

**Budget Management Plan  
2004/05 to 2006/07  
Provincial Health Services Authority  
Index of Templates**

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**Health Authority: PHSA**  
**Budget Management Plan 2004/05 to 2006/07**  
**Template 2 - Statement of Operations**  
**(\$ millions)**

	<b>Budget</b>			
	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>
<b>REVENUE</b>				
Contributions				
From the Province - MOHS (Regional)	845.723	882.391	890.605	899.303
From the Province - other than MOHS	2.012	2.012	2.012	2.012
From Health Authorities and Gov't Orgs	79.026	79.026	79.026	79.026
Federal Government	0.565	0.565	0.565	0.565
Other Contributions	0.000	0.000	0.000	0.000
MSP - Fee for Service	20.339	20.177	20.194	20.211
MSP - Sessional	85.448	92.279	92.319	92.359
Pharmacare	0.000	0.000	0.000	0.000
Co-payment and Room Differential	1.046	1.046	1.046	1.046
Fees and Licences	0.000	0.000	0.000	0.000
Investments (non-sinking fund)	1.956	1.956	1.956	1.956
Amortized Revenue	0.000	0.000	0.000	0.000
Sales to Related Parties	0.000	0.000	0.000	0.000
All Other Revenue	85.051	86.344	87.349	88.091
<b>Total Revenue</b>	<b>1,121.167</b>	<b>1,165.797</b>	<b>1,175.072</b>	<b>1,184.569</b>
<b>EXPENSE</b>				
Compensation				
Salaries and Wages	397.356	407.519	405.068	412.110
Employee Benefits	75.488	77.255	80.183	82.720
Purchased Services - Personnel	8.970	9.550	9.550	9.550
Purchased Services - Physicians	71.865	73.816	75.094	75.122
Sub-total	553.679	568.140	569.894	579.502
Supplies	199.887	220.062	238.629	263.002
Sundry	90.568	91.372	92.193	93.030
Equipment Expenses	13.500	14.220	15.254	15.559
Referred out Services	251.256	257.096	262.136	267.605
Restructuring Costs	0.000	0.000	0.000	0.000
Buildings and Grounds	18.465	18.834	19.211	19.595
<b>Total Expense</b>	<b>1,127.355</b>	<b>1,169.724</b>	<b>1,197.318</b>	<b>1,238.294</b>
<b>SURPLUS/(DEFICIT) BEFORE AMORTIZATION</b>	<b>(6.188)</b>	<b>(3.928)</b>	<b>(22.246)</b>	<b>(53.725)</b>
Amortization of Deferred Capital Contributions	28.130	34.825	34.825	34.825
Write-Down of Capital Assets	0.000	0.000	0.000	0.000
Amortization of Capital Assets	(32.251)	(38.946)	(38.946)	(38.946)
Gain (Loss) on sale of Capital Assets	0.000	0.000	0.000	0.000
<b>SURPLUS/(DEFICIT) AFTER AMORTIZATION</b>	<b>(10.309)</b>	<b>(8.049)</b>	<b>(26.367)</b>	<b>(57.846)</b>
<b>DENOM AFFILIATE #1 SURPLUS/(DEFICIT)</b>		0.000	0.000	0.000
<b>DENOM AFFILIATE #2 SURPLUS/(DEFICIT)</b>		0.000	0.000	0.000
<b>COMBINED SURPLUS/(DEFICIT)</b>	<b>(10.309)</b>	<b>(8.049)</b>	<b>(26.367)</b>	<b>(57.846)</b>

**Health Authority: PHSA**  
**Budget Management Plan 2004/05 to 2006/07**  
**Template 3 - Base Run Rate Calculation**  
**(\$ millions)**

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2003/04 Budgeted Surplus/(Deficit)	(10.307)
Net Annualized Changes to Base Revenues/Expenses	0.000
ADD: One Time Costs Included in 2003-04 Budgeted Surplus/(Deficit)	11.712
LESS: One Time Savings Included in 2003/04 Budgeted Surplus/(Deficit)	0.000
LESS: One Time Revenues Included in 2003/04 Budgeted Surplus/(Deficit)	<u>(11.712)</u>
Base Run Rate/Annualized Surplus/(Deficit) - 04/05 Starting Point	<u>(10.307)</u>

