Jefferson Healthcare

Jefferson County Public Hospital District No. 2
Board of Commissioners Special Session Meeting

Wednesday, October 21, 2026 1:00 pm

Audio Only: dial Phone Conference Line: **(509) 598-2842**
When prompted, enter Conference ID number: **959 726 478#**
Microsoft Teams meeting: Join on your computer or mobile app.
This option will allow you to join the meeting live.
Click here to join the meeting

Due to multiple respiratory illnesses, Jefferson Healthcare is still highly encouraging the practice of infection protocols. You may attend this meeting virtually by accessing the information below or in person in the Sheridan Conference Room at 915 Sheridan Street. Limited seating is available.

WELCOME	Who:
Call to Order The meeting was called to order at 1:01 pm by Board Chair McComas. Commissioners in attendance included Commissioners Dressler, Rhoden, Kolff and Ready. Also, in attendance were Mike Glenn, CEO; Tyler Freeman, CFO; Tina Toner, CNO; Jake Davidson, COO; Brandie Manuel, CPSQO; and Brittany Huntingford & Carly Ortlieb, Executive Assistants. This meeting was officially recorded by Jefferson Healthcare.	Commissioner Buhler Rienstra
WORK SESSION	
This Special Session aims to have Jefferson County Public Hospital District No. 2 Board of Commissioners review and discuss the 2027 budget. No action will be taken.	Tyler Freeman, Chief Financial Officer
CONCLUDE	
The meeting concluded at 2:47 pm. Approved by the Commission: Chair of Commission: Bruce McComas Secretary of Commission: Marie Dressler	

This Special Session will be officially recorded.

Jefferson Healthcare

Budget Preview

Special Session | October 2026

Agenda

- **Setting the Stage**
  - Budget development process
  - Key assumptions and strategic decisions impacting the budget
- **Operating Budget**
  - Budget overview
  - Key Performance Indicators (KPIs)
- **Capital Investments**
  - Capital budget: 2027-2029
- **Remaining Questions**
  - Questions are welcome at any point during the presentation

A QUICK VOCABULARY REFERENCE

Gross Revenue

The charges generated by each revenue generating department for services rendered. 2027 gross revenue is increased by both volume, and a **4% price increase**.

Net Revenue

What we expect to collect from gross revenue/charges we generate. For 2026 so far, we have **collected about 43%** of gross patient revenue (charges).

Contractual adjustments

The amount we expect to “write off” from the amount charged to determine net revenue.

FTEs: Full-time equivalents

1.0 FTE= 2080 hours,
a full-time employee. Hours for part-time or per-diem employees are added to calculate FTEs for budget and reporting purposes. FTEs include productive (worked) and non-productive (paid time off) time.

Operating/Total Margin

Operating and Total Margin are profitability indicators. Margin is calculated by dividing Operating Income (for Operating Margin) or Change in Net Position (for Total Margin) by Total Operating Revenues. A healthy Total Margin for a hospital is **between 2 and 6 percent**

Any others?

Jefferson Healthcare

2027 Budget Timeline

June 2 – August 3

Preparation Phase

- Department leaders review variances in Strata – emphasize YTD
- Prepare and submit capital requests

July 28-29

Capital Budget Showcase

August 3 - 17

Budget Preparer Phase

- Budget Preparers build department operating budgets in Strata My Budgets
- Submit Operating Budget Adjustment Forms

August 17

Adjustment Forms Due

- Volume changes
- New/backfill staff requests
- Variable expense rates

August 17-31

Reviewer Phase

- Directors/SLG review operating budgets
- Can send back to Budget Preparers in this phase

August 31

First Draft Budget Deadline

- Finance review first draft budget
- SLG Review
- CFO Review

September 18

Second Draft Budget Deadline

- Final adjustments applied (Wage/CDM increase, benefits, etc.)

September 30

2027 Capital & Operating Budget Finalized

October 21

Budget Preview – Board of Commissioners

How do we achieve financial sustainability?

Strategic Stewardship

- Focus on long-term, strategic decision-making
- Align financial resources with organizational priorities

Operational Excellence

- Maintain accountability for our budgets and outcomes
- Manage operating expenses responsibly and efficiently

Capital Investments

- Maintain discipline in capital spending

Financial Performance

- Maximize finance tools and resources
- Achieve or exceed a **2.0% operating margin**

