447	426	1,200	336	576	1,200	108%
Dues & subscriptions	50	50	150	-	-	150	
Education & travel	-	130	500	-	-	4,500	
Other direct expense	341	312	200	178	306	250	-18%
<b>Total services &amp; supplies</b>	<b>66,583</b>	<b>82,767</b>	<b>113,170</b>	<b>56,495</b>	<b>96,848</b>	<b>146,900</b>	<b>52%</b>
<b>Total Expenses</b>	<b>270,249</b>	<b>350,097</b>	<b>391,270</b>	<b>224,701</b>	<b>385,202</b>	<b>435,901</b>	<b>13%</b>



**Harney County Health District**  
**Operation of Plant Department Budget**  
**July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Plant operations services &amp; supplies</b>							
Shipping	34	-	-	-	-	-	
Electricity	92,053	92,650	94,000	54,450	93,342	94,000	1%
Telephones	18,183	25,137	26,000	14,379	24,649	25,000	1%
Pellets	3,658	7,583	7,000	4,006	6,867	7,000	2%
Propane	19,600	17,462	20,000	11,327	19,417	20,000	3%
Sanitation	14,251	13,175	14,000	8,117	13,916	14,000	1%
Med waste disposal	21,096	21,329	20,000	10,104	17,322	20,000	15%
Document shredding	2,018	3,157	2,500	1,450	2,486	2,500	1%
Water & sewer	4,236	4,386	3,500	2,285	3,917	4,000	2%
Other	-	13	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>175,130</b>	<b>184,892</b>	<b>187,000</b>	<b>106,118</b>	<b>181,917</b>	<b>186,500</b>	<b>3%</b>
<b>Housing - W. Washington (Manse)</b>							
Minor equipment/furnishing	33	-	300	-	-	-	
Repair & maintenance	-	542	300	-	-	250	
Electricity	1,150	963	1,200	536	920	1,000	9%
Cable TV	1,045	1,106	1,100	689	1,182	1,200	2%
Telephone	2,546	1,649	2,000	1,009	1,729	1,800	4%
Heating oil	3,099	2,575	2,400	1,990	3,411	3,500	3%
Water & sewer	686	701	600	366	627	650	4%
Rent	12,000	12,000	12,000	10,910	18,703	12,000	-36%
Other	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>20,559</b>	<b>19,536</b>	<b>19,900</b>	<b>15,500</b>	<b>26,571</b>	<b>20,400</b>	<b>-23%</b>
<b>Housing - N. Grand (Duplex)</b>							
Minor equipment	-	-	-	168	288	500	73%
Furnishings	24	-	-	699	1,199	500	-58%
Repair & maintenance	-	77	500	205	351	2,500	611%
Electricity/Oil	2,299	2,588	2,500	1,317	2,258	2,500	11%
Cable TV	1,026	1,106	1,000	686	1,177	1,200	2%
Internet	1,600	600	600	350	600	600	0%
Water & sewer	-	115	-	360	616	600	-3%
Other	-	310	-	155	266	250	-6%
<b>Total services &amp; supplies</b>	<b>4,949</b>	<b>4,796</b>	<b>4,600</b>	<b>3,941</b>	<b>6,756</b>	<b>8,650</b>	<b>28%</b>
<b>Total housing expense</b>	<b>25,508</b>	<b>24,332</b>	<b>24,500</b>	<b>19,441</b>	<b>33,327</b>	<b>29,050</b>	<b>-13%</b>
<b>Total op plant expenses</b>	<b>200,638</b>	<b>209,224</b>	<b>211,500</b>	<b>125,559</b>	<b>215,244</b>	<b>215,550</b>	<b>0%</b>

