

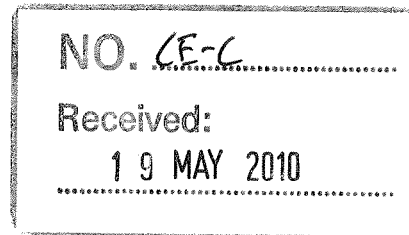
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HOWARD CAPITAL MANAGEMENT

VIA E-MAIL

May 18, 2010
Permanent Court of Arbitration
Peace Palace, Carnegieplein 2
2517 KJ
The Hague, Netherlands



RE: PCA Case No. 2009-21: Melvin J. Howard, Centurion Health Corp. & Howard Family Trust v. Government of Canada

Dear Sirs and Mesdames,

We are writing in response to the letter sent May 10, 2010. It would seem the NAFTA process has loopholes within the proceedings that may be designed to work in favor of the best connected and deepest pocketed parties. We bring this up based on communications between the various parties. These loopholes are trying to find a way for the Government of Canada attempting to duck out of their responsibility for the losses we sustained, without proper legal proceedings. I am completely unimpressed with the Government of Canada's numerous undisclosed conflicts of interest and the system's process which puts the financial responsibility upon Claimant's to bring to light and fix their alleged oversight.

I am admittedly completely against the Respondent's request that the Tribunal terminate the current arbitral proceedings and issue an award on costs in its favor for a number of reasons:

1. We believe an award on costs in the favor of the Respondent's to be a slap in the face to supposed International Free Trade and the NAFTA process. No judgment has been made, nor has the Government of Canada given us any fair and reasonable explanation on the grounds of their claim. Furthermore, it would lead us to assume the Government of Canada is not taking these proceedings seriously.
2. In past letters the Government of Canada has written that this claim is frivolous. That claim is not one for the Government of Canada to make, particularly in a formal letter to all parties. I do not appreciate the tactics used by the Government of Canada to undermine me and my companies for mistakes it made.

3. You will find attached a meeting agenda dated Tuesday, March 16, 2004. This agenda outlines details we took into consideration in the building and construction of the Regent Hill Health Centre. This project was no thoughtless undertaking and we take it and these proceedings very seriously and ask the Government of Canada to do the same and refrain from using unwarranted judgmental language such as frivolous.
4. With respect to costs incurred, we have spent close to \$10 million in Canada, attempting to perform legal business and now, defending it.
5. The Tribunal notes the Claimant has not paid the costs for the termination of the arbitral proceedings. We feel that we have spent more than enough money. Why is it our financial responsibility to correct the mistakes that have been made by the Government of Canada? Prior to our agreement on arbitrators for the case, there is no doubt in my mind the Government had not forgotten of Mr Alvarez' firm's participation in private clinic legal proceeding in the Province of British Columbia. Furthermore, while Mr Alvarez may come from a large firm with offices all over the world, it was his office that represented the private companies, direct competitors to what would have been our company, and any claims that he made of not knowing the connection, in my mind, are highly unfounded. Is it not reasonable to assume that financial responsibility over the waste of time we have incurred lie in the hands of Mr Alvarez as well?
6. In order to secure our longevity in the lengthy legal processes that are well known in the NAFTA process, we have taken steps to have a policy underwritten for these arbitral proceedings. It is our necessity to disclose any issues that may arise to our insurance company, including the challenge to Mr Alvarez. This added difficulty on our end is a further testament to our frustration with the way the Government of Canada is conducting itself throughout these proceedings.
7. On April 7, 2010, I wrote a letter to Mr Ziade. At his request, I sent the letter only to himself. In the letter I stated, "We now make the following comments after careful consideration and counsel and in light of the conflict issues. We seek to have the President of the World Bank appoint the appointing authority in this matter." I have attached this letter for your reference. In response to my concerns, Mr Ziade replied with, "I am in this context acting with full authority and complete independence. Accordingly, there is no basis to request the designation of another appointing authority." While Mr Ziade did CC his response to other parties in the proceeding, my letter was not attached. My claim was essentially ignored. We would like to know who determines the basis to request the designation of another appointing authority? For fear of sounding like a broken record and bringing up yet another conflict of interest, would it not be in conflict for Mr Ziade to make that call considering it would mean him stepping down?

In light of our concerns, we respectfully request the International Court of Arbitration to request the President of the World Bank to take over the role of appointing authority of arbitrators and a new arbitrator be appointed to replace Mr Alvarez.

We kindly thank all parties for their attention to this manner and taking these requests and proceedings as seriously as we do.

Sincerely

Melvin J Howard

Regent Hills Health Centre

*Meeting Agenda
Tuesday, March 16, 2004
2:00 pm PT*

Participants: Mel Howard, Chairman & Chief Executive Officer – Regent Hills Health Centre
Jason Jakubec, Esq. – Watson Goepel Maledy
John Hanley, Managing Director – Ziegler Capital Markets Group
Craig Standen, Senior Vice President – Ziegler Capital Markets Group
Mary G. Wilson, Esq. – Gardner Carton & Douglas LLC

I. Overview of ownership / operational structure of RHHC

- a. Role of Transworld Health Ltd. – owner of RHHC
- b. Role of Millenium Holdings Corp/Ambleswood Development Ltd partnership
- c. Role of Howard Family Trust and Vancouver Island Health Institute
- d. Role of Centurion Health Corporation

II. Current Status of Project

- a. Architectural work complete?
- b. Construction contracts
 - i. GMP in place?
 - ii. Timing of finalizing costs?
- c. Required permits and approvals
 - i. Necessary Provincial, Federal and local filings
- d. Key management staffing
- e. Physician group
 - i. Status of affiliation / partnership
- f. Construction / performance risk insurance in place through AON
- g. Desired date to commence construction
 - i. Construction / occupancy timeline?

III. Legislative / Political Issues

- a. Bill recently passed but not enacted
 - i. Potential effect on revenues from government?
 - ii. Likelihood bill would be enacted and ultimate effect on project?
- b. Similar projects in Canada to date
 - i. Abbotsford, Kimberly or other privately financed healthcare projects
 - ii. How is their structure different / same?
 - iii. Governmental response / support of these projects?
- c. Does / will the government limit the scope of services that can / will be provided?

IV. Tax Issues

- a. What was the intended purpose of the Cayman SPV in the initial structure?
 - i. Mitigation of ownership liability?
 - ii. Insulation of Howard Family Trust and its affiliates?
- b. Tax withholding relating to cross-border interest payments
 - i. 25% baseline
 - ii. Canadian / U.S. tax treaty lowers to 10%
 - iii. No Canadian treaty with Caymans, therefore 25%
- c. Other provisions affecting ultimate withholding
 - i. 0% withholding if issuer has no liability to repay no more than 25% of principal within first 5 years

- ii. If Canadian issuer, withholding likely drops to 0%
- iii. Cayman SPV owner with substantial Canadian interest would likely drive withholding to 25% or 10% level, depending upon certain other factors

V. Securities Issues

- a. Issue securities in U.S. with additional Canadian disclosure pursuant to Canadian securities law
 - i. Standard U.S. disclosure
 - ii. Additional “wrap” disclosure would be required for securities sold to Canadian investors
- b. Must be sold as Reg. D private placement
 - i. Limited to 100 accredited investors
 - ii. Rule 3(c)(1) limitation on number of investors
 - 1. No more than 100 accredited / qualified purchasers
 - iii. Rule 3(c)(7) limitation on type of investors
 - 1. Retail / personal investors with investment portfolio value greater than \$5 million
 - 2. Institutional investors with investment portfolio value greater than \$25 million

VI. Project Issues

- a. Source of revenues
 - i. Government reimbursement
 - 1. Fee for services, i.e. full charges?
 - 2. Set amount per procedure, i.e. capitated rate?
 - ii. Additional sources
 - 1. Private pay
 - iii. Revenue risk
 - 1. Subject to annual provincial / federal appropriations?
 - 2. Expectation of annual / periodic negotiation of reimbursement rates?
- b. Personnel to staff project
 - i. Adequate supply of qualified non-physician staff?
 - ii. Any governmental restrictions regarding employment or participation in project?
- c. Projections
 - i. Underlying assumptions will need to be reviewed and tested
 - 1. Basis for assumptions

VII. Financing Issues

- a. Current financing agreements in place
 - i. HSBC line of credit
 - 1. Covers initial equity / start-up working capital requirements
 - 2. Other relationships with HSBC
 - ii. Existing relationships with other Canadian / U.S. banks or financing sources
 - iii. Amount of “true” equity (if any) from sponsors
 - 1. Howard Family Trust
 - 2. Vancouver Island Health Institute
- b. Senior debt
 - i. Taxable variable rate demand bonds / notes
 - 1. Trades at LIBOR plus credit spread related to LOC provider
 - 2. All-in cost of capital includes base rate plus annual program costs
 - 3. Long-term amortization (20+ years)
 - 4. Rate reset weekly (or daily if issued in that mode)

- ii. Backed by irrevocable direct pay letter of credit issued by a highly rated commercial bank
 - 1. Term of initial letter of credit likely 3 years with renewal provisions
- c. Security interest
 - i. Bank(s) would likely seek a first mortgage security interest in property
 - 1. Standard for structured finance transactions
 - 2. Non-recourse to sponsors
 - ii. Source of payment of bond debt service
 - 1. Need to identify which entity will be responsible / liable for debt service
- d. Amount of senior debt
 - i. Bond for set amount or will bond size be based on net project requirements?

VIII. Other Issues

- a. Timing of financing
 - i. Solicit letter of credit providers
 - ii. Negotiate letter of credit terms and covenants
 - iii. Disclosure and bond documentation
 - iv. Print and disseminated disclosure document
 - v. Market bonds to potential investors
 - vi. Set initial rate
 - vii. Close transaction
- b. Other issues



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VIA E-MAIL

April 7, 2010
Nassib G. Ziade
Deputy Secretary-General
International Centre for Settlement of Investments Disputes
1818H Street N. W. Washington, DC 20433

Dear Mr, Ziade

RE: Melvin J. Howard, Centurion Health Corp. & Howard Family Trust v. Government of Canada

Thank you for your letter dated March 19, 2010 further to our response with respect to the challenge of Mr. Henri C, Alvarez Q.C. dated March 5, 2010, and to the Respondent's letter to Ms. Meg Kinnear the Secretary-General of the International Center for Settlements of Disputes also dated March 5, 2010. We now make the following comments after careful consideration and counsel and in light of the conflict issues. We seek to have the President of the World Bank appoint the appointing authority in this matter. We acknowledge Article 10(3) of the ICSID Convention however because of the sensitive nature and events that have occurred in these proceedings it warrants a due process beyond reproach. The fact that the parties to NAFTA, only the US have ratified the ICSID Convention also brings further caution. Awards can't be challenged outside of ICSID, and national courts have no power to review an ICSID Convention award. Parties to the ICSID Convention are bound to recognize the award as binding and to enforce it as if it were a final judgment of a national court.

Until Canada ratifies the Convention there is no such guarantees under the arbitration rules of the United Nations Commission on International Trade Law (UNCITRAL) or, in the ICSID Additional Facility Rules. Either of these rules may be challenged in the domestic courts in the place of arbitration. Under Model Law, awards may also be set aside if they are contrary to public policy of the jurisdiction in which the application to set aside the award is brought. This we have no doubt that the Government of Canada will employ in regards to the subject matter (Their Public Health Care System) bringing with it further delays and costs.

As we yet to argue jurisdiction and merits we can already foresee a non-compromising position as we the Claimants have stated before. We feel that by contacting Ms. Kinnear the Respondent's former boss the Secretary-General and the Deputy Secretary before the challenged was entered was a blatant attempt to influence the outcome. We also like to bring to your attention as a matter of record that, although we received your letter on March 19, 2010 we were already in communication with the US State Department prior to receiving your communication. Our position still remains that the Respondent has cast doubt on the fairness and transparency of these proceedings specifically in regards to impartiality, bias and independences of the NAFTA Chapter 11 processes. We also like to reiterate to continue in this process the way it stands now would only be an exercise in futility given the circumstances.

Your Sincerely,

A handwritten signature in black ink, appearing to read "Melvin J. Howard".

Melvin J. Howard
Managing Partner



Regent Hills Health Centre

Preliminary Five Year Pro Forma

July 13, 2006

Disclaimer. The above forecasts are preliminary estimates only and are based on conditions that exist on this date. These forecasts may be incomplete or invalid and may be subject to rapid and material change. General economic trends and changes, future owner/investor decisions, and other events or factors may cause significant variance between forecasts and actual experience. These preliminary forecast will be modified to reflect actual physician investors and physician non-investor support, final design, scope of project and timeline for construction incorporating inflationary impact. These forecasts are expressly subject to specific review, validation, and endorsement by the owner of this venture. The underlying assumptions are integral to these forecasts. The reader should be thoroughly familiar with the assumptions to interpret the forecasts.

These forecasts are intended for illustrative purposes only.

Regent Hills Health Centre

7/13/06



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Regent Hills Health Centre Capital Budget Summary

7/13/2006

Sources of Funds			
Equity Contributions			
Equity		4,300,000	
Total Equity		<u>4,300,000</u>	\$4,300,000
Debt			
Bond (Land & Construction)		\$115,146,508	
Bond (Pre-Opening & Beginning Cash of \$4,300,000)		10,081,308	
Total Bond		<u>\$125,227,816</u>	
Equipment Loan		36,532,386	
Line of Credit Revolver		15,000,000	
Total Debt		<u>\$176,760,202</u>	
Total Sources of Funds			<u>\$181,060,202</u>

Uses of Funds				
Land Purchase	9.00 acres	\$	51.02	\$20,000,000
Building Costs				
Construction Contract	215,000	\$	357.63	76,890,450
Program Development Fee				2,691,166
Developer Overhead and Costs				
Reimbursable Expenses				100,000
On-Site Project Manager				200,000
Third Party Feasibility Study				100,000
Architectural and Engineering Contracts				4,613,427
A/E Reimbursable				150,000
City Permits, Impact Fees, Utility Fees				860,000
Construction Inspections				0
Soils, Environmental, Appraisals, survey				400,000
Legal				500,000
Insurance and Taxes				250,000
Contingency				1,000,000
Financing Fees and Costs				1,141,465
Pre-Syndication Development Costs				250,000
Construction Interest, Net				6,000,000
Total Building Costs				<u>\$95,146,508</u>
Furniture & Equipment				\$36,532,386
Pre-Opening Costs				5,667,671
Beginning Inventory				350,000
Accounts Payable related to Pre-Opening Costs				(236,364)
Total Capital Costs				<u>\$157,460,202</u>
Total Beginning Cash				<u>\$8,600,000</u>
				\$8,600,000
Total Line of Credit Revolver				<u>\$15,000,000</u>
				\$15,000,000
Total Beginning Cash and Working Capital Revolver				<u>\$23,600,000</u>
				\$23,600,000
Total Capital Costs Including Beginning Cash and Working Capital Revolver				<u>\$181,060,202</u>

