

Budget Management Plan - 2005/06 - 2008/09 - Working Papers

Health Authority: PHSA Organization

Template #1 - Comparison of Prior Year BMP

(\$ millions) Incremental

Service Redesign Strategies	2004/05		2005/06		Current BMP		
	Planned	Estimated		Per 2004/05 BMP	Ref #	Per 2005/06 BMP	Comment
		Impact	Variance				
Acute							
Strategy's Names - List Investments	0.000	0.000	0.000			0.000	
BCPRA Innovative Approaches to Management of Hemodialysis	(1.264)	(1.264)	0.000	(1.309)		(1.306)	
BCTS Change in Cellcept (MMF) Discontinuation Process	(0.280)	(0.050)	0.230	0.000		0.000	
CW BCCH programs administrative redesign	(0.080)	(0.080)	0.000			0.000	
CW Educational resources realignment	(0.012)	(0.012)	0.000			0.000	
CW Clinical and administrative efficiencies	(0.067)	(0.067)	0.000			0.000	
CW-BCW Nursery Redesign/SRMC	(0.494)	0.000	0.494	Increased volume	(0.500)	0.000	Construction delayed.
CW-BCW Clinical Efficiencies	(0.261)	(0.261)	0.000		(0.400)	0.000	Volumes still exceed plan.
CW-BCW Antepartum Bed Management	(0.175)	(0.175)	0.000		0.000	0.000	
CW-CH Closure of Dental Chair	(0.111)	(0.111)	0.000		0.000	0.000	
CW-CH Treatment Services Productivity & Service Redesign	(0.831)	(0.831)	0.000		(0.388)	0.000	Was ICU/TCU cut - achieved 04/05
CW-CH Nursing Productivity Initiatives	(0.076)	(0.076)	0.000		0.000	0.000	
CW-CH Administrative Efficiencies	(0.161)	(0.161)	0.000		0.000	0.000	
CW-CH Child Health Bed Consolidations	(0.091)	(0.091)	0.000		(0.502)	0.000	See 3rd floor redesign below (\$1.156)
CW-CH Child Development & Rehabilitation Initiatives	(0.200)	(0.200)	0.000		0.000	0.000	
CW Paediatric 3rd floor re-design						(1.156)	
CW Service Re-design Efficiencies						(0.750)	
BCCA Interprovincial BMT revenue	0.100	0.100	0.000				
BCCA Clinical Efficiencies	(0.374)	(0.090)	0.284	Delayed implementation. Redesign complete.			
BCCA Equipment & Supply Costs	(0.422)	(0.422)	0.000		(0.245)	0.000	Cost pressure managed in 04/05
BCCA Program redesign to support Cervical Cancer Screening	(0.607)	(0.607)	0.000			0.000	
	0.000	0.000	0.000			0.000	
	0.000	0.000	0.000			0.000	
	(5.406)	(4.398)	1.008		(3.344)		(3.212)
Home & Community Care - Residential							
Strategy's Names - List Investments	0.000	0.000	0.000				
	0.000	0.000	0.000				
	0.000	0.000	0.000		0.000		0.000
Home & Community Care - Community							
	0.000	0.000	0.000				
	0.000	0.000	0.000				
	0.000	0.000	0.000				
Mental Health & Addictions							
Strategy's Names - List Investments	0.000	0.000	0.000		0.000		0.000
	0.000	0.000	0.000		0.000		0.000
FPSC Administrative and support program efficiencies	(0.343)	(0.343)	0.000		0.000		
FPSC BCGEU agreement = timing delay on move - no schedule as this is an artifact of the delay in the move to the health sector that is offset by a budgeted reduction in revenue.	(1.055)	0.000	1.055	Relates to 03/04 move to health sector - r	0.000		
FPSC Clinical and Administrative Efficiencies	(0.576)	(0.576)	0.000				
FPSC Oak House (reference only)	0.000	0.000	0.000		(0.425)		(0.300)
FPSC Standardize Forensic PSR Assessments	0.000	0.000	0.000		(0.334)		0.000 Initiative feasibility reviewed & cancelled.
FPSC Facilities Cost Containment	0.000	0.000	0.000				(0.162)
FPSC Cost Containment - All Depts.	0.000	0.000	0.000				(0.163)
FPSC Agency Vacancy Factor	0.000	0.000	0.000				(0.481)
BCGEU agreement = timing delay on move - no schedule as this is an artifact of the delay in the move to the health sector that is offset by a budgeted reduction in revenue.	(4.280)	0.000	4.280	Relates to 03/04 move to health sector - removed.			
BCMHS Closure of East Lawn building	0.000	0.000	0.000				(1.900)
BCMHS Ward Closures	(0.925)	(0.925)	0.000				(1.999)
BCMHS FANS savings - ERIP	0.000	0.000	0.000				(0.728)
	(7.179)	(1.844)	5.335		(0.759)		(5.733)
Population Health & Wellness							
Strategy's Names - List Investments	0.000	0.000	0.000				0.000
	0.000	0.000	0.000				0.000