Jefferson Healthcare

Pricing History

*Most facilities increase rates 3-5% annually

2022 – 3%

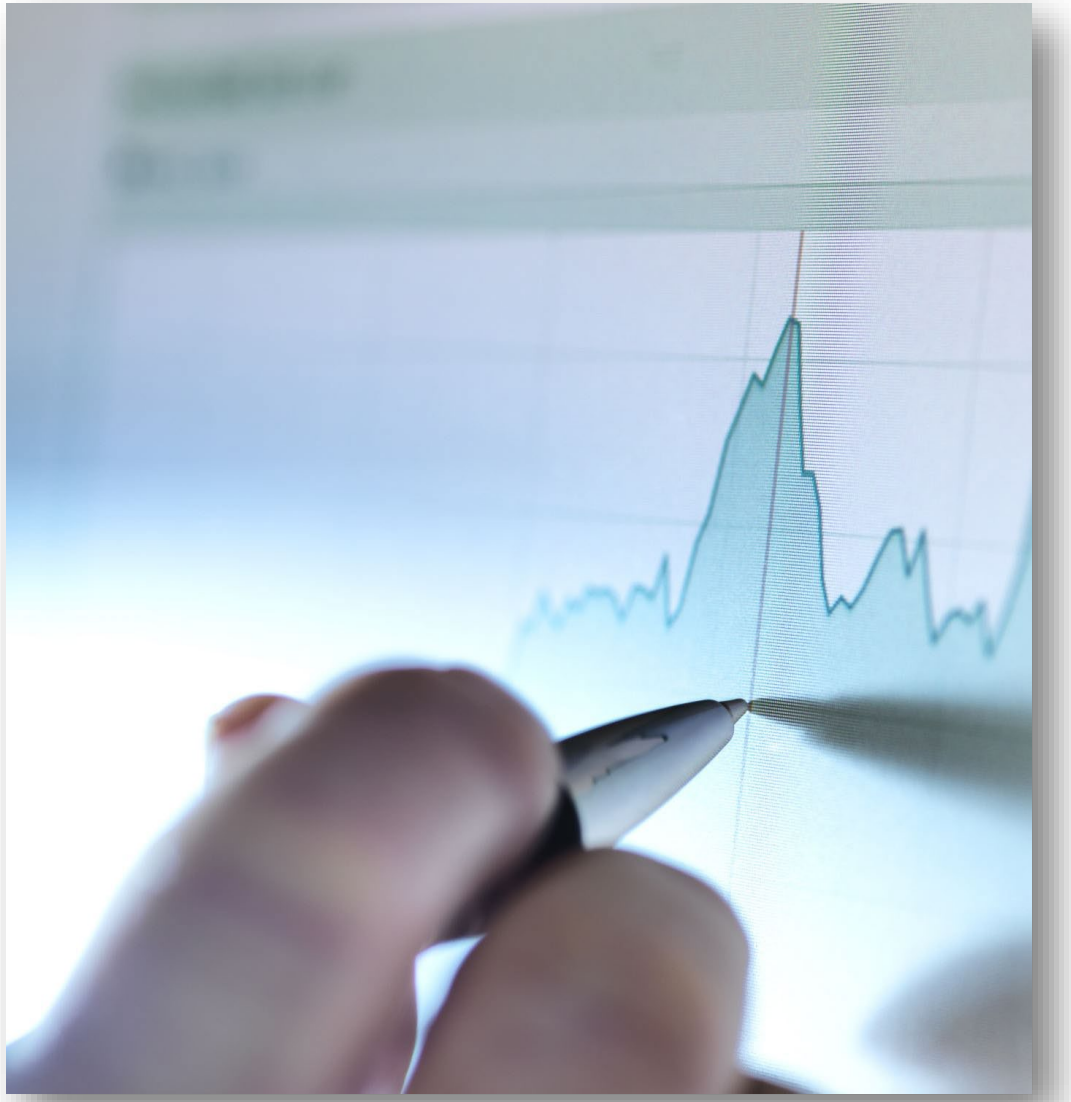
2023 – 4.5%

2024 – 3.49%

2025 – 4%

2026 – 3 %

2027 – 4%



Property Tax Assessment

- Budget is set at 1% option
- The estimated levy rate is $0.05422 per $1,000 of assessed value, **approximately 1.1% higher** than the prior estimate.
- Budgeted average operating expenditures are ~$662k per day
- A home appraised at $400k pays $22/Year

ESTIMATE FOR "2027" BUDGET

"2026" ACTUAL AMOUNT		
INCREASE OF 0% RESOLUTION AMOUNT	**$**	**545,559.45**
NEW CONST & UTIL (EST) +	$	4,386.49
REFUNDS (EST) +	$	1,185.05
TOTAL	$	551,130.99
(0% INC) BUDGET ON THE HIGH SIDE =	**$**	**557,000**

Estimated Levy Rate .05376

"2026" HIGHEST LAWFUL LEVY AMOUNT	$	544,836.52
	X	1.01
	$	**550,284.89**
NEW CONST & UTIL (EST) +	$	4,386.49
REFUNDS (EST) +	$	1,185.05
TOTAL	$	555,856.43
BUDGET ON THE HIGH SIDE =	**$**	**561,000**