Regent Hills Health Centre
Summary Income Statement

PRELIMINARY DRAFT
For Discussion Purposes Only

	Year 1												Total		
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12			
Revenues															
Gross Revenues:															
Inpatient Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Outpatient Revenues	558	838	1,396	3,350	4,467	5,584	5,584	5,584	5,584	5,584	5,584	5,584	49,699	100%	
Total Gross Revenues	558	838	1,396	3,350	4,467	5,584	5,584	5,584	5,584	5,584	5,584	5,584	49,699	100%	
Contractual Allowances:															
Inpatient	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Outpatient	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Total Contractual Allowances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Net Revenues:															
Inpatient Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%
Outpatient Revenues	558	838	1,396	3,350	4,467	5,584	5,584	5,584	5,584	5,584	5,584	5,584	49,699	100%	
Total Net Revenues	558	838	1,396	3,350	4,467	5,584	5,584	5,584	5,584	5,584	5,584	5,584	49,699	100%	
Other Operating Revenues	12	12	12	12	12	12	12	12	12	12	12	12	144	0%	
Total Revenues	570	850	1,408	3,362	4,479	5,596	5,596	5,596	5,596	5,596	5,596	5,596	49,842	100%	
Operating Expenses															
Salaries/Wages	705	705	705	707	707	710	831	834	834	834	834	834	9,240	19%	
Benefits	247	247	247	247	247	249	291	292	292	292	292	292	3,234	6%	
Medical Supplies	103	154	256	615	820	1,026	1,026	1,026	1,026	1,026	1,026	1,026	9,128	18%	
Contract Services	51	51	51	51	51	52	52	52	52	52	52	52	619	1%	
Professional Fees	251	251	251	251	251	251	251	251	251	251	251	251	3,015	6%	
Information Systems	25	25	25	25	25	25	25	25	25	25	25	25	300	1%	
Bad Debts	29	42	70	168	224	280	280	280	280	280	280	280	2,492	5%	
Other Operating Expenses	349	349	349	349	349	349	349	349	349	349	349	349	4,182	8%	
Rent MOB	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	
Property Taxes	152	152	152	152	152	152	152	152	152	152	152	152	1,820	4%	
Management Fee	34	51	84	202	269	336	336	336	336	336	336	336	2,991	6%	
Total Operating Expenses	1,945	2,027	2,191	2,767	3,095	3,428	3,591	3,595	3,595	3,595	3,595	3,595	37,020	74%	
EBITDA	(2,053)	(1,855)	(1,461)	(83)	706	1,490	1,326	1,322	1,322	1,322	1,322	1,322	4,683	9%	
	-360%	-218%	-104%	-2%	16%	27%	24%	24%	24%	24%	24%	24%	9%		
EBITDAR	(1,374)	(1,177)	(783)	595	1,384	2,168	2,005	2,001	2,001	2,001	2,001	2,001	12,823	26%	
	-241%	-139%	-56%	18%	31%	39%	36%	36%	36%	36%	36%	36%	26%		
Depreciation & Amortization	670	670	670	670	670	670	670	670	670	670	670	671	8,039	16%	
Bond Payment	678	678	678	678	678	678	678	678	678	678	678	678	8,140	16%	
Interest - Equipment Financing	335	338	341	344	344	344	344	344	344	342	339	336	4,096	8%	
Interest - Revolver Debt	4	11	22	25	44	73	85	99	106	100	100	94	765	2%	
Interest Income	(20)	(16)	(13)	(14)	(19)	(26)	(24)	(25)	(27)	(29)	(31)	(33)	(277)	-1%	
Total Depreciation and Interest Expenses	1,668	1,681	1,698	1,702	1,718	1,739	1,753	1,766	1,772	1,761	1,757	1,746	20,762	42%	
Net Income (Loss)	\$ (3,042)	\$ (2,858)	\$ (2,480)	\$ (1,107)	\$ (334)	\$ 429	\$ 252	\$ 234	\$ 229	\$ 239	\$ 244	\$ 255	\$ (7,940)	-16%	

Regent Hills Health Centre
Summary Income Statement

PRELIMINARY DRAFT
For Discussion Purposes Only

7/13/06

	Year 2												Total		Year 3	Year 4	Year 5			
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12								
Revenues																				
Gross Revenues:																				
Inpatient Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Outpatient Revenues	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	100%	122,279	100%	136,813	100%	151,452	100%
Total Gross Revenues	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	100%	122,279	100%	136,813	100%	151,452	100%
Contractual Allowances:																				
Inpatient	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Outpatient	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Total Contractual Allowances	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Net Revenues:																				
Inpatient Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Outpatient Revenues	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	100%	122,279	100%	136,813	100%	151,452	100%
Total Net Revenues	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	7,662	100%	122,279	100%	136,813	100%	151,452	100%
Other Operating Revenues	16	16	16	16	16	16	16	16	16	16	16	16	16	0%	246	0%	301	0%	352	0%
Total Revenues	7,678	7,678	7,678	7,678	7,678	7,678	7,678	7,678	7,678	7,678	7,678	7,678	7,678	100%	122,525	100%	137,115	100%	151,803	100%
Operating Expenses																				
Salaries/Wages	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	1,009	13%	14,103	12%	15,275	11%	16,495	11%
Benefits	353	353	353	353	353	353	353	353	353	353	353	353	353	5%	4,936	4%	5,346	4%	5,773	4%
Medical Supplies	1,374	1,374	1,374	1,374	1,374	1,374	1,374	1,374	1,374	1,374	1,374	1,374	1,374	18%	21,485	18%	24,514	18%	27,895	18%
Contract Services	61	61	61	61	61	61	61	61	61	61	61	61	61	1%	841	1%	901	1%	961	1%
Professional Fees	578	578	578	578	578	578	578	578	578	578	578	578	578	8%	11,642	10%	13,052	10%	14,562	10%
Information Systems	25	25	25	25	25	25	25	25	25	25	25	25	25	0%	300	0%	300	0%	300	0%
Bad Debts	384	384	384	384	384	384	384	384	384	384	384	384	384	5%	6,126	5%	6,856	5%	7,590	5%
Other Operating Expenses	449	449	449	449	449	449	449	449	449	449	449	449	449	6%	5,388	5%	7,065	5%	7,464	5%
Rent MOB	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	0%	-	0%	-	0%
Property Taxes	159	159	159	159	159	159	159	159	159	159	159	159	159	2%	2,007	2%	2,107	2%	2,212	1%
Management Fee	461	461	461	461	461	461	461	461	461	461	461	461	461	6%	5,528	6%	8,227	6%	9,108	6%
Total Operating Expenses	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	63%	58,233	63%	75,333	61%	83,642	61%
EBITDA	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	2,147	28%	39,053	32%	45,333	33%	51,302	34%
EBITDAR	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	2,825	37%	47,192	39%	53,473	39%	59,442	39%
Depreciation & Amortization	672	673	673	674	674	675	675	675	676	676	677	677	677	9%	8,259	7%	8,264	6%	8,268	5%
Bond Payment	678	678	678	678	678	678	678	678	678	678	678	678	678	9%	8,140	7%	8,140	6%	8,140	5%
Interest - Equipment Financing	329	326	323	320	318	315	312	309	306	303	300	297	297	4%	3,324	3%	2,840	2%	2,300	2%
Interest - Revolver Debt	88	99	103	105	105	97	97	97	97	97	97	97	97	1%	1,361	1%	1,390	1%	659	0%
Interest Income	(40)	(39)	(43)	(47)	(51)	(55)	(59)	(64)	(68)	(72)	(76)	(80)	(80)	-1%	(1,451)	-1%	(3,005)	-2%	(4,134)	-3%
Total Depreciation and Interest Expenses	1,727	1,737	1,735	1,731	1,725	1,710	1,703	1,696	1,690	1,683	1,677	1,670	1,670	22%	19,633	16%	17,628	13%	15,233	10%
Net Income (Loss)	\$ 1,098	\$ 1,088	\$ 1,090	\$ 1,094	\$ 1,101	\$ 1,116	\$ 1,123	\$ 1,129	\$ 1,136	\$ 1,142	\$ 1,149	\$ 1,155	\$ 1,155	15%	\$ 27,560	22%	\$ 35,845	26%	\$ 44,209	29%

Regent Hills Health Centre Capital Budget Summary - US Dollars

7/13/2006

Canada to US Conversion Rate:

1.115051

Sources of Funds

Equity Contributions			
Equity		3,856,326	
Total Equity		<u>3,856,326</u>	\$3,856,326
Debt			
Bond (Land & Construction)		103,265,687	
Bond (Pre-Opening & Beginning Cash)		9,041,118	
Total Bond		<u>\$112,306,806</u>	
Equipment Loan		32,762,973	
Line of Credit Revolver		13,452,299	
Total Debt		<u>\$158,522,079</u>	
Total Sources of Funds			<u><u>\$162,378,404</u></u>

Uses of Funds

Land Purchase	9.00 acres	\$	45.75	17,936,399	
Building Costs					
Construction Contract	215,000	\$	320.73	68,956,891	
Program Development Fee				2,413,491	
Developer Overhead and Costs					
Reimbursable Expenses				89,682	
On-Site Project Manager				179,364	
Third Party Feasibility Study				89,682	
Architectural and Engineering Contracts				4,137,413	
A/E Reimbursable				134,523	
City Permits, Impact Fees, Utility Fees				771,265	
Construction Inspections				0	
Soils, Environmental, Appraisals, survey				358,728	
Legal				448,410	
Insurance and Taxes				224,205	
Contingency				896,820	
Financing Fees and Costs				1,023,689	
Pre-Syndication Development Costs				224,205	
Construction Interest				5,380,920	
Total Building Costs				<u>\$85,329,288</u>	
Furniture & Equipment				32,762,973	
Pre-Opening Costs				5,082,881	
Beginning Inventory				313,887	
Accounts Payable related to Pre-Opening Costs				(211,976)	
Total Capital Costs				<u>\$141,213,453</u>	
Total Beginning Cash				<u>7,712,652</u>	\$7,712,652
Total Line of Credit Revolver				<u>\$13,452,299</u>	\$13,452,299
Total Beginning Cash and Working Capital Revolver				<u>\$21,164,951</u>	\$21,164,951
Total Capital Costs Including Beginning Cash and Working Capital Revolver				<u><u>\$162,378,404</u></u>	

Regent Hills Health Centre
Summary Income Statement - US Dollars

	Year 1												Total		Year 2									
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Revenues																								
Gross Revenues:																								
Inpatient Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-	
Outpatient Revenues	501	751	1,252	3,005	4,006	5,008	5,008	5,008	5,008	5,008	5,008	5,008	44,571	100%	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	
Total Gross Revenues	501	751	1,252	3,005	4,006	5,008	5,008	5,008	5,008	5,008	5,008	5,008	44,571	100%	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	
Contractual Allowances:																								
Inpatient	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-	
Outpatient	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-	
Total Contractual Allowances	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-	
Net Revenues:																								
Inpatient Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-	
Outpatient Revenues	501	751	1,252	3,005	4,006	5,008	5,008	5,008	5,008	5,008	5,008	5,008	44,571	100%	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	
Total Net Revenues	501	751	1,252	3,005	4,006	5,008	5,008	5,008	5,008	5,008	5,008	5,008	44,571	100%	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	6,872	
Other Operating Revenues	11	11	11	11	11	11	11	11	11	11	11	11	129	0%	14	14	14	14	14	14	14	14	14	
Total Revenues	512	762	1,263	3,016	4,017	5,019	5,019	5,019	5,019	5,019	5,019	5,019	44,700	100%	6,886	6,886	6,886	6,886	6,886	6,886	6,886	6,886	6,886	
Operating Expenses																								
Salaries/Wages	632	632	632	634	634	637	745	748	748	748	748	748	8,286	19%	905	905	905	905	905	905	905	905	905	
Benefits	221	221	221	222	222	223	261	262	262	262	262	262	2,900	6%	317	317	317	317	317	317	317	317	317	
Medical Supplies	92	138	230	552	736	920	920	920	920	920	920	920	8,186	18%	1,233	1,233	1,233	1,233	1,233	1,233	1,233	1,233	1,233	
Contract Services	46	46	46	46	46	46	46	46	46	46	46	46	555	1%	55	55	55	55	55	55	55	55	55	
Professional Fees	225	225	225	225	225	225	225	225	225	225	225	225	2,704	6%	518	518	518	518	518	518	518	518	518	
Information Systems	22	22	22	22	22	22	22	22	22	22	22	22	269	1%	22	22	22	22	22	22	22	22	22	
Bad Debts	26	38	63	151	201	251	251	251	251	251	251	251	2,235	5%	344	344	344	344	344	344	344	344	344	
Other Operating Expenses	313	313	313	313	313	313	313	313	313	313	313	313	3,751	8%	403	403	403	403	403	403	403	403	403	
Rent MOB	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-	-	-	-	-	-	-	-	
Property Taxes	136	136	136	136	136	136	136	136	136	136	136	136	1,632	4%	143	143	143	143	143	143	143	143	143	
Management Fee	31	46	76	181	241	301	301	301	301	301	301	301	2,682	6%	413	413	413	413	413	413	413	413	413	
Total Operating Expenses	1,744	1,817	1,965	2,482	2,776	3,074	3,221	3,224	3,224	3,224	3,224	3,224	33,200	74%	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	4,352	
EBITDA	(1,841)	(1,664)	(1,310)	(75)	633	1,336	1,190	1,186	1,186	1,186	1,186	1,186	4,200	9%	1,926	1,926	1,926	1,926	1,926	1,926	1,926	1,926	1,926	
	-360%	-218%	-104%	-2%	16%	27%	24%	24%	24%	24%	24%	24%	9%	28%	28%	28%	28%	28%	28%	28%	28%	28%	28%	
EBITDAR	(1,232)	(1,056)	(702)	534	1,241	1,944	1,798	1,794	1,794	1,794	1,794	1,794	11,500	26%	2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	
	-241%	-139%	-56%	18%	31%	39%	36%	36%	36%	36%	36%	36%	26%	37%	37%	37%	37%	37%	37%	37%	37%	37%	37%	
Depreciation & Amortization	601	601	601	601	601	601	601	601	601	601	601	602	7,209	16%	603	603	604	604	605	605	605	606	606	607
Bond Payment	608	608	608	608	608	608	608	608	608	608	608	608	7,300	16%	608	608	608	608	608	608	608	608	608	608
Interest - Equipment Financing	300	303	306	309	309	309	309	309	309	306	304	302	3,673	8%	295	292	290	287	285	282	277	274	272	272
Interest - Revolver Debt	4	10	20	22	40	65	76	89	95	90	90	84	686	2%	79	89	92	94	94	87	87	87	87	87
Interest Income	(18)	(14)	(12)	(13)	(17)	(23)	(22)	(23)	(24)	(26)	(30)	(30)	(248)	-1%	(36)	(35)	(38)	(42)	(45)	(49)	(53)	(57)	(61)	(64)
Total Depreciation and Interest Expenses	1,496	1,508	1,523	1,527	1,540	1,560	1,572	1,584	1,589	1,580	1,576	1,566	18,620	42%	1,549	1,558	1,556	1,552	1,547	1,533	1,527	1,521	1,515	1,510
Net Income (Loss)	\$ (2,728)	\$ (2,563)	\$ (2,224)	\$ (993)	\$ (299)	\$ 385	\$ 226	\$ 210	\$ 205	\$ 215	\$ 219	\$ 228	\$ (7,121)	-16%	\$ 985	\$ 976	\$ 978	\$ 982	\$ 987	\$ 1,001	\$ 1,007	\$ 1,013	\$ 1,018	\$ 1,024