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Template 2a - Statement of Operations

(\$ millions) Absolute

		Budget				
		2004/05	2005/06	2006/07	2007/08	2008/09
REVENUE	MIS Codes (to be added)	(Note 1)				(Note 3)
Contributions						
From the Province - MOHS (Regional)		879.498	929.094	962.453	968.255	975.328
From the Province - other than MOHS		0.242	0.242	0.242	0.242	0.242
From Health Authorities and Gov't Orgs		78.511	78.511	78.511	78.511	78.511
Federal Government		0.000	0.000	0.000	0.000	0.000
Other Contributions		0.042	0.042	0.042	0.042	0.042
MSP - Fee for Service		32.851	32.851	32.851	32.851	32.851
MSP - Sessional		95.770	96.360	96.360	96.360	96.360
Pharmacare		0.000	0.000	0.000	0.000	0.000
Co-payment and Room Differential		2.042	2.042	2.042	2.042	2.042
Fees and Licences		0.404	0.404	0.404	0.404	0.404
Investments (non-sinking fund)		0.000	0.000	0.000	0.000	0.000
Amortized Revenue		0.527	0.000	0.000	0.000	0.000
Sales to Related Parties		0.253	0.253	0.253	0.253	0.253
All Other Revenue		32.228	34.854	35.129	32.964	32.964
Total Revenue		1122.368	1174.653	1208.288	1211.924	1219.000
EXPENSE						
Compensation						
Salaries and Wages		(372.445)	(375.084)	(380.594)	(395.711)	(397.441)
Employee Benefits		(76.964)	(79.032)	(81.495)	(72.581)	(73.820)
Purchased Services - Personnel		(14.225)	(15.480)	(15.287)	(12.590)	(12.590)
Purchased Services - Physicians		(89.108)	(87.888)	(87.888)	(80.379)	(80.379)
Sub-total		(552.741)	(557.483)	(565.263)	(561.261)	(564.230)
Supplies:						
Drugs		(163.903)	(186.802)	(203.117)	(201.195)	(202.729)
Medical & Surgical		(5.210)	(5.314)	(5.420)	(5.528)	(6.000)
Utilities		(31.000)	(31.620)	(32.252)	(32.897)	(34.000)
Other		(30.385)	(33.570)	(34.848)	(32.652)	(32.779)
Sundry:						
Contingency		(2.000)	(2.142)	(2.244)	(2.348)	(2.454)
Other		(47.330)	(47.113)	(48.614)	(46.761)	(46.762)
Equipment Expenses		(13.440)	(13.709)	(13.983)	(14.263)	(15.000)
Referred out Services		(262.361)	(275.752)	(281.005)	(299.579)	(299.533)
Restructuring Costs		(1.500)	(1.550)	(1.601)	(1.653)	(1.706)
Buildings and Grounds		(17.665)	(16.843)	(17.185)	(11.033)	(11.053)
Total Expense		(1127.535)	(1171.898)	(1205.533)	(1209.170)	(1216.245)
SURPLUS/(DEFICIT) BEFORE AMORTIZATION		(5.166)	2.755	2.756	2.755	2.755
Amortization of Deferred Capital Contributions		29.672	30.024	30.143	30.343	30.524
Write-Down of Capital Assets		0.000	0.000	0.000	0.000	0.000
Amortization of Capital Assets		(32.552)	(32.779)	(32.898)	(33.098)	(33.279)
Gain (Loss) on sale of Capital Assets		0.000	0.000	0.000	0.000	0.000
SURPLUS/(DEFICIT) AFTER AMORTIZATION		(8.047)	0.000	0.000	0.000	0.000
DENOM AFFILIATE #1 SURPLUS/(DEFICIT)			0.000	0.000	0.000	0.000
DENOM AFFILIATE #2 SURPLUS/(DEFICIT)			0.000	0.000	0.000	0.000
COMBINED SURPLUS/(DEFICIT)		(8.047)	0.000	0.000	0.000	0.000

