



**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT**

**NOTICE OF REGULAR HOSPITAL BOARD MEETING**

**DATE: Wednesday, February 22, 2017**

**TIME: 1:15 PM**

**PLACE: BOARD ROOM**

**175 INGRAM STREET**

A handwritten signature in black ink, appearing to read "Joe Barry". The signature is stylized and cursive.

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**Joe Barry  
Corporate Secretary**



**REGULAR HOSPITAL BOARD MEETING AGENDA  
WEDNESDAY, FEBRUARY 22, 2017  
1:15 PM - CVRD BOARD ROOM**

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	<b>PAGE</b>
<b>1. <u>APPROVAL OF AGENDA</u></b>	
<b>2. <u>ADOPTION OF MINUTES</u></b>	
HM1 Regular Hospital Board meeting of January 11, 2017	1
<b>Recommendation</b> That the minutes of the Regular Hospital Board meeting of January 11, 2017 be adopted.	
<b>3. <u>BUSINESS ARISING FROM THE MINUTES</u></b>	
<b>4. <u>DELEGATIONS</u></b>	
<b>5. <u>REPORT OF THE CHAIRPERSON</u></b>	
<b>6. <u>CORRESPONDENCE</u></b>	
<b>7. <u>INFORMATION</u></b>	
<b>8. <u>COMMITTEE REPORTS</u></b>	
<b>9. <u>STAFF REPORTS</u></b>	
HSR1 Staff Report from the Finance Division Re: Draft 2017 Cowichan Valley Regional Hospital District Budget	5
<b>Recommendation</b> For Information.	
<b>10. <u>PUBLIC HEARINGS</u></b>	

**11. BYLAWS**

HB1 "CVRHD Bylaw No. 141 - Cowichan Valley Regional Hospital District 11  
Annual Budget Bylaw, 2017", be granted 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> reading.

"CVRHD Bylaw No. 141 - Cowichan Valley Regional Hospital District  
Annual Budget Bylaw, 2017", be adopted.

**12. RESOLUTIONS**

**13. UNFINISHED BUSINESS**

**14. NOTICE OF MOTION**

**15. NEW BUSINESS**

**16. QUESTION PERIOD**

**17. CLOSED SESSION**

Motion that the Closed Session Agenda be approved, and that the meeting be closed to the public in accordance with the *Community Charter* Part 4, Division 3, Section 90, subsections as noted in accordance with each agenda item.

**18. ADJOURNMENT**

The next Hospital Board meeting will be held at the Call of the Chair in the Board Room, 175 Ingram Street, Duncan, BC.



Minutes of the Regular meeting of the Hospital Board of the Cowichan Valley Regional District held in the Board Room, 175 Ingram Street, Duncan BC, on Wednesday, January 11, 2017 at 4:00 PM.

**PRESENT** Chair J. Lefebure  
Director B. Day  
Director M. Clement <after 4:11 PM>  
Director K. Davis  
Director M. Dorey  
Director S. Furstenau  
Director S. Jackson  
Director K. Kuhn  
Director L. Iannidinardo  
Director K. Marsh  
Director M. Marcotte  
Director I. Morrison  
Director A. Nicholson  
Director A. Stone  
Alternate Director A. Siebring

**ALSO PRESENT** B. Carruthers, Chief Administrative Officer  
J. Barry, Corporate Secretary  
M. Kueber, General Manager, Corporate Services  
J. Elzinga, General Manager, Community Services  
R. Blackwell, General Manager, Planning and Development  
T. Anderson, CVRHD Special Projects Manager  
S. Carlow, Legislative Assistant

**ABSENT** Director T. Walker

## **APPROVAL OF AGENDA**

**17-H01** It was moved and seconded that the agenda be approved.

**MOTION CARRIED**

## **ADOPTION OF MINUTES**

**HM1** Regular Hospital Board meeting of July 13, 2016

**17-H02** It was moved and seconded that the minutes of the Regular Hospital Board meeting of July 13, 2016 be adopted.

**MOTION CARRIED**

**DELEGATIONS**

**HD1** Dr. Robin Routledge and Dr. Jan Malherbe, Executive Members, Cowichan District Medical Society; and Dr. Jim Broere and Dr. Bryan Bass, Board Co-Chairs, Cowichan Division of Family Practice Re: New Hospital Petition