Regent Hills Health Centre
Summary Income Statement - US Dollars

7/13/06

	Month 11	Month 12	Total		Year 3 Total		Year 4 Total		Year 5 Total	
Revenues										
Gross Revenues:										
Inpatient Revenues	-	-	-	0%	-	0%	-	0%	-	0%
Outpatient Revenues	6,872	6,872	82,461	100%	109,662	100%	122,697	100%	135,825	100%
Total Gross Revenues	6,872	6,872	82,461	100%	109,662	100%	122,697	100%	135,825	100%
Contractual Allowances:										
Inpatient	-	-	-	0%	-	0%	-	0%	-	0%
Outpatient	-	-	-	0%	-	0%	-	0%	-	0%
Total Contractual Allowances	-	-	-	0%	-	0%	-	0%	-	0%
Net Revenues:										
Inpatient Revenues	-	-	-	0%	-	0%	-	0%	-	0%
Outpatient Revenues	6,872	6,872	82,461	100%	109,662	100%	122,697	100%	135,825	100%
Total Net Revenues	6,872	6,872	82,461	100%	109,662	100%	122,697	100%	135,825	100%
Other Operating Revenues	14	14	170	0%	221	0%	270	0%	315	0%
Total Revenues	6,886	6,886	82,632	100%	109,883	100%	122,967	100%	136,140	100%
Operating Expenses										
Salaries/Wages	905	905	10,856	13%	12,648	12%	13,699	11%	14,793	11%
Benefits	317	317	3,800	5%	4,427	4%	4,795	4%	5,177	4%
Medical Supplies	1,233	1,233	14,791	18%	19,268	18%	21,984	18%	25,017	18%
Contract Services	55	55	655	1%	754	1%	808	1%	862	1%
Professional Fees	518	518	6,217	8%	10,441	10%	11,705	10%	13,059	10%
Information Systems	22	22	269	0%	269	0%	269	0%	269	0%
Bad Debts	344	344	4,132	5%	5,494	5%	6,148	5%	6,807	5%
Other Operating Expenses	403	403	4,832	6%	5,866	5%	6,336	5%	6,694	5%
Rent MOB	-	-	-	0%	-	0%	-	0%	-	0%
Property Taxes	143	143	1,714	2%	1,800	2%	1,890	2%	1,984	1%
Management Fee	413	413	4,958	6%	6,593	6%	7,378	6%	8,168	6%
Total Operating Expenses	4,352	4,352	52,225	63%	67,560	61%	75,012	61%	82,832	61%
EBITDA	1,926	1,926	23,107	28%	35,023	32%	40,655	33%	46,009	34%
EBITDAR	2,534	2,534	30,407	37%	42,323	39%	47,955	39%	53,309	39%
Depreciation & Amortization	607	607	7,262	9%	7,407	7%	7,411	6%	7,415	5%
Bond Payment	608	608	7,300	9%	7,300	7%	7,300	6%	7,300	5%
Interest - Equipment Financing	269	267	3,370	4%	2,981	3%	2,547	2%	2,062	2%
Interest - Revolver Debt	87	87	1,059	1%	1,221	1%	1,247	1%	591	0%
Interest Income	(68)	(72)	(621)	-1%	(1,301)	-1%	(2,695)	-2%	(3,707)	-3%
Total Depreciation and Interest Expenses	1,504	1,498	18,370	22%	17,607	16%	15,809	13%	13,661	10%
Net Income (Loss)	\$ 1,030	\$ 1,036	\$ 12,037	15%	\$ 24,716	22%	\$ 32,146	26%	\$ 39,647	29%

Regent Hills Health Centre
Pro Forma Pre-Opening Expenses: Monthly

Pre-Opening Budget
7/13/2006

Months from Opening	Month -25	Month -24	Month -23	Month -22	Month -21	Month -20	Month -19	Month -18	Month -17	Month -16	Month -15	Month -14	Month -13	Month -12	Month -11	Month -10	Month -9	Month -8	Month -7	Month -6	Month -5	Month -4	Month -3	Month -2	Month -1	Pre -Opening Total
	July 25	Aug 24	Sept 23	Oct 22	Nov 21	Dec '06 20	Jan '07 19	Feb 18	Mar 17	April 16	May 15	June 14	July 13	Aug 12	Sept 11	Oct 10	Nov 9	Dec '07 8	Jan '08 7	Feb 6	March 5	April 4	May 3	June 2	July '08 1	
Revenue:																										
Interest Income	0.00%	0.00%																								
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-Opening Expenses																										
Salaries, Wages & Benefits	0	24,844	24,844	24,844	24,844	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	56,865	56,865	56,865	56,865	94,075	104,013	113,950	134,543	149,449	214,264	261,279	608,788	2,382,609
Professional Fees	0	0	0	0	0	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	18,611	18,611	18,611	18,611	18,611	18,611	18,611	18,611	18,611	250,000
Consulting	0	0	0	0	0	0	0	0	0	0	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	10,714	150,000
Insurance	0	0	0	70,000	0	0	0	0	0	0	0	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	5,357	145,000
Information Systems	0	0	0	0	0	0	0	0	0	0	0	9,615	9,615	9,615	9,615	9,615	9,615	9,615	9,615	9,615	9,615	9,615	9,615	9,615	9,615	125,000
Other Operating Expenses	0	0	0	0	0	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	10,000	100,000
Legal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
Licenses & Fees	0	0	0	0	25,000	0	0	0	0	0	0	0	0	0	0	0	0	0	25,000	0	0	0	25,000	0	25,000	100,000
Marketing Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	50,000	400,000	
Office Rents & Leases	0	0	0	0	0	0	0	0	1,031	1,031	2,500	2,500	2,500	2,500	2,500	2,500	2,500	5,000	5,000	5,000	5,000	5,000	10,000	10,000	74,562	
Trailer Rent	0	0	0	0	0	0	0	0	0	0	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	30,000
Pre-Opening Management Fee	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	350,000	1,500,000
Telephone	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	67,000
Travel Expense	0	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	240,000
Utilities	0	0	0	0	0	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	3,000	3,000	3,000	3,000	3,000	5,000	5,000	5,000	53,500
Total Pre-Opening Expenses	0	84,844	84,844	154,844	109,844	114,427	114,427	116,927	117,958	117,958	126,427	142,499	152,114	162,051	162,051	167,051	203,163	250,373	286,310	271,248	297,341	312,247	434,061	456,077	1,228,586	5,667,671
Net Income (Loss)	\$0	(\$84,844)	(\$84,844)	(\$154,844)	(\$109,844)	(\$114,427)	(\$114,427)	(\$116,927)	(\$117,958)	(\$117,958)	(\$126,427)	(\$142,499)	(\$152,114)	(\$162,051)	(\$162,051)	(\$167,051)	(\$203,163)	(\$250,373)	(\$286,310)	(\$271,248)	(\$297,341)	(\$312,247)	(\$434,061)	(\$456,077)	(\$1,228,586)	(\$5,667,671)

Regent Hills Health Centre
Pro Forma Pre-Opening Statements of Cash Flow: Monthly

Pre-Opening Budget
7/13/2006

	Month -25	Month -24	Month -23	Month -22	Month -21	Month -20	Month -19	Month -18	Month -17	Month -16	Month -15	Month -14	Month -13	Month -12	Month -11	Month -10	Month -9	Month -8	Month -7	Month -6	Month -5	Month -4	Month -3	Month -2	Month -1	
	July	Aug	Sept	Oct	Nov	Dec '06	Jan '07	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec '07	Jan '08	Feb	March	April	May	June	July '08	
Cash Flows From Operating Activities																										
Net Income	\$0	(\$84,844)	(\$84,844)	(\$154,844)	(\$109,844)	(\$114,427)	(\$114,427)	(\$116,927)	(\$117,958)	(\$117,958)	(\$126,427)	(\$142,499)	(\$152,114)	(\$162,051)	(\$162,051)	(\$203,163)	(\$250,373)	(\$286,310)	(\$271,248)	(\$297,341)	(\$312,247)	(\$434,061)	(\$456,077)	(\$1,228,586)		
Add Back - Depreciation Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Changes in Working Capital																										
Due to Surgical Development Partners	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Issuance of Certificate of Deposit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(350,000)	
Accounts Payable	0	5,000	0	35,000	(22,500)	(8,750)	0	1,250	516	0	4,235	8,036	4,808	0	2,500	18,056	5,000	13,000	(12,500)	2,750	0	28,500	(12,500)	62,500		
Accrued Salaries & Wages	0	0	0	0	0	0	0	0	7,821	0	0	0	0	1,656	0	0	6,202	1,656	3,432	2,484	10,802	7,936	57,918			
Cash Provided by (Used for) Oper	\$0	(\$79,844)	(\$84,844)	(\$119,844)	(\$132,344)	(\$123,177)	(\$114,427)	(\$115,677)	(\$117,443)	(\$110,137)	(\$122,193)	(\$134,463)	(\$147,306)	(\$160,395)	(\$162,051)	(\$164,551)	(\$185,107)	(\$239,171)	(\$271,654)	(\$282,092)	(\$291,159)	(\$309,763)	(\$394,759)	(\$460,741)	(\$1,458,168)	
Cash Flows From Investing Activities																										
Purchases of PP&E	0	0	0	0	0	0	0	0	0	0	0	0	0	(3,500)	0	(4,500)	0	(4,500)	(2,500)	(85,810)	(100,810)	(3,451,619)	(5,479,858)	(9,133,097)	(18,266,193)	
Purchases of Land	(20,000,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Change in OIP	(951,465)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	(3,924,793)	
Change in Other Receivable	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cash Provided by (Used for) Investm	(\$20,951,465)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,924,793)	(\$3,928,293)	(\$3,924,793)	(\$3,929,293)	(\$3,924,793)	(\$3,928,293)	(\$3,927,293)	(\$4,010,603)	(\$4,025,603)	(\$7,376,413)	(\$9,404,651)	(\$13,057,890)	(\$22,190,987)	
Cash Flows From Financing Activities																										
Issuance of Equipment Financing Debt	0	0	0	0	0	0	0	0	0	0	0	0	0	3,500	0	4,500	0	4,500	2,500	85,810	100,810	3,451,619	5,479,858	9,133,097	18,266,193	
Issuance of Bond Financing Debt	125,227,816	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Changes in Members' Capital	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cash Provided by (Used for) Financi	125,227,816	0	0	0	0	0	0	0	0	0	0	0	0	3,500	0	4,500	0	4,500	2,500	85,810	100,810	3,451,619	5,479,858	9,133,097	18,266,193	
Changes in Cash & Cash Equivalents	104,276,351	(4,004,637)	(4,009,637)	(4,044,637)	(4,057,137)	(4,047,971)	(4,039,221)	(4,040,471)	(4,042,236)	(4,034,930)	(4,046,986)	(4,059,256)	(4,072,100)	(4,085,189)	(4,086,845)	(4,089,345)	(4,109,900)	(4,163,965)	(4,196,448)	(4,206,885)	(4,215,952)	(4,234,556)	(4,319,552)	(4,385,534)	(5,382,961)	
Cash & Cash Equivalents - Beginning	4,300,000	108,576,351	104,571,713	100,562,076	96,517,439	92,460,302	88,412,331	84,373,111	80,332,640	76,290,404	72,255,474	68,208,488	64,149,232	60,077,132	55,991,943	51,905,098	47,815,754	43,705,853	39,541,889	35,345,441	31,138,556	26,922,604	22,688,048	18,368,495	13,982,961	
Cash & Cash Equivalents - Ending	\$108,576,351	\$104,571,713	\$100,562,076	\$96,517,439	\$92,460,302	\$88,412,331	\$84,373,111	\$80,332,640	\$76,290,404	\$72,255,474	\$68,208,488	\$64,149,232	\$60,077,132	\$55,991,943	\$51,905,098	\$47,815,754	\$43,705,853	\$39,541,889	\$35,345,441	\$31,138,556	\$26,922,604	\$22,688,048	\$18,368,495	\$13,982,961	\$8,600,000	
Variance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Regent Hills Health Centre
Pre-Opening Staffing and Salary Expense

7/13/06

	Annual Salary	Pre-Op FTE's	Pre-Op Months	Month-24	Month-23	Month-22	Month-21	Month-20	Month-19	Month-18	Month-17	Month-16	Month-15	Month-14	Month-13	Month-12	Month-11	Month-10	Month-9	Month-8	Month-7	Month-6	Month-5	Month-4	Month-3	Month-2	Month-1	Pre-Opening			
	Month:			July	Aug	Sept	Oct	Nov	Dec	Jan '07	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan '08	Feb	Mar	Apr	May	June '08				
	Months from Opening:			24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1				
Staffing (FTE's):																															
Administration:																															
Chief Executive Officer	225,000	1.0	24.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0		
Chief Operating Officer	200,000	1.0	20.00	1.0	1.0	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0		
Chief Financial Officer	175,000	1.0	8.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0			
Chief Nursing Officer	162,000	1.0	8.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0			
Executive Assistant	38,500	1.0	4.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0			
Director of Human Resources	90,000	1.0	6.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0			
Physician Recruitment Specialist	90,000	1.0	12.00	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0			
Human Resources Assistant	35,000	1.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total Administration		8.0		1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0	5.0	5.0	6.0	6.0	7.0	7.0	7.0	7.0	7.0			
Nursing Administration:																															
Nursing Administration	40,000	1.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0			
Education/Infection Control/Case Management	63,000	1.0	3.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0			
Risk/Quality/Utilization Management	63,500	1.0	2.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0			
Total Nursing Administration		3.0																							1.0	2.0	3.0	3.0			
Patient Nursing Units:																															
Registered Nurses - 23 hour stay	71,000	3.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.0			
Patient Care Assistants	22,000	2.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2.0			
Total Patient Nursing		5.0																										5.0			
Ancillary Departments:																															
Surgery/Endoscopy:																															
Director	100,000	1.0	5.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0				
RN Coordinator - PACU/Pre OP	100,000	1.0	3.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0			
RN - Pre OP	73,000	3.5	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.5				
Registered Nurses	73,000	14.0	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7.0				
Patient Care Assistants	30,000	4.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4.0				
RN - PACU	73,000	7.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7.0				
Scrub Technicians	39,000	7.0	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.5				
Scheduler/Control Desk	24,000	1.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0				
Coordinator Endo	49,000	1.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0				
Total Surgery/Endoscopy		39.5																					1.0	1.0	2.0	2.0	29.0				
Radiology:																															
Coordinator	60,000	1.0	3.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0				
Technicians	35,000	4.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4.0				
Total Radiology		5.0																										5.0			
Emergency Services:																															
Total Emergency Services																															
Diagnostic Cardiology:																															
Coordinator	75,000	1.0	4.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0	1.0	1.0				
Technicians	48,400	3.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.0				
Registered Nurses	54,000	2.0	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2.0				
Total Diagnostic Cardiology		6.0																										6.0			
Respiratory/Pulmonology:																															
Total Respiratory/Pulmonology																															
Radiation Oncology:																															
Total Radiation Oncology																															
Pharmacy:																															