**Harney County Health District  
Environmental Services and Laundry Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	50,335	48,262	44,580	29,736	50,976	44,012	-14%
Housekeeper/laundry	228,795	252,738	274,310	150,254	257,579	363,390	41%
<b>Total Wages</b>	<b>279,129</b>	<b>301,000</b>	<b>318,890</b>	<b>179,990</b>	<b>308,555</b>	<b>407,402</b>	<b>32%</b>
FTE		10.2		10.2		12.2	
<b>Taxes and Benefits</b>							
FICA taxes	22,757	24,631	27,430	13,453	23,062	34,869	51%
SUI taxes	781	538	690	576	988	1,319	33%
Workers' comp ins	2,501	3,206	3,370	2,055	3,523	4,700	33%
PTO expense	30,100	35,071	39,680	19,280	33,052	48,400	46%
Insurance	97,777	105,208	115,740	62,299	106,798	120,669	13%
PERS	31,124	49,331	58,740	30,785	52,775	71,290	35%
<b>Total Taxes &amp; Benefits</b>	<b>185,041</b>	<b>217,984</b>	<b>245,650</b>	<b>128,448</b>	<b>220,197</b>	<b>281,247</b>	<b>28%</b>
<b>Total Personnel cost</b>	<b>464,170</b>	<b>518,984</b>	<b>564,540</b>	<b>308,439</b>	<b>528,752</b>	<b>688,649</b>	<b>30%</b>
<b>EVS services &amp; supplies</b>							
Housekeeping Supplies	10,147	34,874	35,000	21,537	36,921	37,000	0%
Cleaning supplies	25,632	-	-	-	-	-	
Shipping	29	373	500	562	964	750	-22%
Office supplies	89	255	250	334	572	250	-56%
Minor equipment	1,388	3,682	2,000	1,493	2,560	2,700	5%
Repair & maintenance	92	445	1,000	-	-	-	
IT Expense	680	-	950	55	94	1,450	1438%
Dues & subscriptions	-	-	-	-	-	-	
Education & travel	-	-	-	-	-	-	
Recruiting	576	205	500	287	491	500	2%
Other	36	190	100	115	197	100	-49%
<b>Total services &amp; supplies</b>	<b>38,670</b>	<b>40,023</b>	<b>40,300</b>	<b>24,383</b>	<b>41,800</b>	<b>42,750</b>	<b>2%</b>
<b>Laundry services &amp; supplies</b>							
Linens	3,490	2,550	1,500	1,192	2,044	2,000	-2%
Cleaning supplies	811	899	2,000	388	665	1,000	50%
Shipping	-	-	-	28	47	50	
Minor equipment	-	102	-	-	-	-	
Repairs & maintenance	54	1,838	1,000	-	-	1,000	
Other direct expense	-	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>4,355</b>	<b>5,389</b>	<b>4,500</b>	<b>1,608</b>	<b>2,757</b>	<b>4,050</b>	<b>47%</b>
<b>Total expenses</b>	<b>507,194</b>	<b>564,396</b>	<b>609,340</b>	<b>334,430</b>	<b>573,308</b>	<b>735,449</b>	<b>28%</b>

**Harney County Health District**  
**Health Information Management Department Budget**  
*July 1, 2021 to June 30, 2022*

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	79,857	78,189	73,250	44,318	75,974	80,052	5%
Clerical	137,011	91,160	114,110	71,047	121,795	142,910	17%
<b>Total Wages</b>	<b>216,868</b>	<b>169,349</b>	<b>187,360</b>	<b>115,365</b>	<b>197,768</b>	<b>222,962</b>	<b>13%</b>
FTE		5.3		4.5		4.6	
<b>Taxes and Benefits</b>							
FICA taxes	18,412	14,195	16,400	9,994	17,133	19,510	14%
SUI taxes	485	262	340	281	482	541	12%
Workers' comp ins	89	126	120	110	189	212	12%
PTO expense	29,905	27,047	27,050	17,373	29,782	32,067	8%
Insurance	36,469	30,424	37,730	22,200	38,057	39,382	3%
PERS	38,670	37,077	42,070	26,499	45,427	52,253	15%
<b>Total Taxes &amp; Benefits</b>	<b>124,029</b>	<b>109,132</b>	<b>123,710</b>	<b>76,458</b>	<b>131,071</b>	<b>143,965</b>	<b>10%</b>
<b>Total Personnel cost</b>	<b>340,897</b>	<b>278,481</b>	<b>311,070</b>	<b>191,823</b>	<b>328,840</b>	<b>366,927</b>	<b>12%</b>
<b>HIM services &amp; supplies</b>							
Contracted Services	72,102	108,699	125,000	54,221	92,951	110,000	18%
Consulting	9,375	-	-	-	-	-	
Shipping	18	31	100	20	35	50	43%
Office supplies	4,062	1,847	3,000	1,587	2,720	2,700	-1%
Minor equipment	935	368	400	-	-	-	
Repair & maint	-	-	-	-	-	-	
IT Expense	90	136	-	40	69	100	46%
Maintenance contracts	56,006	55,421	55,420	32,606	55,896	56,000	0%
Dues & subscriptions	380	195	200	195	334	500	50%
Education & travel	693	2,264	2,000	384	659	1,000	52%
Recruiting	96	-	-	-	-	-	
Other	1,116	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>144,873</b>	<b>168,961</b>	<b>186,120</b>	<b>89,054</b>	<b>152,664</b>	<b>170,350</b>	<b>12%</b>
<b>Total expenses</b>	<b>485,770</b>	<b>447,442</b>	<b>497,190</b>	<b>280,877</b>	<b>481,504</b>	<b>537,277</b>	<b>12%</b>

