

Desoto Memorial Hospital
Budget and 4 Year
Projections

FOR BUDGET 2024

	Actual September 2020	Actual September 2021	Actual September 2022	Board Approved Budget Based on July 2022 financials	Projected September 2023 Based on July 2023	Proposed Budget	Projection	Projection	Projection	Projection	FY21 and Future Assumptions
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
REVENUE											
Inpatient Hospital Revenues	\$31,453,205	\$33,224,530	\$20,495,933	\$20,411,510	\$29,620,196	\$31,424,066	\$32,690,456	\$34,007,881	\$35,378,399	\$36,804,148	3% Volume, 3% Rate Increase; 1% Volume 3% rate thereafter
Outpatient Hospital Revenues	\$94,733,053	\$108,251,188	\$129,822,405	\$136,588,396	\$137,425,396	\$145,794,603	\$154,673,494	\$164,093,110	\$174,086,380	\$184,688,241	3% volume, 3% Rate Increase; 3% volume and 3% rate thereafter
Physician Fee Revenues	\$1,201,895	\$1,188,249	\$1,317,013	\$1,320,919	\$1,664,745	\$1,800,422	\$1,947,156	\$2,105,849	\$2,277,476	\$2,463,090	5% Volume, 3% Rate Increase
Clinic/DCSO Revenues	\$379,000	\$398,580	\$398,580	\$410,537	\$398,580	\$406,552	\$414,683	\$422,976	\$431,436	\$440,065	2% Rate Increase proposed to DCSO
Other Outpatient Service Revenue	\$13,641,700	\$14,475,559	\$13,155,005	\$14,180,695	\$16,720,476	\$17,738,753	\$18,819,043	\$19,965,123	\$21,180,999	\$22,470,922	3% Volume, 3% Rate Increase; 3% volume and 3% rate thereafter
Outpatient Hospital, Physician, Clinic, and Other Outpatient	\$109,955,648	\$124,313,576	\$144,693,003	\$152,500,548	\$156,209,197	\$165,740,329	\$175,854,376	\$186,587,058	\$197,976,291	\$210,062,317	
Total Gross Revenue	\$141,408,853	\$157,538,106	\$165,188,936	\$172,912,057	\$185,829,393	\$197,164,395	\$208,544,831	\$220,594,939	\$233,354,689	\$246,866,465	
Year to Year Growth	4.5%	11.4%	4.9%	4.7%	12.5%	6.1%	5.8%	5.8%	5.8%	5.8%	
Year to Year Growth after price increase	1.5%	8.4%	0.9%	1.7%	9.5%	3.1%	2.8%	2.8%	2.8%	2.8%	
DEDUCTIONS FROM REVENUE											
Medicare & Medicaid Contractual Adj	\$72,625,252	\$78,962,738	\$86,094,658	\$86,590,084	\$102,509,965.61	\$109,262,747	\$116,147,300	\$123,472,799	\$131,267,842	\$139,554,998	LIP extended to 2030.. FY23 \$3.1million. Direct Payment Match Program started FY21 Net \$1.3million. 2% MCR Sequestration reinstated June 30, 2022 until FY 2028.
Other Contractual Adjustments	\$14,475,161	\$21,174,589	\$21,733,496	\$22,078,668	\$25,273,983.93	\$26,815,617	\$28,363,429	\$30,002,320	\$31,737,728	\$33,573,515	Assume remains constant % to prior year
Discounts & Adjustments	\$1,222,523	\$1,266,984	\$1,161,825	\$1,135,767	\$2,162,733.74	\$2,294,654	\$2,427,102	\$2,567,345	\$2,715,846	\$2,872,937	Assume remains constant %
Provision for Uncollectible Accts	\$5,127,598	\$4,206,298	\$2,822,320	\$2,589,532	\$4,425,465.92	\$4,695,405	\$4,966,427	\$5,253,396	\$5,557,265	\$5,878,711	Assume remains constant %
Indigent Care (Charity)	\$12,443,528	\$11,717,983	\$14,913,972	\$15,341,428	\$14,862,403.62	\$15,768,963	\$16,679,156	\$17,642,909	\$18,663,418	\$19,742,955	Assume remains constant %
Non-claim payments					-\$5,676,841	-\$5,676,841	-\$6,004,511	-\$6,351,463	-\$6,718,847	-\$7,107,884	Assume no major changes to FY23 subsidy programs
Discounts, Bad Debt, and Charity	\$18,793,649	\$17,191,265	\$18,898,117	\$19,066,727	\$21,450,603	\$22,759,022	\$24,072,685	\$25,463,649	\$26,936,529	\$28,494,604	
Discounts, Bad Debt, and Charity % of Gross Revenue	13.3%	10.9%	11.4%	11.0%	11.5%	11.5%	11.5%	11.5%	11.5%	11.5%	
Year to Year Growth	14.8%	-8.5%	9.9%	0.9%	13.5%	6.1%	5.8%	5.8%	5.8%	5.8%	
Contractual % of Gross Revenue	61.6%	63.6%	65.3%	62.8%	65.7%	69.0%	69.3%	69.6%	69.9%	70.1%	
Contractuals Year to Year Growth	2.5%	15.0%	7.7%	0.8%	13.2%	6.49%	6.2%	6.2%	6.2%	6.2%	
Total Deductions From Revenue	\$105,894,062	\$117,328,592	\$126,726,271	\$127,735,477	\$143,557,712	\$153,160,545	\$162,578,902	\$172,587,306	\$183,223,251	\$194,515,233	
Percent of Gross Revenue	74.9%	74.5%	76.7%	73.9%	77.3%	77.7%	78.0%	78.2%	78.5%	78.8%	
Year to Year Growth	4.5%	10.8%	8.0%	0.8%	13.3%	6.7%	6.1%	6.2%	6.2%	6.2%	
NET PATIENT REVENUE	\$35,514,791	\$40,209,514	\$38,462,665	\$45,176,580	\$42,271,681	\$44,003,850	\$45,965,929	\$48,007,633	\$50,131,438	\$52,351,232	
Year to Year Growth	4.6%	13.2%	8.3%	12.4%	9.9%	4.1%	4.5%	4.4%	4.4%	4.4%	
Net to Gross	25.1%	25.5%	23.3%	26.1%	22.7%	22.3%	22.0%	21.8%	21.5%	21.2%	
OTHER OPERATING REVENUE											
Pharmacy Outreach	\$3,029,360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Oper Revenue	\$52,566	\$53,703	\$164,068	\$55,000	\$201,265	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	MedRecs, Scrap, Misc
Total Other Revenue	\$3,081,926	\$53,703	\$164,068	\$55,000	\$201,265	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Year to Year Growth	N/A	NA	N/A	0.0%	22.7%	-25.5%	0.0%	0.0%	0.0%	0.0%	
Total Operating Revenue	\$38,596,717	\$40,263,217	\$38,626,733	\$45,231,580	\$42,472,946	\$44,153,850	\$46,115,929	\$48,157,633	\$50,281,438	\$52,501,232	
Year to Year Growth	13.6%	4.3%	-4.1%	8.1%	10.0%	4.0%	4.4%	4.4%	4.4%	4.4%	

