

## ARROWHEAD REGIONAL MEDICAL CENTER

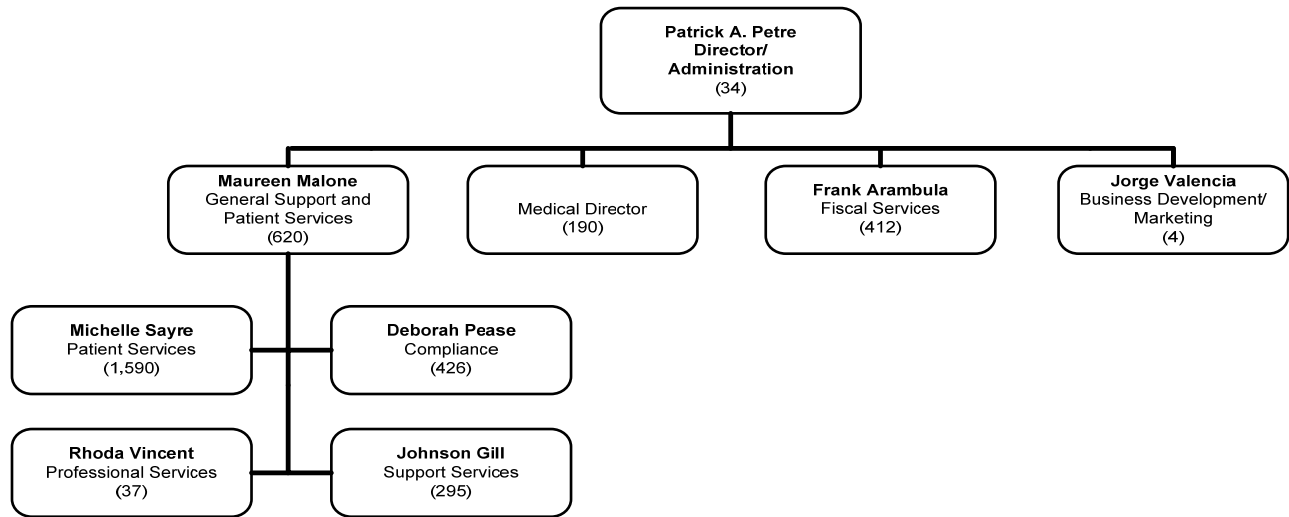
### Patrick Petre

#### DEPARTMENT MISSION STATEMENT

*The San Bernardino County Arrowhead Regional Medical Center is a safety net hospital with the primary mission of providing quality healthcare—a basic necessity of humankind—to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.*



#### ORGANIZATIONAL CHART



#### 2012-13 ACCOMPLISHMENTS

- Continued implementation of the Low Income Health Program called ArrowCare, in conjunction with other County of San Bernardino health departments, providing comprehensive health care to thousands of uninsured county residents. The program serves as a bridge to health care reform.
- Joined with the departments of Behavioral Health, Public Health, and Human Services to successfully administer the low-cost health coverage program known as ArrowCare and the new “co-location” health care center in Rialto. A creative approach to health care, the co-location center has enabled area residents to access dozens of services all under one roof. The center includes Arrowhead Regional Medical Center’s (ARMC) Westside Family Health Center, A Public Health Women’s, Infant and Children (WIC) office, and various Behavioral Health Services.
- Finalized installation of a Dual Purpose Angiography laboratory and new Computed Tomography scanner, two major equipment upgrades that will mark a new era in state-of-the-art care for ARMC patients.
- Largely through extensive facility and health care service expansion, ARMC continued to generate jobs – a high percentage of them in the well-paying supervisory, professional and management classifications. In the past two years, ARMC has hired approximately 350 new employees.
- Continued to operate many training programs for health care professionals – including 10 physician residencies – that are feeding the local jobs “pipeline.” This is crucial to job growth, especially in a sector that is seeing severe shortages in doctors and other health care professionals.
- Opened a new and larger Westside Family Health Center, which was expanded from 12 exam rooms to 21 and from 7,000 square feet to 15,000, and is housed in a new co-location facility in Rialto.
- Received American College of Surgeons (ACS) verification for the trauma center for a third time, a unique distinction that demonstrates it has met the highest national standards for the treatment of injured patients.