**Harney County Health District  
Admitting Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	-	-	-	-	-	-	
Clerical	149,154	154,943	150,200	94,522	162,037	156,674	-3%
<b>Total Wages</b>	<b>149,154</b>	<b>154,943</b>	<b>150,200</b>	<b>94,522</b>	<b>162,037</b>	<b>156,674</b>	<b>-3%</b>
FTE		5.0		5.0		4.6	
<b>Taxes and Benefits</b>							
FICA taxes	11,443	11,977	12,940	6,363	10,907	13,534	24%
SUI taxes	406	259	300	334	573	566	-1%
Workers' comp ins	60	155	120	124	212	210	-1%
PTO expense	9,077	19,848	19,000	9,898	16,967	20,237	19%
Insurance	42,123	49,922	55,420	30,054	51,520	47,897	-7%
PERS	16,179	26,701	25,010	16,438	28,180	24,438	-13%
<b>Total Taxes &amp; Benefits</b>	<b>79,286</b>	<b>108,863</b>	<b>112,790</b>	<b>63,210</b>	<b>108,359</b>	<b>106,882</b>	<b>-1%</b>
<b>Total Personnel cost</b>	<b>228,441</b>	<b>263,806</b>	<b>262,990</b>	<b>157,731</b>	<b>270,396</b>	<b>263,556</b>	<b>-3%</b>
<b>Admitting services &amp; supplies</b>							
Shipping	276	380	100	14	24	-	-100%
Office supplies	4,755	5,289	2,500	1,027	1,761	2,000	14%
Minor equipment	1,514	177	1,000	4,066	6,970	1,500	-78%
Repair & maint-admit copier	15	466	800	16	27	-	-100%
IT Expense	3,959	170	500	-	-	500	
Dues & subscriptions	7,101	6,517	6,200	2,871	4,921	5,500	12%
Education & travel	1,002	465	500	-	-	250	
Recruiting	191	313	250	-	-	250	
Other direct expense	43	83	100	171	293	100	-66%
<b>Total services &amp; supplies</b>	<b>18,857</b>	<b>13,860</b>	<b>11,950</b>	<b>8,164</b>	<b>13,996</b>	<b>10,100</b>	<b>-28%</b>
<b>Total expenses</b>	<b>247,297</b>	<b>277,666</b>	<b>274,940</b>	<b>165,895</b>	<b>284,392</b>	<b>273,656</b>	<b>-4%</b>

**Harney County Health District  
Business Office Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	68,220	64,315	67,550	40,755	69,865	73,155	5%
Clerical	213,175	206,971	166,720	118,241	202,699	191,368	-6%
<b>Total Wages</b>	<b>281,396</b>	<b>271,286</b>	<b>234,270</b>	<b>158,996</b>	<b>272,564</b>	<b>264,523</b>	<b>-3%</b>
FTE		7.3		6.2		6.2	
<b>Taxes and Benefits</b>							
FICA taxes	22,967	22,955	20,130	11,416	19,570	22,809	17%
SUI taxes	647	444	430	364	624	605	-3%
Workers' comp ins	111	216	160	149	256	248	-3%
PTO expense	44,898	35,738	28,870	20,364	34,910	33,634	-4%
Insurance	66,002	64,176	57,530	37,687	64,606	68,839	7%
PERS	36,591	51,542	44,020	29,790	51,069	56,620	11%
<b>Total Taxes &amp; Benefits</b>	<b>171,216</b>	<b>175,070</b>	<b>151,140</b>	<b>99,771</b>	<b>171,036</b>	<b>182,755</b>	<b>7%</b>
<b>Total Personnel cost</b>	<b>452,612</b>	<b>446,356</b>	<b>385,410</b>	<b>258,767</b>	<b>443,600</b>	<b>447,278</b>	<b>1%</b>
<b>Business office services &amp; supplies</b>							
Statements	14,168	13,291	13,500	6,892	11,816	13,000	10%
Premis E-bill edits	87,325	5,992	-	-	-	-	
MC electronic link	11,959	6,279	6,500	3,779	6,478	6,500	0%
Collection fees	4,570	2,440	2,000	3,933	6,742	6,500	-4%
Shipping	11	65	100	188	323	200	-38%
Office supplies	1,606	963	1,900	319	547	1,500	174%
Minor equipment	160	-	-	30	51	250	386%
IT Expense	3,624	1,049	950	-	-	1,200	
Maintenance contracts	-	-	500	-	-	-	
Rent/Lease equipment	-	-	-	-	-	-	
Dues & subscriptions	8,653	12,212	19,000	5,827	9,989	15,000	50%
Education & travel	1,916	3,039	2,500	477	819	1,500	83%
Recruiting	-	-	200	-	-	200	
Other	128	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>134,119</b>	<b>45,330</b>	<b>47,150</b>	<b>21,446</b>	<b>36,764</b>	<b>45,850</b>	<b>25%</b>
<b>Total expenses</b>	<b>586,731</b>	<b>491,686</b>	<b>432,560</b>	<b>280,212</b>	<b>480,364</b>	<b>493,128</b>	<b>3%</b>