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

1 MOHS Grant 1X Revenues and associated expenses total \$16.712 million and include:

	<u>Revenue</u>	<u>Expense</u>
Action Schools from all Ministries	1.635	1.635
Primary Health Care Transition Funds	0.992	0.992
Vaccine Programs 2002/03	3.893	3.893
Other BCCDC Programs (WNV, SARS, Water Testing, Influenza)	2.412	2.412
2003/04 Global Allocation	2.780	2.780
CASC Funding	3.850	0.000
APP Settlements (Net)	2.500	0.000
Impact of GRE of deferred revenue treatments	2.300	0.000
Allocation to funds to Capital	(10.000)	0.000
Other	1.350	0.000
	<u>11.712</u>	<u>11.712</u>

Health Authority: PHSA Combined  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>(10.307)</b>	<b>(8.049)</b>	<b>(26.367)</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	36.668	8.213	8.698	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	(0.162)	0.017	0.017	
MSP - Sessional	6.831	0.040	0.040	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	1.293	1.005	0.742	
<b>Sub Total Revenue</b>	<b>44.630</b>	<b>9.275</b>	<b>9.497</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	(1.857)	(0.954)	(0.870)	
Excluded Staff	(1.474)	(1.547)	(1.570)	
Physicians	(0.201)	(0.028)	(0.028)	
Service Providers	(0.580)	(0.010)	(0.010)	
Benefits	(1.767)	(2.928)	(2.538)	
Sick & Severance	0.642	0.000	0.000	
Non-Wage Inflation:				
Drugs	(17.845)	(19.453)	(22.272)	
Utilities	(0.295)	0.000	0.000	
Other (Specify)	(7.793)	(9.186)	(9.671)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	(5.046)	(0.173)	(0.400)	
Demand Pressures (Utilization Increases)	(26.436)	(10.661)	(5.120)	
<b>Sub Total Expense</b>	<b>(62.653)</b>	<b>(44.939)</b>	<b>(42.480)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(18.023)</b>	<b>(35.663)</b>	<b>(32.983)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(28.330)</b>	<b>(43.712)</b>	<b>(59.351)</b>	<b>E (A+D)</b>

Health Authority: PHSA Combined  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

**REDESIGN STRATEGIES**

*All numbers must be incremental*

Acute

SRP Ref.	2004/05		2005/06		2006/07	
	\$	FTEs	\$	FTEs	\$	FTEs
C&W	5.767	94.450	3.190	17.500	0.000	0.000
BCCA	4.174	33.400	4.798	0.000	0.000	0.000
BCTS	(0.256)	0.000	0.030	0.000	0.003	0.000
BCPRA	1.264	0.000	1.309	0.000	1.352	0.000
Red Cross	0.000	0.000	0.000	0.000	0.000	0.000

Adult Mental Health

Riverview	5.205	0.000	0.000	0.000	0.000	0.000
Forensics	1.631	8.000	0.759	9.700	0.000	0.000

Population Health and Wellness

BCCDC	0.642	0.000	0.702	0.000	0.000	0.000
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Primary Care

	0.000	0.000	0.000	0.000	0.000	0.000
	0.000	0.000	0.000	0.000	0.000	0.000

Other (Corporate)

Corporate & Unallocated Services	1.854	0.000	6.557	0.000	0.150	0.000
		0.000	0.000	0.000	0.000	0.000

**Total Redesign Strategies**

	<b>20.281</b>	<b>135.850</b>	<b>17.345</b>	<b>27.200</b>	<b>1.505</b>	<b>0.000</b>
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**SURPLUS/(DEFICIT)**

	<b>(8.049)</b>	<b>135.850</b>	<b>(26.367)</b>	<b>27.200</b>	<b>(57.846)</b>	<b>0.000</b>
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**Summary by Agency**

C&W	0.000	(1.250)	(4.313)
BCCA	0.000	(3.731)	(9.075)
BCCDC	0.000	0.000	(1.182)
BCTS	0.000	(0.140)	(0.310)
BCPRA	(0.000)	0.000	0.001
Riverview	6.340	4.981	3.715
Forensics	0.000	0.000	(0.729)
Total for Agencies	6.340	(0.139)	(11.893)
PHSA Corp - Corporate Services	(0.858)	0.785	3.509
Red Cross	(0.962)	(0.962)	(0.962)
PHSA Corp - Agencies & RHA based programs	(4.486)	0.316	0.316
Surplus/(Deficit) from Life Support	(8.083)	(26.367)	(48.816)
Total PHSA Corp	(14.389)	(26.228)	(45.953)
<b>Surplus/(Deficit)</b>	<b>(8.049)</b>	<b>(26.367)</b>	<b>(57.846)</b>