**4:11 PM** Director Clement entered the meeting at 4:11 PM.

Dr. Robin Routledge and Dr. Jan Malherbe, Executive Members, Cowichan District Hospital; Dr. Bryan Bass and Dr. Jim Broere, Board Co-Chairs, Cowichan Division of Family Practice, provided an overview of their community petition (presently on hold) to the Ministry of Health, requesting that the Minister commit to a capital funding for a new Cowichan District Hospital. The Delegates also advised the Board of their united support to the project and offered assistance as needed.

**CORRESPONDENCE**

**HC1** Alison Taylor, Chair, Cowichan District Hospital Foundation - New Hospital Campaign and Request to Erect Sign on Bell McKinnon Road Site

**17-H03** **It was moved and seconded that the placement of an 8' X 16' sign on the proposed new hospital site (Bell McKinnon Road properties) promoting the Cowichan District Hospital Foundation's campaign for a new hospital be approved; subject to completion of all necessary signage requirements and final approval by the Municipality of North Cowichan.**

**MOTION CARRIED**

**STAFF REPORTS**

**HSR1** Staff Report and PowerPoint from the Corporate Services Department Re: New Cowichan District Hospital

Tom Anderson, CVRHD Special Projects Manager, provided a PowerPoint presentation update on the land and buildings acquired on Bell McKinnon Road for a new hospital and the proposed Concept Plan requested by Island Health.

**17-H04** **It was moved and seconded:**

- 1. That an expenditure of up to \$500,000 for Island Health to prepare a concept plan for a new Cowichan District Hospital be approved, and that this funding be part of the final Cowichan Valley Regional Hospital District (CVRHD) funding contribution for a new hospital.**

Director Clement was absent at the vote.

**MOTION CARRIED**

**17-H05 It was moved and seconded:**

- 2. That a letter be sent to the Minister of Health advising that the Cowichan Valley Regional Hospital District has \$27,000,000 in reserves; are taxing \$7,000,000 annually to pay for local government’s 40% share of the cost of a new Cowichan District Hospital; owns the land which is zoned for a new hospital; and has committed \$500,000 for a new hospital concept plan.**

Director Clement was absent at the vote.

**MOTION CARRIED**

**ADJOURNMENT**

**17-H06 It was moved and seconded that the meeting be adjourned.  
4:57 PM.**

**MOTION CARRIED**

The meeting adjourned at 4:57 PM.

Certified Correct:

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Corporate Secretary

Dated: \_\_\_\_\_







# STAFF REPORT TO THE BOARD

**DATE OF REPORT** January 16, 2017  
**MEETING TYPE & DATE** Hospital Board Meeting of February 22, 2017  
**FROM:** Finance Division  
 Corporate Services Department  
**SUBJECT:** Draft 2017 Cowichan Valley Regional Hospital District Budget  
**FILE:**

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## PURPOSE/INTRODUCTION

The purpose of this report is to present the Draft 2017 Cowichan Valley Regional Hospital District (CVRHD) Budget.

## RECOMMENDED RESOLUTION

For information.

## BACKGROUND

Annually the CVRHD presents its budget which is made up of three items:

- Debt payments for the CVRHD's share of major capital expenditures that were financed in previous years;
- An amount for capital reserves (which includes decreases in debt payments) in line with Board policy; and
- The CVRHD contribution towards the Vancouver Island Health Authority's requests for capital equipment and minor projects. Since 2009 the Board has funded \$1.8 million annually for capital equipment and minor projects.

During the 2010 Hospital Budget discussion the Hospital Board approved a recommendation from its Health Advisory Committee that it contribute funds into a hospital replacement reserve fund to help finance the CVRHD's share of a new hospital. The Board plan has a \$7.0 million contribution in 2016 with this level being maintained for each year thereafter until sufficient funds have been accumulated with the balance being borrowed if the new hospital was completed prior to all funds being raised.