Note 1: BMP budget for 2004/05 proposed to be the current budget at the time of development of the 2005/06 BMP (HA to indicate date)

Note 2: Health Authorities have the option of including their denominational affiliates in the body of the report or in the separate line at the bottom of the report. If listing on a separate line, each denominational affiliate should be labelled and shown on a separate line.

Note 3: 2008/09 for information purposes only, not Board approved

Budget Management Plan - 2005/06 - 2008/09 - Working Papers

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Template 2b - Reconciliation to Funding Letter

(\$ millions) Absolute

	Budget				
	2004/05	2005/06	2006/07	2007/08	2008/09 <small>(Note 1)</small>
REVENUE	879.003	926.682	955.603	960.144	960.144
Regional Grant Per Preliminary Funding Letter ("Operating Allocation")					
Less:	0.000	0.000	0.000	0.000	0.000
Amortized revenue BCMHS	-0.527	0.000	0.000	0.000	0.000
MHP per diem transfers	0.000	0.000	0.000	0.000	0.000
General Asset & Maintenance Funding	0.000	-7.074	-7.103	-7.073	0.000
Federal Equipment Fund	0.000	-2.266	0.000	0.000	0.000
	0.000	0.000	0.000	0.000	0.000
Add:	0.000	0.000	0.000	0.000	0.000
MH \$	1.022	0.000	0.000	0.000	0.000
Life Support	0.000	10.000	10.000	10.000	10.000
SMP	0.000	1.752	3.953	5.184	5.184
Total - equals Revenue from the Province - MOHS (Regional) per Template 2a	879.498	929.094	962.453	968.255	975.328

