

Norman Regional Health System

FY 2023 Budget Presentation



FY 2022 Projected Financial Results

- **Net Revenue projected at \$527.4 million (projected from May)**
 - \$11.2 million (or 2.1%) below FY 2022 budget
 - \$14.4 million (or 2.8%) up from FY 2021 actual
 - Per adjusted discharge projected to be \$13,071 (or 1.6% under FY 2021)

- **Total Operating Expense projected at \$561.3 million (projected from May)**
 - \$31.1 million (or 5.9%) above FY 2022 budget
 - \$42.2 million (or 8.1%) up from FY 2021 actual
 - Per adjusted discharge projected to be \$13,913 (or 3.5% over FY 2021)

- **Income from Operations projected at \$-34.0 million (-6.4% operating margin)**
 - \$42.3 million (or 506.6%) under FY 2022 budget
 - \$27.8 million (or 448.3%) under FY 2021 actual



FY 2022 Projected Financial Results (continued)

■ Volumes (projected from May)

- Discharges projected to be 15,220 (down 2.9% from FY 2021 and 6.9% below FY 2022 budget)
- Adjusted discharges projected to be 40,347 (up 4.5% from FY 2021)
- Deliveries projected to be 2,585 (up 8.1% from FY 2021)
- Cath Lab cases projected to be 3,007 (down 6.6% from FY 2021)
- Surgery cases projected to be 11,043 (down 1.7% from FY 2021)
- Hospital outpatient registrations projected to be 321,300 (up 13.1% from FY 2021)
- Emergency Department visits projected to be 92,048 (up 14.2% from FY 2021)
- Clinic visits projected to be 384,570 (up 6.8% from FY 2021)

■ Key Ratios (projected from May)

- Operating Margin will decline from -1.2% for FY 2021 to a projected -6.4% for FY 2022
- Days Cash on Hand will decline from 211 at June 30, 2021 to a projected 176 at June 30, 2022
- Maximum Annual Debt Service Coverage will decline from 2.82 for FY 2021 to a projected 1.48 for FY 2022
- Cash to Debt Ratio will decline from 104.1% at June 30, 2021 to a projected 82.6% at June 30, 2022
- Debt to Capitalization Ratio will decline from 41.1% at June 30, 2021 to a projected 46.4% at June 30, 2022



FY 2023 Budget Highlights

▪ Volumes

- Inpatient discharges budgeted to grow 12.0%, or 1,834 cases more than FY 2022 projection
- Hospital outpatient visits (including ED visits) budgeted to increase 6.8%, or 21,715 visits from FY 2022 projection
- Clinic visits (including Telehealth visits) budgeted to increase 14.8%, or 56,831 visits from FY 2022 projection (based on increasing primary care visits to 20 per day per provider, based on Huron Consulting recommendation, additional providers in Ortho Central Clinic & PT and full year of Central Imaging & NMotion, and other new providers)

▪ Net Revenue

- **Net Patient Revenue budget of \$574.8 million is 10.2% (\$53.4 million) more than FY 2022 projection**
 - \$36.4 million in hospital volumes, including increased surgical volumes and admissions in Rehab & Behavioral Health
 - \$ 6.8 million in clinic volumes, including improved productivity and new providers
 - \$ 6.3 million based on reimbursement changes
 - \$ 2.5 million based on the charge increase
 - \$ 1.4 million in improved SHOPP payments from Medicaid Expansion
- **Other Operating Revenue budget of \$5.1 million is 15.0% (\$0.9 million) less than FY 2022 projection**
 - Non-recurring gain on land swap with the City of Norman



FY 2023 Budget Highlights (continued)