## ANALYSIS

The Draft 2017 Budget currently includes:

- \$66,324 for debt payments;
- \$1,800,000 for capital equipment and minor projects; and
- A Transfer from Reserve of \$600,000 to fund costs related to, and for, possible remediation costs related to previous land purchases as well as a future concept plan.

There hasn't been any new debt since 2005 and debt payments have decreased by \$70,098 from 2016. Decreases in debt payments have been added to the capital reserve contribution bringing the total in 2017 to \$7,413,309.

Continuing the financial plan as determined in 2010 will show the province that the CVRHD is planning and prepared for a new hospital.

## FINANCIAL CONSIDERATIONS

The Requisition in the Draft 2017 Budget is \$9,339,633, an increase of \$50,000 (0.54%) from 2016, which costs a residential property \$53.41 per \$100,000 in assessed value.

## COMMUNICATION CONSIDERATIONS

The CVRD annually provides a communication with taxpayers through an insert with their property tax notice and details the status of the Reserve Funds and the new tax rate.

## STRATEGIC/BUSINESS PLAN CONSIDERATIONS

The Corporate Strategic Plan recommends long term financial management that addresses capital assets as well as the maintenance of capital reserves to strengthen financial stability; the Draft 2017 Hospital Budget meets these objectives.

Referred to (upon completion):

- Community Services (*Island Savings Centre, Cowichan Lake Recreation, South Cowichan Recreation, Arts & Culture, Public Safety, Facilities & Transit*)
- Corporate Services (*Finance, Human Resources, Legislative Services, Information Technology*)
- Engineering Services (*Environmental Services, Water Management, Recycling & Waste Management*)
- Planning & Development Services (*Community & Regional Planning, Development Services, Inspection & Enforcement, Economic Development, Parks & Trails*)
- Strategic Services

Prepared by:

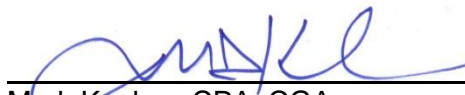


Lyle Smith, CPA, CGA  
A/Manager

Reviewed by:



Sharon Moss, CPA, CGA  
Manager



Mark Kueber, CPA, CGA  
General Manager

Reviewed for Form and Content and Approved for Submission to the Board:

Chief Administrative Officer's Comments / Concurrence



Brian Carruthers  
Chief Administrative Officer

## ATTACHMENTS:

Attachment A – CVRHD Bylaw No. 141 – Cowichan Valley Regional Hospital District Annual Budget Bylaw, 2017

Attachment B – Cowichan Valley Regional Hospital 2011 - 2017 History



**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT**

**BYLAW No. 141**

**A Bylaw to Adopt the Cowichan Valley Regional Hospital District  
Annual Budget for the Year 2017**

The Regional Board of the Cowichan Valley Regional Hospital District, in open meeting assembled, enacts as follows:

1. **CITATION**

This bylaw may be cited for all purposes as the "**CVRHD Bylaw No. 141 – Cowichan Valley Regional Hospital District Annual Budget Bylaw, 2017**".

2. **ANNUAL BUDGET**

Schedule A attached hereto and made part of this bylaw is hereby adopted and is the Annual Budget for the Cowichan Valley Regional Hospital District for the year ending the 31<sup>st</sup> day of December 2017.

READ A FIRST TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

READ A SECOND TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

READ A THIRD TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Corporate Secretary

**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT  
2017 ANNUAL BUDGET**

<b><u>REVENUE</u></b>	<b>2017 ANNUAL BUDGET</b>	<b>2016 ANNUAL BUDGET</b>
Tax Requisition	\$ 9,339,633	\$ 9,289,633
Transfer from Reserve	600,000	3,200,000
Other Revenue: Interest	<u>50,000</u>	<u>50,000</u>
<b>TOTAL REVENUE</b>	<b><u>\$ 9,989,633</u></b>	<b><u>\$ 12,539,633</u></b>
<b><u>EXPENDITURE</u></b>		
Debenture Debt	\$ 66,324	\$ 136,422
Administration expense	110,000	60,000
Capital - Land	600,000	3,200,000
Capital Equipment/Projects	1,800,000	1,800,000
Reserve Fund contributions	<u>7,413,309</u>	<u>7,343,211</u>
<b>TOTAL EXPENDITURE</b>	<b><u>\$ 9,989,633</u></b>	<b><u>\$ 12,539,633</u></b>