- Received a two-year stroke center recertification from the Healthcare Facilities Accreditation Program. This designation demonstrates that ARMC has achieved the highest national standards to provide the best care available for patients suffering a stroke.
- Expanded its Breath Mobile service to the High Desert, with service to sites including Adelanto, Apple Valley, Barstow, Hesperia, Phelan, Victorville and Trona. ARMC’s two Breath Mobiles provide pediatric asthma care management at sites throughout the County of San Bernardino.
- Received a \$100,000 grant from the California HealthCare Foundation (CHCF) to build on its successful Lean management initiatives, which are designed to improve patient outcomes in specified areas through better operational efficiency.
- Received two prestigious Achievement Awards from the National Association of Counties, for a cancer awareness and screening event designed to reduce the incidence of cancer and for a program conducted with Children and Family Services providing foster youth with an opportunity to gain experience in and knowledge of health care careers.
- Awarded two grants from the Children and Families Commission for San Bernardino County (First 5) that enabled the Medical Center to continue its successful dental screening program and asthma and allergy services provided on its Breath Mobiles.

**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES**

<b>COUNTY GOAL:</b>	<b>PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS</b>
<b>Objective(s):</b>	<ul style="list-style-type: none"> <li>• <b>Implement Federal Healthcare Reform.</b></li> <li>• <b>Maximize the utilization of Federal and State programs and funding to mitigate the effects of the economic downturn on county residents.</b></li> </ul>

<b>Department Strategy:</b>	<ul style="list-style-type: none"> <li>• <i>Successfully transition ARMC with the implementation of the Affordable Care Act (ACA) in January 2014 into a financially sustainable, competitive, market driven Medical Center.</i></li> <li>• <i>Prepare, modify, and adjust key Medical Center services such as Obstetrics, Stroke, etc., to attract customers from the new healthcare reform marketplace.</i></li> </ul>			
Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
ARMC patient satisfaction percentile (overall rating).	66%	67%	69%	72%

<b>COUNTY GOAL:</b>	<b>PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS</b>
<b>Objective(s):</b>	<ul style="list-style-type: none"> <li>• <b>Implement Federal Healthcare Reform.</b></li> <li>• <b>To the maximum extent legally allowed, utilize County programs to move participants to self-sufficiency.</b></li> </ul>

<b>Department Strategy:</b>	<ul style="list-style-type: none"> <li>• <i>Successfully transition 27,000 ArrowCare (LIHP) patients to the Medi-caid (Medi-Cal) expansion to enable them to continue to receive services at ARMC.</i></li> <li>• <i>Working with the new insurance exchanges, provide a viable contracting arrangement to allow patients in ARMC's marketplace to access ARMC for care.</i></li> </ul>			
Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Number of transitioned (ArrowCare to Medi-caid expansion) patients retained at ARMC.	N/A	N/A	N/A	27,000
Number of Healthcare exchange patients that are newly serviced at ARMC.	N/A	N/A	N/A	6,000



**SUMMARY OF BUDGET UNITS**

2013-14					
Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>Enterprise Funds</b>					
Arrowhead Regional Medical Center	440,564,187	432,212,005		(8,352,182)	3,608
Medical Center Lease Payments	43,150,014	43,150,014		0	0
<b>Total Enterprise Funds</b>	<b>483,714,201</b>	<b>475,362,019</b>		<b>(8,352,182)</b>	<b>3,608</b>

5-YEAR REQUIREMENTS TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	377,589,050	396,466,556	424,928,026	441,020,180	440,564,187
Medical Center Lease Payments	43,218,264	43,790,480	41,825,808	42,090,345	43,150,014
<b>Total</b>	<b>420,807,314</b>	<b>440,257,036</b>	<b>466,753,834</b>	<b>483,110,525</b>	<b>483,714,201</b>

5-YEAR SOURCES TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	373,096,834	402,444,177	419,710,182	433,099,372	432,212,005
Medical Center Lease Payments	42,416,443	42,988,659	41,825,808	42,090,345	43,150,014
<b>Total</b>	<b>415,513,277</b>	<b>445,432,836</b>	<b>461,535,990</b>	<b>475,189,717</b>	<b>475,362,019</b>

5-YEAR NET BUDGET TREND					
	2009-10	2010-11	2011-12	2012-13	2013-14
Arrowhead Regional Medical Center	(4,492,216)	5,977,621	(5,217,844)	(7,920,808)	(8,352,182)
Medical Center Lease Payments	(801,821)	(801,821)	0	0	0
<b>Total</b>	<b>(5,294,037)</b>	<b>5,175,800</b>	<b>(5,217,844)</b>	<b>(7,920,808)</b>	<b>(8,352,182)</b>

*Note: Beginning in fiscal year 2012-13, Capital Expenditures have been included and Depreciation has been excluded in requirements in enterprise and internal service funds for budgetary purposes. In the table above, prior years have been restated for consistency.*



## Arrowhead Regional Medical Center

### DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus and one on campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to County residents.