**Harney County Health District  
FCC Business Office Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Clerical	116,318	101,536	120,050	60,025	102,900	122,705	19%
<b>Total Wages</b>	<b>116,318</b>	<b>101,536</b>	<b>120,050</b>	<b>60,025</b>	<b>102,900</b>	<b>122,705</b>	<b>19%</b>
FTE		3.8		2.9		3.0	
<b>Taxes and Benefits</b>							
FICA taxes	9,838	8,853	8,960	5,246	8,994	9,197	2%
SUI taxes	296	177	240	234	401	487	22%
Workers' comp ins	47	75	70	62	107	130	22%
PTO expense	16,099	18,021	19,740	8,586	14,718	20,193	37%
Insurance	34,220	29,374	30,040	17,641	30,241	28,694	-5%
PERS	15,176	19,082	20,760	11,661	19,990	23,281	16%
<b>Total Taxes &amp; Benefits</b>	<b>75,677</b>	<b>75,583</b>	<b>79,810</b>	<b>43,430</b>	<b>74,451</b>	<b>81,982</b>	<b>10%</b>
<b>Total Personnel cost</b>	<b>191,995</b>	<b>177,119</b>	<b>199,860</b>	<b>103,455</b>	<b>177,351</b>	<b>204,687</b>	<b>15%</b>
<b>FCC Business office services &amp; supplies</b>							
Contracted Service	9,802	-	-	-	-	-	
Statements	-	10,142	11,000	5,963	10,221	13,000	
MC Electronic Link	-	6,279	6,500	3,779	6,478	6,500	
Collection Fees	-	-	2,000	1,805	3,094	3,200	
Shipping	15	-	-	52	89	50	-44%
Office supplies	1,003	1,580	1,500	980	1,681	1,600	-5%
Minor equipment	3,087	200	500	62	106	250	136%
Repairs & Maintenance	-	-	500	-	-	250	
IT Expense	20	1,162	950	-	-	-	
Maintenance contracts	-	-	-	-	-	-	
Rent/Lease equipment	-	-	-	-	-	-	
Dues & subscriptions	8,191	11,740	19,000	5,790	9,925	15,000	51%
Education & travel	284	148	1,500	637	1,093	1,500	37%
Recruiting	-	-	200	-	-	200	
Other	26	22	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>22,427</b>	<b>31,272</b>	<b>43,650</b>	<b>19,067</b>	<b>32,687</b>	<b>41,550</b>	<b>27%</b>
<b>Total expenses</b>	<b>214,422</b>	<b>208,391</b>	<b>243,510</b>	<b>122,522</b>	<b>210,038</b>	<b>246,237</b>	<b>17%</b>

**Harney County Health District  
Administration Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	165,467	204,148	172,920	128,755	220,723	212,295	-4%
Clerical	3,143	27,200	-	-	-	-	
Other (Screeners)	-	-	-	31,658	54,270	-	-100%
<b>Total Wages</b>	<b>168,609</b>	<b>231,348</b>	<b>172,920</b>	<b>160,413</b>	<b>274,993</b>	<b>212,295</b>	<b>-23%</b>
FTE		1.0		3.3		1.0	
<b>Taxes and Benefits</b>							
FICA taxes	10,916	14,126	11,640	6,758	11,585	12,333	6%
SUI taxes	242	208	250	155	266	206	-22%
Workers' comp ins	69	185	140	129	221	171	-23%
PTO expense	22,889	29,964	41,320	20,349	34,884	27,695	-21%
Insurance	12,832	19,660	11,020	21,215	36,368	11,018	-70%
PERS/AIG	22,260	38,900	32,620	18,158	31,128	37,031	19%
<b>Total Taxes &amp; Benefits</b>	<b>69,207</b>	<b>103,044</b>	<b>96,990</b>	<b>66,763</b>	<b>114,452</b>	<b>88,454</b>	<b>-23%</b>
<b>Total Personnel cost</b>	<b>237,817</b>	<b>334,392</b>	<b>269,910</b>	<b>227,176</b>	<b>389,445</b>	<b>300,749</b>	<b>-23%</b>
<b>Services &amp; supplies</b>							
Consulting Services	-	-	-	-	-	155,000	
Legal & other contract serv.	18,370	18,876	10,000	29,574	50,699	50,000	-1%
Shipping/Postage	280	72	100	1	2	50	2161%
Office supplies	5,609	3,920	3,600	1,961	3,362	3,500	4%
Minor equipment	2,980	1,213	500	1,181	2,024	1,000	-51%
Repair & maint	-	-	-	-	-	-	
IT Expense	53	15	950	5,443	9,330	9,300	0%
Utilities	535	699	700	245	420	450	7%
Licenses & permits	2,820	5,130	3,750	1,720	2,949	3,000	2%
Dues & subscriptions	58,528	42,316	45,000	32,213	55,222	55,000	0%
Education & travel	10,130	16,179	10,000	838	1,437	10,000	596%
Recruiting	197	109	-	-	-	-	
Malpractice insurance	116,533	134,787	150,000	74,796	128,221	135,000	5%
Other insurance	98,992	102,031	105,000	62,503	107,147	125,000	17%
Board expense	13,292	12,277	7,500	995	1,706	2,500	47%
Other	57,566	8,560	6,000	3,920	6,720	7,000	4%
<b>Total services &amp; supplies</b>	<b>385,884</b>	<b>346,182</b>	<b>343,100</b>	<b>215,389</b>	<b>369,238</b>	<b>556,800</b>	<b>51%</b>
<b>Total expenses</b>	<b>623,701</b>	<b>680,574</b>	<b>613,010</b>	<b>442,565</b>	<b>758,683</b>	<b>857,549</b>	<b>13%</b>