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FOR BUDGET 2024

	Actual September 2020	Actual September 2021	Actual September 2022	Board Approved Budget Based on July 2022 financials	Projected September 2023 Based on July 2023	Proposed Budget	Projection	Projection	Projection	Projection	FY21 and Future Assumptions
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
EXPENSES											
Salaries & Wages	\$14,368,163	\$15,251,522	\$16,648,952	\$17,965,491	\$18,580,842	\$19,236,746	\$19,915,803	\$20,618,831	\$21,346,675	\$22,100,213	2% increase. Variable cost @ 50% of 3% volume
Contract Labor	\$1,400,525	\$2,808,136	\$4,638,469	\$3,533,861	\$2,594,734	\$2,072,576	\$2,134,753	\$2,198,796	\$2,264,760	\$2,332,703	3% increase
Labor Sub-total	\$15,768,688	\$18,059,658	\$21,287,421	\$21,499,352	\$21,175,576	\$21,309,322	\$22,050,556	\$22,817,627	\$23,611,435	\$24,432,916	
Year to Year Growth	8.0%	14.5%	17.9%	1.0%	-0.5%	0.6%	3.5%	3.5%	3.5%	3.5%	
Percent of Operating Revenue	40.9%	44.9%	55.1%	47.5%	49.9%	48.3%	47.8%	47.4%	47.0%	46.5%	
Benefits	\$3,264,359	\$4,467,595	\$3,797,129	\$4,159,463	\$4,349,555	\$4,503,094	\$4,662,053	\$4,826,624	\$4,997,004	\$5,173,398	Used historical % of S&W
Year to Year Growth	20.5%	36.9%	-15.0%	12.5%	14.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
Compensation Sub-total	\$ 19,033,047	\$ 22,527,253	\$ 25,084,550	\$ 25,658,814	\$ 25,525,131	\$ 25,812,416	\$ 26,712,609	\$ 27,644,250	\$ 28,608,439	\$ 29,606,313	
Year to Year Growth	10.0%	18.4%	11.4%	2.3%	1.8%	1.1%	3.5%	3.5%	3.5%	3.5%	
Percent of Operating Revenue	49.3%	55.9%	64.9%	56.7%	60.1%	58.5%	57.9%	57.4%	56.9%	56.4%	
EXPENSES - cont.											
Fees - Physician	\$1,980,983	\$2,253,517	\$2,296,231	\$2,454,434	\$2,535,197	\$2,663,478	\$2,798,250	\$2,939,841	\$3,088,597	\$3,244,880	2% market increase; 3% volume
Fees - Other	\$5,579,613	\$5,394,637	\$5,603,698	\$6,093,851	\$5,979,725	\$5,967,119	\$6,269,055	\$6,586,270	\$6,919,535	\$7,269,663	2% market; 3% volume
Supplies	\$4,640,878	\$6,166,902	\$5,567,605	\$5,955,769	\$5,555,369	\$5,893,691	\$6,252,617	\$6,633,401	\$7,037,375	\$7,465,951	Market inflation 3%, volume 3%; 3% and 3% thereafter
Rx Outreach Supplies	\$2,427,685	\$101,308	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Program ceased with loss of 340(b) status. Cost Reports appealed successfully. Reinstate in mid FY24. Not budgeted yet.
Utilities	\$762,747	\$783,677	\$1,036,179	\$1,060,339	\$1,041,193	\$1,103,665	\$1,169,885	\$1,240,078	\$1,314,482	\$1,393,351	6% increase