Budget at a Glance	
Total Requirements	\$440,564,187
Total Sources	\$432,212,005
Net Budget	(\$8,352,182)
Estimated Unrestricted Net Assets	\$49,223,961
Use of Unrestricted Net Assets	\$8,352,182
Total Staff	3,608

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Acute Hospital, Behavioral Health, Outpatient Care Center, Diagnostic and Treatment and the Central Plant.

**Inpatient Care:** Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

**Outpatient Services:** Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breath Mobile units for a total of three. This will allow clinical services to be delivered in outlying areas and county emergencies when it is needed.

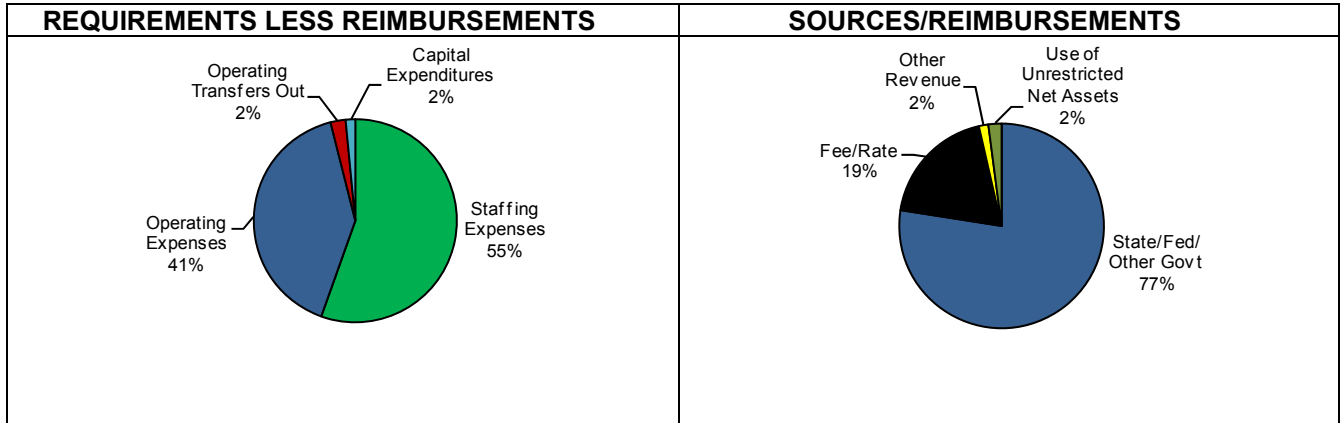
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-Cal and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. The impact of the new Waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new Waiver, ARMC is in the second year of operations for the Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and County departments including Behavioral Health, Human Services, and Public Health that implemented the County's LIHP, ArrowCare. The contract with CMS was approved and started January 1, 2012. ARMC has been a key component in service delivery in the LIHP for physical medicine, and will be working with other County departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will net to zero since many of the current medically indigent patients in the County's CMSP are now a part of ArrowCare.

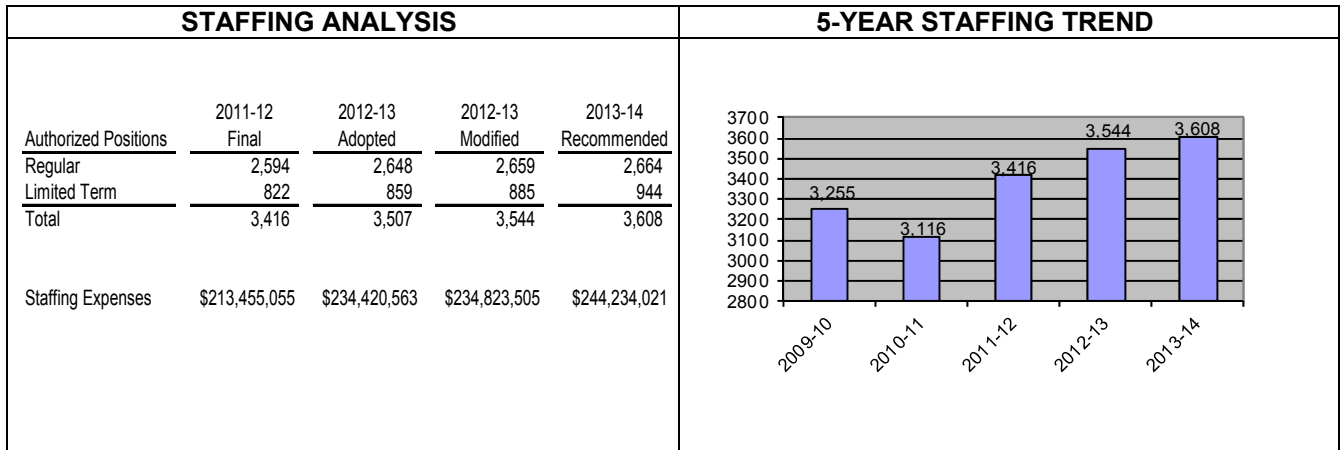
An additional new funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), is an innovative approach to transform existing delivery systems. The DSRIP has provided Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting of transformation milestones.