Regent Hills Health Centre
Pre-Opening Staffing and Salary Expense

7/13/06

	Annual Salary	Pre-Op FTE's	Pre-Op Months	Month -24	Month -23	Month -22	Month -21	Month -20	Month -19	Month -18	Month -17	Month -16	Month -15	Month -14	Month -13	Month -12	Month -11	Month -10	Month -9	Month -8	Month -7	Month -6	Month -5	Month -4	Month -3	Month -2	Month -1	Pre-Opening	
Month:																													
Months from Opening:	July 24	Aug 23	Sept 22	Oct 21	Nov 20	Dec 19	Jan '07 18	Feb 17	Mar 16	Apr 15	May 14	June 13	July 12	Aug 11	Sept 10	Oct 9	Nov 8	Dec 7	Jan '08 6	Feb 5	Mar 4	Apr 3	May 2	June '08 1					
Chief Financial Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,583	14,583	14,583	14,583	14,583	14,583	14,583	14,583	116,667	
Chief Nursing Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	108,000	
Director of Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	45,000	
Physician Recruitment Specialist	-	-	-	-	-	-	-	-	-	-	-	-	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000		
Human Resources Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Administration	18,750	18,750	18,750	18,750	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	42,917	42,917	42,917	42,917	42,917	71,000	71,000	78,500	78,500	78,500	78,500	78,500	78,500	78,500	1,143,000		
Nursing Administration:																													
Nursing Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,333	
Education/Infection Control/Case Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,250	5,250	5,250	15,750	
Risk/Quality/Utilization Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,292	5,292	10,583	
Total Nursing Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,250	10,542	13,875	29,667	
Patient Nursing Units:																													
Registered Nurses - 23 hour stay	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17,750	17,750	
Patient Care Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,667	3,667	
Total Patient Nursing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21,417	21,417	
Surgery/Endoscopy:																													
Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	41,667	
RN Coordinator - PACU/Pre OP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
RN - Pre OP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21,292	
Registered Nurses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	42,583	
Patient Care Assistants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000	
RN - PACU	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	42,583	
Scrub Technicians	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,375	
Scheduler/Control Desk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000	
Coordinator Endo	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,083	
Total Surgery/Endoscopy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,333	8,333	16,667	150,583	200,583
Radiology:																													
Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	
Technicians	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	11,667	
Total Radiology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000	5,000	16,667	26,667
Emergency Services:																													
Total Emergency Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Diagnostic Cardiology:																													
Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000	
Technicians	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12,100	
Registered Nurses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,000	
Total Diagnostic Cardiology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,250	6,250	27,350	46,100
Respiratory/Pulmonology:																													
Total Respiratory/Pulmonology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Radiation Oncology:																													
Total Radiation Oncology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy:																													
Total Pharmacy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Regent Hills Health Centre
Pre-Opening Staffing and Salary Expense

7/13/06

	Annual Salary	Pre-Op FTE's	Pre-Op Months	Month -24	Month -23	Month -22	Month -21	Month -20	Month -19	Month -18	Month -17	Month -16	Month -15	Month -14	Month -13	Month -12	Month -11	Month -10	Month -9	Month -8	Month -7	Month -6	Month -5	Month -4	Month -3	Month -2	Month -1	Pre-Opening
Month:																												
Months from Opening:	July 24	Aug 23	Sept 22	Oct 21	Nov 20	Dec 19	Jan '07 18	Feb 17	Mar 16	Apr 15	May 14	June 13	July 12	Aug 11	Sept 10	Oct 9	Nov 8	Dec 7	Jan '08 6	Feb 5	Mar 4	Apr 3	May 2	June '08 1				
Laboratory:																												
Director	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ASCP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Technicians	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Phlebotomy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Laboratory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Physical Therapy:																												
Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapists	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Physical Therapy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational Therapy:																												
Therapists	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
COTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Occupational Therapy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Speech Therapy:																												
Therapists	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
COTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PTA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Speech Therapy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Admitting / Registration:																												
Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Registrar	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Registration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medical Records:																												
Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Coding Specialists	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transcriptionist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
File Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Medical Records	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accounting:																												
Controller	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Accountant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial Analyst	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AP Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Accounting	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Billing/Collection:																												
Business Office Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Billing Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collector	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Billing Collection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems:																												
IT Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Network Administrator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Desktop Support/Senior	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Information Systems:	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Communications:																												
Receptionist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Communications	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Volunteer Services/Marketing:																												
Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Volunteer Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Materials Management:																												
Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Clerk	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Materials Management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Central Sterile:																												
Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Regent Hills Health Centre
Pre-Opening Staffing and Salary Expense

7/13/06

	Annual Salary	Pre-Op FTE's	Pre-Op Months	Month -24	Month -23	Month -22	Month -21	Month -20	Month -19	Month -18	Month -17	Month -16	Month -15	Month -14	Month -13	Month -12	Month -11	Month -10	Month -9	Month -8	Month -7	Month -6	Month -5	Month -4	Month -3	Month -2	Month -1	Pre-Opening					
Month:																																	
Months from Opening:	July 24	Aug 23	Sept 22	Oct 21	Nov 20	Dec 19	Jan '07 18	Feb 17	Mar 16	Apr 15	May 14	June 13	July 12	Aug 11	Sept 10	Oct 9	Nov 8	Dec 7	Jan '08 6	Feb 5	Mar 4	Apr 3	May 2	June '08 1									
Technicians																												2,083	2,083				
Total Central Sterile																												2,917	5,000	7,917			
Security:																																	
Guard - 5p - 8a																													1,146	1,146			
ER Police Officer																																	
Total Security																													1,146	1,146			
PBX:																																	
Operator/Receptionist																													1,146	1,146			
Total PBX																													1,146	1,146			
Housekeeping:																																	
Manager																													3,333	3,333	6,667		
Technicians																														3,000	3,000		
Total Housekeeping																													3,333	6,333	9,667		
Dietary:																																	
Manager/Diet.																													6,667	6,667	13,333		
Cashier/Staff																														4,792	4,792		
Cooks																														4,375	4,375		
Total Dietary																													6,667	15,833	22,500		
Maintenance:																																	
Manager																														7,000	7,000	7,000	21,000
Technicians																														5,000	5,000	5,000	
Total Maintenance																														7,000	7,000	12,000	26,000
Laundry/Linen:																																	
Technicians																														2,375	2,375		
Total Laundry/Linen																														2,375	2,375		
Daycare:																																	
Manager																														3,750	3,750		
Technicians																														1,458	1,458		
Total Other																														5,208	5,208		
Gym/Spa:																																	
Manager																														5,417	5,417		
Technicians																														3,333	3,333		
Total Other																														8,750	8,750		
Other:																																	
Total Other																																	
Total Administration	18,750	18,750	18,750	18,750	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	42,917	42,917	42,917	42,917	42,917	71,000	71,000	78,500	78,500	78,500	78,500	78,500	78,500	78,500	78,500	78,500	78,500	1,143,000	
Total Nursing Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29,667	
Total Patient Nursing Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21,417	
Total Ancillary Departments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	326,308	
Total Operations Departments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	277,804	
Sub-Total Salary and Wage Expense	18,750	18,750	18,750	18,750	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	42,917	42,917	42,917	42,917	42,917	71,000	78,500	86,000	101,542	112,792	161,708	197,192	459,463				1,798,196		
Bonus																																	
Total Administration	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Nursing Administration	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Patient Nursing Units	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Ancillary Departments	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operations Departments	0.00%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Total Bonus		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Salary, Bonus and Wage Expense		18,750	18,750	18,750	18,750	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	35,417	42,917	42,917	42,917	42,917	42,917	71,000	78,500	86,000	101,542	112,792	161,708	197,192	459,463				1,798,196		

Benefits and Payroll Tax Expense:
Benefits %: 32.50% FICA: 0.00% FUTA/SUTA: 0.00% Total: 32.5%

Regent Hills Health Centre
Pre-Opening Staffing and Salary Expense

7/13/06

	Annual Salary	Pre-Op FTE's	Pre-Op Months	Month -24	Month -23	Month -22	Month -21	Month -20	Month -19	Month -18	Month -17	Month -16	Month -15	Month -14	Month -13	Month -12	Month -11	Month -10	Month -9	Month -8	Month -7	Month -6	Month -5	Month -4	Month -3	Month -2	Month -1	Pre-Opening	
Month:																													
Months from Opening:	July 24	Aug 23	Sept 22	Oct 21	Nov 20	Dec 19	Jan '07 18	Feb 17	Mar 16	Apr 15	May 14	June 13	July 12	Aug 11	Sept 10	Oct 9	Nov 8	Dec 7	Jan '08 6	Feb 5	Mar 4	Apr 3	May 2	June '08 1					
Total Administration	6,094	6,094	6,094	6,094	11,510	11,510	11,510	11,510	11,510	11,510	11,510	11,510	13,948	13,948	13,948	13,948	23,075	23,075	25,513	25,513	25,513	25,513	25,513	25,513	25,513	25,513	25,513	25,513	371,475
Total Nursing Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,706	3,426	4,509	9,642	
Total Patient Nursing Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,960	
Total Ancillary Departments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,708	4,740	11,375	14,056	106,050	
Total Operations Departments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,438	2,438	4,780	6,405	39,172	
Sub-Total Benefits & Taxes	6,094	6,094	6,094	6,094	11,510	11,510	11,510	11,510	11,510	11,510	11,510	11,510	13,948	13,948	13,948	13,948	23,075	23,075	25,513	25,513	25,513	25,513	25,513	25,513	25,513	25,513	25,513	584,414	
Total Salaries, Wages & Benefits	24,844	24,844	24,844	24,844	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	56,865	56,865	56,865	56,865	94,075	94,075	104,013	104,013	104,013	104,013	104,013	104,013	1,514,475	
Total Administration	24,844	24,844	24,844	24,844	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	56,865	56,865	56,865	56,865	94,075	94,075	104,013	104,013	104,013	104,013	104,013	104,013	1,514,475	
Total Nursing Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,956	13,968	18,384	39,308	
Total Patient Nursing Units	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28,377	
Total Ancillary Departments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	238,313	
Total Operations Departments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,938	9,938	19,489	26,114	56,891	
Total Salaries, Wages & Benefits	24,844	24,844	24,844	24,844	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	46,927	56,865	56,865	56,865	56,865	94,075	94,075	104,013	104,013	104,013	104,013	104,013	104,013	2,362,609	

PRELIMINARY DRAFT
For Discussion Purposes Only

Regent Hills Health Centre
Statement of Cashflows

7/13/06

	Year 1												Year 2	Year 3	Year 4	Year 5	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total	Total			Total
OPERATING ACTIVITIES																	
Net income	(3,042)	(2,858)	(2,480)	(1,107)	(334)	429	252	234	229	239	244	255	(7,940)	13,421	27,559	35,845	44,209
Depreciation & Amortization	670	670	670	670	670	670	670	670	670	670	670	671	8,039	8,098	8,259	8,264	8,268
Accounts receivable-net	(530)	(796)	(1,326)	(295)	(2,358)	(3,448)	(3,271)	(2,004)	(1,002)	884	-	884	(13,262)	(1,296)	(3,189)	(2,110)	(2,125)
Supplies Inventory	196	(77)	(154)	(538)	(308)	(308)	103	-	-	-	-	-	(1,086)	(351)	(451)	(111)	25
Prepaid and other current assets	(200)	-	-	-	-	-	-	-	-	-	-	-	(200)	(100)	(50)	-	-
Accounts Payable	300	256	330	992	1,444	1,755	24	28	14	(18)	(5)	(18)	5,105	1,763	594	(151)	(272)
Accrued Wages/Benefits	374	-	-	1	-	2	82	2	-	-	-	-	462	118	112	54	68
Accrued liabilities	598	191	227	394	298	304	239	161	155	147	150	147	3,012	650	624	303	314
Net cash provided by (used in) operating activities	(1,634)	(2,614)	(2,734)	117	(587)	(595)	(1,902)	(909)	66	1,923	1,059	1,939	(5,871)	22,302	33,459	42,094	50,486
INVESTING ACTIVITIES																	
Purchases of property and equipment	-	-	-	-	-	-	-	(10)	(10)	(10)	(10)	(10)	(50)	(260)	(360)	(350)	(350)
Proceeds from (Repayment of) Revolver Loan	530	796	1,326	295	2,358	3,448	1,468	1,703	852	(752)	-	(752)	11,273	374	2,551	(298)	(7,305)
Proceeds from (Increase of) Certificate of Deposit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by (used in) investing activities	530	796	1,326	295	2,358	3,448	1,468	1,693	842	(762)	(10)	(762)	11,223	114	2,191	(648)	(7,655)
FINANCING ACTIVITIES																	
Payments of long term debt, Equipment	335	338	341	-	-	-	(281)	(281)	(281)	(284)	(287)	(289)	(690)	(3,749)	(4,183)	(4,667)	(5,207)
Payments of long term debt, Bond	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by (used in) financing activities	335	338	341	-	-	-	(281)	(281)	(281)	(284)	(287)	(289)	(690)	(3,749)	(4,183)	(4,667)	(5,207)
Net change in cash	(769)	(1,481)	(1,066)	412	1,770	2,853	(716)	503	626	878	763	888	4,662	18,667	31,467	36,779	37,624
Cash at beginning of period	8,600	7,831	6,351	5,284	5,696	7,466	10,319	9,603	10,107	10,733	11,611	12,374	8,600	13,262	31,929	63,396	100,176
Cash at end of period	7,831	6,351	5,284	5,696	7,466	10,319	9,603	10,107	10,733	11,611	12,374	13,262	13,262	31,929	63,396	#####	137,800
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Summary Inpatient Volume**

<i>Inc. Over Prior Year</i>	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<i>Ramp-Up</i>	25%	35%	50%	70%	90%	100%	105%	110%	110%	115%	115%	115%
<i>Seasonality</i>	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%

MDC	Description	Category	Total Hospital Volume	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Admissions	Year 1
	0 - Unassigned		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	1 - Nervous System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	2 - Eye		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	3 - Ear, Nose, Mouth & Throat		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	4 - Respiratory System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	5 - Circulatory System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	6 - Digestive System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	7 - Hepatobiliary System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	8 - Musculoskeletal / Co		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	9 - Skin, Subcutaneous Tissue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	10 - Endocrine, Nutrition		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	11 - Kidney & Urinary Tra		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	12 - Male Reproductive System		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	13 - Female Reproductive		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	14 - Pregnancy, Birth and Puerperium		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	15 - Newborns in Perinatal Period		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	16 - Blood & Immunologic		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	17 - Myeloproliferative &		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	18 - Infectious & Parasite		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	19 - Mental Diseases & Disorders		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	20 - Alcohol & Drug Use/Mental Dis.		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	21 - Injury, Poisonings &		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	22 - Burns		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	23 - Factors Influencing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	24 - Multiple Significant		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	25 -HIV		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Summary Inpatient Volume**

7/13/06

			<i>Inc.</i>															
			#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Dueto YR 1 Ramping			
			8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%					
MDC	Description	Category	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Admissions	Admissions	Admissions	Admissions
														Year 2	Year 3	Year 4	Year 5	
0 - Unassigned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1 - Nervous System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2 - Eye	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3 - Ear, Nose, Mouth & Throat	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4 - Respiratory System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5 - Circulatory System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6 - Digestive System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7 - Hepatobiliary System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8 - Musculoskeletal / Co	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9 - Skin, Subcutaneous Tissue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10 - Endocrine, Nutrition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11 - Kidney & Urinary Tra	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
12 - Male Reproductive System	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
13 - Female Reproductive	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
14 - Pregnancy, Birth and Puerperium	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
15 - Newborns in Perinatal Period	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16 - Blood & Immunologic	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
17 - Myeloproliferative &	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18 - Infectious & Parasite	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19 - Mental Diseases & Disorders	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20 - Alcohol & Drug Use/Mental Dis.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21 - Injury, Poisonings &	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
22 - Burns	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
23 - Factors Influencing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
24 - Multiple Significant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
25 -HIV	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Description	Category	Total Hospital OP Volume	Inc. Over Prior Year												OP Encounters	#DIV/0!												OP Encounters	OP Encounters	OP Encounters	OP Encounters		
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12					Year 2	Year 3
			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!				
			10%	15%	25%	60%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				
			8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%	8.33%				
Spa		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 1		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 2		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 3		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 4		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total		44,356	370	554	924	2,218	2,957	3,696	3,696	3,696	3,696	3,696	3,696	3,696	32,897	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	56,962	71,854	79,585	87,920	