Repairs and Maintenance	\$1,293,366	\$1,245,857	\$1,211,225	\$1,243,568	\$1,174,578	\$970,807	\$1,019,347	\$1,070,315	\$1,123,830	\$1,180,022	5% aging of plant and inflation. FY23 HVAC recoring \$150,000
Rents and Leases	\$995,144	\$891,578	\$399,090	\$785,465	\$595,980	\$607,900	\$620,058	\$632,459	\$645,108	\$658,010	2% increase.
Insurance	\$302,349	\$501,821	\$671,154	\$475,792	\$475,962	\$666,347	\$706,328	\$748,707	\$793,630	\$841,247	40% market factors P&C; 6% thereafter
Other Expenses	\$786,853	\$904,522	\$807,411	\$859,322	\$844,466	\$869,800	\$895,894	\$922,771	\$950,454	\$978,968	3% inflation
Physician Recruitment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Marketing & Public Relations	\$78,674	\$100,716	\$89,613	\$103,594	\$42,141	\$43,405	\$44,707	\$46,049	\$47,430	\$48,853	3% inflation
Total Expenses	\$37,881,339	\$40,871,788	\$42,766,756	\$44,690,948	\$43,769,742	\$44,598,627	\$46,488,750	\$48,464,140	\$50,528,881	\$52,687,260	
Year to Year Growth	15.6%	7.9%	4.6%	4.5%	2.3%	1.9%	4.2%	4.2%	4.3%	4.3%	
Earnings Before Deprec, Int, and Tax	\$715,378	(\$608,571)	(\$4,140,023)	\$540,632	(\$1,296,796)	(\$444,777)	(\$372,821)	(\$306,507)	(\$247,443)	(\$186,028)	
Year to Year Growth	-40.5%	-185.1%	580.3%	-113.1%	-68.7%	-65.7%	-16.2%	-17.8%	-19.3%	-24.8%	
EBDIT % (Approx cash inflow)	1.85%	-1.51%	-10.72%	1.20%	-3.05%	-1.01%	-0.81%	-0.64%	-0.49%	-0.35%	
Capital Expenses:											
Interest Expense	\$731,988	\$679,776	\$676,278	\$637,682	\$852,663	\$784,450	\$721,694	\$663,959	\$610,842	\$561,975	MRI and Addition--\$4.2million GE 7 year Loan \$2.4million @ 8% interest beginning in FY23
Trustee or Bond Fees	\$3,800	\$1,341	\$3,130	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	\$3,700	
Depreciation & Amortization	\$1,789,371	\$1,853,838	\$2,210,123	\$1,978,901	\$2,470,142	\$2,678,421	\$2,607,004	\$2,541,301	\$2,480,854	\$2,425,243	FY23 \$4.2million MRI project; \$1million thereafter. 8%/year full depreciation rate.
Total Capital Expenses	\$2,525,159	\$2,534,955	\$2,889,531	\$2,620,283	\$3,326,506	\$3,466,571	\$3,332,399	\$3,208,960	\$3,095,396	\$2,990,918	
Year to Year Growth	5.1%	0.4%	14.0%	-9.3%	15.1%	4.2%	-3.9%	-3.7%	-3.5%	-3.4%	
OPERATING INCOME / (LOSS)	(\$1,809,781)	(\$3,143,526)	(\$7,029,554)	(\$2,079,651)	(\$4,623,302)	(\$3,911,348)	(\$3,705,220)	(\$3,515,467)	(\$3,342,839)	(\$3,176,945)	
Op Income %	-4.7%	-7.8%	-18.2%	-4.6%	-10.9%	-8.9%	-8.0%	-7.3%	-6.6%	-6.1%	
Year to Year Growth	-32.7%	-66.5%	-133.1%	74.7%	-40.2%	18.6%	9.3%	9.1%	8.9%	9.0%	