**2013-14 RECOMMENDED BUDGET**



**BUDGETED STAFFING**



**ANALYSIS OF 2013-14 RECOMMENDED BUDGET**

GROUP: Arrowhead Regional Medical Center  
 DEPARTMENT: Arrowhead Regional Medical Center  
 FUND: Medical Center

BUDGET UNIT: EAD MCR  
 FUNCTION: Health and Sanitation  
 ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	200,762,686	201,506,225	213,355,057	232,917,174	234,823,505	244,234,021	9,410,516
Operating Expenses	198,507,388	168,352,555	192,521,909	181,231,005	183,639,960	179,014,320	(4,625,640)
Capital Expenditures	6,304,355	2,627,788	10,585,537	9,689,151	13,323,924	6,719,421	(6,604,503)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	405,574,429	372,486,568	416,462,503	423,837,330	431,787,389	429,967,762	(1,819,627)
Reimbursements	(5,521)	(12,500)	(139,322)	0	0	0	0
Total Appropriation	405,568,908	372,474,068	416,323,181	423,837,330	431,787,389	429,967,762	(1,819,627)
Operating Transfers Out	8,454,106	9,808,735	8,230,697	9,418,369	9,232,791	10,596,425	1,363,634
Total Requirements	414,023,014	382,282,803	424,553,878	433,255,699	441,020,180	440,564,187	(455,993)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	296,025,571	297,112,798	291,865,158	306,359,065	311,032,428	312,354,590	1,322,162
Fee/Rate	97,291,248	89,696,625	97,178,302	76,476,744	78,120,942	76,464,564	(1,656,378)
Other Revenue	(6,553,910)	14,660,124	2,151,835	6,022,851	6,576,002	6,022,851	(553,151)
Total Revenue	386,762,909	401,469,547	391,195,295	388,858,660	395,729,372	394,842,005	(887,367)
Operating Transfers In	39,880,010	974,630	38,312,185	37,370,000	37,370,000	37,370,000	0
Total Sources	426,642,919	402,444,177	429,507,480	426,228,660	433,099,372	432,212,005	(887,367)
Net Budget	12,619,905	20,161,374	4,953,602	(7,027,039)	(7,920,808)	(8,352,182)	(431,374)
Budgeted Staffing					3,544	3,608	64

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET**

Staffing expenses of \$244.3 million fund 3,608 budgeted positions. Operating expenses of \$179.0 million are comprised primarily of medical supplies, physician fees, purchased medical services, external provider care services, insurance, utilities, and rent expense.

Operating transfers out of \$10.6 million primarily represents costs budgeted for debt service in the amount of \$8.0 million. The remaining \$2.6 million represents costs for construction projects being managed by the Architecture and Engineering department.

Sources of \$432.2 million include \$312.4 million in state and federal funding primarily from Medicare and Medi-Cal, \$76.5 million in current services from private pay patients and insurance, and \$6.0 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other County departments and hospitals through the residency program.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

During 2012-13, ARMC continued to respond to increases in acute care volume and operational changes related to the implementation of the LIHP program, Incentive program initiatives, implementation of Electronic Health Records, and ever changing regulatory requirements. It has been a year of preparation as this coming year will be historic for ARMC as Medi-Cal access and eligibility is expanded through the Affordable Care Act. Effective January 1, 2014, ArrowCare enrollees will become eligible for Medi-Cal.

Staffing expenses have a net increase of \$9.4 million representing an increase of 64 net budgeted positions related to regulatory and volume requirements.

Operating expenses reflect a decrease of \$4.6 million due primarily to the elimination of temporary help costs and physician contract costs. A concerted effort has been undertaken to reduce temporary staff by focusing on position recruitment. Physician contract costs are a result of the movement of ArrowCare patients to Medi-Cal managed care post January 1, 2014. Contracted physicians will be able to bill for these patients directly rather than seeking payment from ARMC.