**Harney County Health District  
Foundation Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	16,871	28,583	26,390	16,481	28,254	30,109	7%
<b>Total Wages</b>	<b>16,871</b>	<b>28,583</b>	<b>26,390</b>	<b>16,481</b>	<b>28,254</b>	<b>30,109</b>	<b>7%</b>
FTE		0.5		0.5		0.5	
<b>Taxes and Benefits</b>							
FICA taxes	1,332	2,251	2,230	632	1,084	2,549	135%
SUI taxes	35	42	40	42	72	51	-29%
Workers' comp ins	56	104	20	60	103	25	-75%
PTO expense	1,869	3,002	2,810	1,609	2,758	3,205	16%
Insurance	5,546	8,257	8,470	5,135	8,803	8,461	-4%
PERS	814	4,947	4,890	3,100	5,314	6,326	19%
<b>Total Taxes &amp; Benefits</b>	<b>9,652</b>	<b>18,603</b>	<b>18,460</b>	<b>10,578</b>	<b>18,133</b>	<b>20,617</b>	<b>14%</b>
<b>Total Personnel cost</b>	<b>26,523</b>	<b>47,186</b>	<b>44,850</b>	<b>27,059</b>	<b>46,387</b>	<b>50,726</b>	<b>9%</b>
<b>Services &amp; supplies</b>							
Consulting Services	-	-	-	-	-	-	
Legal & other contract serv.	-	-	-	-	-	-	
Shipping/Postage	-	-	-	-	-	-	
Office supplies	501	135	200	46	79	200	154%
Minor equipment	299	-	-	-	-	-	
Repair & maint	-	-	-	-	-	-	
IT Expense	-	-	950	-	-	950	
Licenses & permits	50	50	250	-	-	250	
Dues & subscriptions	610	612	600	76	130	600	361%
Education & travel	90	3,241	1,500	168	288	1,500	421%
Marketing/Advertising	500	1,500	1,500	1,100	1,886	2,500	33%
Caring for Our Community	-	-	1,000	-	-	1,000	
Other Insurance	874	874	900	-	-	900	
Board expense	200	-	400	6	9	400	4142%
Fundraiser Expense	96	-	1,000	-	-	1,000	
<b>Total services &amp; supplies</b>	<b>3,220</b>	<b>6,412</b>	<b>8,300</b>	<b>1,395</b>	<b>2,392</b>	<b>9,300</b>	<b>289%</b>
<b>Total expenses</b>	<b>29,743</b>	<b>53,598</b>	<b>53,150</b>	<b>28,455</b>	<b>48,779</b>	<b>60,026</b>	<b>23%</b>



**Harney County Health District  
Finance Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	128,444	149,308	134,590	87,158	149,414	209,263	40%
Clerical	138,569	144,784	135,320	79,741	136,698	85,778	-37%
<b>Total Wages</b>	<b>267,014</b>	<b>294,092</b>	<b>269,910</b>	<b>166,899</b>	<b>286,113</b>	<b>295,041</b>	<b>3%</b>
FTE		4.0		3.9		4.0	
<b>Taxes and Benefits</b>							
FICA taxes	21,146	22,681	22,690	11,558	19,814	23,928	21%
SUI taxes	498	365	430	204	349	360	3%
Workers' comp ins	106	187	160	123	212	218	3%
PTO expense	39,960	44,082	42,560	26,494	45,418	46,678	3%
Insurance	41,037	41,976	41,710	25,326	43,415	41,689	-4%
PERS	45,764	62,412	60,230	37,693	64,617	69,730	8%
<b>Total Taxes &amp; Benefits</b>	<b>148,512</b>	<b>171,703</b>	<b>167,780</b>	<b>101,398</b>	<b>173,826</b>	<b>182,603</b>	<b>5%</b>
<b>Total Personnel cost</b>	<b>415,526</b>	<b>465,795</b>	<b>437,690</b>	<b>268,297</b>	<b>459,938</b>	<b>477,644</b>	<b>4%</b>
<b>Finance services &amp; supplies</b>							
Contracted services	280	3,808	3,600	2,347	4,024	3,600	-11%
Cost Report/Audits	33,100	32,662	33,000	30,500	52,286	35,000	-33%
Shipping	567	626	500	325	558	600	8%
Office supplies	1,587	2,454	1,500	1,527	2,617	2,500	-4%
Interest/bank fees	38,484	(51,347)	5,000	20,064	34,395	35,000	2%
Minor equipment	37	-	100	-	-	-	
Repair & maint	-	-	-	-	-	-	
IT Expense	66,287	70,013	53,450	32,853	56,319	56,000	-1%
Dues & subscriptions	565	435	600	100	171	650	279%
HIPAA Compliance	350	2,015	2,000	1,950	3,343	2,300	-31%
CAH Reimbursement Mode	2,785	2,869	-	-	-	-	
Education & travel	3,864	11,251	2,500	50	86	2,500	2817%
Other	609	270	-	-	-	-	
LCAC	1,673	-	-	-	-	-	
<b>Total services &amp; supplies</b>	<b>150,187</b>	<b>75,056</b>	<b>102,250</b>	<b>89,716</b>	<b>153,799</b>	<b>138,150</b>	<b>-10%</b>
<b>Total expenses</b>	<b>565,713</b>	<b>540,851</b>	<b>539,940</b>	<b>358,013</b>	<b>613,737</b>	<b>615,794</b>	<b>0%</b>