Health Authority: PHSA (BCCA)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>(3.241)</b>	<b>0.000</b>	<b>(3.731)</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	13.549	14.844	17.813	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.000	0.000	0.000	
MSP - Sessional	0.754	0.040	0.040	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.057	(0.157)	0.000	
<b>Sub Total Revenue</b>	<b>14.360</b>	<b>14.727</b>	<b>17.853</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	(0.400)	(0.250)	(0.250)	
Excluded Staff	(0.351)	(0.355)	(0.360)	
Physicians	(0.173)	0.000	0.000	
Service Providers	(0.010)	(0.010)	(0.010)	
Benefits	(0.322)	(0.524)	(0.400)	
Sick & Severance	0.150	0.000	0.000	
Non-Wage Inflation:				
Drugs	(12.484)	(14.844)	(17.813)	
Utilities	(0.100)	0.000	0.000	
Other (Specify)	(0.478)	(0.603)	(0.629)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	(0.006)	(0.173)	(0.400)	
Demand Pressures (Utilization Increases)	(1.119)	(6.497)	(3.335)	
<b>Sub Total Expense</b>	<b>(15.293)</b>	<b>(23.256)</b>	<b>(23.197)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(0.933)</b>	<b>(8.529)</b>	<b>(5.344)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(4.174)</b>	<b>(8.529)</b>	<b>(9.075)</b>	<b>E (A+D)</b>



Health Authority: PHSA (BCCDC)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>(0.218)</b>	<b>0.000</b>	<b>0.000</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	12.127	1.433	0.000	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.577	0.017	0.017	
MSP - Sessional	0.000	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.123	1.129	0.742	
<b>Sub Total Revenue</b>	<b>12.827</b>	<b>2.579</b>	<b>0.759</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	(0.109)	0.000	0.000	
Excluded Staff	(0.004)	(0.005)	(0.005)	
Physicians	0.000	0.000	0.000	
Service Providers	0.000	0.000	0.000	
Benefits	(0.102)	(0.174)	(0.178)	
Sick & Severance	0.000	0.000	0.000	
Non-Wage Inflation:				
Drugs	(0.530)	(0.541)	(0.552)	
Utilities	0.000	0.000	0.000	
Other (Specify)	(0.245)	(0.249)	(0.254)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Demand Pressures (Utilization Increases)	(12.261)	(2.312)	(0.952)	
<b>Sub Total Expense</b>	<b>(13.251)</b>	<b>(3.281)</b>	<b>(1.941)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(0.424)</b>	<b>(0.702)</b>	<b>(1.182)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(0.642)</b>	<b>(0.702)</b>	<b>(1.182)</b>	<b>E (A+D)</b>





Health Authority: PHSA (BCPRA)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>0.000</b>	<b>(0.000)</b>	<b>0.000</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	8.642	7.409	8.742	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.000	0.000	0.000	
MSP - Sessional	0.000	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.000	0.000	0.000	
<b>Sub Total Revenue</b>	<b>8.642</b>	<b>7.409</b>	<b>8.742</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	0.000	0.000	0.000	
Excluded Staff	(0.020)	(0.020)	(0.023)	
Physicians	0.000	0.000	0.000	
Service Providers	0.000	0.000	0.000	
Benefits	(0.008)	(0.011)	(0.010)	
Sick & Severance	0.000	0.000	0.000	
Non-Wage Inflation:				
Drugs	(2.536)	(2.758)	(2.734)	
Utilities	0.000	0.000	0.000	
Other (Specify)	(4.854)	(6.077)	(6.492)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Demand Pressures (Utilization Increases)	(2.488)	0.148	(0.833)	
<b>Sub Total Expense</b>	<b>(9.906)</b>	<b>(8.718)</b>	<b>(10.093)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(1.264)</b>	<b>(1.308)</b>	<b>(1.351)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(1.264)</b>	<b>(1.308)</b>	<b>(1.351)</b>	<b>E (A+D)</b>