**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$244.2 million fund 3,608 positions of which 2,664 are regular positions and 944 are limited term positions. The 2013-14 recommended budget includes a net increase of 64 positions (155 new positions and reduction of 91 positions). The new positions are primarily a result of ARMC's commitment to meet regulatory requirements (79), reduce overtime premium costs (26), and achieve volume related service goals (42). The reduced positions are primarily due to the closure of Home Health (20), postponement of development of an Observation Unit (27) and operational adjustments (36).

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	33	1	34	29	4	1	34
General Support/Patient Services	483	137	620	496	83	41	620
Medical Director	11	179	190	175	11	4	190
Fiscal Services	383	29	412	345	57	10	412
Business Development/Marketing	3	1	4	4	0	0	4
Patient Services	1,086	504	1,590	1,279	222	89	1,590
Compliance	356	70	426	369	49	8	426
Professional Services	32	5	37	32	4	1	37
Support Services	277	18	295	282	12	1	295
<b>Total</b>	<b>2,664</b>	<b>944</b>	<b>3,608</b>	<b>3,011</b>	<b>442</b>	<b>155</b>	<b>3,608</b>

Administration		General Support/Patient Services	
Classification		Classification	Classification
1 Administrative Analyst III		2 Ambulatory Clinic Manager	41 Psychiatric Technician I
1 Administrative Supervisor I		1 ARMC Patient Navigator	1 Pulmonary Function Specialist
1 ARMC Chief Operating Officer		1 Asst Hospital Admin - Ambulatory Serv	2 Registered Nurse II - Clinic
1 Director Arrowhead Reg Med Center		1 Asst Hospital Admin-Behavioral Health	51 Registered Nurse II - Per Diem
1 Executive Assistant		1 Asst Director of Respiratory Care Serv	26 Respiratory Care Practitioner 2
1 Executive Secretary III -Class		6 Clinic Assistant	6 Respiratory Therapist
6 Fiscal Specialist		9 Clinical Therapist I	2 Respiratory Care Practitioner 3
1 General Services Aide		1 Clinical Therapist II	5 Secretary I
4 Office Assistant II		1 Clinical Therapist Pre-License	1 Staff Analyst II
2 Office Assistant III		2 Contract Occupational Therapist II	1 Sterile Processing Technician 1
1 Office Specialist		35 Contract Respiratory Care Pract II	1 Supervising Office Assistant
1 Personnel Technician		1 Director of Respiratory Care Services	1 Supervising Office Specialist
7 Secretary I		1 General Services Worker II	7 Supervising Respiratory Care Pract
3 Secretary II		1 Health Education Specialist II	2 Utilization Revieww/Perf Impymt Nurse
1 Staff Analyst I		1 Hospital Risk Coordinator	93 Clinic Assistant
1 Staff Analyst II		1 Hospital Services Worker	6 Clinic Supervisor-ARMC
1 Supervising Fiscal Specialist		26 Hospital Unit Assistant	2 Cont Respiratory Care Practitioner II
<b>34 Total</b>		13 Lic Vocational Nurse - Per Diem	1 Health Services Assistant I
		26 Licensed Vocational Nurse II	1 Hospital Services Worker
		1 Mental Health Clinic Supervisor	2 Hospital Unit Assistant
		47 Mental Health Nurse II	4 Licensed Vocational Nurse-Per Diem
		6 Mental Health Nurse Manager - ARMC	28 Licensed Vocational Nurse II
		2 Neurodiagnostic Technolgst II	1 Licensed Vocational Nurse III
		1 Neurodiagnostic Technologist	11 Office Assistant II
		1 Nurse Educator	1 Oral Surgery Technician
		46 Nursing Attendant	4 Orthopedic Technician
		2 Occupational Therapist II	3 Registered Nurse Case Manager
		3 Occupational Therapy Assistant	21 Registered Nurse II - Clinic
		32 Office Assistant II	8 Registered Nurse II - Per Diem
		9 Office Assistant III	2 Registered Nurse II-ARMC
		1 Office Specialist	1 Respiratory Care Practitioner 2
		1 Patient Navigation Program Coord.	1 Respiratory Care Practitioner 2
			1 Supv Respiratory Care Practitioner
			<b>620 Total</b>