**Harney County Health District  
Human Resources Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	91,404	98,295	96,830	20,559	35,245	103,766	194%
Clerical	107,664	121,323	111,100	70,776	121,331	114,455	-6%
<b>Total Wages</b>	<b>199,068</b>	<b>219,618</b>	<b>207,930</b>	<b>91,336</b>	<b>156,575</b>	<b>218,221</b>	<b>39%</b>
FTE		3.1		2.3		3.0	
<b>Taxes and Benefits</b>							
FICA taxes	16,408	17,604	18,150	4,952	8,489	18,661	120%
SUI taxes	375	296	330	35	60	102	71%
Workers' comp ins	79	139	120	74	126	215	70%
PTO expense	26,572	30,770	29,340	(7,850)	(13,457)	25,720	-291%
Insurance	31,622	31,691	31,930	14,119	24,204	30,645	27%
PERS	33,298	46,107	45,420	17,233	29,543	46,324	57%
<b>Total Taxes &amp; Benefits</b>	<b>108,355</b>	<b>126,607</b>	<b>125,290</b>	<b>28,563</b>	<b>48,965</b>	<b>121,668</b>	<b>148%</b>
<b>Total Personnel cost</b>	<b>307,423</b>	<b>346,225</b>	<b>333,220</b>	<b>119,898</b>	<b>205,540</b>	<b>339,889</b>	<b>65%</b>
<b>Services &amp; supplies</b>							
Contract services	16,989	10,246	12,000	56,969	97,660	15,000	-85%
Benefit administration	3,740	3,400	4,000	3,117	5,343	4,000	-25%
EAP benefit expense	1,891	1,913	2,000	1,120	1,920	2,000	4%
Benefit FMLA	-	25	100	-	-	100	
Shipping	68	35	100	51	87	100	15%
Office supplies	1,220	516	500	287	493	500	2%
Minor equipment	-	65	100	56	95	100	5%
IT Expense	14,900	4,294	2,850	11,849	20,313	20,950	3%
Software Maint (HRIS)	38,497	22,255	22,000	546	936	-	-100%
Utilities	-	-	-	-	-	-	
Dues & subscriptions	2,093	579	750	3,702	6,346	1,000	-84%
Education & travel	1,478	2,510	3,000	545	934	1,000	7%
Leadership Development	399	-	5,000	10	17	15,000	
Community Benefit	80	-	500	-	-	500	
Employee appreciation	19,483	20,478	25,000	17,397	29,823	25,000	-16%
Employee swag						1,500	
Safety	-	-	-	-	-	-	
Employee wellness	7,261	4,567	6,300	4,196	7,193	7,000	-3%
<b>Total services &amp; supplies</b>	<b>108,099</b>	<b>70,883</b>	<b>84,200</b>	<b>99,844</b>	<b>171,161</b>	<b>93,750</b>	<b>-45%</b>
<b>Total expenses</b>	<b>415,522</b>	<b>417,108</b>	<b>417,420</b>	<b>219,743</b>	<b>376,702</b>	<b>433,639</b>	<b>15%</b>