Health Authority: PHSA (BCTS )  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>0.132</b>	<b>0.000</b>	<b>(0.140)</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	2.555	1.031	0.892	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.000	0.000	0.000	
MSP - Sessional	0.000	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	(0.150)	0.000	0.000	
<b>Sub Total Revenue</b>	<b>2.405</b>	<b>1.031</b>	<b>0.892</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	0.000	0.000	0.000	
Excluded Staff	(0.066)	(0.068)	(0.070)	
Physicians	(0.028)	(0.028)	(0.028)	
Service Providers	0.000	0.000	0.000	
Benefits	(0.019)	(0.033)	(0.034)	
Sick & Severance	0.000	0.000	0.000	
Non-Wage Inflation:				
Drugs	(1.917)	(1.031)	(0.892)	
Utilities	0.000	0.000	0.000	
Other (Specify)	(0.042)	(0.041)	(0.041)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Demand Pressures (Utilization Increases)	(0.209)	0.000	0.000	
<b>Sub Total Expense</b>	<b>(2.281)</b>	<b>(1.201)</b>	<b>(1.065)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>0.124</b>	<b>(0.170)</b>	<b>(0.173)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>0.256</b>	<b>(0.170)</b>	<b>(0.313)</b>	<b>E (A+D)</b>



Health Authority: PHSA (C&W)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

**Budgeted Surplus/(Deficit) Prior to Changes/Pressures**

**CHANGES/PRESSURES (PRIOR TO REDESIGN)**

*All numbers must be incremental not absolute*

**Revenue**

Contributions

From the Province - MOHS (Regional)  
 From the Province - other than MOHS  
 From Health Authorities and Gov't Orgs  
 Federal Government  
 Other Contributions

MSP - Fee for Service

MSP - Sessional

Pharmacare

Co-payment and Room Differential

Fees and Licences

Investments (non-sinking fund)

Amortized Revenue

Sales to Related Parties

All Other Revenue

**Sub Total Revenue**

**Expense**

Wages:

Unionized Staff (broken down by table)  
 Excluded Staff  
 Physicians  
 Service Providers

Benefits

Sick & Severance

Non-Wage Inflation:

Drugs  
 Utilities  
 Other (Specify)

Other:

Contingencies  
 Other (Specify)

Demand Pressures (Utilization Increases)

**Sub Total Expense**

**Total Changes/Pressures**

**Surplus/(Deficit) Prior to Redesign Strategies**

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>(3.698)</b>	<b>0.000</b>	<b>(1.250)</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b>				
<i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	1.830	0.000	0.000	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	(0.739)	0.000	0.000	
MSP - Sessional	2.177	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.629	0.033	0.000	
<b>Sub Total Revenue</b>	<b>3.897</b>	<b>0.033</b>	<b>0.000</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	(1.098)	(0.455)	(0.455)	
Excluded Staff	(0.365)	(0.376)	(0.387)	
Physicians	0.000	0.000	0.000	
Service Providers	(0.570)	0.000	0.000	
Benefits	(0.960)	(0.899)	(0.707)	
Sick & Severance	0.492	0.000	0.000	
Non-Wage Inflation:				
Drugs	(0.200)	(0.200)	(0.200)	
Utilities	(0.195)	0.000	0.000	
Other (Specify)	(1.271)	(1.293)	(1.314)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Demand Pressures (Utilization Increases)	(1.798)	(1.250)	0.000	
<b>Sub Total Expense</b>	<b>(5.966)</b>	<b>(4.473)</b>	<b>(3.063)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(2.069)</b>	<b>(4.440)</b>	<b>(3.063)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(5.767)</b>	<b>(4.440)</b>	<b>(4.313)</b>	<b>E (A+D)</b>

Health Authority: PHSA (C&W)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