- **Total Operating Expense budget of \$579.9 million is 3.3% (\$18.6 million) more than FY 2022 projection**
 - (\$15.1) million in lower costs due to fewer Covid-19 patients
 - \$11.9 million in patient supplies for increased surgical volumes and price inflation
 - \$ 8.7 million in salaries & benefits for merit increases and market adjustments
 - \$ 5.2 million in clinics for increasing visits per day and addition of new providers
 - \$ 4.4 million in other expenses (computer services, insurance, amortization and interest on capital leases)
 - \$ 3.5 million in increased UPL fees related to Medicaid Expansion
- **Operating Profitability**
 - Operating Income budgeted at break-even (\$34.0 million improvement from FY 2022 projection)
 - Excess of Revenues over Expenses budgeted at \$8.1 million (1.4% overall profit margin)
- **Non-operating Income**
 - Investment income budgeted to improve in FY 2023
 - Covid-19 stimulus funds not budgeted to recur in FY 2023
- **Capital Budget**
 - FY 2023 Routine Capital Budget request is \$15.9 million (see appendix)
 - Includes \$2.9 million under budget in FY22 that has been moved to FY 2023



FY 2023 Operating Budget

Norman Regional Health System

		FY 2022 <u>Projected</u>	FY 2023 <u>Budget</u>	Variance % <u>Incr/(Decr)</u>
OPERATING REVENUE				
(1)	Inpatient Revenue	\$ 949,824,849	\$ 1,103,163,979	16.1%
(2)	Outpatient Revenue	1,347,272,550	1,454,913,286	8.0%
(3)	DME Revenue	8,705,292	7,500,785	-13.8%
(4)	ED Physician Revenue	29,501,897	31,291,493	6.1%
(5)	Physician Income	<u>182,598,845</u>	<u>211,764,671</u>	16.0%
(6)	TOTAL PATIENT REVENUE	\$ 2,517,903,433	\$ 2,808,634,213	11.5%
DEDUCTIONS FROM REVENUE				
(7)	Charity Deductions	33,085,572	36,676,676	10.9%
(8)	Bad Debt Expense	81,410,652	90,203,421	10.8%
(9)	Government & Other Deductions	<u>1,882,082,736</u>	<u>2,106,998,131</u>	12.0%
(10)	TOTAL DEDUCTIONS FROM REVENUE	<u>\$ 1,996,578,960</u>	<u>\$ 2,233,878,228</u>	11.9%
(11)	NET PATIENT REVENUE	521,324,473	574,755,986	10.2%
(12)	OTHER OPERATING REVENUE	<u>6,051,068</u>	<u>5,146,100</u>	-15.0%
(13)	NET REVENUE	\$ 527,375,541	\$ 579,902,085	10.0%
EXPENSES				
(14)	Salaries	273,122,190	280,066,316	2.5%
(15)	Benefits	35,740,545	37,935,199	6.1%
(16)	Supplies (excluding pharmaceuticals)	69,082,786	71,444,412	3.4%
(17)	Pharmaceutical Supplies	53,179,329	51,374,175	-3.4%
(18)	Professional Fees	1,508,334	1,481,799	-1.8%
(19)	Physician Fees	8,794,876	9,905,462	12.6%
(20)	Purchased Services	21,430,578	21,311,374	-0.6%



FY 2023 Operating Budget

Norman Regional Health System (continued)

		FY 2022	FY 2023	Variance %
		<u>Projected</u>	<u>Budget</u>	<u>Incr/(Decr)</u>
(21)	Leases	3,539,981	3,284,398	-7.2%
(22)	Utilities	4,716,200	4,883,621	3.5%
(23)	Insurance	5,740,785	6,153,333	7.2%
(24)	Computer Support	9,342,332	10,513,543	12.5%
(25)	Service Contracts & Equipment Repairs	5,003,214	5,044,831	0.8%
(26)	Billing & Collections	6,678,861	5,924,972	-11.3%
(27)	SHOPP	10,049,220	13,564,716	35.0%
(28)	Miscellaneous Expenses	9,605,703	9,594,467	-0.1%
(29)	Interest	11,988,316	12,785,960	6.7%
(30)	Depreciation and Amortization	31,818,099	34,633,505	8.8%
(31)	TOTAL OPERATING EXPENSES	<u>\$ 561,341,349</u>	<u>\$ 579,902,085</u>	3.3%
(32)	OPERATING INCOME	<u>\$ (33,965,808)</u>	<u>\$ (0)</u>	100.0%
(33)	Contributions	29,742	33,652	13.1%
(34)	Investment Income	(18,499,650)	8,017,631	143.3%
(35)	CARES Act Relief Funds	9,030,984	-	-100.0%
(36)	Debt Issuance Expense	(117,241)	-	100.0%
(37)	NONOPERATING INCOME	<u>\$ (9,556,165)</u>	<u>\$ 8,051,283</u>	184.3%
(38)	EXCESS OF REVENUES OVER EXPENSES	<u>\$ (43,521,973)</u>	<u>\$ 8,051,283</u>	118.5%
(39)	OPERATING MARGIN	-6.4%	0.0%	
(40)	TOTAL MARGIN	-8.4%	1.4%	