**Harney County Health District  
Security Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	51,021	51,007	53,700	31,098	53,311	55,136	3%
Other (Security)	75,294	80,005	101,680	60,115	103,055	206,936	101%
<b>Total Wages</b>	<b>126,316</b>	<b>131,012</b>	<b>155,380</b>	<b>91,214</b>	<b>156,366</b>	<b>262,072</b>	<b>68%</b>
FTE		3.4		3.7		7.5	
<b>Taxes and Benefits</b>							
FICA taxes	10,093	10,327	13,260	7,649	13,113	22,381	71%
SUI taxes	295	207	290	248	425	703	65%
Workers' comp ins	1,118	1,398	1,670	1,034	1,773	2,931	65%
PTO expense	15,990	13,734	17,900	12,004	20,578	30,493	48%
Insurance	26,248	28,685	39,610	22,241	38,128	75,493	98%
PERS	14,812	23,693	28,150	16,864	28,909	55,558	92%
<b>Total Taxes &amp; Benefits</b>	<b>68,556</b>	<b>78,045</b>	<b>100,880</b>	<b>60,040</b>	<b>102,925</b>	<b>187,560</b>	<b>82%</b>
<b>Total Personnel cost</b>	<b>194,871</b>	<b>209,057</b>	<b>256,260</b>	<b>151,254</b>	<b>259,292</b>	<b>449,632</b>	<b>73%</b>
<b>Services &amp; supplies</b>							
Contract services	-	-	-	-	-	-	
Screening Supplies	-	-	-	-	-	9,000	
Shipping	10	-	-	-	-	-	
Office supplies	100	-	150	82	140	200	43%
Uniforms	229	199	1,000	279	478	500	5%
Minor equipment	50	171	1,000	30	51	200	289%
IT Expense	-	-	1,900	232	398	1,350	239%
Utilities	141	163	320	229	392	400	2%
Dues & subscriptions	415	320	200	250	429	320	-25%
Compliance	-	2,431	2,500	-	-	3,500	
Education & travel	6,584	901	4,100	95	163	2,000	1128%
Employee Appreciation	545	-	500	24	41	500	1128%
Other Direct Exp	96	-	-	287	492	-	-100%
<b>Total services &amp; supplies</b>	<b>8,169</b>	<b>4,185</b>	<b>11,670</b>	<b>1,507</b>	<b>2,583</b>	<b>17,970</b>	<b>596%</b>
<b>Total expenses</b>	<b>203,041</b>	<b>213,242</b>	<b>267,930</b>	<b>152,760</b>	<b>261,875</b>	<b>467,602</b>	<b>79%</b>

**Harney County Health District  
Outreach & Education Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	71,246	8,929	-	-	-	-	
Clerical	42,433	39,901	47,580	6,793	11,645	12,212	5%
<b>Total Wages</b>	<b>113,679</b>	<b>48,830</b>	<b>47,580</b>	<b>6,793</b>	<b>11,645</b>	<b>12,212</b>	<b>5%</b>
FTE		1.2		0.3		0.3	
<b>Taxes and Benefits</b>							
FICA taxes	8,784	4,134	4,000	598	1,025	1,034	1%
SUI taxes	226	81	90	16	27	29	6%
Workers' comp ins	73	65	50	8	14	15	4%
PTO expense	13,795	4,817	4,780	761	1,304	1,300	0%
Insurance	19,698	10,978	11,030	1,570	2,692	-	-100%
PERS	14,426	8,974	8,760	1,413	2,422	405	-83%
<b>Total Taxes &amp; Benefits</b>	<b>57,003</b>	<b>29,049</b>	<b>28,710</b>	<b>4,366</b>	<b>7,485</b>	<b>2,783</b>	<b>-63%</b>
<b>Total Personnel cost</b>	<b>170,681</b>	<b>77,880</b>	<b>76,290</b>	<b>11,159</b>	<b>19,129</b>	<b>14,995</b>	<b>-22%</b>
<b>Services &amp; supplies</b>							
Outside Services	175	-	-	-	-	-	
Volunteer supplies	45	-	-	-	-	-	
Shipping	127	27	100	-	-	50	
Office supplies	143	260	500	-	-	250	
Minor equipment	-	120	750	-	-	-	
IT Expense	-	-	950	118	201	-	-100%
Dues & Subscriptions	783	60	-	-	-	-	
Education & travel	4,146	946	1,200	-	-	-	
Leadership Development	145	-	-	-	-	-	
Community Benefit	17,275	1,985	2,500	-	-	2,000	
Grant Expenses	-	-	-	-	-	-	
Caring for our Community TEAM Committee Donations	5,000	2,335	5,000	1,500	2,571	2,500	-3%
Recruiting	-	205	-	-	-	-	
Volunteer Meals	1,531	511	750	-	-	-	
Other direct expense	3,237	248	200	-	-	100	
<b>Total services &amp; supplies</b>	<b>32,606</b>	<b>6,697</b>	<b>11,950</b>	<b>1,618</b>	<b>2,773</b>	<b>4,900</b>	<b>77%</b>
<b>Total expenses</b>	<b>203,287</b>	<b>84,577</b>	<b>88,240</b>	<b>12,776</b>	<b>21,902</b>	<b>19,895</b>	<b>-9%</b>