**REDESIGN STRATEGIES**

*All numbers must be incremental*

Acute

**CHILD HEALTH & REHABILITATION PROGRAMS**

	2004/05	2005/06	2006/07			
	\$	FTEs	\$	FTEs	\$	FTEs
Closure of Dental Chair	0.111	2.75	0.000	0.00	0.000	0.00
Treatment Services Productivity & Service Redesign	0.831	8.42	0.388	0.00	0.000	0.00
Nursing Productivity Initiatives	0.076	1.10	0.000	0.00	0.000	0.00
Administrative Efficiencies	0.161	2.20	0.000	0.00	0.000	0.00
Child Health Bed Consolidations	0.091	1.30	0.502	0.00	0.000	0.00
Child Development & Rehabilitation Initiatives	0.200	2.68	0.000	0.00	0.000	0.00
Preceptor Budget Reduction	0.000	0.00	0.100	0.00	0.000	0.00

**WOMEN'S HEALTH PROGRAMS**

Nursery Redesign/SRMC	0.494	7.00	0.500	7.00	0.000	0.00
Clinical Efficiencies	0.261	3.60	0.400	10.50	0.000	0.00
Antepartum Bed Management	0.175	0.00	0.000	0.00	0.000	0.00

**Diagnostic Services**

Program Reviews - Radiology & Pharmacy	0.857	0.00	0.871	0.00	0.000	0.00
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**Corporate and Support Services**

Outsourcing	2.173	65.00	0.000	0.00	0.000	0.00
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**Other Initiatives**

	0.337	0.40	0.429	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00
	0.000	0.00	0.000	0.00	0.000	0.00

**Total Redesign Strategies**

	<b>5.767</b>	<b>94.45</b>	<b>3.190</b>	<b>17.50</b>	<b>0.000</b>	<b>0.00</b>	F
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**SURPLUS/(DEFICIT)**

	<b>0.000</b>	<b>94.450</b>	<b>(1.250)</b>	<b>17.500</b>	<b>(4.313)</b>	<b>0.000</b>	G (E+F)
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Health Authority: PHSA (Forensics)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>(0.333)</b>	<b>0.000</b>	<b>0.000</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b><u>Revenue</u></b>				
Contributions				
From the Province - MOHS (Regional)	(0.984)	0.000	0.000	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.000	0.000	0.000	
MSP - Sessional	0.000	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.000	0.000	0.000	
<b>Sub Total Revenue</b>	<b>(0.984)</b>	<b>0.000</b>	<b>0.000</b>	<b>B</b>
<b><u>Expense</u></b>				
Wages:				
Unionized Staff (broken down by table)	(0.124)	(0.094)	(0.059)	
Excluded Staff	(0.032)	(0.020)	(0.020)	
Physicians	0.000	0.000	0.000	
Service Providers	0.000	0.000	0.000	
Benefits	0.179	(0.373)	(0.372)	
Sick & Severance	0.000	0.000	0.000	
Non-Wage Inflation:				
Drugs	(0.024)	(0.024)	(0.024)	
Utilities	0.000	0.000	0.000	
Other (Specify)	(0.242)	(0.248)	(0.254)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Demand Pressures (Utilization Increases)	(0.071)	0.000	0.000	
<b>Sub Total Expense</b>	<b>(0.314)</b>	<b>(0.759)</b>	<b>(0.729)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(1.298)</b>	<b>(0.759)</b>	<b>(0.729)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(1.631)</b>	<b>(0.759)</b>	<b>(0.729)</b>	<b>E (A+D)</b>





Health Authority: Red Cross  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>(0.962)</b>	<b>(0.962)</b>	<b>(0.962)</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b><u>Revenue</u></b>				
Contributions				
From the Province - MOHS (Regional)	0.000	0.000	0.000	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.000	0.000	0.000	
MSP - Sessional	0.000	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.000	0.000	0.000	
<b>Sub Total Revenue</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>B</b>
<b><u>Expense</u></b>				
Wages:				
Unionized Staff (broken down by table)	0.000	0.000	0.000	
Excluded Staff	0.000	0.000	0.000	
Physicians	0.000	0.000	0.000	
Service Providers	0.000	0.000	0.000	
Benefits	0.000	0.000	0.000	
Sick & Severance	0.000	0.000	0.000	
Non-Wage Inflation:				
Drugs	0.000	0.000	0.000	
Utilities	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Demand Pressures (Utilization Increases)	0.000	0.000	0.000	
<b>Sub Total Expense</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(0.962)</b>	<b>(0.962)</b>	<b>(0.962)</b>	<b>E (A+D)</b>