FY 2023 Budget Volumes

Norman Regional Health System

	Discharges			Patient Days			ALOS		
	FY 2022 Projected	FY 2023 Budget	% Incr/Decr	FY 2022 Projected	FY 2023 Budget	% Incr/Decr	FY 2022 Projected	FY 2023 Budget	% Incr/Decr
Porter Campus									
(1) BMS	513	675	31.6%	3,680	4,662	26.7%	7.17	6.91	-3.7%
(2) Rehab	334	550	64.7%	4,378	6,570	50.1%	13.11	11.95	-8.9%
(3) Acute	6,331	7,200	13.7%	30,154	30,720	1.9%	4.76	4.27	-10.4%
(4) Total	7,178	8,425	17.4%	38,212	41,952	9.8%	5.32	4.98	-6.5%
HealthPlex Campus									
(5) Acute	7,761	8,309	7.1%	28,253	28,518	0.9%	3.64	3.43	-5.7%
(6) NICU	281	320	13.9%	3,957	4,521	14.3%	14.08	14.13	0.3%
(7) Total	8,042	8,629	7.3%	32,210	33,039	2.6%	4.01	3.83	-4.4%
Total System									
(8) Acute	14,092	15,509	10.1%	58,407	59,238	1.4%	4.14	3.82	-7.8%
(9) BMS	513	675	31.6%	3,680	4,662	26.7%	7.17	6.91	-3.7%
(10) Rehab	334	550	64.7%	4,378	6,570	50.1%	13.11	11.95	-8.9%
(11) NICU	281	320	13.9%	3,957	4,521	14.3%	14.08	14.13	0.3%
(12) Total	15,220	17,054	12.0%	70,422	74,991	6.5%	4.63	4.40	-5.0%



FY 2023 Budget Volumes

Norman Regional Health System (continued)