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Net Revenue**

Description	Year 1												Total	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12		
Inpatient Reimbursement Average														
Number of Admission	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross Revenue per Inpatient Admission	\$0													\$0
Gross Revenue per Patient Day	0													\$0
Gross Revenue Inflation Rate	0.00%													0.0%
Estimated Revenue Deductions	100.00%													100.0%
Estimated Collection Rate:	0.00%													0.0%
Estimated ALOS	0.00													0.0
Inpatient Gross Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inpatient Contractual Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inpatient Net Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outpatient Reimbursement Average														
Number of Encounters		370	554	924	2,218	2,957	3,696	3,696	3,696	3,696	3,696	3,696	3,696	32,897
Average Gross Revenue														
Cosmetic Plastic Surgery	\$2,448	1.50%	85,609	128,413	214,022	513,652	684,869	856,086	856,086	856,086	856,086	856,086	856,086	\$7,619,165
Plastic – Reconstructive	\$2,448	1.50%	85,609	128,413	214,022	513,652	684,869	856,086	856,086	856,086	856,086	856,086	856,086	\$7,619,165
Laser Dentistry	\$2,448	1.50%	10,200	15,300	25,500	61,200	81,600	102,000	102,000	102,000	102,000	102,000	102,000	\$907,800
Arthroscopy	\$2,839	1.50%	21,766	32,649	54,414	130,594	174,125	217,657	217,657	217,657	217,657	217,657	217,657	\$1,937,144
Orthopaedic Surgery	\$2,191	1.50%	49,298	73,946	123,244	295,785	394,380	492,975	492,975	492,975	492,975	492,975	492,975	\$4,387,478
Ophthalmology	\$1,846	1.50%	67,579	101,368	168,947	405,474	540,632	675,790	675,790	675,790	675,790	675,790	675,790	\$6,014,530
General Surgery	\$1,822	1.50%	58,577	87,866	146,443	351,464	468,618	585,773	585,773	585,773	585,773	585,773	585,773	\$5,213,380
Ears Nose & Throat	\$1,083	1.50%	4,513	6,769	11,281	27,075	36,100	45,125	45,125	45,125	45,125	45,125	45,125	\$401,613
Podiatry	\$1,753	1.50%	7,304	10,956	18,260	43,825	58,433	73,042	73,042	73,042	73,042	73,042	73,042	\$650,071
Hip Replacement	\$1,600	1.50%	2,707	4,060	6,767	16,240	21,653	27,067	27,067	27,067	27,067	27,067	27,067	\$240,893
Laser Eye Surgery	\$1,100	1.50%	14,914	22,371	37,285	89,485	119,313	149,142	149,142	149,142	149,142	149,142	149,142	\$1,327,361
Light Nero Surgery	\$1,100	1.50%	2,292	3,438	5,729	13,750	18,333	22,917	22,917	22,917	22,917	22,917	22,917	\$203,958
Health & Heart Ambulatory Programs	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Diagnostic & Treatment Services	\$899	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Therapy	\$59	1.50%	2,458	3,688	6,146	14,750	19,667	24,583	24,583	24,583	24,583	24,583	24,583	\$218,792
Imaging	\$1,339	28.00%	89,401	134,101	223,501	536,403	715,205	894,006	894,006	894,006	894,006	894,006	894,006	\$7,956,650
On-Site Laboratory Service	\$899	1.50%	56,188	84,281	140,469	337,125	449,500	561,875	561,875	561,875	561,875	561,875	561,875	\$5,000,688
On-Site staff Educational Resource C	\$899	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Day Care Services	\$899	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Dinning Room	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Gym	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Spa	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Other 1	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Other 2	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Other 3	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Other 4	\$0	1.50%	0	0	0	0	0	0	0	0	0	0	0	\$0
Outpatient Gross Revenues		558,412	837,618	1,396,031	3,350,473	4,467,298	5,584,122	5,584,122	5,584,122	5,584,122	5,584,122	5,584,122	5,584,122	\$49,698,687

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Net Revenue**

Description	Year 1												Total	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12		
Estimated Revenue Deductions	0.00%												0.00%	
Estimated Collection Rate:	100.00%												100.00%	
Outpatient Gross Revenues	\$ 558,412	\$ 837,618	\$ 1,396,031	\$ 3,350,473	\$ 4,467,298	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 49,698,687
Outpatient Contractual Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Net Revenue	\$ 558,412	\$ 837,618	\$ 1,396,031	\$ 3,350,473	\$ 4,467,298	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 5,584,122	\$ 49,698,687
Total Net Revenue	\$558,412	\$837,618	\$1,396,031	\$3,350,473	\$4,467,298	\$5,584,122	\$5,584,122	\$5,584,122	\$5,584,122	\$5,584,122	\$5,584,122	\$5,584,122	\$5,584,122	\$49,698,687

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Net Revenue**

7/13/06

Description	Year 2												Year 2	Year 3	Year 4	Year 5
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total	Total	Total	Total
Inpatient Reimbursement Average																
Number of Admission	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-	-
Gross Revenue per Inpatient Admissic	\$0												\$0	\$0	\$0	\$0
Gross Revenue per Patient Day	\$0												\$0	\$0	\$0	\$0
Gross Revenue Inflation Rate	0%												0.0%	0.0%	0%	0%
Estimated Revenue Deductions	100.00%												100.0%	100.0%	100.00%	100.00%
Estimated Collection Rate:	0.00%												0.0%	0.0%	0.00%	0.00%
Estimated ALOS	0.00												0.0	0.0	0.00	0.00
Inpatient Gross Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Inpatient Contractual Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inpatient Net Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outpatient Reimbursement Average																
Number of Encounters	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	4,747	56,962	71,854	79,585	87,920
Average Gross Revenue																
Cosmetic Plastic Surgery	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	\$11,469,840	\$12,806,077	14,297,985	15,727,783
Plastic – Reconstructive	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	955,820	\$11,469,840	\$12,806,077	14,297,985	15,727,783
Laser Dentistry	113,883	113,883	113,883	113,883	113,883	113,883	113,883	113,883	113,883	113,883	113,883	113,883	\$1,366,596	\$1,525,804	1,703,561	1,873,917
Arthroscopy	243,014	243,014	243,014	243,014	243,014	243,014	243,014	243,014	243,014	243,014	243,014	243,014	\$2,916,164	\$3,255,897	3,635,209	3,998,730
Orthopaedic Surgery	550,407	550,407	550,407	550,407	550,407	550,407	550,407	550,407	550,407	550,407	550,407	550,407	\$6,604,879	\$7,374,347	8,233,459	9,056,805
Ophthalmology	754,519	754,519	754,519	754,519	754,519	754,519	754,519	754,519	754,519	754,519	754,519	754,519	\$9,054,232	\$10,109,050	11,286,755	12,415,430
General Surgery	654,016	654,016	654,016	654,016	654,016	654,016	654,016	654,016	654,016	654,016	654,016	654,016	\$7,848,187	\$8,762,500	9,783,332	10,761,665
Ears Nose & Throat	50,382	50,382	50,382	50,382	50,382	50,382	50,382	50,382	50,382	50,382	50,382	50,382	\$604,585	\$675,019	753,659	829,024
Podiatry	81,551	81,551	81,551	81,551	81,551	81,551	81,551	81,551	81,551	81,551	81,551	81,551	\$978,612	\$1,092,621	1,219,911	1,341,902
Hip Replacement	30,220	30,220	30,220	30,220	30,220	30,220	30,220	30,220	30,220	30,220	30,220	30,220	\$362,639	\$404,887	452,056	497,262
Laser Eye Surgery	166,517	166,517	166,517	166,517	166,517	166,517	166,517	166,517	166,517	166,517	166,517	166,517	\$1,998,200	\$2,230,990	2,490,901	2,739,991
Light Nero Surgery	25,586	25,586	25,586	25,586	25,586	25,586	25,586	25,586	25,586	25,586	25,586	25,586	\$307,038	\$342,807	382,744	421,019
Health & Heart Ambulatory Programs	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Diagnostic & Treatment Services	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Therapy	27,447	27,447	27,447	27,447	27,447	27,447	27,447	27,447	27,447	27,447	27,447	27,447	\$329,368	\$367,739	410,580	451,638
Imaging	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	2,425,768	\$29,109,217	\$52,118,950	58,481,045	65,285,967
On-Site Laboratory Service	627,333	627,333	627,333	627,333	627,333	627,333	627,333	627,333	627,333	627,333	627,333	627,333	\$7,528,001	\$8,405,013	9,384,197	10,322,617
On-Site staff Educational Resource C	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Day Care Services	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Dinning Room	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Gym	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Spa	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Other 1	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Other 2	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Other 3	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Other 4	-	-	-	-	-	-	-	-	-	-	-	-	\$0	\$0	0	0
Outpatient Gross Revenues	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	7,662,283	\$91,947,398	\$122,277,779	\$136,813,378	\$151,451,532

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Net Revenue**

7/13/06

Description	Year 2												Year 2	Year 3	Year 4	Year 5	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total	Total	Total	Total	
Estimated Revenue Deductions														0.00%	0.00%	0.00%	0.00%
Estimated Collection Rate:														100.00%	100.00%	100.00%	100.00%
Outpatient Gross Revenues	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 91,947,398	\$ 122,277,779	\$ 136,813,378	\$ 151,451,532
Outpatient Contractual Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Net Revenue	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 7,662,283	\$ 91,947,398	\$ 122,277,779	\$ 136,813,378	\$ 151,451,532
Total Net Revenue	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$7,662,283	\$91,947,398	\$122,277,779	\$136,813,378	\$151,451,532

PRELIMINARY DRAFT
For Discussion Purposes Only

Regent Hills Health Centre
Salaries and Wages

Department	Title	Fixed/ Variable	Hourly/ Salary	Average Annual Salary/ Wages	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 3	Year 4	Year 5	
Administration	Chief Executive Officer		Salary	\$ 225,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Administration	Chief Operating Officer		Salary	\$ 200,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Administration	Chief Financial Officer		Salary	\$ 175,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Administration	Chief Nursing Officer		Hourly	\$ 162,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Administration	Executive Assistant		Salary	\$ 38,500	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Administration	Director of Human Resources		Salary	\$ 90,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Administration	Human Resources Assistant		Hourly	\$ 35,000	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Nursing Administration:	Nursing Administration		Salary	\$ 40,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
	Education/Infection		Salary	\$ 63,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Nursing Administration:	Control/Case Management		Salary	\$ 63,500	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
	Risk/Quality/Utilization Management																			
Nursing Administration:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Nursing Administration:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Nursing Administration:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	Registered Nurses - 23 hour stay	Variable	Hourly	\$ 71,000	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	25.0	30.0	35.0	
Patient Nursing Units:	Patient Care Assistants	Variable	Hourly	\$ 22,000	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	15.0	15.0
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Patient Nursing Units:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Surgery/Endoscopy:	Director		Salary	\$ 100,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Surgery/Endoscopy:	RN Coordinator - PACU/Pre OP	Variable	Hourly	\$ 100,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Surgery/Endoscopy:	RN - Pre OP	Variable	Hourly	\$ 73,000	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	
Surgery/Endoscopy:	Registered Nurses	Variable	Hourly	\$ 73,000	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	
Surgery/Endoscopy:	Patient Care Assistants	Variable	Hourly	\$ 30,000	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	
Surgery/Endoscopy:	RN - PACU	Variable	Hourly	\$ 73,000	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	16.0	
Surgery/Endoscopy:	Scrub Technicians	Variable	Hourly	\$ 39,000	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	
Surgery/Endoscopy:	Scheduler/Control Desk	Variable	Hourly	\$ 24,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Surgery/Endoscopy:	Coordinator Endo	Variable	Hourly	\$ 49,000	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Surgery/Endoscopy:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Radiology:	Coordinator	Variable	Hourly	\$ 60,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Radiology:	Technicians	Variable	Hourly	\$ 35,000	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0	38.5	42.0	
Emergency Services:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Emergency Services:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Emergency Services:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Emergency Services:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Emergency Services:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Salaries and Wages**

Department	Title	Fixed / Variable	Hourly / Salary	Average Annual Salary / Wages	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 3	Year 4	Year 5	
Diagnostic Cardiology:	Coordinator		Salary	\$ 75,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Diagnostic Cardiology:	Technicians	Variable	Hourly	\$ 48,400	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Diagnostic Cardiology:	Registered Nurses	Variable	Hourly	\$ 54,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Respiratory/Pulmonology:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Respiratory/Pulmonology:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Radiation Oncology:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Radiation Oncology:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Pharmacy:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Pharmacy:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Pharmacy:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Laboratory:	Director		Salary	\$ 85,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Laboratory:	ASCP	Variable	Hourly	\$ 60,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Laboratory:	Technicians	Variable	Hourly	\$ 45,000	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	
Laboratory:	Phlebotomy	Variable	Hourly	\$ 30,000	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	
Physical Therapy:	Manager		Salary	\$ 99,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Physical Therapy:	Therapists	Variable	Hourly	\$ 65,000	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Physical Therapy:	PTA	Variable	Hourly	\$ 43,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Occupational Therapy:	Therapists	Variable	Hourly	\$ 57,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Occupational Therapy:	COTA	Variable	Hourly	\$ 42,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Occupational Therapy:	PTA	Variable	Hourly	\$ 35,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Speech Therapy:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Speech Therapy:	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Admitting / Registration:	Coordinator	Variable	Hourly	\$ 40,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Admitting / Registration:	Registrar	Variable	Hourly	\$ 26,200	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Medical Records:	Manager		Salary	\$ 50,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Medical Records:	Coding Specialists	Variable	Hourly	\$ 35,000	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	
Medical Records:	Transcriptionist	Variable	Hourly	\$ 33,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	
Medical Records:	File Clerk	Variable	Hourly	\$ 23,000	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.9	3.0	3.0
Accounting:	Controller		Salary	\$ 91,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Accounting:	Accountant		Salary	\$ 45,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Accounting:	Financial Analyst		Salary	\$ 54,500	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Accounting:	Payroll Clerk		Hourly	\$ 37,500	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Accounting:	AP Clerk		Hourly	\$ 30,500	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	
Billing/Collection:	Business Office Manager		Salary	\$ 86,500	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Billing/Collection:	Billing Clerk		Hourly	\$ 32,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	
Billing/Collection:	Collector		Hourly	\$ 32,000	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	
Information Systems:	IT Manager		Salary	\$ 90,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Information Systems:	Network Administrator		Salary	\$ 54,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	

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**Regent Hills Health Centre
Salaries and Wages**

Department	Title	Fixed / Variable	Hourly / Salary	Average Annual Salary / Wages	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 3	Year 4	Year 5
Information Systems:	0		Salary	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Information Systems:	Desktop Support/Senior		Hourly	\$ 47,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Information Systems:	0		Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Communications:	Receptionist	Variable	Hourly	\$ 25,000	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Volunteer Services/Marketing	Coordinator		Salary	\$ 45,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Volunteer Services/Marketing	0	Variable	Hourly	\$ -	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Materials Management:	Manager		Salary	\$ 60,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Materials Management:	Clerk		Hourly	\$ 23,300	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Central Sterile:	Coordinator	Variable	Hourly	\$ 35,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Central Sterile:	Technicians	Variable	Hourly	\$ 25,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Security:	Guard - 5p - 8a	Variable	Hourly	\$ 27,500	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	5.0	5.0
Security:	ER Police Officer	Variable	Hourly	\$ 87,600	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
PBX:	Operator/Receptionist	Variable	Hourly	\$ 27,500	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Housekeeping:	Manager		Salary	\$ 40,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Housekeeping:	Technicians	Variable	Hourly	\$ 18,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Dietary:	Manager/Diet.		Salary	\$ 80,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dietary:	Cashier/Staff	Variable	Hourly	\$ 23,000	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Dietary:	Cooks	Variable	Hourly	\$ 35,000	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Maintenance:	Manager		Salary	\$ 84,000	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance:	Technicians	Variable	Hourly	\$ 30,000	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Laundry/Linen:	Technicians	Variable	Hourly	\$ 19,000	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Total					244.0	245.0	245.0	245.0	245.0	245.0	245.0	245.0	245.0	245.0	245.0	245.0	244.9	260.5	274.0