<b>Medical Director</b>	<b>Fiscal Services</b>	<b>Business Development/Marketing</b>
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 ARMC Medical Director	4 Accountant III	1 ARMC Business Development Offi
1 Contract Resident PGY III	4 Accounting Technician	1 Cont Mktg & Bus Dev Coord -ARMC
13 Contract Resident PGY IV	1 Administrative Supervisor I	1 Media Specialist
3 Contract Resident PGY V	2 Administrative Supervisor II	1 Photographer
143 Contract Resident PGY VI	8 Applications Specialist	4 Total
19 Contract Resident PGY VII	1 ARMC Chief Financial Officer	
7 Education Specialist	1 ARMC Medical Services Prgm Coord	
1 Office Assistant II	1 ARMC Social Services Manager	
1 Secretary I	1 Asst Hospital Administrator Fiscal	
1 Statistical Analyst	10 Automated Systems Analyst I	
190 Total	1 Automated Systems Analyst II	
	9 Automated Systems Technician	
	1 Business Applications Manager	
	1 Business Systems Analyst I	
	4 Business Systems Analyst II	
	4 Business Systems Analyst III	
	3 Case Management Supervisor	
	1 Chief Medical Informtn Officer	
	1 Cont Ancillary Receivables Manager	
	8 Collections Officer	
	6 Contract Medi-Cal Specialist	
	5 Cont Social Services Practitioner	
	1 Cont Asst Hospital Admin - Fiscal	
	1 Cont Asst Hospital Admin - Pnt Fisc	
	1 Cont Manager PreMediCal Qual Dept	
	1 Cont Supv PreMediCal Qual Dept	
	2 Departmental IS Administrator	
	26 Fiscal Assistant	
	6 Fiscal Specialist	
	1 General Services Aide	
	1 Licensed Vocational Nurse II	
	1 Material Manager	
	12 Medical Records Coder I	
	7 Medical Records Coder II	
	1 Medical Records Manager	
	2 Medical Records Supervisor	
	1 Nurse Manager	
	92 Office Assistant II	
	70 Office Assistant III	
	7 Office Assistant IV	
	18 Office Specialist	
	2 Patient Accounts Supervisor	
	1 Programmer Analyst I	
	1 Programmer Analyst II	
	21 Registered Nurse Case Manager	
	1 Registered Nurse II - Per Diem	
	3 Registered Nurse II - ARMC	
	11 RN Case Manager-Per Diem	
	3 Secretary I	
	9 Social Service Practitioner	
	2 Staff Analyst I	
	6 Staff Analyst II	
	4 Storekeeper	
	1 Stores Specialist	
	6 Supervising Office Assistant	
	2 Supervising Office Specialist	
	1 Supvg Auto Systems Analyst I	
	1 Supvg Utilization Review Techn	
	1 Systems Support Analyst II	
	8 Utilization Review Technician	
	412 Total	