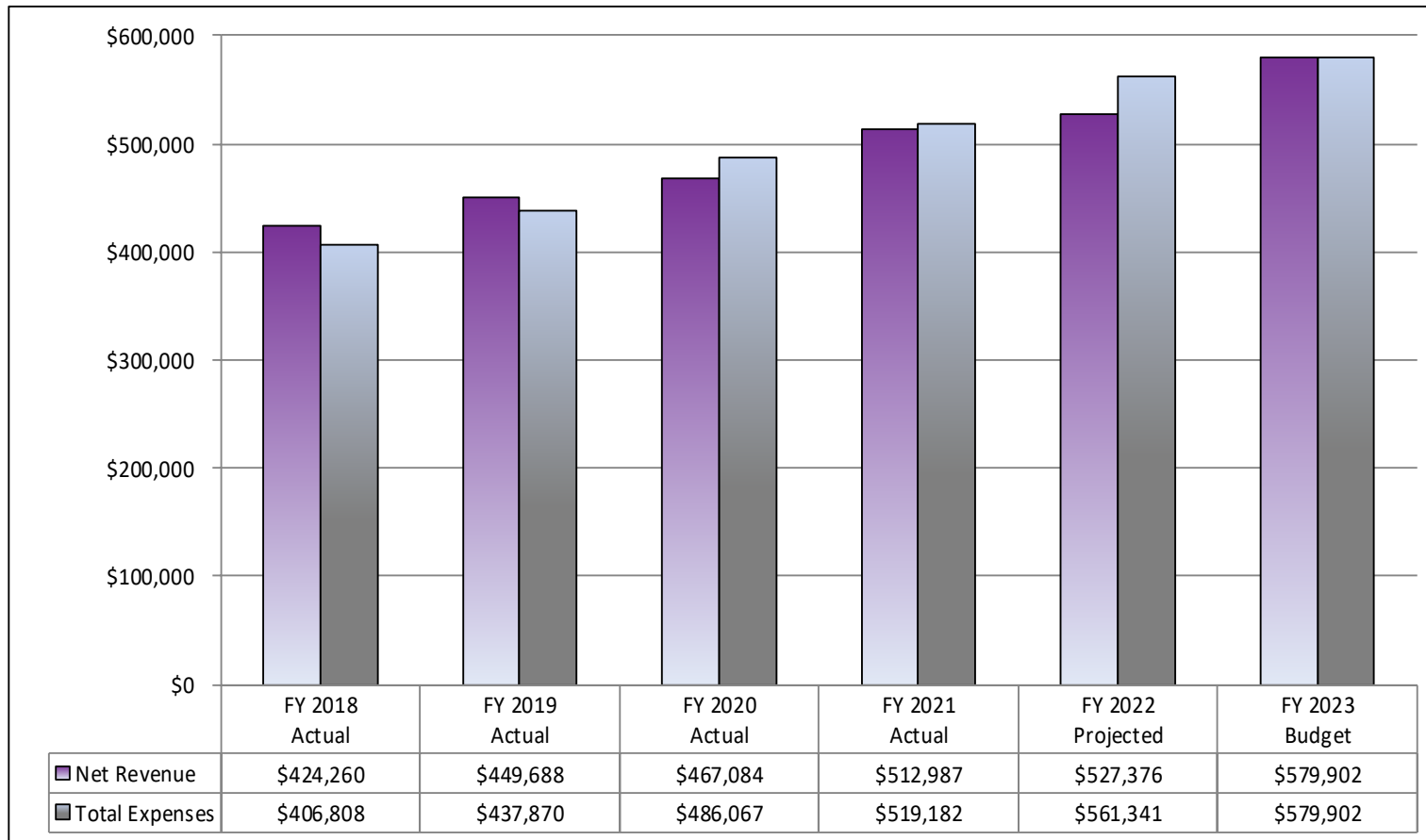
	FY 2022 Projected	FY 2023 Budget	% Incr/Decr
Adjusted Statistics			
(1) Adjusted Patient Days	186,683	190,926	2.3%
(2) Adjusted Discharges	40,347	43,419	7.6%
Deliveries			
(3) HealthPlex	2,585	2,553	-1.2%
Cath Lab Cases			
(4) Inpatient	1,197	1,296	8.3%
(5) Outpatient	1,810	2,048	13.1%
(6) Total	3,007	3,344	11.2%
Surgeries (excludes FBC Surgeries)			
Inpatient			
(7) NRH	1,804	2,061	14.2%
(8) HealthPlex	1,264	1,603	26.8%
(9) Total	3,068	3,664	19.4%
Outpatient			
(10) NRH	3,920	4,610	17.6%
(11) HealthPlex	4,055	4,651	14.7%
(12) Total	7,975	9,261	16.1%
Totals			
(13) NRH	5,724	6,671	16.5%
(14) HealthPlex	5,319	6,254	17.6%
(15) Total	11,043	12,925	17.0%
ASC/Endoscopy Cases			
(16) Ortho Central ASC	2,062	2,354	14.2%
(17) GI Endoscopy	3,388	4,505	33.0%
(18) Total	5,450	6,859	25.9%

	FY 2022 Projected	FY 2023 Budget	% Incr/Decr
OP Hospital Registrations (includes outpatient ED visits)			
(19) NRH	156,597	152,497	-2.6%
(20) HPX	100,613	102,359	1.7%
(21) NRM	64,090	65,547	2.3%
(22) NRN	0	22,612	0.0%
(23) Total	321,300	343,015	6.8%
Emergency Department Visits (includes ED admissions)			
(24) NRH	39,152	31,474	-19.6%
(25) HPX	27,946	29,985	7.3%
(26) NRM	21,017	22,072	5.0%
(27) NRN	0	10,890	0.0%
(28) Total	88,115	94,421	7.2%
(29) OB ED	3,933	4,012	2.0%
(30) Total w/ OB ED	92,048	98,433	6.9%
EMSStat Registrations			
(31) EMSStat Registrations	20,387	21,048	3.2%
Clinic Visits (includes Telehealth)			
(32) Primary Care	132,682	164,254	23.8%
(33) Specialty (excluding below)	91,846	100,094	9.0%
(34) Ortho Central (Clinic & PT)	49,453	61,591	24.5%
(35) Heart & Vascular	41,313	41,844	1.3%
(36) Surgery	22,372	23,928	7.0%
(37) Physical Therapy	19,606	21,250	8.4%
(38) GI of Norman (East & West)	14,606	15,948	9.2%
(39) Oncology	12,692	12,492	-1.6%
(40) Total Clinic Visits	384,570	441,401	14.8%