**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT  
HOSPITAL BUDGET HISTORY**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>TAX REQUISITION</b>	\$ 4,568,582	\$ 5,573,185	\$ 6,909,089	\$ 7,689,633	\$ 8,289,633	\$ 9,289,633	\$ 9,339,633
<b>TRANSFER FROM RESERVES</b>	-	-	-	100,000	200,000	3,200,000	600,000
<b>TAX RATE</b>	0.2980	0.3568	0.4438	0.5045	0.5404	0.6077	0.5341
<b>COST FOR A RESIDENTIAL PROPERTY ASSESSED AT \$100,000</b>	29.80	35.68	44.38	50.45	54.04	60.77	53.41
<b>&gt;DEBT PAYMENTS</b>	758,582	758,185	679,633	268,865	219,340	136,422	66,324
<b>&gt;CAPITAL EQUIPMENT / PROJECTS (Section 20 funds)</b>	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>&gt;MAJOR PROJECTS</b>	-	-	419,456	400,000	-	-	-
<b>&gt;RESERVE FUND CONTRIBUTIONS</b>	2,000,000	3,000,000	4,000,000	5,210,768	6,260,293	7,343,211	7,413,309
<b>&gt;CAPITAL - LAND</b>					200,000	3,200,000	600,000
<b>&gt;ADMIN</b>					60,000	60,000	110,000
<b>&gt;OTHER REVENUE (INT ETC)</b>					50,000	50,000	50,000
<b>TAX ASSESSMENT</b>					1,533,847,519	1,528,573,913	1,748,813,705



Excellent care, for everyone,  
everywhere, every time.

January 31, 2017

Ref # 18130

Mr. Mark Kueber  
General Manager Corporate Services  
Cowichan Valley Regional Hospital District (CVRHD)  
175 Ingram Street  
Duncan BC V9L 1N8

Dear Mr. Kueber:

**Re: 2017/18 Capital Projects and Equipment**

I am writing to advise you of the Island Health 2017/18 capital plan for which CVRHD cost-sharing is requested.

The requested CVRHD cost-share amount is \$2,001,397, summarized as follows, and detailed in the attached lists:

Minor Capital Projects	\$527,532
Equipment*	1,120,198
Unit Dose Medication Distribution	353,667
	\$2,001,397

\*Includes new Computed Technology (CT) Scanner with value greater \$1,500,000.

To help alleviate some of the burden of this cost-share amount, Island Health is proposing that the following funding sources be used, in addition to CVRHD's usual annual funding amount of \$1,800,000:

CVRHD's usual annual funding amount	\$1,800,000
Prior Year Contingency Balances	201,397
Total	\$2,001,397

**Unit Dose Medication Distribution Project**

As identified in the 2016/17 capital request, Island Health is implementing a strategy to implement a bar-coded unit dose medication system. This "closed loop" medication system uses a bar code scanning system to allow nursing and medical staff to verify that the right drug, in the right dose, and by the right route of administration, is being given to the right patient at the right time. Bar coding, when integrated with the advancement of the Island Health Electronic Health Record (IHealth) will serve as an automated independent double-check where none exists today.

**Capital Planning**

Located at: 1952 Bay Street | Victoria, BC V8R 1J8 Canada  
Mailing address: 1952 Bay Street | Victoria, BC V8R 1J8 Canada

Tel: 250-370-8912 | Fax: 250-370-8750  
viha.ca

The total project cost for this initiative in CVRHD facilities is \$884,168 (CVRHD share is \$353,667). This includes purchase of unit dose packaging equipment, modifications to existing medication storage areas, purchase and installation of automated dispensing cabinets and system development costs. A complete breakdown of expenditures will be provided to CVRHD once planning is complete.