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FOR BUDGET 2024

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	FY 2020	FY 2021	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
OTHER INCOME											
Investment Income	\$39,385	\$43,204	\$31,589	\$33,577	\$55,244	\$55,797	\$56,355	\$56,918	\$57,488	\$58,062	No major change in rates
C19 Prov Relief Funds/Payroll Protection Loan Forgiveness	\$527,912	\$6,685,259	\$1,353,082	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Public Health Emergency ended May 11, 2023. No further funding.
Local/State/Federal Award Grants	\$50,000	\$156,559	\$65,336	\$50,000	\$65,336	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	No change
Gifts, Grants, Sales Tax Income	\$1,624,516	\$1,817,267	\$2,286,812	\$2,273,841	\$2,491,965.60	\$2,616,564	\$2,747,392	\$2,884,762	\$3,029,000	\$3,180,450	Sales Tax growth 5%
Rental Income	\$108,000	\$108,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Clinic Buildings
Other Non-Oper Income	\$12,719	\$586,692	\$84,866	\$25,000	\$65,765	\$67,738	\$69,770	\$71,863	\$74,019	\$76,240	
Total Non-Oper. Income (Exp)	\$2,362,532	\$9,396,981	\$3,821,685	\$2,382,418	\$2,678,311	\$2,790,099	\$2,923,517	\$3,063,543	\$3,210,506	\$3,364,752	
Year to Year Growth	33.7%	297.8%	-59.3%	-37.7%	-29.9%	4.2%	4.8%	4.8%	4.8%	4.8%	
NET INCOME/(LOSS)	\$552,751	\$6,253,455	(\$3,207,869)	\$302,768	(\$1,944,991)	(\$1,121,250)	(\$781,703)	(\$451,924)	(\$132,332)	\$187,807	
Net Income %	1.4%	15.5%	-8.3%	0.7%	-4.6%	-2.5%	-1.7%	-0.9%	-0.3%	0.4%	