Patient Services		Compliance	
Classification		Classification	
8 ARMC House Supervisor - Per Diem		1 Administrative Supervisor I	3 Office Assistant III
16 Assistant Nurse Manager		1 ARMC Ethics & Compliance Coord	2 Office Assistant IV
3 Asst Hospital Admin-Nursing Services		1 ARMC Executive Chef	4 Office Specialist
4 Burn Care Technician		1 ARMC Laboratory Manager	27 Phlebotomist
3 Certified Trauma Registrar		1 Assoc Hosp Admin Professional Serv	3 Physical Therapist Assistant
1 Chief Nursing Officer		1 Autopsy Assistant	11 Physical Therapist II
12 Clinic Assistant		4 Clinic Assistant	1 Privacy and Compliance Specialist
1 Clinical Nurse Specialist		1 Compliance Specialist	1 Radiographic Clinical Instructor
4 Contract Surgical Tech		1 Cont First Five Public Educ Coord	15 Radiologic Technologist II
2 Education Services Supervisor		3 Cont Occupational Therapist II	3 Radiologic Technologist III
30 Emergency Room Technician		12 Cont Physical Therapist II	1 Radiologic Technologist School
6 Float Pool Regstrd Nurse-Per Diem		19 Contract Radiological Technician	1 Radiology Manager
1 Hospital Employee Health Nurse		4 Contract Rehab Therapist - Speech	1 Radiology Supervisor
1 Hospital Services Worker		6 Cont Spec Procedures Rad Tech	1 Registered Nurse II - Per Diem
83 Hospital Unit Assistant		3 Contract Ultrasound Tech	5 Registered Nurse II - ARMC
3 House Supervisor		5 Cook I	4 Rehabilitation Services Aide
1 Injury Prevention Coordinator		10 Cook II	1 Rehabilitation Services Manager
3 Lic Vocational Nurse-Per Diem		3 Cook III	4 Secretary I
79 Licensed Vocational Nurse II		1 Cytotechnologist	1 Secretary II
1 Multimedia Coordinator		2 Cytotechnologist	15 Special Proc Rad Technolog 2
10 Nurse Educator		4 Dietary Services Supervisor	1 Special Proc Rad Technolog 3
13 Nurse Manager		3 Dietetic Technician	2 Speech Therapist
3 Nurse Supervisor		10 Dietitian	1 Staff Analyst I
131 Nursing Attendant		1 First Five Contract Dentist	2 Staff Analyst II
4 Nursing Program Coordinator		1 First Five Project Director	30 Sterile Processing Technician
3 Office Assistant II		4 Fiscal Assistant	4 Sterile Processing Technician 1
5 Office Assistant III		32 Food Service Worker I	2 Sterile Processing Technician 2
357 Registered Nurse II - Per Diem		13 Food Service Worker II	1 Stores Specialist
661 Registered Nurse II - ARMC		3 General Services Aide	1 Supervising Office Assistant
1 Registered Cardio Pulmonary Nurse		2 Histology Technician	1 Supervising Office Specialist
1 Respiratory Care Practitioner 2		1 Hospital Customer Advocate	1 Supervising Phlebotomist
3 Secretary I		19 Laboratory Assistant	2 Supervising Rehabilitation Therapist
1 Secretary II		32 Laboratory Technologist II	1 Supervising Dietitian
1 Sterile Processing Technician		7 Laboratory Technologist III	6 Supervising Laboratory Technologist
1 Stores Specialist		3 Laboratory Technologist Intern	1 Supervising Sterile Processing Tech
91 Student Nurse		2 Nuclear Medicine Technologist	6 Ultrasound Technologist II
14 Surgical Technician		5 Occupational Therapist II	1 Ultrasound Technologist III
23 Telemetry Technician		2 Occupational Therapy Assistant	1 Util Rvw/Perform Imp Nurse
4 Ultrasound Technologist II		33 Office Assistant II	1 Volunteer Services Coordinator
1 Utilization Review Technician			
1,590 Total			426 Total



Professional Services	Support Services
<u>Classification</u>	<u>Classification</u>
1 Assoc Hosp Adm Professional Serv	2 Air Conditioning Mechanic
1 Asst Hospital Admin - Nursing Svcs	1 ARMC Bldg Maint & Security Manager
1 Asst Hospital Administrator Fiscal	1 ARMC Facilities Project Coordinator
2 Contract Home Health Social Worker	1 ARMC Safety Technician
1 Librarian II	1 Assoc Hosp Admin Professional Serv
1 Library Assistant I	6 Bio-Medical Electronic Tech I
1 Lic Vocational Nurse - Per Diem	5 Building Plant Operator
4 Licensed Vocational Nurse II	3 Cont ARMC Security Technician
2 Medical Staff Coordinator	134 Custodian I
1 Nurse Epidemiologist	3 Custodian II
1 Nurse Informatics Coordinator	3 Electrician
4 Office Assistant II	7 General Maintenance Mechanic
2 Office Specialist	4 General Maintenance Worker
1 Quality Improvemnt Coordinator	2 General Services Aide
2 Registered Nurse II - Per Diem	5 Hospital Plant Operator
2 Registered Nurse II - ARMC	1 Hospital Environ Services Supervisor
1 Secretary II	6 Linen Room Attendant
1 Supv Medical Staff Coordinator	2 Maintenance Supervisor
1 Staff Analyst II	1 Medical Center Hskpg/Linen Man
2 Tumor Registrar	1 Office Assistant II
5 Util Rvw/Perform Imp Nurse	2 Office Assistant III
<hr/> 37 Total	3 Painter I
	3 Plumber
	2 Secretary I
	1 Secretary II
	72 Security Technician I
	10 Security Technician II
	1 Stores Specialist
	4 Supervising Security Technician
	1 Supv Bio Med Elect Technician
	7 Supv Custodian
	<hr/> 295 Total