**Please see notes on Template 9

Note 1: 2008/09 for information purposes only, not Board approved

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Service Redesign Strategies	2004/05				2005/06		Current BMP		
	Planned	Estimated		Explanation (Note 1)	Per 2004/05 BMP	2005/06		Comment	
		Impact	Variance			Per 2005/06 BMP	Ref #		
BCCDC Vaccine Management	(0.208)	(0.208)	0.000		(0.037)		(0.037)		
BCCDC Reduce Azithromycin usage by 50%	(0.147)	(0.042)	0.105	Operational implementation challenges.	0.000		0.000		
BCCDC Administrative Efficiencies	(0.156)	(0.156)	0.000		(0.060)		0.000		
	0.000	0.000	0.000		0.000		(0.037)		
Primary Care									
Strategy's Names - List Investments									
<u>Other</u>									
Strategy's Names - List Investments	0.000	0.000	0.000		0.000		0.000		
BCTS Cost Containment (All Departments)	0.000	0.000	0.000		0.000		0.000		
BCTS Other Strategies	(0.024)	(0.024)	0.000		(0.030)		(0.406)		
BCMHS Facilities cost containment	0.000	0.000	0.000		0.000		(0.156)		
BCCDC Delayed filling of vacancies & efficiencies	0.000	0.000	0.000				(0.107)		
BCCDC Billable services - drinking water	(1.200)	0.000	1.200	Partially replaced by funding.			(0.250)		
BCCDC Other Revenue Generation	0.000	0.000	0.000				(0.097)		
BCCDC Reduce Referred Out Services/contracted out	0.000	0.000	0.000				(0.139)		
BCCDC Other Non Labour Cost Containment	(0.063)	(0.063)	0.000				(0.329)		
BCCDC BCBC Rent Containment	0.000	0.000	0.000		0.000		(0.150)		
BCCDC Agency FTE Realignment	0.000	0.000	0.000		0.000		(0.174)		
BCCDC Pathology and Laboratory Enterprise	(0.068)	(0.068)	0.000		(0.595)		0.000	Mngd separately through Lab Enterprise	
PHSA Corp Implementation of corporate office	(1.003)	(1.003)	0.000						
PHSA Corp Outsourcing	(0.075)	0.000	0.075	HEU Contract			0.500		
PHSA Corp Wage Rollbacks	(1.372)	(1.372)	0.000		(1.219)		(1.219)		
PHSA Corp Corporate Office Savings	(0.482)	(0.482)	0.000		(0.536)		0.000	Segregated below by service	
PHSA Corp Creation of Corporate Offices	0.000	0.000	0.000				(0.017)	Combined with NL reductions below	
PHSA Corp Finance downsizing	0.000	0.000	0.000				(0.469)		
PHSA Corp Human Resources downsizing	0.000	0.000	0.000				(0.456)		
PHSA Corp LE	0.000	0.000	0.000				(1.900)		
PHSA Corp Support Systems & Projects	0.000	0.000	0.000				(1.500)		
PHSA Corp CIS - CAIS	0.000	0.000	0.000				(0.559)		
PHSA Corp Telephones - New System (1/2 year 05/06)	0.000	0.000	0.000				(0.150)		
PHSA Corp Non Labour Reductions	0.000	0.000	0.000				(0.429)		
BCCA Deferral of equipment maintenance	(0.195)	(0.195)	0.000				0.000		
BCCA Administrative efficiencies	(0.526)	(0.526)	0.000				0.000		
BCCA Secretarial staffing reduction	(0.097)	(0.097)	0.000				0.000		
BCCA Hiring freeze/delayed hirings	(0.006)	(0.006)	0.000				0.000		
BCCA Administrative Reductions	(0.623)	(0.623)	0.000				0.000		
BCCA Electronic Health Record (EHR)	(0.350)	(0.350)	0.000				0.000		
BCCA Pathology and Laboratory Enterprise	(0.390)	0.000	0.390	Delays in Lab Enterprise project			0.000		
BCCA Outsourcing	(1.108)	(1.044)	0.064				0.000		
BCCA Medbuy reductions and other savings	(0.225)	(0.225)	0.000				0.000		
BCCA Other Initiatives - Managing Vacancies	(0.075)	(0.075)	0.000				0.023	Net 04/05 & 05/06 173k	
BCCA Other Initiatives - Support Services	0.000	0.000	0.000				(0.063)		
BCCA Other Initiatives - Facilities	0.000	0.000	0.000				(0.257)		
CW Program Reviews - Radiology & Pharmacy	(0.857)	(0.857)	0.000		(0.871)		0.000	Mngd separately through Lab Enterprise	
CW Outsourcing	(2.173)	(2.173)	0.000		0.000		0.000		
CW Preceptor Budget Reduction	0.000	0.000	0.000		(0.100)		0.000	Achieved in 04/05	
CW Pharmacy/Lab Enterprises re-design efficiencies	0.000	0.000	0.000				(1.838)		
	(10.912)	(9.183)	1.729		0.000	(3.351)	(10.142)		
Total	(23.497)	(15.425)	8.072			(7.454)	(19.124)		

Note 1

Provide explanation for significant variances

If applicable, indicate whether an initiative is no longer on the plan: completed, discontinued, etc

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Template 3 - Base Run Rate Calculation

(\$ millions) Absolute

Budgeted Surplus/(Deficit) - **from template 2a**
 Net Annualized Changes to Base Revenues/Expenses
 ADD: One Time Costs Included in 2004-05 Budgeted Surplus/(Deficit)
 LESS: One Time Savings Included in 2004/05 Budgeted Surplus/(Deficit)
 LESS: One Time Revenues Included in 2004/05 Budgeted Surplus/(Deficit)

Base Run Rate/Annualized Surplus/(Deficit)
 Add/Deduct: Net revenue/expense changes from Template 2
Combined Surplus/(Deficit)
 (Note 3)

2004/05 Projection	2005/06	2006/07	2007/08	2008/09 <small>(Note 2)</small>
(8.047)				
3.983	11.763			
(3.983)	(12.290)			
(8.047)	(0.527)	0.000	0.000	0.000
0.000	0.527			
(8.047)	0.000			

Note 1: please provide additional details, as appropriate, for each category.