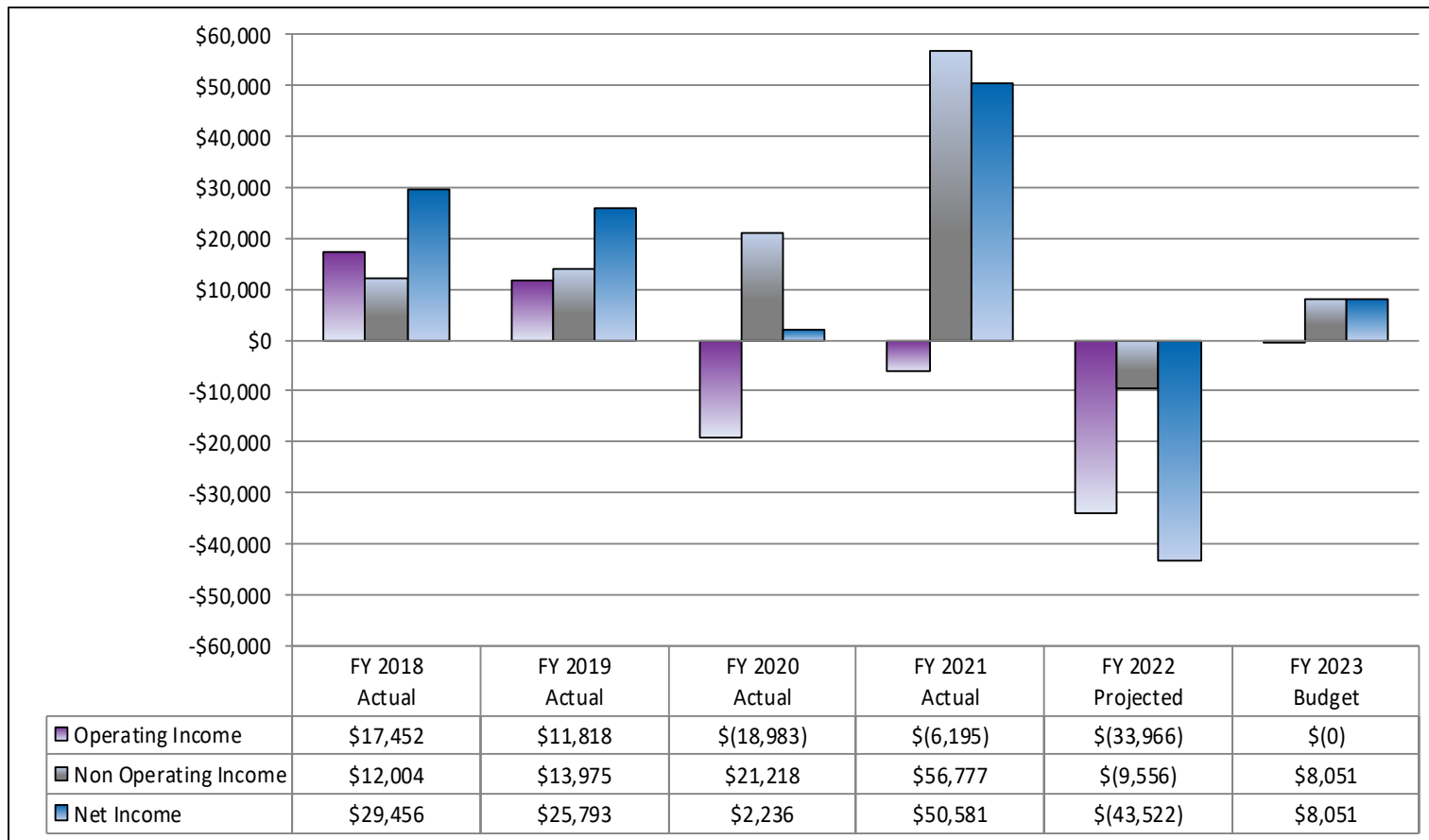
FY 2023 Budget Presentation

Net Revenue and Expense (\$ in 000's)