Desoto Memorial Hospital
STATEMENT OF REVENUE AND EXPENSES
BUDGET 2024

	Actual September 2022	Projected September 2023 Based on July 2023	Proposed Budget	Change
	FY 2022	FY 2023	FY 2024	
REVENUE				
Inpatient Hospital Revenues	\$20,495,933	\$29,620,196	\$31,424,066	\$1,803,870
Outpatient Hospital Revenues	\$129,822,405	\$137,425,396	\$145,794,603	\$8,369,207
Physician Fee Revenues	\$1,317,013	\$1,664,745	\$1,800,422	\$135,677
Clinic Revenues	\$398,580	\$398,580	\$406,552	\$7,972
Other Outpatient Service Revenue	\$13,155,005	\$16,720,476	\$17,738,753	\$1,018,277
Total Gross Revenue	\$165,188,936	\$185,829,393	\$197,164,395	\$11,335,002
DEDUCTIONS FROM REVENUE				
Medicare & Medicaid Contractual	\$86,094,658	\$102,509,966	\$109,262,747	\$6,752,782
Discounts & Adjustments	\$1,161,825	\$2,162,734	\$2,294,654	\$131,920
Other Contractual Adjustments	\$21,733,496	\$25,273,984	\$26,815,617	\$1,541,633
Indigent Care (Charity)	\$14,913,972	\$14,862,404	\$15,768,963	\$906,559
Provision for Uncollectible Accounts	\$2,822,320	\$4,425,466	\$4,695,405	\$269,939
Non-claim payments		(\$5,676,841)	(\$5,676,841)	\$0
				\$0
Total Deductions From Rev	\$126,726,271	\$143,557,712	\$153,160,545	\$9,602,833
NET PATIENT REVENUE	\$38,462,665	\$42,271,681	\$44,003,850	\$1,732,169
OTHER OPERATING REVENUE				
Pharmacy Outreach				
Other Operating Revenue	\$164,068	\$201,265	\$150,000	(\$51,265)
Total Other Revenue	\$164,068	\$201,265	\$150,000	(\$51,265)
NET REVENUE	\$38,626,733	\$42,472,946	\$44,153,850	\$1,680,904

Desoto Memorial Hospital
STATEMENT OF REVENUE AND EXPENSES
BUDGET 2024

	Actual September 2022	Projected September 2023 Based on July 2023	Proposed Budget	Change
	FY 2022	FY 2023	FY 2024	Change
EXPENSES				
Salaries & Wages	\$16,648,952	\$18,580,842	\$19,236,746	\$655,904
Contract Labor	\$4,638,469	\$2,594,734	\$2,072,576	(\$522,158)
Benefits	\$3,797,129	\$4,349,555	\$4,503,094	\$153,539
Fees - Physician	\$2,296,231	\$2,535,197	\$2,663,478	\$128,281
Fees - Other	\$5,603,698	\$5,979,725	\$5,967,119	(\$12,606)
Supplies	\$5,567,605	\$5,555,369	\$5,893,691	\$338,322
Pharmacy Outreach Supplies	\$0	\$0	\$0	\$0
Utilities	\$1,036,179	\$1,041,193	\$1,103,665	\$62,472
Repairs and Maintenance	\$1,211,225	\$1,174,578	\$970,807	(\$203,771)
Rents and Leases	\$399,090	\$595,980	\$607,900	\$11,920
Insurance	\$671,154	\$475,962	\$666,347	\$190,385
Other Expenses	\$807,411	\$844,466	\$869,800	\$25,334
Physician Recruitment	\$0	\$0	\$0	\$0
Marketing & Public Relations	\$89,613	\$42,141	\$43,405	\$1,264
Total Expenses	\$42,766,756	\$43,769,742	\$44,598,627	\$828,885
				\$0
EBITDA	(\$4,140,023)	(\$1,296,796)	(\$444,777)	\$852,019
CAPITAL EXPENSES				
Interest Expense	\$676,278	\$852,663	\$784,450	(\$68,213)
Bond fees	\$3,130	\$3,700	\$3,700	\$0
Depreciation & Amortization	\$2,210,123	\$2,470,142	\$2,678,421	\$208,279
Total Capital Expenses	\$2,889,531	\$3,326,506	\$3,466,571	\$140,066
OPERATING INCOME/(LOSS)	(\$7,029,554)	(\$4,623,302)	(\$3,911,348)	\$711,953
OTHER INCOME:				
Investment Income	\$31,589	\$55,244	\$55,797	\$552
C19 Payroll Protection Loan Forgiveness	\$1,353,082	\$0	\$0	\$0
Grants and Sales Tax Ordinance Income	\$2,286,812	\$2,491,966	\$2,616,564	\$124,598
Federal Award Grants	\$65,336	\$65,336	\$50,000	(\$15,336)
Rental Income	\$0	\$0	\$0	\$0
Other Non-Oper Income(Exp)	\$84,866	\$65,765	\$67,738	\$1,973
Total Non-Oper. Income(Ex)	\$3,821,685	\$2,678,311	\$2,790,099	\$111,788
NET INCOME/ (LOSS)	(\$3,207,869)	(\$1,944,991)	(\$1,121,250)	\$823,741