Note 2: 2008/09 for information purposes only, not Board approved

Note 3: Combined Surplus/Deficit must match Template 2

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Template 4a - Changes/Pressures and Redesign Strategies

(\$ millions - Note 1)

	2004/05	2005/06			2006/07			2007/08			2008/09 <i>Note 4</i>		
	Projection	Adjusted Base	Projected Change	Total	Adjusted Base	Projected Change	Total	Adjusted Base	Projected Change	Total	Adjusted Base	Projected Change	Total
Run Rate Issues not included in Budgeted Surplus/Deficit (note 2)		-	-	-	-	-	-	-	-	-	-	-	-
CHANGES/PRESSURES (PRIOR TO REDESIGN)													
Revenue													
Contributions													
From the Province - MOHS (Regional)	879.498	882.688	46.405	929.093	929.094	33.360	962.454	962.453	5.802	968.255	968.255	7.073	975.328
From the Province - other than MOHS	0.242	0.242	-	0.242	0.242	-	0.242	0.242	-	0.242	0.242	-	0.242
From Health Authorities and Gov't Orgs	78.511	78.511	-	78.511	78.511	-	78.511	78.511	-	78.511	78.511	-	78.511
Federal Government	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Contributions	0.042	0.042	-	0.042	0.042	-	0.042	0.042	-	0.042	0.042	-	0.042
MSP - Fee for Service	32.851	32.851	-	32.851	32.851	-	32.851	32.851	-	32.851	32.851	-	32.851
MSP - Sessional	95.770	95.770	0.590	96.360	96.360	-	96.360	96.360	-	96.360	96.360	-	96.360
Pharmacare	-	-	-	-	-	-	-	-	-	-	-	-	-
Co-payment and Room Differential	2.042	2.042	-	2.042	2.042	-	2.042	2.042	-	2.042	2.042	-	2.042
Fees and Licences	0.404	0.404	-	0.404	0.404	-	0.404	0.404	-	0.404	0.404	-	0.404
Investments (non-sinking fund)	-	-	-	-	-	-	-	-	-	-	-	-	-
Amortized Revenue	0.527	0.527	(0.527)	-	-	-	-	-	-	-	-	-	-
Sales to Related Parties	0.253	0.253	-	0.253	0.253	-	0.253	0.253	-	0.253	0.253	-	0.253
All Other Revenue	32.228	32.228	2.279	34.507	34.854	-	34.854	35.129	-	35.129	32.964	-	32.964
Total Revenue	1,122.369	1,125.559	48.747	1,174.306	1,174.654	33.360	1,208.014	1,208.288	5.802	1,214.090	1,211.925	7.073	1,218.998
Expense													
Wages:													
Unionized Staff	262.037	262.037	6.697	268.734	257.633	5.850	263.483	261.209	4.092	265.301	274.507	0.416	274.923
Excluded Staff	48.827	48.827	3.534	52.361	52.241	2.017	54.258	54.108	1.750	55.858	55.858	1.314	57.172
Physicians (Employees Only)	61.581	61.581	3.629	65.210	65.210	0.067	65.277	65.277	0.069	65.346	65.346	-	65.346
Benefits	76.964	76.964	2.742	79.706	79.032	2.463	81.495	81.495	2.887	84.382	72.581	1.239	73.820
Total Wages and Benefits	449.408	449.408	16.602	466.011	454.116	10.397	464.513	462.089	8.798	470.887	468.292	2.969	471.261
Other Compensation													
Purchased Services-Personnel	14.225	14.225	1.256	15.481	15.480	(0.193)	15.287	15.287	-	15.287	12.590	-	12.590
Physicians	16.790	16.790	-	16.790	16.790	-	16.790	16.790	-	16.790	16.790	-	16.790
Purchased Service - Physicians	72.318	72.318	(1.220)	71.098	71.098	-	71.098	71.098	-	71.098	63.589	-	63.589
Service Providers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Compensation	552.741	552.741	16.638	569.379	557.483	10.204	567.687	565.263	8.798	574.062	561.261	2.969	564.230
Non-Wage Inflation:													
Drugs	163.903	163.903	23.265	187.168	186.802	16.927	203.728	203.117	1.156	204.273	201.195	1.534	202.729
Other Supplies	66.595	66.595	4.066	70.661	70.504	2.934	73.438	72.520	1.686	74.207	71.077	1.702	72.779
Sundry - Contingency	2.000	2.000	0.142	2.142	2.142	0.102	2.244	2.244	0.104	2.348	2.348	0.106	2.454
Sundry - Other	60.770	60.770	2.131	62.901	60.822	1.775	62.597	62.597	0.959	63.556	61.024	0.738	61.762
Referred-Out Services	262.361	262.361	14.695	277.056	275.752	6.610	282.362	281.005	(1.059)	279.946	299.579	0.973	300.552
Restructuring Costs	1.500	1.500	0.400	1.900	1.550	0.051	1.601	1.601	0.052	1.653	1.653	0.053	1.706
Buildings and Grounds	17.665	17.665	1.803	19.468	16.843	0.817	17.660	17.185	0.475	17.660	11.033	0.020	11.053
Sub-total Non-wage	574.794	574.794	46.502	621.295	614.415	29.216	643.630	640.269	3.373	643.643	647.909	5.125	653.034
Sub-Total Expenses (prior to Demand & Amort.)	1,127.535	1,127.535	63.140	1,190.675	1,171.898	39.420	1,211.318	1,205.533	12.172	1,217.704	1,209.170	8.095	1,217.264
Demand (note 3)	-	-	-	-	-	-	-	-	-	-	-	-	-
Amortization													
Amortization of Deferred Capital Contributions	(29.672)	(29.672)	(0.352)	(30.024)	(30.024)	(0.119)	(30.143)	(30.143)	(0.200)	(30.343)	(30.343)	(0.181)	(30.524)
Write-Down of Capital Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Amortization of Deferred Capital Assets	32.552	32.552	0.227	32.779	32.779	0.119	32.898	32.898	0.200	33.098	33.098	0.181	33.279
Gain (Loss) of Sale of Capital Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub Total Amortization	2.880	2.880	(0.125)	2.755	2.755	-	2.756	2.755	-	2.755	2.755	-	2.755
Total Expenses	1,130.416	1,130.415	63.015	1,193.430	1,174.653	39.420	1,214.074	1,208.288	12.172	1,220.460	1,211.925	8.095	1,220.020
SURPLUS/(DEFICIT) Before Redesign Strategies	(8.047)	(4.856)	(14.268)	(19.124)	(0.000)	(6.060)	(6.060)	(0.000)	(6.370)	(6.370)	(0.000)	(1.022)	(1.022)
REDESIGN STRATEGIES (from Template 4b)	-	-	19.124	19.124	-	6.060	6.060	-	6.370	6.370	-	1.022	1.022
Combined Surplus/Deficit (Note 5)	(8.047)	(4.856)	4.856	(0.000)	(0.000)	0.000	0.000	(0.000)	0.000	(0.000)	(0.000)	0.000	0.000