Estimated Levy Rate .05422

TIMBER TAX ESTIMATE	$	3,200

Jefferson Healthcare

Public Hospital District Support Across Our Region

Hospital	2024 Operating expenses	2024 Tax revenues
Whitman Hospital & Medical Center Colfax	$63,981,686	$1,004,444
Snoqualmie Valley Hospital Snoqualmie	$52,200,066	$4,386,039
Olympic Medical Center Port Angeles	$276,889,791	$5,015,014
Island Hospital Anacortes	$119,615,621	$6,143,640
Mason General Hospital Shelton	$131,176,570	$2,497,568
Forks Community Hospital Forks	$46,824,454	$994,203
Jefferson Healthcare Port Townsend	$185,998,843	$528,454

Data reflects 2024 figures, as 2025 figures are not yet available from Washington DOH.

Jefferson Healthcare

New & Expanded Services

- Acute/Surgery
  - Castleview SPD Expansion
  - DaVinci Robotic Surgical Services (2028)
- Imaging & Medical Specialty
  - Robotic Urology – Benjamin Brown, MD
  - Lifestyle Medicine- Judy Gayne, MD
  - EMG Nerve Conduction Services – TBD
  - Rheumatology – Larry Balentine, MD
  - OBGYN Clinic Surgical APP – TBD
  - Wound Care APP – Matthew Berryman, NP
  - Podiatry & Orthotics – Edee Brocklesby, DPM
  - Audiology Services – Scott Nadenik, DO
  - PET Scanning Services – Akumin and Skagit
  - Pritikin Intensive Cardiac Rehab Program
  - Port Ludlow Imaging and Specialty Services Center

Jefferson Healthcare

New & Expanded Services

- **Primary Care**
  - New Family Medicine w/OB provider – TBD
  - Mobile Dental Clinic
  - Mobile Medical Clinic
- **Pharmacy Services**
  - Port Townsend Retail Pharmacy
  - Discharge Pharmacy
- **Support Departments**
  - Park/Commerce/Modular Building Renovation
  - Concur Expense Management System
  - Project 2030
  - RHTP Grant IT Infrastructure Program
  - RHTP Grant Equipment Purchases and Implementation
  - RHTP Grant Workforce Incentive Program

Jefferson Healthcare

Community Benefit (2027 Budget)

$8.5M — Free and Discounted Care (Charity Care)

$9.2M — Uncompensated Care (Bad Debt)

$1.2M — Reimbursed Employee Patient Responsibility

$323k — Daily Salary Expense

Jefferson Healthcare

Operating Budget

Budget Overview and Key Performance Indicators

Revenue Budget

2027 Budget Income Statement Summary Jefferson Healthcare	2023		2024		2025		2026				2027		Change
	Actual		Actual		Actual		Annualized		Budget		Budget		2026 annualized to 2027 budget
Inpatient Revenue	43,914,759		41,210,944		44,590,939		45,070,293		49,112,925		47,060,817		1,990,525
Outpatient Revenue	320,074,623		373,590,164		406,408,085		458,178,466		458,805,340		493,448,994		35,270,528
TOTAL PATIENT REVENUE	363,989,382		414,801,108		450,999,025		503,248,759		507,918,265		540,509,811		37,261,052
Cost Adjustment Medicare	138,457,806	38%	161,872,280	39%	174,363,072	39%	199,943,253	40%	199,964,295	39%	209,917,211	39%	9,973,958
Cost Adjustment Medicaid	27,230,444	7%	24,643,081	6%	27,768,749	6%	32,636,092	6%	28,912,645	6%	34,016,487	6%	1,380,395
Charity Care	3,495,078	1%	4,795,356	1%	5,324,215	1%	6,890,250	1%	6,546,426	1%	8,466,183	2%	1,575,933
Contractual Allowances Other	30,988,996	9%	36,588,530	9%	38,852,482	9%	44,633,215	9%	43,583,087	9%	47,548,861	9%	2,915,646
Administrative Adjustments	824,838	0%	1,079,945	0%	683,513	0%	724,153	0%	1,010,648	0%	851,135	0%	126,982
Allowance for Uncollectible Accounts	2,073,066	1%	4,392,120	1%	4,853,627	1%	7,260,082	1%	6,341,795	1%	9,199,497	2%	1,939,415
TOTAL REVENUE ADJUSTMENTS	203,070,228	55.8%	233,371,313	56.3%	251,845,658	55.8%	292,087,045	58.0%	286,358,896	56.4%	309,999,374	57.4%	17,912,329
NET PATIENT SERVICE REVENUE	160,919,154		181,429,794		199,153,367		211,161,714		221,559,369		230,510,437		19,348,723
Grants	270,679		597,410		446,902		273,399		632,576		1,760,212		1,486,814
Other Misc Revenue	1,378,323		1,735,491		1,215,682		1,383,270		2,238,062		1,363,394		(19,875)
Pharmacies	5,390,391		6,132,167		8,895,162		10,044,277		8,690,496		14,285,925		4,241,648
TOTAL OTHER REVENUE	7,039,393		8,465,068		10,557,747		11,700,946		11,561,133		17,409,532		5,708,586
TOTAL OPERATING REVENUE	167,958,547		189,894,863		209,711,113		222,862,660		233,120,502		247,919,969		25,057,310