#### Patient Portal Project

In recent semi-annual meetings between Island Health and RHD representatives, the importance of Information Management/Information Technology (IM/IT) in health care was discussed. Island Health described how RHD cost-sharing on high priority IM/IT capital projects will improve outcomes for Island Health residents. This includes “smart” or integrated IM/IT equipment and IM/IT infrastructure to enable increased functionality in equipment; this would not include administrative IM/IT capital projects. The intent is not to increase the financial burden on RHDs, but rather to ensure the highest priority capital projects are funded whether they are traditional facility, equipment or IM/IT projects.

For 2017/18, Island Health is requesting RHD cost-sharing for the Patient Portal. This is an Electronic Health Record (EHR) tool that will provide convenient and secure web-based access for residents to their health records. Through the portal, residents can review information Island Health has on file for them, view their prior lab and diagnostic test results, view their health record reports, see their schedule of past and planned visits, access educational materials and in some cases directly interact with their care team via secure messaging. The tool is designed to encourage individuals to participate in their health care and support a move towards self-management.

The Province has identified improved access to health records as a high priority and the portal helps facilitate this by providing convenient access to information and services for residents living within Island Health. The portal is planned to be deployed in a phased manner starting in 2017/18 within specific geographies and patient populations and eventually to cover all of Island Health.

Beyond the functionality mentioned, subsequent phases of patient portal may include:

- Online scheduling system for primary and ambulatory care – the ability to request and/or self-schedule your appointments. This should reduce wait times by streamlining capacity management practices, essentially optimizing the flow of patients through our facilities.
- Enhanced communication with the care team. This should reduce the wait times if you do not have to attend the hospital for your care information needs (e.g. medication refills and quick consultations).
- Patient documentation – ability for patients to complete history/physical assessments and pre-surgical assessments online and have these become part of their electronic health record.
- Wellness management – ability for patients to link fitbit/diet tracking applications to their portal based personal health record.

The total project cost for the Patient Portal is \$600,000. Island Health is proposing this cost be divided by RHD based on the 2015 population statistics provided by BC Stats. The allocation for CVRHD is \$64,785, or 11 percent of the total, and is included on the minor capital projects list.

Prior Year Contingency Balances

Island Health will follow-up with CVRHD staff to discuss the use of prior year contingencies regarding redeployment to other purposes.

I would like to thank the CVRHD for its significant contribution to Island Health's capital projects and equipment. We are grateful for your support, and we appreciate partnering with you to meet the Cowichan Valley Regional District's health infrastructure needs.

Please call me at (250) 370-8912 if you have any questions.

Yours truly,



Chris Sullivan  
Director, Capital Planning

Attachments

cc: Matthew O'Rae, Corporate Director, Capital Management & Finance Projects  
Carol Botrakoff, Manager, Capital Finance and Treasury  
Emma James, Director, Cowichan Valley



**VIHA 2017/18: Minor Capital Projects**

**2017/18 Recommended Committee Approvals**

Site	Project Name	Project Cost
Cowichan District Hospital	Cooling Tower Refurbishment	95,000
Cowichan District Hospital	Emergency Department - New Air Handling Unit	237,698
Cowichan District Hospital	Secure elder friendly unit-2 Central	35,000
Cowichan District Hospital	ICU swipe card access/video console/remote door unlock system	32,500
Chemainus Health Care Centre	New Flooring	313,650
Chemainus Health Care Centre	New Fire Alarm	287,931
Chemainus Health Care Centre	Install Card Access System	313,650
Many sites	Hazardous Material Remediation	153,750
Various	Patient Portal	64,785
<b>Total 2017/18 Approvals:</b>		<b>1,533,963</b>

2017/18			2018/19	2019/20
Total	VIHA	RHD	Total	Total
95,000	57,000	38,000	-	-
237,698	142,619	95,079	-	-
35,000	21,000	14,000	-	-
32,500	19,500	13,000	-	-
156,825	94,095	62,730	156,825	-
287,931	172,758	115,172	-	-
313,650	188,190	125,460	-	-
153,750	92,250	61,500	-	-
6,478	3,887	2,591	29,154	29,154
<b>1,318,831</b>	<b>791,299</b>	<b>527,532</b>	<b>185,979</b>	<b>29,154</b>