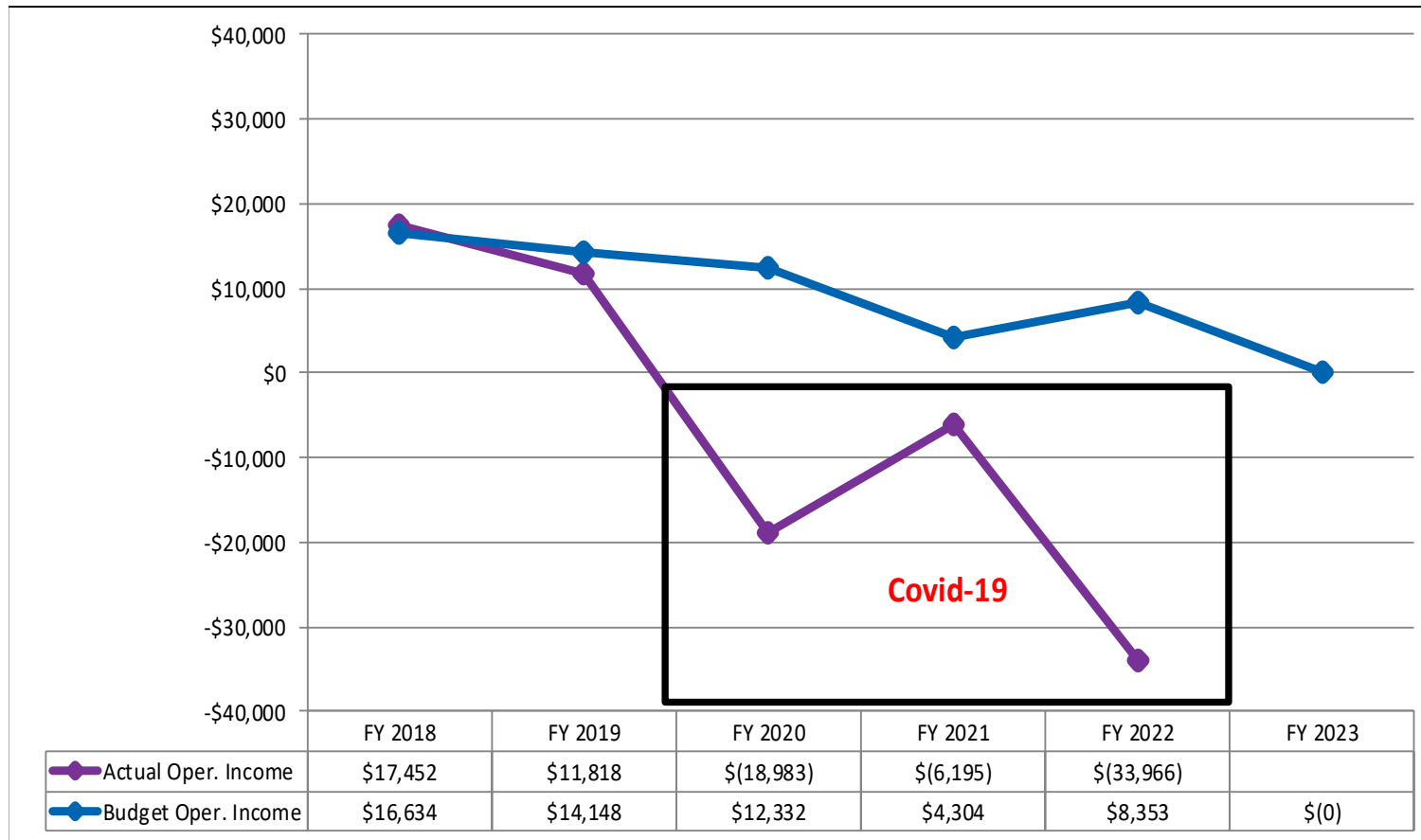
FY 2023 Budget Presentation

Income (\$ in 000's)