Other Compensation

On-call

Overtime

Shift Differentials

Hourly	3.0%
Variable	4.0%

Total Salaries & Wages

Benefits

35%

Total Salaries, Wages & Benefits

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Salaries and Wages**

					Year 1													
Department	Title	Fixed/ Variable	Hourly / Salary	Average Annual Salary / Wages	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1	
Administration	Chief Executive Officer		Salary	\$ 225,000	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	225,000
Administration	Chief Operating Officer		Salary	\$ 200,000	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	200,000
Administration	Chief Financial Officer		Salary	\$ 175,000	14,583	14,583	14,583	14,583	14,583	14,583	14,583	14,583	14,583	14,583	14,583	14,583	14,583	175,000
Administration	Chief Nursing Officer		Hourly	\$ 162,000	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	162,000
Administration	Executive Assistant		Salary	\$ 38,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration	Director of Human Resources		Salary	\$ 90,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Administration	Human Resources Assistant		Hourly	\$ 35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing Administration:	Nursing Administration		Salary	\$ 40,000	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000
	Education/Infection		Salary	\$ 63,000	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	5,250	63,000
Nursing Administration:	Control/Case Management																	
	Risk/Quality/Utilization		Salary	\$ 63,500	5,292	5,292	5,292	5,292	5,292	5,292	5,292	5,292	5,292	5,292	5,292	5,292	5,292	63,500
Nursing Administration:	Management																	
Nursing Administration:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing Administration:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing Administration:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Registered Nurses - 23 hour stay	Variable	Hourly	\$ 71,000	82,833	82,833	82,833	82,833	82,833	82,833	82,833	82,833	82,833	82,833	82,833	82,833	82,833	994,000
Patient Nursing Units:	Patient Care Assistants	Variable	Hourly	\$ 22,000	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	9,167	110,000
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surgery/Endoscopy:	Director		Salary	\$ 100,000	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
	RN Coordinator - PACU/Pre OP	Variable	Hourly	\$ 100,000	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
Surgery/Endoscopy:	RN - Pre OP	Variable	Hourly	\$ 73,000	24,333	24,333	24,333	24,333	24,333	24,333	48,667	48,667	48,667	48,667	48,667	48,667	48,667	438,000
Surgery/Endoscopy:	Registered Nurses	Variable	Hourly	\$ 73,000	48,667	48,667	48,667	48,667	48,667	48,667	73,000	73,000	73,000	73,000	73,000	73,000	73,000	730,000
Surgery/Endoscopy:	Patient Care Assistants	Variable	Hourly	\$ 30,000	10,000	10,000	10,000	10,000	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
Surgery/Endoscopy:	RN - PACU	Variable	Hourly	\$ 73,000	42,583	42,583	42,583	42,583	42,583	42,583	73,000	73,000	73,000	73,000	73,000	73,000	73,000	693,500
Surgery/Endoscopy:	Scrub Technicians	Variable	Hourly	\$ 39,000	13,000	13,000	13,000	13,000	13,000	13,000	32,500	32,500	32,500	32,500	32,500	32,500	32,500	273,000
Surgery/Endoscopy:	Scheduler/Control Desk	Variable	Hourly	\$ 24,000	2,000	2,000	2,000	2,000	2,000	2,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	36,000
Surgery/Endoscopy:	Coordinator Endo	Variable	Hourly	\$ 49,000	4,083	4,083	4,083	4,083	4,083	4,083	8,167	8,167	8,167	8,167	8,167	8,167	8,167	73,500
Surgery/Endoscopy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Radiology:	Coordinator	Variable	Hourly	\$ 60,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000
Radiology:	Technicians	Variable	Hourly	\$ 35,000	40,833	40,833	40,833	40,833	40,833	40,833	40,833	40,833	40,833	40,833	40,833	40,833	40,833	490,000
Emergency Services:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Salaries and Wages**

Department	Title	Fixed / Variable	Hourly / Salary	Average Annual Salary / Wages	Year 1												Year 1	
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12		
Diagnostic Cardiology:	Coordinator		Salary	\$ 75,000	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
Diagnostic Cardiology:	Technicians	Variable	Hourly	\$ 48,400	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	12,100	145,200
Diagnostic Cardiology:	Registered Nurses	Variable	Hourly	\$ 54,000	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500	162,000
Respiratory/Pulmonology:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Respiratory/Pulmonology:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Radiation Oncology:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Radiation Oncology:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Laboratory:	Director		Salary	\$ 85,000	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	7,083	85,000
Laboratory:	ASCP	Variable	Hourly	\$ 60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Laboratory:	Technicians	Variable	Hourly	\$ 45,000	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	67,500
Laboratory:	Phlebotomy	Variable	Hourly	\$ 30,000	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
Physical Therapy:	Manager		Salary	\$ 99,000	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	99,000
Physical Therapy:	Therapists	Variable	Hourly	\$ 65,000	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	130,000
Physical Therapy:	PTA	Variable	Hourly	\$ 43,000	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	3,583	43,000
Occupational Therapy:	Therapists	Variable	Hourly	\$ 57,000	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	4,750	57,000
Occupational Therapy:	COTA	Variable	Hourly	\$ 42,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Occupational Therapy:	PTA	Variable	Hourly	\$ 35,000	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000
Speech Therapy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Speech Therapy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Admitting / Registration:	Coordinator	Variable	Hourly	\$ 40,000	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000
Admitting / Registration:	Registrar	Variable	Hourly	\$ 26,200	4,367	4,367	4,367	4,367	4,367	4,367	4,367	4,367	4,367	4,367	4,367	4,367	4,367	52,400
Medical Records:	Manager		Salary	\$ 50,000	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Medical Records:	Coding Specialists	Variable	Hourly	\$ 35,000	2,917	2,917	2,917	2,917	2,917	5,833	5,833	5,833	5,833	5,833	5,833	5,833	5,833	55,417
Medical Records:	Transcriptionist	Variable	Hourly	\$ 33,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	8,250	8,250	8,250	8,250	8,250	8,250	79,750
Medical Records:	File Clerk	Variable	Hourly	\$ 23,000	1,917	1,917	1,917	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833	3,833	40,250
Accounting:	Controller		Salary	\$ 91,000	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	7,583	91,000
Accounting:	Accountant		Salary	\$ 45,000	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
Accounting:	Financial Analyst		Salary	\$ 54,500	4,542	4,542	4,542	4,542	4,542	4,542	4,542	4,542	4,542	4,542	4,542	4,542	4,542	54,500
Accounting:	Payroll Clerk		Hourly	\$ 37,500	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125	37,500
Accounting:	AP Clerk		Hourly	\$ 30,500	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	2,542	30,500
Billing/Collection:	Business Office Manager		Salary	\$ 86,500	7,208	7,208	7,208	7,208	7,208	7,208	7,208	7,208	7,208	7,208	7,208	7,208	7,208	86,500
Billing/Collection:	Billing Clerk		Hourly	\$ 32,000	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	5,333	64,000
Billing/Collection:	Collector		Hourly	\$ 32,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	96,000
Information Systems:	IT Manager		Salary	\$ 90,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Information Systems:	Network Administrator		Salary	\$ 54,000	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	54,000

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Salaries and Wages**

Department	Title	Fixed / Variable	Hourly / Salary	Average Annual Salary / Wages	Year 1												Year 1
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
Information Systems:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems:	Desktop Support/Senior		Hourly	\$ 47,000	3,917	3,917	3,917	3,917	3,917	3,917	3,917	3,917	3,917	3,917	3,917	3,917	47,000
Information Systems:	0		Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
Communications:	Receptionist	Variable	Hourly	\$ 25,000	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
Volunteer Services/Marketing	Coordinator		Salary	\$ 45,000	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
Volunteer Services/Marketing	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
Materials Management:	Manager		Salary	\$ 60,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Materials Management:	Clerk		Hourly	\$ 23,300	1,942	1,942	1,942	1,942	1,942	1,942	3,883	3,883	3,883	3,883	3,883	3,883	34,950
Central Sterile:	Coordinator	Variable	Hourly	\$ 35,000	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	2,917	35,000
Central Sterile:	Technicians	Variable	Hourly	\$ 25,000	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
Security:	Guard - 5p - 8a	Variable	Hourly	\$ 27,500	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	82,500
Security:	ER Police Officer	Variable	Hourly	\$ 87,600	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	7,300	87,600
PBX:	Operator/Receptionist	Variable	Hourly	\$ 27,500	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	6,875	82,500
Housekeeping:	Manager		Salary	\$ 40,000	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	3,333	40,000
Housekeeping:	Technicians	Variable	Hourly	\$ 18,000	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	54,000
Dietary:	Manager/Diet.		Salary	\$ 80,000	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	6,667	80,000
Dietary:	Cashier/Staff	Variable	Hourly	\$ 23,000	7,667	7,667	7,667	7,667	7,667	7,667	7,667	7,667	7,667	7,667	7,667	7,667	92,000
Dietary:	Cooks	Variable	Hourly	\$ 35,000	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	8,750	105,000
Maintenance:	Manager		Salary	\$ 84,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	84,000
Maintenance:	Technicians	Variable	Hourly	\$ 30,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Laundry/Linen:	Technicians	Variable	Hourly	\$ 19,000	4,750	4,750	4,750	4,750	4,750	4,750	6,333	6,333	6,333	6,333	6,333	6,333	66,500
Total					658,292	658,292	658,292	660,208	660,208	663,125	776,317	779,067	779,067	779,067	779,067	779,067	8,630,067
Other Compensation																	-
On-call					13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	164,250
Overtime			Hourly	3.0%	14,760	14,760	14,760	14,818	14,818	14,905	18,301	18,383	18,383	18,383	18,383	18,383	199,037
Shift Differentials			Variable	4.0%	18,146	18,146	18,146	18,222	18,222	18,339	22,789	22,899	22,899	22,899	22,899	22,899	246,505
Total Salaries & Wages					704,885	704,885	704,885	706,936	706,936	710,057	831,094	834,036	834,036	834,036	834,036	834,036	9,239,858
Benefits				35%	246,710	246,710	246,710	247,427	247,427	248,520	290,883	291,913	291,913	291,913	291,913	291,913	3,233,950
Total Salaries, Wages & Benefits					951,595	951,595	951,595	954,363	954,363	958,576	1,121,977	1,125,949	1,125,949	1,125,949	1,125,949	1,125,949	12,473,809

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Salaries and Wages**

7/13/06

3% 3% 3% 3%

					Year 2															
Department	Title	Fixed/ Variable	Hourly/ Salary	Average Annual Salary/ Wages	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 2	Year 3	Year 4	Year 5
Administration	Chief Executive Officer		Salary	\$ 225,000	19,313	19,313	19,313	19,313	19,313	19,313	19,313	19,313	19,313	19,313	19,313	19,313	231,750	238,703	245,864	253,239
Administration	Chief Operating Officer		Salary	\$ 200,000	17,167	17,167	17,167	17,167	17,167	17,167	17,167	17,167	17,167	17,167	17,167	17,167	206,000	212,180	218,545	225,102
Administration	Chief Financial Officer		Salary	\$ 175,000	15,021	15,021	15,021	15,021	15,021	15,021	15,021	15,021	15,021	15,021	15,021	15,021	180,250	185,658	191,227	196,964
Administration	Chief Nursing Officer		Hourly	\$ 162,000	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	166,860	171,866	177,022	182,332
Administration	Executive Assistant		Salary	\$ 38,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration	Director of Human Resources		Salary	\$ 90,000	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	92,700	95,481	98,345	101,296
Administration	Human Resources Assistant		Hourly	\$ 35,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing Administration:	Nursing Administration		Salary	\$ 40,000	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	41,200	42,436	43,709	45,020
	Education/Infection		Salary	\$ 63,000	5,408	5,408	5,408	5,408	5,408	5,408	5,408	5,408	5,408	5,408	5,408	5,408	64,890	66,837	68,842	70,907
Nursing Administration:	Control/Case Management																			
	Risk/Quality/Utilization		Salary	\$ 63,500	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	5,450	65,405	67,367	69,388	71,470
Nursing Administration:	Management																			
Nursing Administration:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing Administration:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nursing Administration:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Registered Nurses - 23 hour stay	Variable	Hourly	\$ 71,000	121,883	121,883	121,883	121,883	121,883	121,883	121,883	121,883	121,883	121,883	121,883	121,883	1,462,600	1,883,098	2,327,509	2,796,889
Patient Nursing Units:	Patient Care Assistants	Variable	Hourly	\$ 22,000	15,107	15,107	15,107	15,107	15,107	15,107	15,107	15,107	15,107	15,107	15,107	15,107	181,280	233,398	360,600	371,418
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Patient Nursing Units:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surgery/Endoscopy:	Director		Salary	\$ 100,000	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	103,000	106,090	109,273	112,551
	RN Coordinator - PACU/Pre OP	Variable	Hourly	\$ 100,000	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	103,000	106,090	109,273	112,551
Surgery/Endoscopy:	RN - Pre OP	Variable	Hourly	\$ 73,000	75,190	75,190	75,190	75,190	75,190	75,190	75,190	75,190	75,190	75,190	75,190	75,190	902,280	1,084,240	1,116,767	1,150,270
Surgery/Endoscopy:	Registered Nurses	Variable	Hourly	\$ 73,000	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	1,052,660	1,239,131	1,276,305	1,314,594
Surgery/Endoscopy:	Patient Care Assistants	Variable	Hourly	\$ 30,000	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	20,600	247,200	318,270	327,818	337,653
Surgery/Endoscopy:	RN - PACU	Variable	Hourly	\$ 73,000	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	87,722	1,052,660	1,239,131	1,276,305	1,314,594
Surgery/Endoscopy:	Scrub Technicians	Variable	Hourly	\$ 39,000	40,170	40,170	40,170	40,170	40,170	40,170	40,170	40,170	40,170	40,170	40,170	40,170	482,040	579,251	596,629	614,528
Surgery/Endoscopy:	Scheduler/Control Desk	Variable	Hourly	\$ 24,000	6,180	6,180	6,180	6,180	6,180	6,180	6,180	6,180	6,180	6,180	6,180	6,180	74,160	76,385	78,676	81,037
Surgery/Endoscopy:	Coordinator Endo	Variable	Hourly	\$ 49,000	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	8,412	100,940	103,968	107,087	110,300
Surgery/Endoscopy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Radiology:	Coordinator	Variable	Hourly	\$ 60,000	15,450	15,450	15,450	15,450	15,450	15,450	15,450	15,450	15,450	15,450	15,450	15,450	185,400	190,962	196,691	202,592
Radiology:	Technicians	Variable	Hourly	\$ 35,000	73,602	73,602	73,602	73,602	73,602	73,602	73,602	73,602	73,602	73,602	73,602	73,602	883,225	1,299,603	1,472,450	1,654,498
Emergency Services:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Services:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Salaries and Wages**