Expense Budget

2027 Budget

Income Statement Summary

Jefferson Healthcare

	2023		2024		2025		2026				2027		Change
	Actual		Actual		Actual		Annualized		Budget		Budget		2026 annualized to 2027 budget
Salaries and Wages	78,776,532		88,852,790		97,317,982		106,402,823		111,041,143		117,709,253		11,306,429
Employee Benefits	17,654,433	22.4%	19,182,901	21.6%	21,189,927	21.8%	24,212,773	22.8%	24,082,905	21.7%	26,107,392	22.2%	1,894,619
Professional Fees	8,884,759		6,861,357		9,394,566		11,104,784		7,310,879		12,101,925		997,141
Purchased Services	11,865,729		12,499,373		10,183,848		6,918,247		10,278,368		6,558,068		(360,179)
Supplies	36,250,826		40,481,539		45,140,601		44,200,761		48,749,247		51,726,916		7,526,155
Insurance	1,631,953		1,824,865		1,910,687		3,098,375		1,959,998		1,605,582		(1,492,794)
Leases and Rentals	605,941		680,651		987,819		905,056		787,101		699,800		(205,256)
Depreciation and Amortization	5,248,300		6,126,217		8,093,751		9,900,732		9,614,333		10,608,351		707,619
Repairs and Maintenance	1,178,641		1,383,715		1,392,968		1,252,790		1,320,039		1,606,784		353,994
Utilities	1,396,638		1,493,792		2,150,550		2,205,990		1,969,517		2,646,836		440,846
Licenses and Taxes	1,099,550		2,046,954		2,214,954		2,329,324		2,409,061		2,336,003		6,680
Other Software Expense	152,199		1,140,906		2,767,163		4,503,338		5,375,913		4,579,302		75,964
Other Expenses	3,146,595		2,569,523		2,753,083		2,461,500		2,964,383		3,225,501		764,001
TOTAL OPERATING EXPENSES	167,892,096		185,144,581		205,497,899		219,496,495		227,862,887		241,511,713		22,015,219
OPERATING (INCOME) LOSS	66,451		4,750,282		4,213,214		3,366,165		5,257,615		6,408,256		3,042,091

Jefferson Healthcare

Nonoperating Budget and Ratios

2027 Budget

Income Statement Summary

Jefferson Healthcare

	2023	2024	2025	2026		2027	Change
	Actual	Actual	Actual	Annualized	Budget	Budget	2026 annualized to 2027 budget
Taxation for Maintenance and Operations	531,604	529,172	537,761	555,499	552,331	561,000	5,501
Investment Income	1,879,475	6,017,700	3,438,006	2,186,799	3,134,100	2,154,718	(32,081)
Interest Expense	(2,631,935)	(7,064,648)	(7,270,477)	(7,354,297)	(7,308,259)	(7,124,613)	229,685
Loss/Gain on Disposal of Capital Assets	(4,850)	-	7,585	6,050	-	46,050	40,000
Contributions	73,134	5,411,953	5,847,905	72,816	1,300,776	2,789,412	2,716,595
Bond Issuance Cost	-	-	(72,750)	-	-	(72,750)	(72,750)
TOTAL NONOPERATING REVENUE (EXPENSES)	(152,572)	4,894,176	2,488,030	(4,533,133)	(2,321,052)	(1,646,183)	2,886,950
CHANGE IN NET POSITION: POSITIVE/(NEGATIVE)	(86,121)	9,644,458	6,701,245	(1,166,968)	2,936,563	4,762,073	5,929,041
Operating Margin	0.04%	2.50%	2.01%	1.51%	2.26%	2.58%	1.07%
Total margin	-0.05%	5.08%	3.20%	-0.52%	1.26%	1.92%	2.44%
Salaries & Benefits as a % of Net Pt Svc Revenue	59.93%	59.55%	59.51%	61.86%	60.99%	62.39%	0.53%
Supplies as a % of Net Pt Svc Revenue	22.53%	22.31%	22.67%	20.93%	22.00%	22.44%	1.51%