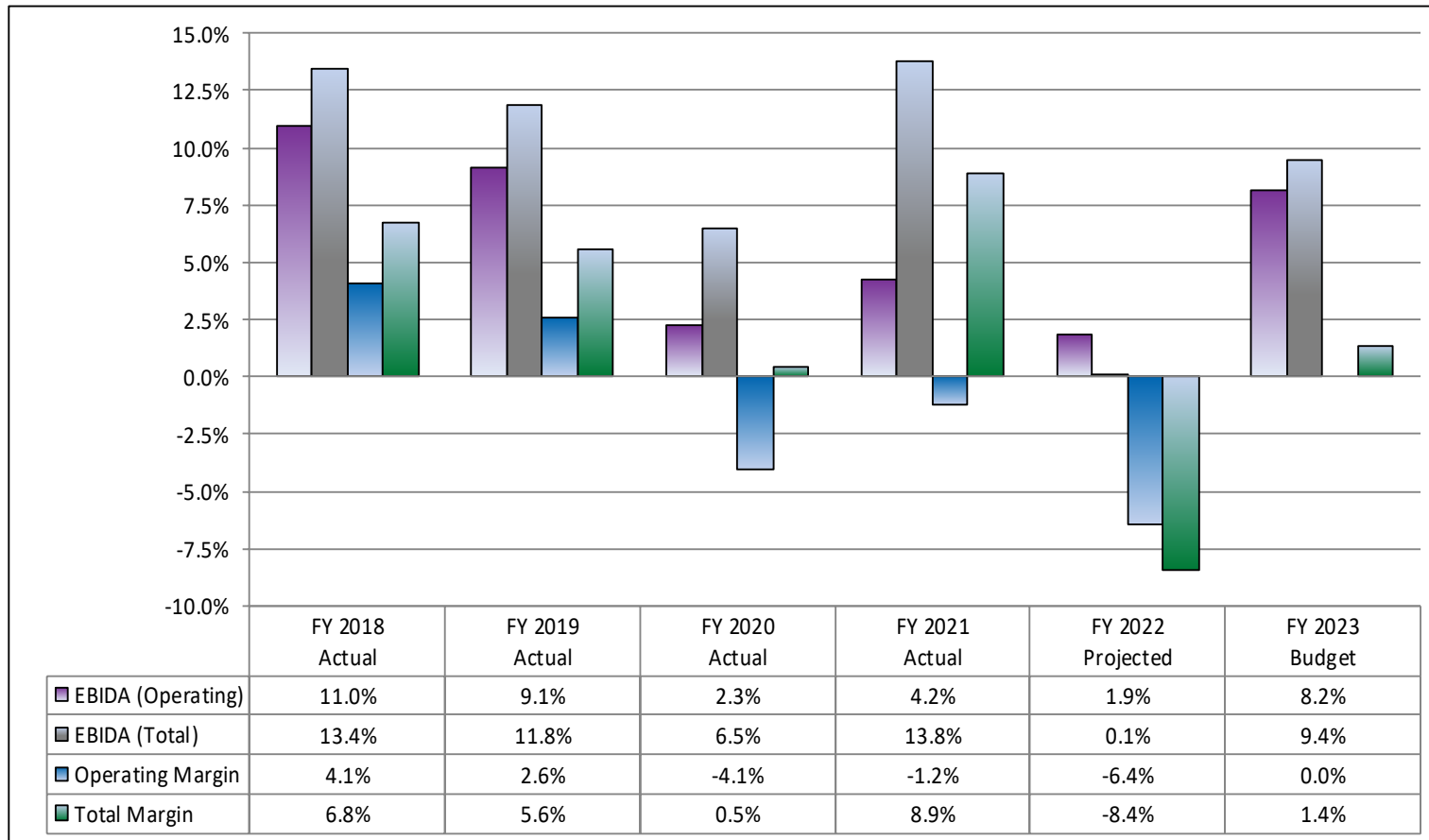
FY 2023 Budget Presentation

Actual v. Budget Income (\$ in 000's)