Note 1: See BMP Instructions for clarification of use of absolute and incremental number
 Note 2: Run rate issues should be included here if they are not detailed on the line items below
 Note 3: Demand calculations/compositions should be detailed on a separate attachment
 Note 4: 2008/09 for information purposes only, not Board approved
 Note 5: Combined Surplus/Deficit must equal Template 2

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Template 6 - Cash Flow

(\$ Millions) Absolute

	2004/05	2005/06	2006/07	2007/08	2008/09 (Note 1)
CASH PROVIDED FROM (USED IN):					
Operating Activities					
Deficiency of Revenue over Expense	(8.047)				
Items not involving cash:					
Amortization of capital assets (note 2)	38.086	48.797	50.175	47.456	43.878
Amortization of deferred capital funding	(35.833)	(46.993)	(49.316)	(46.810)	(43.484)
Other	(5.795)	1.804	0.859	0.647	0.394
Changes in non-cash working capital					
Sick & Severance	1.000	1.000	1.000	1.000	1.000
Other	27.000				
	22.205	2.804	1.859	1.647	1.394
Financing Activities					
Grants and other capital funding	245.848	67.937	32.155	30.880	25.510
Capital funding for land acquisition					
Procees from long term debt	0.827	0.467	0.241		
	246.675	68.404	32.396	30.880	25.510
Investing Activities					
Decrease (increase) in long-term investments	(30.000)				
Additions to capital assets	(245.848)	(86.842)	(41.952)	(31.135)	(26.584)
	(275.848)	(86.842)	(41.952)	(31.135)	(26.584)
Net increase (decrease) in cash and short term investments	(6.968)	(15.634)	(7.697)	1.392	0.320
Cash and short-term investments, beginning of year	127.245	120.277	104.643	96.946	98.338
Cash and short-term investments, end of year	120.277	104.643	96.946	98.338	98.658