Jefferson Healthcare

Department Statistics

2027 Budget

Department Statistics

Jefferson Healthcare

	2023 Actual		2024 Actual		2025 Actual		2026 Annualized		2026 Budget		2027 Budget		
Non-Provider FTE's	622.15		683.20		722.06		770.75		814.43		849.86		79
Provider FTE's	79.82		77.66		84.39		89.51		91.27		96.13		7
Adjusted Patient Days	38,862		49,287		51,732		56,630		51,874		58,753		2,122
ICU Patient Days (IP + Observation, Midnight Census)	966		683		803		688		800		720		32
ACU Patient Days (IP + Observation, Midnight Census)	3,714		4,187		4,201		4,150		4,100		4,283		133
Swing IP Patient Days (Midnight Census)	77		152		490		403		548		490		87
Total Patient Days (including Observation)	**4,757**		**5,022**		**5,494**		**5,241**		**5,448**		**5,493**		**252**
Births	82		94		90		91		93		96		5
Surgery Cases (in OR)	1,578		1,587		1,669		1,978		1,900		1,900		(78)
Surgery Minutes (in OR)	217,456		162,292		161,022		194,954		190,000		190,000		(4,954)
Special Procedure Cases	1,002		1,254		1,257		1,470		1,440		1,440		(30)
Surgery Center Endoscopies	744		869		839		780		875		795		15
Lab - Billable Tests	257,381		277,407		287,429		344,947		291,762		344,947		(0)
Blood Bank Units Matched	534		466		539		559		529		560		1
MRI	2,875		3,060		2,922		3,164		3,379		3,268		104
CT	7,919		8,688		9,003		9,770		8,946		10,259		489
Radiology & X-Ray	23,383		23,038		23,947		24,007		24,530		24,821		814
Echo	2,182		2,318		2,631		2,934		2,579		3,081		147
Ultrasound	4,319		4,906		4,850		4,832		4,937		4,832		(0)
Mammography	3,334		3,404		3,956		5,501		7,628		4,661		(840)
Nuclear Medicine	373		350		467		549		453		867		318
Total Diagnostic Imaging Tests	**44,385**		**45,764**		**47,776**		**50,757**		**52,452**		**51,789**		**1,032**

Department Statistics - Continued

2027 Budget

Department Statistics

Jefferson Healthcare

	2023 Actual		2024 Actual		2025 Actual		2026 Annualized		2026 Budget		2027 Budget		
Pharmacy Meds Dispensed	254,316		264,556		260,609		290,921		264,543		290,921		0
Pharmacy Infusion Meds Dispensed	-		-		26,071		27,694		26,252		27,694		0
Retail Pharmacy Meds Dispensed	-		-		29,288		30,765		27,400		63,992		33,227
Total Pharmacy Meds Dispensed	**254,316**		**264,556**		**315,968**		**349,380**		**318,195**		**382,607**		**33,227**
Anti Coag Visits	4,197		3,592		3,196		2,753		2,926		2,491		(262)
Respiratory Therapy Charge Units	35,025		28,955		27,541		14,701		14,856		13,150		(1,551)
Cardiac & Pulmonary Rehab Charge Units	3,235		3,394		4,390		4,067		6,590		4,268		201
Physical Therapy	77,612		84,555		90,314		99,016		88,673		96,254		(2,762)
Occupational Therapy	13,893		10,232		9,139		9,922		9,600		9,493		(429)
Speech Therapy	2,656		2,929		3,075		2,563		3,352		3,060		497
Discovery Rehab	-		-		-		7,002		25,270		23,873		16,871
Total PT/OT/ST Charge Units	**94,161**		**97,716**		**102,528**		**118,502**		**126,895**		**132,680**		**14,178**
Emergency Dept - Visits	14,269		15,456		16,202		16,633		16,600		16,635		2
Express Clinic - Visits	13,767		14,302		13,918		14,021		14,950		13,748		(273)
South County Clinic	1,885		2,433		2,372		2,878		2,952		2,500		(378)
Port Ludlow Clinic	8,427		7,128		7,932		7,360		8,294		7,778		418
Sheridan Clinic	33,508		35,739		36,239		39,563		38,117		39,000		(563)
Dental Clinic	5,671		5,446		5,882		6,393		7,241		4,625		(1,768)
Watership Clinic	14,094		13,902		14,483		16,665		14,363		15,000		(1,665)
Townsend Clinic	6,422		6,413		6,225		6,425		6,320		6,200		(225)
Mobile Medical Clinic	-		-		-		-		-		820		820
Mobile Dental Clinic	-		-		-		-		-		1,768		1,768
Total Primary Care RHC Visits	**83,774**		**85,363**		**87,051**		**93,305**		**92,237**		**91,439**		**(1,866)**