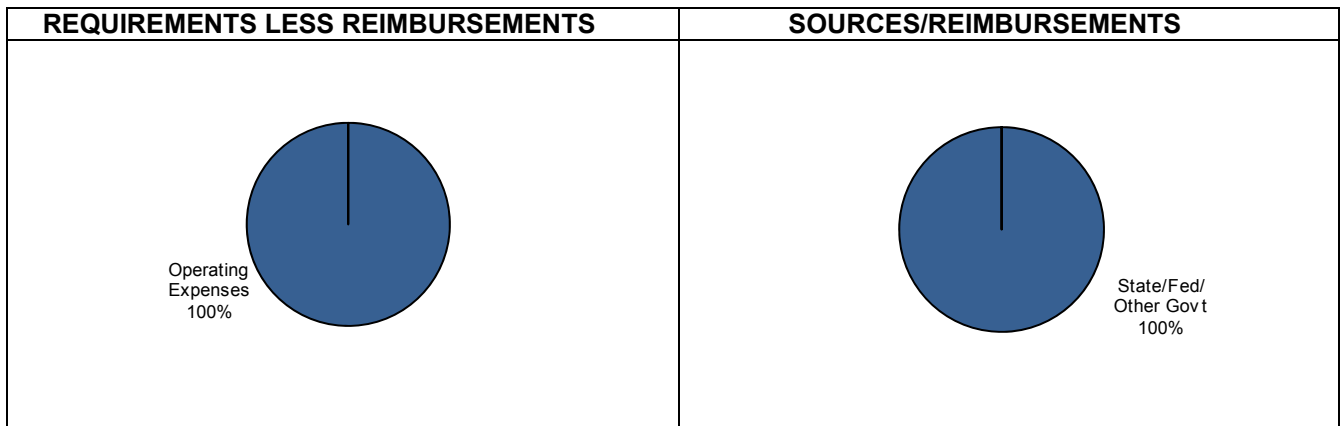
## Medical Center Lease Payments

### DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term lease payments to the Inland Empire Public Facilities Corporation for the Arrowhead Regional Medical Center (ARMC) facility. Funding sources include state revenues from the Construction Renovation/Reimbursement Program (SB 1732). This program provides supplemental reimbursement for construction, renovation, or replacement of medical facilities or fixed equipment. Other funding sources are operating transfers from ARMC consisting of Medicare and fee for service revenues, and operating transfers from the general fund backed by Health Realignment revenues and tobacco settlement proceeds.

Budget at a Glance	
Total Requirements	\$43,150,014
Total Sources	\$43,150,014
Net Budget	\$0
Estimated Unrestricted Net Assets	\$0
Use of Unrestricted Net Assets	\$0
Total Staff	0

### 2013-14 RECOMMENDED BUDGET



**ANALYSIS OF 2013-14 RECOMMENDED BUDGET**

GROUP: Arrowhead Regional Medical Center  
 DEPARTMENT: Arrowhead Regional Medical Center  
 FUND: Medical Center Lease Payments

BUDGET UNIT: EMD JPL  
 FUNCTION: General  
 ACTIVITY: Property Management

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	41,619,740	42,988,658	41,526,830	41,684,300	41,918,300	43,150,014	1,231,714
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	172,045	0	(172,045)
Total Exp Authority	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	1,059,669
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	1,059,669
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	1,059,669
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	18,985,372	19,500,334	18,820,181	19,242,359	18,791,037	19,063,823	272,786
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	18,985,372	19,500,334	18,820,181	19,242,359	18,791,037	19,063,823	272,786
Operating Transfers In	22,634,368	23,488,324	22,706,649	22,441,941	23,299,308	24,086,191	786,883
Total Sources	41,619,740	42,988,658	41,526,830	41,684,300	42,090,345	43,150,014	1,059,669
Net Budget	0	0	0	0	0	0	0
Budgeted Staffing					0	0	0

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET**

Operating expenses of \$43.2 million represent lease payments and associated fees and expenses.

State, federal, or government aid revenue of \$19.1 million is from the state's Construction Renovation/Reimbursement Program (SB 1732). The amount reimbursed by the state depends on the allowable portion of the lease payments multiplied by a rate that is calculated by the state every year. The rate fluctuates based on actual Medi-Cal inpatient days paid to ARMC.

Operating transfers in of \$24.1 million are funded by \$10.7 million of Tobacco Master Settlement Agreement monies, \$5.4 million of Health Realignment funds, and \$8.0 million in revenues anticipated to be generated by ARMC.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$1.1 million due to an offset by a decrease in contingency of \$172,045.

Operating expenses are increasing by \$1.2 million primarily due to a rebate of excess investment earnings payable to the U.S. Treasury in 2013-14.

State, federal or government aid revenue is increasing by \$272,786 based on the SB 1732 reimbursement formula.

Operating transfers in are increasing by \$786,883 to cover the rebate payment due to the U.S. Treasury.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



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