7/13/06

3% 3% 3% 3%

Department	Title	Fixed / Variable	Hourly / Salary	Average Annual Salary / Wages	Year 2												Year 2	Year 3	Year 4	Year 5
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12				
Diagnostic Cardiology:	Coordinator		Salary	\$ 75,000	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	77,250	79,568	81,955	84,413
Diagnostic Cardiology:	Technicians	Variable	Hourly	\$ 48,400	12,463	12,463	12,463	12,463	12,463	12,463	12,463	12,463	12,463	12,463	12,463	12,463	149,556	154,043	158,664	163,424
Diagnostic Cardiology:	Registered Nurses	Variable	Hourly	\$ 54,000	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	13,905	166,860	171,866	177,022	182,332
Respiratory/Pulmonology:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Respiratory/Pulmonology:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Radiation Oncology:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Radiation Oncology:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Laboratory:	Director		Salary	\$ 85,000	7,296	7,296	7,296	7,296	7,296	7,296	7,296	7,296	7,296	7,296	7,296	7,296	87,550	90,177	92,882	95,668
Laboratory:	ASCP	Variable	Hourly	\$ 60,000	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	61,800	63,654	65,564	67,531
Laboratory:	Technicians	Variable	Hourly	\$ 45,000	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	5,794	69,525	71,611	73,759	75,972
Laboratory:	Phlebotomy	Variable	Hourly	\$ 30,000	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	46,350	47,741	49,173	50,648
Physical Therapy:	Manager		Salary	\$ 99,000	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	101,970	105,029	108,180	111,425
Physical Therapy:	Therapists	Variable	Hourly	\$ 65,000	11,158	11,158	11,158	11,158	11,158	11,158	11,158	11,158	11,158	11,158	11,158	11,158	133,900	137,917	142,055	146,316
Physical Therapy:	PTA	Variable	Hourly	\$ 43,000	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	3,691	44,290	45,619	46,987	48,397
Occupational Therapy:	Therapists	Variable	Hourly	\$ 57,000	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	4,893	58,710	60,471	62,285	64,154
Occupational Therapy:	COTA	Variable	Hourly	\$ 42,000	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	3,605	43,260	44,558	45,895	47,271
Occupational Therapy:	PTA	Variable	Hourly	\$ 35,000	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	36,050	37,132	38,245	39,393
Speech Therapy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Speech Therapy:	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Admitting / Registration:	Coordinator	Variable	Hourly	\$ 40,000	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	41,200	42,436	43,709	45,020
Admitting / Registration:	Registrar	Variable	Hourly	\$ 26,200	4,498	4,498	4,498	4,498	4,498	4,498	4,498	4,498	4,498	4,498	4,498	4,498	53,972	55,591	57,259	58,977
Medical Records:	Manager		Salary	\$ 50,000	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	51,500	53,045	54,636	56,275
Medical Records:	Coding Specialists	Variable	Hourly	\$ 35,000	6,008	6,008	6,008	6,008	6,008	6,008	6,008	6,008	6,008	6,008	6,008	6,008	72,100	74,263	76,491	118,178
Medical Records:	Transcriptionist	Variable	Hourly	\$ 33,000	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	8,498	101,970	105,029	108,180	148,567
Medical Records:	File Clerk	Variable	Hourly	\$ 23,000	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	3,948	47,380	71,169	75,398	77,660
Accounting:	Controller		Salary	\$ 91,000	7,811	7,811	7,811	7,811	7,811	7,811	7,811	7,811	7,811	7,811	7,811	7,811	93,730	96,542	99,438	102,421
Accounting:	Accountant		Salary	\$ 45,000	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	46,350	47,741	49,173	50,648
Accounting:	Financial Analyst		Salary	\$ 54,500	4,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678	4,678	56,135	57,819	59,554	61,340
Accounting:	Payroll Clerk		Hourly	\$ 37,500	3,219	3,219	3,219	3,219	3,219	3,219	3,219	3,219	3,219	3,219	3,219	3,219	38,625	39,784	40,977	42,207
Accounting:	AP Clerk		Hourly	\$ 30,500	5,236	5,236	5,236	5,236	5,236	5,236	5,236	5,236	5,236	5,236	5,236	5,236	62,830	64,715	66,656	102,984
Billing/Collection:	Business Office Manager		Salary	\$ 86,500	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	7,425	89,095	91,768	94,521	97,357
Billing/Collection:	Billing Clerk		Hourly	\$ 32,000	5,493	5,493	5,493	5,493	5,493	5,493	5,493	5,493	5,493	5,493	5,493	5,493	65,920	101,846	104,902	144,065
Billing/Collection:	Collector		Hourly	\$ 32,000	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	8,240	98,880	135,795	139,869	180,081
Information Systems:	IT Manager		Salary	\$ 90,000	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	7,725	92,700	95,481	98,345	101,296
Information Systems:	Network Administrator		Salary	\$ 54,000	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	55,620	57,289	59,007	60,777

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Salaries and Wages**

7/13/06
3% 3% 3% 3%

Department	Title	Fixed / Variable	Hourly / Salary	Average Annual Salary / Wages	Year 2												Year 2	Year 3	Year 4	Year 5
					Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12				
Information Systems:	0		Salary	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems:	Desktop Support/Senior		Hourly	\$ 47,000	4,034	4,034	4,034	4,034	4,034	4,034	4,034	4,034	4,034	4,034	4,034	48,410	49,862	51,358	52,899	
Information Systems:	0		Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Communications:	Receptionist	Variable	Hourly	\$ 25,000	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	103,000	106,090	109,273	112,551		
Volunteer Services/Marketing	Coordinator		Salary	\$ 45,000	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	3,863	46,350	47,741	49,173	50,648		
Volunteer Services/Marketing	0	Variable	Hourly	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Materials Management:	Manager		Salary	\$ 60,000	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	61,800	63,654	65,564	67,531		
Materials Management:	Clerk		Hourly	\$ 23,300	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	47,998	49,438	50,921	52,449		
Central Sterile:	Coordinator	Variable	Hourly	\$ 35,000	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	3,004	36,050	37,132	38,245	39,393		
Central Sterile:	Technicians	Variable	Hourly	\$ 25,000	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	6,438	77,250	79,568	81,955	84,413		
Security:	Guard - 5p - 8a	Variable	Hourly	\$ 27,500	7,081	7,081	7,081	7,081	7,081	7,081	7,081	7,081	7,081	7,081	84,975	87,524	150,250	154,757		
Security:	ER Police Officer	Variable	Hourly	\$ 87,600	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	7,519	90,228	92,935	95,723	98,595		
PBX:	Operator/Receptionist	Variable	Hourly	\$ 27,500	7,081	7,081	7,081	7,081	7,081	7,081	7,081	7,081	7,081	7,081	84,975	87,524	90,150	92,854		
Housekeeping:	Manager		Salary	\$ 40,000	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	3,433	41,200	42,436	43,709	45,020		
Housekeeping:	Technicians	Variable	Hourly	\$ 18,000	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	4,635	55,620	57,289	59,007	60,777		
Dietary:	Manager/Diet.		Salary	\$ 80,000	6,867	6,867	6,867	6,867	6,867	6,867	6,867	6,867	6,867	6,867	82,400	84,872	87,418	90,041		
Dietary:	Cashier/Staff	Variable	Hourly	\$ 23,000	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	7,897	94,760	97,603	100,531	103,547		
Dietary:	Cooks	Variable	Hourly	\$ 35,000	9,013	9,013	9,013	9,013	9,013	9,013	9,013	9,013	9,013	9,013	108,150	111,395	114,736	118,178		
Maintenance:	Manager		Salary	\$ 84,000	7,210	7,210	7,210	7,210	7,210	7,210	7,210	7,210	7,210	7,210	86,520	89,116	91,789	94,543		
Maintenance:	Technicians	Variable	Hourly	\$ 30,000	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	61,800	63,654	65,564	67,531		
Laundry/Linen:	Technicians	Variable	Hourly	\$ 19,000	6,523	6,523	6,523	6,523	6,523	6,523	6,523	6,523	6,523	6,523	78,280	100,786	103,809	106,923		
Total					942,862	942,862	942,862	942,862	942,862	942,862	942,862	942,862	942,862	942,862	11,314,344	13,188,455	14,288,280	15,437,254		
Other Compensation																				
On-call					13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	13,688	164,250	164,250	164,250	164,250		
Overtime			Hourly	3.0%	23,147	23,147	23,147	23,147	23,147	23,147	23,147	23,147	23,147	23,147	277,769	332,143	363,232	395,739		
Shift Differentials			Variable	4.0%	29,098	29,098	29,098	29,098	29,098	29,098	29,098	29,098	29,098	29,098	349,178	418,325	459,041	497,371		
Total Salaries & Wages					1,008,795	1,008,795	1,008,795	1,008,795	1,008,795	1,008,795	1,008,795	1,008,795	1,008,795	1,008,795	12,105,542	14,103,172	15,274,803	16,494,614		
Benefits				35%	353,078	353,078	353,078	353,078	353,078	353,078	353,078	353,078	353,078	353,078	4,236,940	4,936,110	5,346,181	5,773,115		
Total Salaries, Wages & Benefits					1,361,873	1,361,873	1,361,873	1,361,873	1,361,873	1,361,873	1,361,873	1,361,873	1,361,873	1,361,873	16,342,481	19,039,283	20,620,985	22,267,729		

PRELIMINARY DRAFT
For Discussion Purposes Only

Regent Hills Health Centre
Medical Supplies

		<i>Inflationary Increase</i>																	
		4%	3%	3%	3%														
		Year 1	Year 2	Year 3	Year 4	Year 5	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1
	Inpatient Direct																		
	Per Admission X LOS	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Outpatient																		
	Cosmetic Plastic Surgery	\$ 341	\$ 355	\$ 365	\$ 376	\$ 387	11,922	17,883	29,805	71,531	95,375	119,219	119,219	119,219	119,219	119,219	119,219	119,219	1,061,047
	Plastic – Reconstructive	\$ 341	\$ 355	\$ 365	\$ 376	\$ 387	11,922	17,883	29,805	71,531	95,375	119,219	119,219	119,219	119,219	119,219	119,219	119,219	1,061,047
	Laser Dentistry	\$ 170	\$ 177	\$ 183	\$ 188	\$ 194	710	1,065	1,776	4,261	5,682	7,102	7,102	7,102	7,102	7,102	7,102	7,102	63,210
	Arthroscopy	\$ 511	\$ 532	\$ 548	\$ 564	\$ 581	3,920	5,881	9,801	23,523	31,364	39,205	39,205	39,205	39,205	39,205	39,205	39,205	348,920
	Orthopaedic Surgery	\$ 511	\$ 532	\$ 548	\$ 564	\$ 581	11,506	17,259	28,764	69,034	92,045	115,057	115,057	115,057	115,057	115,057	115,057	115,057	1,024,006
	Ophthalmology	\$ 398	\$ 414	\$ 426	\$ 439	\$ 452	14,560	21,840	36,400	87,361	116,481	145,601	145,601	145,601	145,601	145,601	145,601	145,601	1,295,852
	General Surgery	\$ 199	\$ 207	\$ 213	\$ 219	\$ 226	6,393	9,590	15,984	38,361	51,148	63,935	63,935	63,935	63,935	63,935	63,935	63,935	569,018
	Ears Nose & Throat	\$ 227	\$ 236	\$ 243	\$ 251	\$ 258	947	1,420	2,367	5,682	7,576	9,470	9,470	9,470	9,470	9,470	9,470	9,470	84,280
	Podiatry	\$ 284	\$ 295	\$ 304	\$ 313	\$ 323	1,184	1,776	2,959	7,102	9,470	11,837	11,837	11,837	11,837	11,837	11,837	11,837	105,350
	Hip Replacement	\$ 8,807	\$ 9,159	\$ 9,434	\$ 9,717	\$ 10,008	14,898	22,347	37,246	89,389	119,186	148,982	148,982	148,982	148,982	148,982	148,982	148,982	1,325,940
	Laser Eye Surgery	\$ 284	\$ 295	\$ 304	\$ 313	\$ 323	3,852	5,778	9,629	23,111	30,814	38,518	38,518	38,518	38,518	38,518	38,518	38,518	342,810
	Light Nero Surgery	\$ 284	\$ 295	\$ 304	\$ 313	\$ 323	592	888	1,480	3,551	4,735	5,919	5,919	5,919	5,919	5,919	5,919	5,919	52,675
	Health & Heart Ambulatory Programs	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Diagnostic & Treatment Services	\$ 114	\$ 118	\$ 122	\$ 125	\$ 129	-	-	-	-	-	-	-	-	-	-	-	-	-
	Therapy	\$ 11	\$ 12	\$ 12	\$ 13	\$ 13	473	710	1,184	2,841	3,788	4,735	4,735	4,735	4,735	4,735	4,735	4,735	42,140
	Imaging	\$ 284	\$ 295	\$ 304	\$ 313	\$ 323	18,968	28,452	47,420	113,807	151,742	189,678	189,678	189,678	189,678	189,678	189,678	189,678	1,688,134
	On-Site Laboratory Service	\$ 11	\$ 12	\$ 12	\$ 13	\$ 13	710	1,065	1,776	4,261	5,682	7,102	7,102	7,102	7,102	7,102	7,102	7,102	63,210
	On-Site staff Educational Resource Center	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Day Care Services	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Dinning Room	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Gym	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Spa	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other 1	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other 2	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other 3	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other 4	\$ -	\$ -	\$ -	\$ -	\$ -	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Medical Supply Costs						102,558	153,837	256,394	615,347	820,462	1,025,578	1,025,578	1,025,578	1,025,578	1,025,578	1,025,578	1,025,578	9,127,641

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Medical Supplies**

7/13/06

Inflationary

Description	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 2	Year 3	Year 4	Year 5
Inpatient Direct Per Admission X LOS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outpatient																
Cosmetic Plastic Surgery	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	1,636,635	1,854,307	2,100,930	2,380,354
Plastic – Reconstructive	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	136,386	1,636,635	1,854,307	2,100,930	2,380,354
Laser Dentistry	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	97,500	110,468	125,160	141,806
Arthroscopy	44,850	44,850	44,850	44,850	44,850	44,850	44,850	44,850	44,850	44,850	44,850	44,850	538,200	609,781	690,881	782,769
Orthopaedic Surgery	131,625	131,625	131,625	131,625	131,625	131,625	131,625	131,625	131,625	131,625	131,625	131,625	1,579,500	1,789,574	2,027,587	2,297,256
Ophthalmology	166,568	166,568	166,568	166,568	166,568	166,568	166,568	166,568	166,568	166,568	166,568	166,568	1,998,815	2,264,657	2,565,857	2,907,116
General Surgery	73,141	73,141	73,141	73,141	73,141	73,141	73,141	73,141	73,141	73,141	73,141	73,141	877,695	994,428	1,126,687	1,276,537
Ears Nose & Throat	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	10,833	130,000	147,290	166,880	189,075
Podiatry	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	13,542	162,500	184,113	208,599	236,343
Hip Replacement	170,435	170,435	170,435	170,435	170,435	170,435	170,435	170,435	170,435	170,435	170,435	170,435	2,045,225	2,317,240	2,625,433	2,974,615
Laser Eye Surgery	44,065	44,065	44,065	44,065	44,065	44,065	44,065	44,065	44,065	44,065	44,065	44,065	528,775	599,102	678,783	769,061
Light Nero Surgery	6,771	6,771	6,771	6,771	6,771	6,771	6,771	6,771	6,771	6,771	6,771	6,771	81,250	92,056	104,300	118,172
Health & Heart Ambulatory Programs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Diagnostic & Treatment Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Therapy	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	65,000	73,645	83,440	94,537
Imaging	418,167	418,167	418,167	418,167	418,167	418,167	418,167	418,167	418,167	418,167	418,167	418,167	5,018,000	8,483,782	9,782,910	11,205,689
On-Site Laboratory Service	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	8,125	97,500	110,468	125,160	141,806
On-Site staff Educational Resource Center	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Day Care Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dinning Room	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gym	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Spa	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other 4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Medical Supply Costs	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	1,374,436	16,493,230	21,485,218	24,513,537	27,895,488