Department Statistics - Continued

2027 Budget												
Department Statistics												
Jefferson Healthcare	2023		2024		2025		2026			2027		
	Actual		Actual		Actual		Annualized		Budget	Budget		
Infusion Center Visits	10,269		8,949		8,679		9,381		9,750	9,800		419
Oncology Visits	5,830		4,517		4,303		4,541		6,338	5,986		1,445
Radiation Oncology Visits	-		-		-		2,150		-	2,156		6
Radiation Oncology Treatments	-		-		-		1,742		1,950	1,742		(0)
Total Oncology / Infusion	**16,099**		**13,466**		**12,982**		**17,814**		**18,038**	**19,684**		**1,869**
Wound Clinic	1,496		1,564		1,467		1,531		1,420	1,564		33
General Surgery Clinic	3,543		3,937		3,550		3,727		3,820	3,300		(427)
Urology Clinic	2,717		2,529		2,555		3,140		2,680	2,999		(141)
Sleep Clinic	1,961		2,486		2,444		2,753		2,548	2,753		(0)
Orthopedic Clinic	7,188		7,769		8,681		9,468		8,600	9,668		200
Obstetrics and Gynecology	3,846		4,110		3,763		4,176		3,896	5,232		1,056
Hand-Plastics	2,577		2,039		2,285		2,261		2,500	2,261		(0)
Neurology Clinic	-		522		1,733		1,516		2,562	2,738		1,222
Rheumatology Clinic	-		117		328		623		358	2,523		1,900
Infectious Disease Clinic	-		-		21		290		389	290		(0)
ENT Clinic	-		-		-		672		705	1,960		1,288
Pulmonology Clinic	-		-		1,100		3,733		3,772	3,733		0
JH Urology Services	-		-		88		77		96	1,892		1,815
Podiatry Clinic	-		-		-		-		-	2,160		2,160
Diabetes Education and Nutrition	524		466		448		436		485	436		(0)
Cardiology Clinic	6,377		5,767		4,612		4,557		5,390	5,800		1,243
Dermatology Clinic	-		8,157		8,347		8,921		13,000	9,396		475
Total Specialty Clinic Visits	**30,229**		**39,463**		**41,422**		**47,880**		**52,221**	**58,704**		**10,824**

Department Statistics - Continued

2027 Budget																	
Department Statistics																	
Jefferson Healthcare	2023			2024			2025			2026					2027		
	Actual			Actual			Actual			Annualized			Budget		Budget		
Palliative Care Services- Encounters	-		-		980		1,373		1,370		1,373			0			
Home Health -Visits	9,255		11,638		13,598		14,390		14,263		19,226			4,836			
Home Health- Certification Periods	-		-		-		-		-		2,665			2,665			
Hospice - Census / Days	12,807		12,549		12,857		15,120		15,330		15,120			0			
Hospice - Visits	3,615		4,135		5,033		5,890		5,160		5,890			(0)			
Dietary - Meals Served Equivalent	93,341		80,743		109,317		109,733		108,103		108,946			(786)			
Laundry- Laundry Pounds	-		-		380,303		406,741		452,500		406,741			(0)			
Materials Management - Orders Processed	18,702		21,003		28,426		34,397		25,000		34,387			(10)			

Jefferson Healthcare

Non-Provider FTE by Service Category

2027 Budget							
FTE's							
Jefferson Healthcare	2023	2024	2025	2026		2027	Change
	Actual	Actual	Actual	Annualized	Budget	Budget	2026 annualized to 2027 budget
Acute	46.42	54.20	54.18	53.71	54.68	56.31	2.60
Surgery	25.33	32.64	35.10	37.29	37.86	41.16	3.87
Lab	26.45	27.65	28.17	29.45	29.00	29.46	0.00
Imaging	26.23	33.75	34.81	35.96	41.30	37.88	1.93
Pharmacy	13.01	15.33	15.64	16.78	16.78	17.52	0.74
Therapy	45.58	47.03	50.34	58.74	60.78	65.88	7.14
Emergency	26.28	29.16	29.82	30.88	29.65	31.00	0.12
Express	4.43	4.15	3.39	3.15	4.21	3.15	0.00
Oncology/Infusion	22.11	21.96	24.60	29.00	35.42	35.53	6.54
Primary Care	72.75	74.79	74.65	77.21	77.28	80.26	3.05
Specialty Clinic	48.23	47.01	42.03	37.64	37.27	48.62	10.98
Home Health Hospice	35.70	41.98	47.68	48.81	53.59	50.05	1.24
Retail Pharmacy	3.91	5.22	6.16	8.25	8.91	16.13	7.89
Support	225.73	248.34	275.49	303.90	327.71	336.90	33.00
Total Non-Provider FTE's	**622.15**	**683.20**	**722.06**	**770.75**	**814.43**	**849.86**	**79.10**