**Unit Dose Medication Project**

Site	Project Name	Project Cost
Various	Unit Dose Medication Project	884,168

2017/18			2018/19	2019/20
Total	VIHA	RHD	Total	Total
884,168	530,501	353,667	-	-

**VANCOUVER ISLAND HEALTH AUTHORITY**  
**2017/18 RECOMMENDED APPROVED CAPITAL EQUIPMENT - COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT**

<u>Control #</u>	<u>Department</u>	<u>Site</u>	<u>Equipment Name</u>	<u>Qty</u>	<u>Budget (\$)</u>	<u>New / Replace</u>
<b><u>Equipment &gt;\$100,001</u></b>						
3392	Medical Imaging	Cowichan District Hospital	Computed Tomography Scanner	1	1,793,519.81	R
<b>Total Equipment &gt; \$100,000</b>					<b>1,793,519.81</b>	
<b><u>Equipment &lt; \$100,000</u></b>						
3862	Patient Food	Chemainus Health Care Centre	Gas Range - Garland G60-10RR	1	8,239.20	R
3858	General Support Services	Cowichan District Hospital	83LB Washer and 100LB Dryer Pair	1	66,618.81	R
1414	Biomedical Engineering	Cowichan District Hospital	Ventilator Tester	1	21,288.34	R
3220	Biomedical Engineering	Cowichan District Hospital	Xray Dose Meter System	1	39,469.13	R
16-0238	General Support	Cowichan District Hospital	Steamer - Electric Convection	1	19,200.00	R
1355b	Lab Medicine - Transfusion Medicine	Cowichan District Hospital	Plasma Thawer - Closed waterbath Plasma System	1	13,408.72	R
16-0241	Nursing - Pharmacy	Cowichan District Hospital	Under Counter Medical Grade Refrigerator	1	7,635.19	N
1177	Ultrasound	Cowichan District Hospital	Split Ductless AC Unit	3	55,240.02	N
3980	General X-ray and Surgery	Cowichan District Hospital	Retroit Digital Radiography for Mobiles	2	160,294.86	N
3977	Medical Imaging - X-ray	Ladysmith Health Care Centre	Digital Radiography Conversion - X- Ray	1	80,147.43	N
3973	Mammography	Cowichan District Hospital	Mammography Monitors - 5MP	2	66,956.46	R
3970	Ultrasound	Cowichan District Hospital	Ultrasound Probes for General Scanning.	3	26,691.00	R
3944	Ops-Med/Critical Care	Cowichan District Hospital	Glidescope with Pediatric and Adult Blades Sets	1	24,320.18	R
3939	Operating Room	Cowichan District Hospital	Glide Scope Blades	6	80,630.28	R
3285	Operating Room	Cowichan District Hospital	Portable Ductless Fume hood	1	7,862.71	N
3295	Surgical Cystoscopy Clinic	Cowichan District Hospital	Hysteroscopes	2	26,173.26	N
3938	Surgical Cystoscopy Clinic	Cowichan District Hospital	Flexible Cystoscopes	4	57,158.36	N
16-0188	2 North Mat/ Peds - Acute	Cowichan District Hospital	Cystoscopes	6	245,640.00	N
<b>Total Equipment &lt; \$100,000</b>					<b>1,006,973.95</b>	
<b>Total Equipment Approved for CVRHD</b>					<b>2,800,493.76</b>	
<b>Total Possible Cost Sharing by CVRHD</b>					<b>1,120,197.50</b>	



**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT**

**BYLAW No. 141**

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Annual Budget for the Year 2017**

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1. **CITATION**

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2. **ANNUAL BUDGET**

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READ A FIRST TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

READ A SECOND TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

READ A THIRD TIME this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2017.

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Corporate Secretary

**COWICHAN VALLEY REGIONAL HOSPITAL DISTRICT  
2017 ANNUAL BUDGET**

<b><u>REVENUE</u></b>	<b>2017 ANNUAL BUDGET</b>	<b>2016 ANNUAL BUDGET</b>
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