Note 1: 2008/09 for information purposes only, not Board approved

Note 2: capital funding/spending should balance to Capital Spending Reports

Capital Grants (2004/05) include C&W Building Transfer, research and DPF; future years capital grants only

Assume no land acquisitions - C&W land excluded from the 2004/05 additions to capital assets; coded to equity

Assume no L-T Debt

Negative cash flow (\$22.8 M) largely explained by PCA funding received in advance - 2003/04 and prior (\$13 M) + unfunded assets (\$6 M)

Template #8 - Direct Staff Costs

	A	B	A + B = C	D	E	C + D + E = F
	Most Current 04/05 Budget	04/05 Annualizations	05/06 Starting Base	05/06 Incremental Adjustments	05/06 Increases / Decreases	05/06 Budget
Direct Staff Compensation Adjustments (Note #1)						
Community Sub-sector	\$1,426		\$1,426	\$0.048		\$1,474
Facilities Sub-sector	\$58,662		\$58,662	\$0.394		\$59,056
Nurses Sub-sector	\$69,415		\$72,613	\$0.442		\$73,055
Paramedical Sub-sector	\$66,298		\$66,298	\$0.264		\$66,562
Residents Sub-sector						\$0.000
Other Unionized Staff (Note #4)	\$66,236		\$66,236	\$0.489		\$66,725
Total Unionized Staff	\$262,037		\$262,037	\$1,637	\$ (6.09)	\$257,582
Excluded (Management & Confidential) Staff						
Physicians (Employees Only)	\$48,827		\$48,827	\$1,704	\$1,761	\$52,292
	\$61,581		\$61,581	\$0.092	\$3,537	\$65,210
"Step" Increases - Unionized Staff				0.50%	0.00%	
"Step" Increases - Excluded Staff				3.00%	0.00%	
"Step" Increases - Other Staff				0.00%	0.00%	
Total "Step" Increases						
Direct Staff Benefits Adjustments						
WCB	\$6,096		\$6,096	(\$0.640)		
CPP/EI	\$19,436		\$19,436	\$0.010	(Total only)	(Total only)
HBT	\$23,997		\$23,997	\$1,567	↓	↓
Superannuation	\$21,882		\$21,882	\$0.691		
Other	\$5,952		\$5,952	\$0.040		
Total Benefits Adjustments	\$77,363	\$0.000	\$77,363	\$ 1.67		\$79,031
Other Adjustments (Explain)						
Total Direct Staff Comp. and Benefits						\$454,115
Total 05/06 Direct Staff Compensation Budget (Note #5)						\$454,115

Add / (subtract):	
06/07 Incremental Compensation Adjustments for Direct Staff (Note #2)	\$5,475
06/07 Base Adjustments (Note #3)	\$2,498
06/07 Direct Staff Compensation Budget (Note #5)	\$462,088

Add / (subtract):	
07/08 Incremental Compensation Adjustments for Direct Staff (Note #2)	\$5,824
07/08 Base Adjustments (Note #3)	\$0,379
07/08 Direct Staff Compensation Budget (Note #5)	\$468,291

Add / (subtract):	
08/09 Incremental Compensation Adjustments for Direct Staff (Note #2)	\$2,969
08/09 Base Adjustments (Note #3)	\$0,000
08/09 Direct Staff Compensation Budget (Note #5)	\$471,260

Note #1 - Includes the impact of wage sensitive benefits

Note #2 - This includes only incremental pressures such as collective agreement increases and changes to benefits contributions. Do not include program service level changes. The amounts should agree to template #4.

Note #3 - Includes changes to service levels (eg--new programs or reduced services). Please include both base and one-time adjustments.

Note #4 - This item is included primarily for Riverview and Forensic staff. If including other amounts on this line, please explain.

Note #5 - Must equal Template #2 amounts

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Template 9 - Explanatory Notes

Please cross reference any templates that require further explanation, or attach appendices to this document

- 1) Life support funding levels are assumed to be \$36,370M base increase (05/06), \$22,440 (06/07) - all incremental
- 2) There is a life support funding methodology review currently underway (MOHS & PHSA), the funding will be reviewed upon project completion
- 3) SMP program funding is assumed received (levels per T2b)