Provider FTE by Service Category

2027 Budget							
FTE's							
Jefferson Healthcare	2023	2024	2025	2026		2027	Change
	Actual	Actual	Actual	Annualized	Budget	Budget	2026 annualized to 2027 budget
Acute	7.34	6.47	7.49	8.24	7.48	7.61	(0.64)
Surgery	5.32	3.21	5.22	5.74	5.87	5.70	(0.04)
Imaging	-	0.03	0.50	0.39	0.50	0.50	0.11
Therapy	0.04	0.04	0.05	0.05	0.05	0.05	(0.01)
Emergency	7.29	6.14	8.06	7.90	7.61	7.88	(0.02)
Express	4.95	3.94	4.87	4.70	4.66	4.70	0.00
Oncology/Infusion	3.39	1.70	1.89	3.27	3.48	4.75	1.48
Primary Care	28.02	29.30	30.51	33.20	31.23	32.12	(1.08)
Specialty Clinic	20.60	23.18	22.01	21.66	26.52	28.44	6.79
Home Health Hospice	0.38	1.63	1.70	2.35	2.27	2.40	0.05
Support	2.49	2.01	2.09	2.02	1.59	1.99	(0.03)
Total Provider FTE's	**79.82**	**77.66**	**84.39**	**89.51**	**91.27**	**96.13**	**6.62**

Jefferson Healthcare

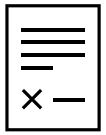
Capital & Project Budget

2027-2029

2027-2029 Capital Budget - Consolidated

Planning Category	2027 Capital Budget	2028-2029	3-Year Total
Committed	$ 2,955,512	$ 464,655	$ 3,420,167
Conditional	$ 2,613,960	$ 8,432,908	$ 11,046,867
Grant-Funded	$ 684,270	$ -	$ 684,270
Total	**$ 6,253,741**	**$ 8,897,563**	**$ 15,151,304**

Committed: projects with defined scope, identified timing, and expected execution as currently planned.



Grant-Funded: projects funded through RHTP grants or other previously awarded and earmarked funding sources.

Conditional: projects that require additional planning, depend on completion of other initiatives, or may be modified, or deferred based on organizational priorities and 2027 financial performance.

Jefferson Healthcare

2027-2029 Capital Budget - Committed

Category	Department	Project	2027 Capital Budget	2028-2029	3-Year Total
Facilities & Infrastructure	Environmental Services	Clinic Floor Cleaning Equipment	$ 5,855	$ -	$ 5,855
		Commercial Carpet Cleaning Equipment (Replacement)	$ 15,327	$ -	$ 15,327
	Laundry	Commercial Floor Cleaning Equipment	$ 5,855	$ -	$ 5,855
	Surgical Services	Castle View Sterile Processing Department Build-Out	$ 2,400,000	$ -	$ 2,400,000
Facilities & Infrastructure Total			**$ 2,427,037**	**$ -**	**$ 2,427,037**
Clinical & Patient Care	Cardiopulmonary Rehab	Cardiopulmonary Rehab NuStep Exercise Equipment	$ 5,254	$ -	$ 5,254
	Diagnostic Imaging/Dexa	Bone Density Scanner (Replacement)	$ 74,753	$ -	$ 74,753
	Infusion Center	Infusion Bed (Replacement)	$ -	$ 13,640	$ 13,640
		Infusion Treatment Chair (Replacement)	$ 15,000	$ 15,000	$ 30,000
		PICC Line Placement Guidance System	$ 6,015	$ 6,015	$ 12,030
	Rehab (Discovery)	Rehab NuStep Exercise Equipment	$ 7,496	$ -	$ 7,496
		Rehab Upper Body & Stationary Bike Equipment	$ 6,150	$ -	$ 6,150
	Rehab	Recumbent Rehab Exercise Equipment T4r (Replacement)	$ 5,145	$ -	$ 5,145
		Recumbent Rehab Exercise Equipment T5 (Replacement)	$ 7,045	$ -	$ 7,045
		Rehab Exercise Equipment – NuSteps (Replacement)	$ 15,000	$ -	$ 15,000
	Respiratory Therapy	Noninvasive Ventilator (Replacement)	$ 43,349	$ -	$ 43,349
		Respiratory Therapy Airway Clearance Systems	$ 29,107	$ -	$ 29,107
	Surgical Services	Endoscopy Equipment	$ 25,000	$ -	$ 25,000
		Operating Room Surgical Table (Replacement)	$ 46,091	$ -	$ 46,091
		OR Surgical Fluid Waste Mgmt. System (Replacement)	$ 101,527	$ -	$ 101,527
		Surgical Irrigation & Suction System (Replacement)	$ 6,543	$ -	$ 6,543
	Wellness	Wellness Exercise Equipment – NuSteps (Replacement)	$ 15,000	$ -	$ 15,000
	Various	Defibrillators	$ 120,000	$ 430,000	$ 550,000
Clinical & Patient Care Total			**$ 528,475**	**$ 464,655**	**$ 993,130**
Total Committed			**$ 2,955,512**	**$ 464,655**	**$ 3,420,167**