Health Authority: Red Cross  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

**REDESIGN STRATEGIES**  
*All numbers must be incremental*

	SRP Ref.	2004/05		2005/06		2006/07	
		\$	FTEs	\$	FTEs	\$	FTEs
Acute							
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Strategy Name -Denom affiliate #2		0.000	0.000	0.000	0.000	0.000	0.000
HCC - Residential							
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
HCC - Community							
Strategy Name - Denom affiliate #1		0.000	0.000	0.000	0.000	0.000	0.000
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Adult Mental Health							
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Population Health and Wellness							
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Primary Care							
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Other (Corporate)							
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
Strategy Name		0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Redesign Strategies</b>		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b> F
<b>SURPLUS/(DEFICIT)</b>		<b>(0.962)</b>	<b>0.000</b>	<b>(0.962)</b>	<b>0.000</b>	<b>(0.962)</b>	<b>0.000</b> G (E+F)

Health Authority: PHSA (Riverview)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>7.163</b>	<b>6.340</b>	<b>4.981</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b> <i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	(2.552)	0.000	0.000	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.000	0.000	0.000	
MSP - Sessional	0.000	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.000	0.000	0.000	
<b>Sub Total Revenue</b>	<b>(2.552)</b>	<b>0.000</b>	<b>0.000</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	(0.106)	(0.135)	(0.106)	
Excluded Staff	(0.078)	(0.080)	(0.083)	
Physicians	0.000	0.000	0.000	
Service Providers	0.000	0.000	0.000	
Benefits	(0.252)	(0.666)	(0.590)	
Sick & Severance	0.000	0.000	0.000	
Non-Wage Inflation:				
Drugs	(0.154)	(0.055)	(0.057)	
Utilities	0.000	0.000	0.000	
Other (Specify)	(0.414)	(0.423)	(0.430)	
Other:				
Contingencies	0.000	0.000	0.000	
Other (Specify)	0.000	0.000	0.000	
Demand Pressures (Utilization Increases)	(2.471)	0.000	0.000	
<b>Sub Total Expense</b>	<b>(3.476)</b>	<b>(1.359)</b>	<b>(1.266)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(6.028)</b>	<b>(1.359)</b>	<b>(1.266)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>1.135</b>	<b>4.981</b>	<b>3.715</b>	<b>E (A+D)</b>



Health Authority: PHSA (Corporate)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

	2004/05	2005/06	2006/07	
<b>Budgeted Surplus/(Deficit) Prior to Changes/Pressures</b>	<b>(9.150)</b>	<b>(13.427)</b>	<b>(25.266)</b>	<b>A</b>
<b>CHANGES/PRESSURES (PRIOR TO REDESIGN)</b>				
<i>All numbers must be incremental not absolute</i>				
<b>Revenue</b>				
Contributions				
From the Province - MOHS (Regional)	1.501	(16.504)	(18.749)	
From the Province - other than MOHS	0.000	0.000	0.000	
From Health Authorities and Gov't Orgs	0.000	0.000	0.000	
Federal Government	0.000	0.000	0.000	
Other Contributions	0.000	0.000	0.000	
MSP - Fee for Service	0.000	0.000	0.000	
MSP - Sessional	3.900	0.000	0.000	
Pharmacare	0.000	0.000	0.000	
Co-payment and Room Differential	0.000	0.000	0.000	
Fees and Licences	0.000	0.000	0.000	
Investments (non-sinking fund)	0.000	0.000	0.000	
Amortized Revenue	0.000	0.000	0.000	
Sales to Related Parties	0.000	0.000	0.000	
All Other Revenue	0.634	0.000	0.000	
<b>Sub Total Revenue</b>	<b>6.035</b>	<b>(16.504)</b>	<b>(18.749)</b>	<b>B</b>
<b>Expense</b>				
Wages:				
Unionized Staff (broken down by table)	(0.020)	(0.020)	(0.000)	
Excluded Staff	(0.557)	(0.622)	(0.622)	
Physicians	0.000	0.000	0.000	
Service Providers	0.000	0.000	0.000	
Benefits	(0.283)	(0.248)	(0.246)	
Sick & Severance	0.000	0.000	0.000	
Non-Wage Inflation:				
Drugs	0.000	0.000	0.000	
Utilities	0.000	0.000	0.000	
Other (Specify)	(0.247)	(0.252)	(0.257)	
Other:				
Contingencies	0.000	0.000	0.000	
Life Support - Cardiac Programs	(5.040)	0.000	0.000	
Demand Pressures (Utilization Increases)	(6.019)	(0.750)	0.000	
<b>Sub Total Expense</b>	<b>(12.166)</b>	<b>(1.892)</b>	<b>(1.126)</b>	<b>C</b>
<b>Total Changes/Pressures</b>	<b>(6.131)</b>	<b>(18.396)</b>	<b>(19.875)</b>	<b>D (B+C)</b>
<b>Surplus/(Deficit) Prior to Redesign Strategies</b>	<b>(15.281)</b>	<b>(31.823)</b>	<b>(45.141)</b>	<b>E (A+D)</b>