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Other Operating Expenses**

Description	Year 1												Year 1	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12		
Contracted Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted Professional Services	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Physical Therapy	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pharmacy	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dietary	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Housekeeping	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Biomedical / Facilities / Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Purchased Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Processing	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Collection Agency	-	-	-	-	-	500	500	500	500	500	500	500	500	3,500
Lawn Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Contract Services	51,250	51,250	51,250	51,250	51,250	51,750	51,750	51,750	51,750	51,750	51,750	51,750	51,750	618,500
Professional Fees														
Lobbyists	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000
Public Relations	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	250,000
Legal	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	100,000
Accounting / Auditing / Tax	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Marketing	91,667	91,667	91,667	91,667	91,667	91,667	91,667	91,667	91,667	91,667	91,667	91,667	91,667	1,100,000
Professional Fees	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	200,000
Total Professional Fees	251,250	251,250	251,250	251,250	251,250	251,250	251,250	251,250	251,250	251,250	251,250	251,250	251,250	3,015,000
Other Operating														
Insurance	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	900,000
Advertising	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Dues and Subscriptions	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Postage	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Recruiting and Relocation	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Training and Development	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Charitable Donations	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Bank Charges	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Rent - Small Office Equipment	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Repairs & Maintenance	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	336,000
Imaging Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Imatron Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supplies - Dietary	29,167	29,167	29,167	29,167	29,167	29,167	29,167	29,167	29,167	29,167	29,167	29,167	29,167	350,000
Supplies - Linen	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Supplies - Housekeeping	22,833	22,833	22,833	22,833	22,833	22,833	22,833	22,833	22,833	22,833	22,833	22,833	22,833	274,000
Supplies - Forms	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Supplies - Other	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Travel & Entertainment	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Patient Education	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000
Utilities	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	107,500	1,290,000
Non-capital Equipment	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000
Other	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Other Operating Expenses**

Description	Year 1												Year 1	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12		
Total Other Operating Expenses	348,500	348,500	348,500	348,500	348,500	348,500	348,500	348,500	348,500	348,500	348,500	348,500	348,500	4,182,000

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Other Operating Expenses**

7/13/06

														Increase:	3%	3%	3%	3%
														Year 2				
Description	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 2	Year 3	Year 4	Year 5		
Contracted Services																		
Contracted Professional Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Physical Therapy	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	309,000	318,270	327,818	337,653		
Pharmacy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Dietary	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	33,333	400,000	500,000	550,000	600,000		
Housekeeping	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Biomedical / Facilities / Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Purchased Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Payroll Processing	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	1,288	15,450	15,914	16,391	16,883		
Collection Agency	515	515	515	515	515	515	515	515	515	515	515	515	6,180	6,365	6,556	6,753		
Lawn Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Contract Services	60,886	60,886	60,886	60,886	60,886	60,886	60,886	60,886	60,886	60,886	60,886	60,886	730,630	840,549	900,765	961,288		
Professional Fees																		
Lobbyists	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	154,500	159,135	163,909	168,826		
Public Relations	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000	61,800	63,654	65,564		
Legal	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	8,583	103,000	106,090	109,273	112,551		
Accounting / Auditing / Tax	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	15,000	15,000	15,000		
Marketing	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,800,000	2,400,000	2,700,000	3,000,000		
Professional Fees	383,333	383,333	383,333	383,333	383,333	383,333	383,333	383,333	383,333	383,333	383,333	383,333	4,600,000	8,700,000	9,800,000	11,000,000		
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Other	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	16,667	200,000	200,000	200,000	200,000		
Total Professional Fees	577,708	577,708	577,708	577,708	577,708	577,708	577,708	577,708	577,708	577,708	577,708	577,708	6,932,500	11,642,025	13,051,836	14,561,941		
Other Operating																		
Insurance	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	82,500	990,000	1,089,000	1,197,900	1,317,690		
Advertising	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	30,000	30,900	31,827	32,782		
Dues and Subscriptions	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	24,720	25,462	26,225	27,012		
Postage	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	18,540	19,096	19,669	20,259		
Recruiting and Relocation	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	1,545	18,540	19,096	19,669	20,259		
Training and Development	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	61,800	63,654	65,564	67,531		
Charitable Donations	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	1,030	12,360	12,731	13,113	13,506		
Bank Charges	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	30,900	31,827	32,782	33,765		
Rent - Small Office Equipment	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	30,900	31,827	32,782	33,765		
Repairs & Maintenance	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	41,667	500,000	714,000	735,420	757,483		
Imaging Maintenance	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	20,833	250,000	250,000	250,000	250,000		
Imatron Maintenance	47,833	47,833	47,833	47,833	47,833	47,833	47,833	47,833	47,833	47,833	47,833	47,833	574,000	1,250,000	1,500,000	1,600,000		
Supplies - Dietary	30,042	30,042	30,042	30,042	30,042	30,042	30,042	30,042	30,042	30,042	30,042	30,042	360,500	371,315	382,454	393,928		
Supplies - Linen	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	25,750	309,000	318,270	327,818	337,653		
Supplies - Housekeeping	23,518	23,518	23,518	23,518	23,518	23,518	23,518	23,518	23,518	23,518	23,518	23,518	282,220	290,687	299,407	308,389		
Supplies - Forms	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	61,800	63,654	65,564	67,531		
Supplies - Other	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	61,800	63,654	65,564	67,531		
Travel & Entertainment	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	61,800	63,654	65,564	67,531		
Patient Education	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	12,875	154,500	159,135	163,909	168,826		
Utilities	110,725	110,725	110,725	110,725	110,725	110,725	110,725	110,725	110,725	110,725	110,725	110,725	1,328,700	1,368,561	1,409,618	1,451,906		
Non-capital Equipment	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	30,900	31,827	32,782	33,765		
Other	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	16,250	195,000	273,000	327,600	393,120		

PRELIMINARY DRAFT
For Discussion Purposes Only

Regent Hills Health Centre
Other Operating Expenses

7/13/06

Increase:	3%	3%	3%	3%
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Description	Year 2												Year 2	Year 3	Year 4	Year 5	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12					
Total Other Operating Expenses	448,998	448,998	448,998	448,998	448,998	448,998	448,998	448,998	448,998	448,998	448,998	448,998	448,998	5,387,980	6,541,349	7,065,230	7,464,232

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Other Revenue**

Notes	Description	Year 1												Year 1
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
	Cafeteria	9,553	9,553	9,553	9,553	9,553	9,553	9,553	9,553	9,553	9,553	9,553	9,553	114,639
	Medical Records	250	250	250	250	250	250	250	250	250	250	250	250	3,000
	Vending	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	2,167	26,000
	Other	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total Other Revenue	11,970	11,970	11,970	11,970	11,970	11,970	11,970	11,970	11,970	11,970	11,970	11,970	143,639

**PRELIMINARY DRAFT
For Discussion Purposes Only**

**Regent Hills Health Centre
Other Revenue**

7/13/06

Increase:	32%	30%	22%	17%
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Description	Year 2												Year 2	Year 3	Year 4	Year 5	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12					
Cafeteria	12,637	12,637	12,637	12,637	12,637	12,637	12,637	12,637	12,637	12,637	12,637	12,637	12,637	151,638	196,607	240,395	280,608
Medical Records	331	331	331	331	331	331	331	331	331	331	331	331	331	3,968	5,145	6,291	7,343
Vending	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	2,866	34,391	44,590	54,521	63,642
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Other Revenue	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	15,833	189,998	246,342	301,207	351,593

PRELIMINARY DRAFT
For Discussion Purposes Only

Regent Hills Health Centre
PP&E Worksheet

Depreciation for existing PP&E (manually enter Yr. 1)	Depreciable Life	Year 1												Total
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
Land														
Building	40	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	2,378,703
Construction Interest	40	-	-	-	-	-	-	-	-	-	-	-	-	40
Major Fixed Equipment	7	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	2,857,150
Major Moveable Equipment	7	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	1,517,864
Minor Moveable Equipment	5	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,250	375,005
Furniture	10	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	187,510
Computer Hardware & Software	3	59,927	59,927	59,927	59,927	59,927	59,927	59,927	59,927	59,927	59,927	59,927	59,927	719,132
Loan Acquisition	5	-	-	-	-	-	-	-	-	-	-	-	-	5
Total		669,608	669,608	669,608	669,608	669,608	669,608	669,608	669,608	669,608	669,608	669,608	669,608	8,035,291

Capital Additions	Read note here													
Land														
Building	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major Fixed Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major Moveable Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Minor Moveable Equipment	-	-	-	-	-	-	-	-	5,000	5,000	5,000	5,000	5,000	25,000
Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Computer Hardware & Software	-	-	-	-	-	-	-	-	5,000	5,000	5,000	5,000	5,000	25,000
Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total									10,000	10,000	10,000	10,000	10,000	50,000

Capital Additions Depr. for first year														
Land														
Building	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Construction Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major Fixed Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major Moveable Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Minor Moveable Equipment	-	-	-	-	-	-	-	-	83	167	250	333	417	1,250
Furniture	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Computer Hardware & Software	-	-	-	-	-	-	-	-	139	278	417	556	694	2,083
Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total									222	444	667	889	1,111	3,333

Total Depreciation Summary														
Land														
Building	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	198,222	2,378,663
Construction Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Major Fixed Equipment	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	238,095	2,857,143
Major Moveable Equipment	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	126,488	1,517,857
Minor Moveable Equipment	31,250	31,250	31,250	31,250	31,250	31,250	31,250	31,333	31,417	31,500	31,583	31,667	31,667	376,250
Furniture	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	187,500
Computer Hardware & Software	59,927	59,927	59,927	59,927	59,927	59,927	59,927	60,066	60,205	60,344	60,483	60,622	60,622	721,212
Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Depreciation Expense	669,608	669,608	669,608	669,608	669,608	669,608	669,608	669,830	670,052	670,274	670,497	670,719	670,719	8,038,625

PP&E Balance Summary	Opening Balances														
Land	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	
Building	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	95,146,508	
Construction Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Major Fixed Equipment	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	
Major Moveable Equipment	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	10,625,000	
Minor Moveable Equipment	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,880,000	1,885,000	1,890,000	1,895,000	1,900,000	1,900,000	
Furniture	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	
Computer Hardware & Software	2,157,386	2,157,386	2,157,386	2,157,386	2,157,386	2,157,386	2,157,386	2,157,386	2,162,386	2,167,386	2,172,386	2,177,386	2,182,386	2,182,386	
PP&E, gross	151,678,894	151,678,894	151,678,894	151,678,894	151,678,894	151,678,894	151,678,894	151,678,894	151,688,894	151,698,894	151,708,894	151,718,894	151,728,894	151,728,894	
Accumulated Depreciation		(669,608)	(1,339,215)	(2,008,823)	(2,678,430)	(3,348,038)	(4,017,646)	(4,687,253)	(5,357,083)	(6,027,135)	(6,697,410)	(7,367,906)	(8,038,625)		
PP&E, net	151,678,894	151,009,287	150,339,679	149,670,071	149,000,464	148,330,856	147,661,249	146,991,641	146,331,811	145,671,759	145,011,485	144,350,988	143,690,269		

**PRELIMINARY DRAFT
For Discussion Purposes Only**

Equipment	Vendor	Qty	Unit Cost	64-bed hospital	Additional beds	88-bed hospital
Hospital System		0	\$ -	\$ -		\$ -
Network		0	\$ -	\$ -		\$ -
PACS		0	\$ -	\$ -		\$ -
Printers						
High Speed		0	\$ -	\$ -		\$ -
Laser		0	\$ -	\$ -		\$ -
Color		0	\$ -	\$ -		\$ -
Inkjet		0	\$ -	\$ -		\$ -
P.D.As						
		0	\$ -	\$ -		\$ -
Physician Order						
Entry Devices		0	\$ -	\$ -		\$ -
Scanners						
Registration		0	\$ -	\$ -		\$ -
Medical Records		0	\$ -	\$ -		\$ -
Software						
Desktop		0	\$ -	\$ -		\$ -
Billing Software		0	\$ -	\$ 568,182		\$ 568,182
Time Clock Software		0	\$ -	\$ -		\$ -
Great Plains General Ledger		0	\$ -	\$ -		\$ -
Instrument Tracking		0	\$ -	\$ -		\$ -
Instrument Track-Education		0	\$ -	\$ -		\$ -
Other Hardware						
Time Clocks		0	\$ -	\$ -		\$ -
Nurse Call Equipment		0	\$ -	\$ -		\$ -
Phone System		0	\$ -	\$ -		\$ -
RF System		0	\$ -	\$ -		\$ -
Patient Education System		0	\$ -	\$ -		\$ -
Patient Room-TVs and Cabling		0	\$ -	\$ -		\$ -
Cabling		0	\$ -	\$ -		\$ -
External phone connections		0	\$ -	\$ -		\$ -
Security		0	\$ -	\$ -		\$ -
Dictation		0	\$ -	\$ -		\$ -
Plasma Screens		0	\$ -	\$ -		\$ -
Cabling		0	\$ -	\$ 210,227		\$ 210,227
Other				\$ 1,079,545		\$ 1,079,545
				Subtotal		\$ 1,857,955
				Freight / tax estimate at 10%		\$ 185,795
				Total Furniture		\$ 2,043,750
Systems Consulting						
PACS		0	\$ -	\$ -		\$ -
Network		0	\$ -	\$ -		\$ -
Other		0	\$ -	\$ -		\$ -
Time Clock Training		0	\$ -	\$ -		\$ -
Business Office		0	\$ -	\$ -		\$ -
General Accounting		0	\$ -	\$ -		\$ -
Instrument Tracking		0	\$ -	\$ -		\$ -
				\$ 113,636		\$ 113,636

**PRELIMINARY DRAFT
For Discussion Purposes Only**

Regent Hills Health Centre
Building Rent - Bond Interest Only

7/13/06

	Bond Investment	Interest Rate	Annual Rent Payment	Monthly Rent Payment
Year 1	125,227,816	6.50%	8,139,808	678,317
Year 2		6.50%	8,139,808	678,317
Year 3		6.50%	8,139,808	678,317
Year 4		6.50%	8,139,808	678,317
Year 5		6.50%	8,139,808	678,317
Year 6		6.50%	8,139,808	678,317
Year 7		6.50%	8,139,808	678,317
Year 8		6.50%	8,139,808	678,317
Year 9		6.50%	8,139,808	678,317
Year 10		6.50%	8,139,808	678,317
Year 11		6.50%	8,139,808	678,317
Year 12		6.50%	8,139,808	678,317
Year 13		6.50%	8,139,808	678,317
Year 14		6.50%	8,139,808	678,317
Year 15		6.50%	8,139,808	678,317
Total Rent Payments			122,097,120	
Average Annual Rent Payment			8,139,808	

Capital Addition

Year 1	-	6.50%	0	0
Year 2		6.50%	0	0
Year 3	-	6.50%	0	0
Year 4		6.50%	0	0
Year 5		6.50%	0	0
Year 6		6.50%	0	0
Year 7		6.50%	0	0
Year 8		6.50%	0	0
Year 9		6.50%	0	0
Year 10		6.50%	0	0
Year 11		6.50%	0	0
Year 12		6.50%	0	0
Year 13		6.50%	0	0
Year 14		6.50%	0	0
Year 15		6.50%	0	0
Total Rent Payments				
Average Annual Rent Payment				