Jefferson Healthcare

2027-2029 Capital Budget – Grant-Funded

Category	Department	Project	2027 Capital Budget
Facilities & Infrastructure	Clinical Informatics	Modular Building Renovation or Relocation	$ 50,000
Facilities & Infrastructure Total			**$ 50,000**
Information Technology & Systems	Home Health	Mobile Access to EPIC for Home Health	$ 50,000
	Information Technology	Mobile Clinical Computer Carts (Replacement)	$ 78,840
		Network Infrastructure Upgrade	$ 50,000
Information Technology & Systems Total			**$ 178,840**
Clinical & Patient Care	ACU	Patient Family Sleeper Sofa	$ 7,625
		Patient Family Sleeper Sofas (Replacement)	$ 22,875
	Family Birth Unit	Patient Pain Management – Nitrous Oxide Delivery System	$ 5,536
	Nuclear Medicine	Radiation Detection & Measurement Equipment – Well Counter	$ 11,558
	Surgical Services	Stryker Oculan Surgical Equipment (Replacement)	$ 407,836
Clinical & Patient Care Total			$ 455,430
Total Grant-Funded			**$ 684,270**

Jefferson Healthcare

2027-2029 Capital & Budget – Conditional

Category	Department	Project	2027 Capital Budget	2028-2029	3-Year Total
Facilities & Infrastructure	ACU 6070	Inpatient Care Area Renovations & Upgrades	$ -	$ 59,400	$ 59,400
	Facilities 8430	Elevator System Modernization	$ -	$ 550,000	$ 550,000
		ESSB Flooring Replacement	$ -	$ 168,000	$ 168,000
		Patient Financial Counseling Office Expansion	$ 110,400	$ -	$ 110,400
		Rehab Registration & Elevator Lobby Flooring Replacement	$ -	$ 26,000	$ 26,000
		Sims & Sheridan Campus Signage	$ -	$ 75,000	$ 75,000
		Sterile Processing Department Water System Upgrades	$ -	$ 1,057,471	$ 1,057,471
	Infusion Center 7255	Patient Nurse Call Systems (Replacement)	$ -	$ 50,000	$ 50,000
	Laboratory 7070	Laboratory Renovation	$ -	$ -	$ -
Facilities & Infrastructure Total			**$ 110,400**	**$ 1,985,871**	**$ 2,096,271**
Information Technology & Systems	Facilities	Park Avenue Workstations, Flooring, Repaint	$ 288,739	$ -	$ 288,739
	Financial Planning & Analysis	Workforce Productivity & Position Mgmt. Software	$ 70,000	$ -	$ 70,000
Information Technology & Systems Total			**$ 358,739**	**$ -**	**$ 358,739**
Service Expansion & Strategic Investments	ENT Clinic 7455	Audiology Hearing Test Booth	$ 10,000	$ -	$ 10,000
	Facilities 8430	Port Ludlow Imaging & Specialty Care Expansion	$ 1,785,000	$ 5,940,000	$ 7,725,000
	Laboratory 7070	Diagnostic Imaging Department Expansion	$ -	$ -	$ -
	Surgical Services 7020	Robotic-Assisted Surgery System – DaVinci 5	$ 35,000	$ 337,037	$ 372,037
Service Expansion & Strategic Investments Total			**$ 1,830,000**	**$ 6,277,037**	**$ 8,107,037**
Clinical & Patient Care	ACU 6070	ACU Portable Ultrasound System (Replacement)	$ -	$ 85,000	$ 85,000
	ENT Clinic 7455	Audiology Equipment	$ 30,000	$ -	$ 30,000
	Hand/Plastics 7399	Portable Surgical X-Ray Imaging System (Replacement)	$ 64,250	$ -	$ 64,250
	Surgical Services 7020	Patient Fluid Warming System	$ 9,850	$ -	$ 9,850
		Breast Lesion Localization System SCOUT	$ 100,000	$ -	$ 100,000
	Urology Clinic (Dimitri's Office)	Urology Ultrasound System (Replacement)	$ 110,721	$ -	$ 110,721
	General Surgery	JSHA Portable Ultrasound System (Replacement)	$ -	$ 85,000	$ 85,000
Clinical & Patient Care Total			**$ 314,821**	**$ 170,000**	**$ 484,821**
Total Conditional			**$ 2,613,960**	**$ 8,432,908**	**$ 11,046,867**

Jefferson Healthcare

Questions?

2027 Operations & Capital Budget Preview

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