Health Authority: PHSA (Corporate)  
 Budget Management Plan 2004/05 to 2006/07  
 Template 4 - Changes/Pressures and Redesign Strategies  
 (\$ millions)

**REDESIGN STRATEGIES**

*All numbers must be incremental*

SRP Ref.	2004/05		2005/06		2006/07	
	\$	FTEs	\$	FTEs	\$	FTEs
Acute						
Wage Rollbacks	1.372	0.000	1.219	0.000	0.000	0.000
Lab Redesign			3.400			
Sustainable Improvements			1.402			
HCC - Community						
Adult Mental Health						
Population Health and Wellness						
Primary Care						
Other (Corporate)						
Corporate Office Savings	0.482	0.000	0.536	0.000	0.150	0.000
	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Redesign Strategies</b>	<b>1.854</b>	<b>0.000</b>	<b>6.557</b>	<b>0.000</b>	<b>0.150</b>	<b>0.000</b>

**SURPLUS/(DEFICIT)**

<b>(13.427)</b>	<b>0.000</b>	<b>(25.266)</b>	<b>0.000</b>	<b>(44.991)</b>	<b>0.000</b>	<b>G (E+F)</b>
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Health Authority: PHSA  
 Budget Management Plan 2004/05 to 2006/07  
 Template 5 - Equity Position  
 (\$ Millions)

	Total Equity	Change from Beginning	Deficits
<b>Beginning Equity Position (March 31/01)</b>	<b>(29.596)</b>		
2001/02 Equity as at March 31/02 (Audited)	(31.896)	(2.300)	
2002/03 Equity as at March 31/03 (Audited)	(17.696)	11.900	
2003/04 Invested in Capital Assets	0.000		
Unrestricted	(28.096)		(10.400)
Internally Restricted	0.000		
Projected Equity as at March 31/04	<u>(28.096)</u>	1.500	
2004/05 Invested in Capital Assets	0.000		
Unrestricted	(36.145)		(8.049) *
Internally Restricted	0.000		
Projected Equity as at March 31/05	<u>(36.145)</u>	(6.549)	
2005/06 Invested in Capital Assets	0.000		
Unrestricted	(62.512)		(26.367) *
Internally Restricted	0.000		
Projected Equity as at March 31/06	<u>(62.512)</u>	(32.916)	
2006/07 Invested in Capital Assets	0.000		
Unrestricted	(120.358)		(57.846) *
Internally Restricted	0.000		
Projected Equity as at March 31/07	<u>(120.358)</u>	(90.762)	

\* Life support deficits total \$8M (2004/05), \$26.4M (2005/06) and \$48.8M (2006/07). The PHSA continues to work on strategies to balance its operations in 2006/07 for the remaining \$9.1M operating deficit.



**Health Authority: PHSA**  
**Budget Management Plan 2004/05 to 2006/07**  
**Template 6 - Cash Flow**  
**(\$ Millions)**

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	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>
Opening Cash Balance	\$133.240	\$169.591	\$151.624
Revised Projection	(8.049)	(26.367)	(57.846)
Non Cash Items:			
Sick & Severance Adjustment	4.400	4.400	4.400
Other (list)			
Working capital change	36.000	0.000	0.000
Depreciation (net of amortization)	4.000	4.000	4.000
<b>Closing Cash Balance</b>	<b>\$169.591</b>	<b>\$151.624</b>	<b>\$102.178</b>

The above cash position includes short term investments