Desoto Memorial Hospital FY23 and FY24 Volume Projections

	FY 21	FY 22	FY 23	FY 23	FY 24	Compared to FY 23	Assumptions
	Actual	Actual	Projected	Budget	Budget	Projection	
PATIENT DAYS:	3,889	2,208	3,408	2,110	3,510	3.0%	See admission assumption. ALOS remains same as FY23.
Acute	2,384	1,394	2,404	1,295	2,476	3.0%	
ICU / Special Care	1,505	814	1,004	816	1,034	3.0%	
OB	-	-	-	-	-		
Observation Days	1,940	2,586	2,524	2,623	2,600	3.0%	Increased 3% for expected growth.
Admissions:	903	603	866	602	892	3.0%	Return to historical growth rate as Pandemic regulations ceased in FY23
Acute	686	445	648	453	667	3.0%	
ICU / Special Care	217	158	218	148	225	3.0%	
OB	-	-	-	-	-		
ALOS	4.31	3.66	3.94	3.51	3.94	0.0%	
Births	0	0	0	0	0		
Adjusted Admissions	4,451	4,791	4,680	4,931	4,777	2.1%	Increase Outpatient to Inpatient ratio to FY24 budget level
Case Mix Index	1.42	1.45	1.50	1.55	1.55	3.0%	3% increase due to surgery increase
HHA Visits:	4,840	3,407	3,488	3,662	3,662	5.0%	Continued staffing issues
Total Radiology Procedures (All)	25,867	27,874	31,215	26,973	32,464	4.0%	Increase 4%
CT	8,143	9,233	8,207	9,558	8,453	3.0%	Increase 3% due to ER increase
Ultrasound	2,661	2,747	3,599	2,976	3,707	3.0%	Increase 3%
Nuc Med	609	618	731	632	753	3.0%	
MRI	756	956	1,044	1,044	1,148	10.0%	Increase 10% due to install of new MRI June 2023
Mammography	1,056	1,087	1,758	1,113	1,811	3.0%	
Laboratory Procedures:	166,644	163,885	160,661	177,947	165,481	3.0%	
Inpatient	23,880	13,536	18,709	12,318	19,270	3.0%	
Outpatient	142,764	150,349	141,952	165,629	146,211	3.0%	
Total Surgery (excl endo):	480	609	652	634	685	5.0%	
Inpatient Surgery	175	204	214	226	225	5.0%	
Outpatient Surgery	305	405	438	408	460	5.0%	
Endo	402	462	671	481	738	10.0%	New gastro physician in FY23
Total ER Visits:	15,180	16,417	19,406	16,855	19,988	3.0%	Return to historical growth as Pandemic impact appears minimal
Inpatient	680	402	891	373	918	3.0%	
Outpatient	14,500	16,015	18,515	16,482	19,070	3.0%	
Other Visits:							
Rehab Services	17,928	17,048	18,876	17,782	19,820	5.00%	5% increase
Wound Care	1,694	1,450	1,923	1,669	2,211	15.00%	New physician and increased marketing efforts
ANR	-	240	315	275	362	15.00%	
FTEs	247	257	255	247	247	-3.0%	Offset labor cost increases

NOTES:

FY24 budget based on volumes through July 2023, discussion with physicians of their volume projections, DMH Strategic Plan, and DOH Community Health Needs Survey.

Surgery volume expected to increase in Ortho and General Surgery services. Full time GI specialist employed by MCR Health Services.

New Services, Stroke and Dialysis, not specifically budgeted due to volume trend not available.