**Harney County Health District  
Outreach & Education Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>CAN Cancer Program</b>							
Sponsors & Donations	13,249	19,678	20,000	2,624	4,498	20,000	3
Expenses	24,549	15,272	20,000	4,181	7,167	20,000	179%
<b>Net Program income</b>	<b>(11,300)</b>	<b>4,406</b>	<b>-</b>	<b>(1,557)</b>	<b>(2,669)</b>	<b>-</b>	<b>-100%</b>
<b>LIFE COMMITTEE</b>							
Life Committee Grant	2,978	1,800	1,800	-	-	-	
Life Committee Expenses	5,737	19	1,800	-	-	-	
<b>Net Program</b>	<b>(2,758)</b>	<b>1,781</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Reach Out &amp; Read Program</b>							
Donations	70	3,000	3,000	-	-	3,000	
Reach Out & Read expense	2,328	413	3,000	-	-	3,000	
<b>Net Program income</b>	<b>(2,258)</b>	<b>2,588</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Harney County Health District  
Lean Improvement Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Supervisor	64,480	74,264	81,050	45,576	78,130	86,354	11%
<b>Total Wages</b>	64,480	74,264	81,050	45,576	78,130	86,354	11%
FTE		1.0		1.0		1.0	
<b>Taxes and Benefits</b>							
FICA taxes	5,948	6,269	7,160	3,952	6,775	7,629	13%
SUI taxes	123	99	120	11	19	21	10%
Workers' comp ins	27	59	50	33	56	62	11%
PTO expense	10,170	12,016	12,610	6,977	11,960	13,373	12%
Insurance	9,414	9,577	9,600	5,780	9,908	9,771	-1%
PERS	9,351	13,733	15,670	8,644	14,819	18,938	28%
<b>Total Taxes &amp; Benefits</b>	35,033	41,754	45,210	25,397	43,537	49,794	14%
<b>Total Personnel cost</b>	99,514	116,018	126,260	70,972	121,667	136,148	12%
<b>Services &amp; supplies</b>							
Shipping	-	-	-	-	-	-	
Office supplies	163	61	250	-	-	200	
Minor equipment	-	-	-	-	-	-	
IT Expense	-	-	950	-	-	-	
Dues & Subscriptions	-	-	-	-	-	-	
Education & Travel	1,794	-	1,500	249	427	750	76%
Lean Improvement Expense	-	-	-	-	-	-	
Other Direct Exp	462	-	500	-	-	500	
<b>Total services &amp; supplies</b>	2,420	61	3,200	249	427	1,450	240%
<b>Total expenses</b>	101,933	116,079	129,460	71,221	122,094	137,598	13%

**Harney County Health District  
Marketing Department Budget  
July 1, 2021 to June 30, 2022**

	Actual 2018-19	Actual 2019-20	Adopted Budget 2020-21	2020-21 YTD Actual	Projected 2020-21	Proposed Budget 2021-22	% Change
<b>Wages</b>							
Clerical	45,963	46,652	39,390	26,317	45,114	41,786	-7%
<b>Total Wages</b>	<b>45,963</b>	<b>46,652</b>	<b>39,390</b>	<b>26,317</b>	<b>45,114</b>	<b>41,786</b>	<b>-7%</b>
FTE		0.9		0.9		0.8	
<b>Taxes and Benefits</b>							
FICA taxes	3,833	3,833	3,330	2,159	3,702	3,537	-4%
SUI taxes	93	68	70	68	116	108	-7%
Workers' comp ins	18	33	20	23	39	37	-6%
PTO expense	4,807	4,815	4,190	2,667	4,572	4,448	-3%
Insurance	8,825	8,322	9,110	5,494	9,418	9,289	-1%
PERS	5,954	3,689	7,290	4,722	8,096	8,780	8%
<b>Total Taxes &amp; Benefits</b>	<b>23,530</b>	<b>20,760</b>	<b>24,010</b>	<b>15,133</b>	<b>25,943</b>	<b>26,198</b>	<b>1%</b>
<b>Total Personnel cost</b>	<b>69,493</b>	<b>67,412</b>	<b>63,400</b>	<b>41,450</b>	<b>71,057</b>	<b>67,984</b>	<b>-4%</b>
<b>Services &amp; supplies</b>							
Shipping/Postage	361	470	600	187	321	600	87%
Office Supplies	-	59	250	45	77	250	224%
Minor Equipment	-	-	300	-	-	-	
IT Expense	-	30	950	-	-	950	
Dues & Subscriptions	1,516	1,499	2,100	1,648	2,824	2,700	-4%
Education & Travel	539	-	500	-	-	500	
Marketing	11,534	19,460	15,000	9,692	16,615	20,000	20%
Community Benefit	18,559	9,924	21,500	8,251	14,145	20,000	41%
Grant Exp - Tobacco Cessation	7,605	-	-	-	-	-	
Other	-	-	400	-	-	100	
<b>Total services &amp; supplies</b>	<b>40,115</b>	<b>31,441</b>	<b>41,600</b>	<b>19,823</b>	<b>33,982</b>	<b>45,100</b>	<b>33%</b>
<b>Total expenses</b>	<b>109,608</b>	<b>98,853</b>	<b>105,000</b>	<b>61,273</b>	<b>105,039</b>	<b>113,084</b>	<b>8%</b>