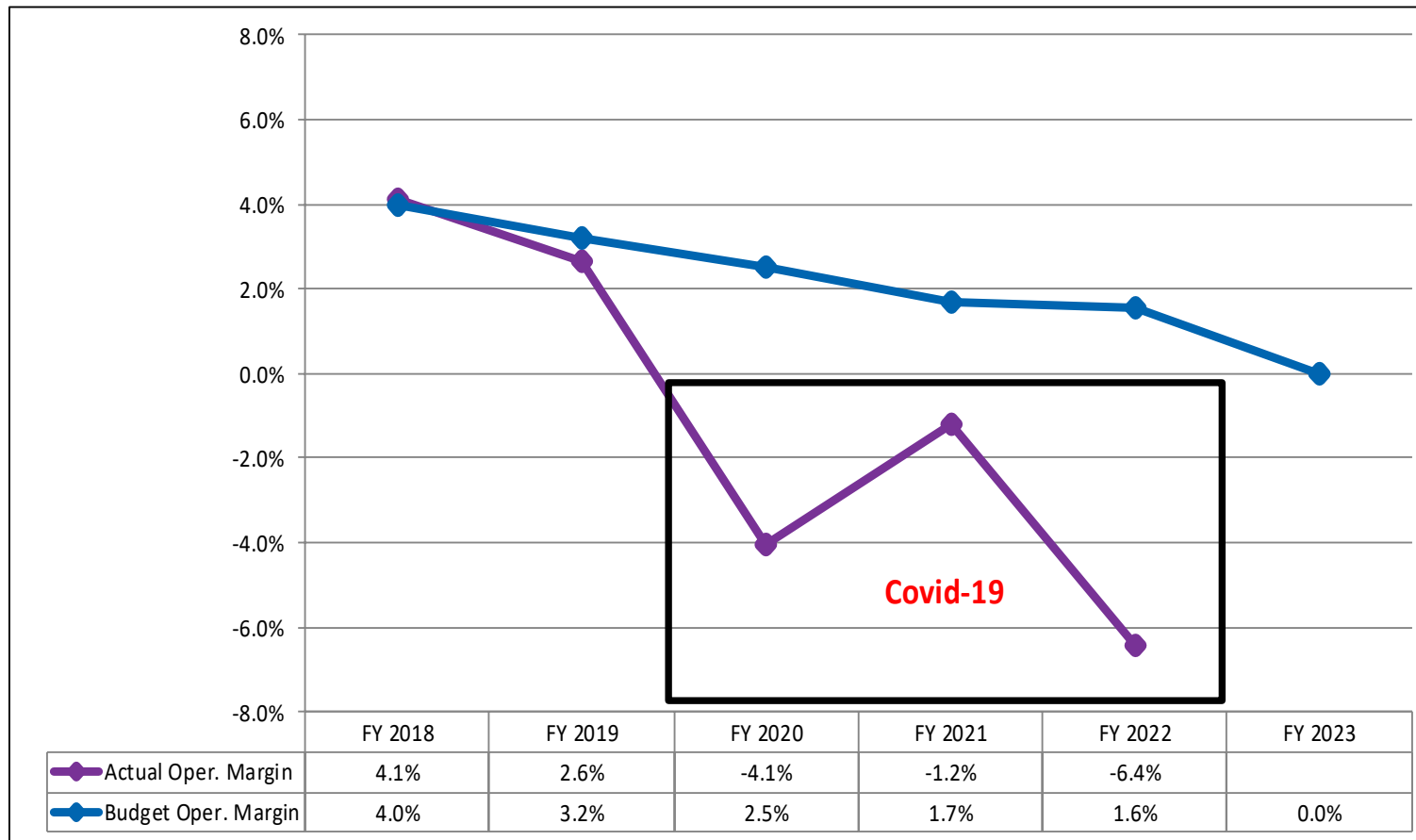
FY 2023 Budget Presentation

Profit Margins



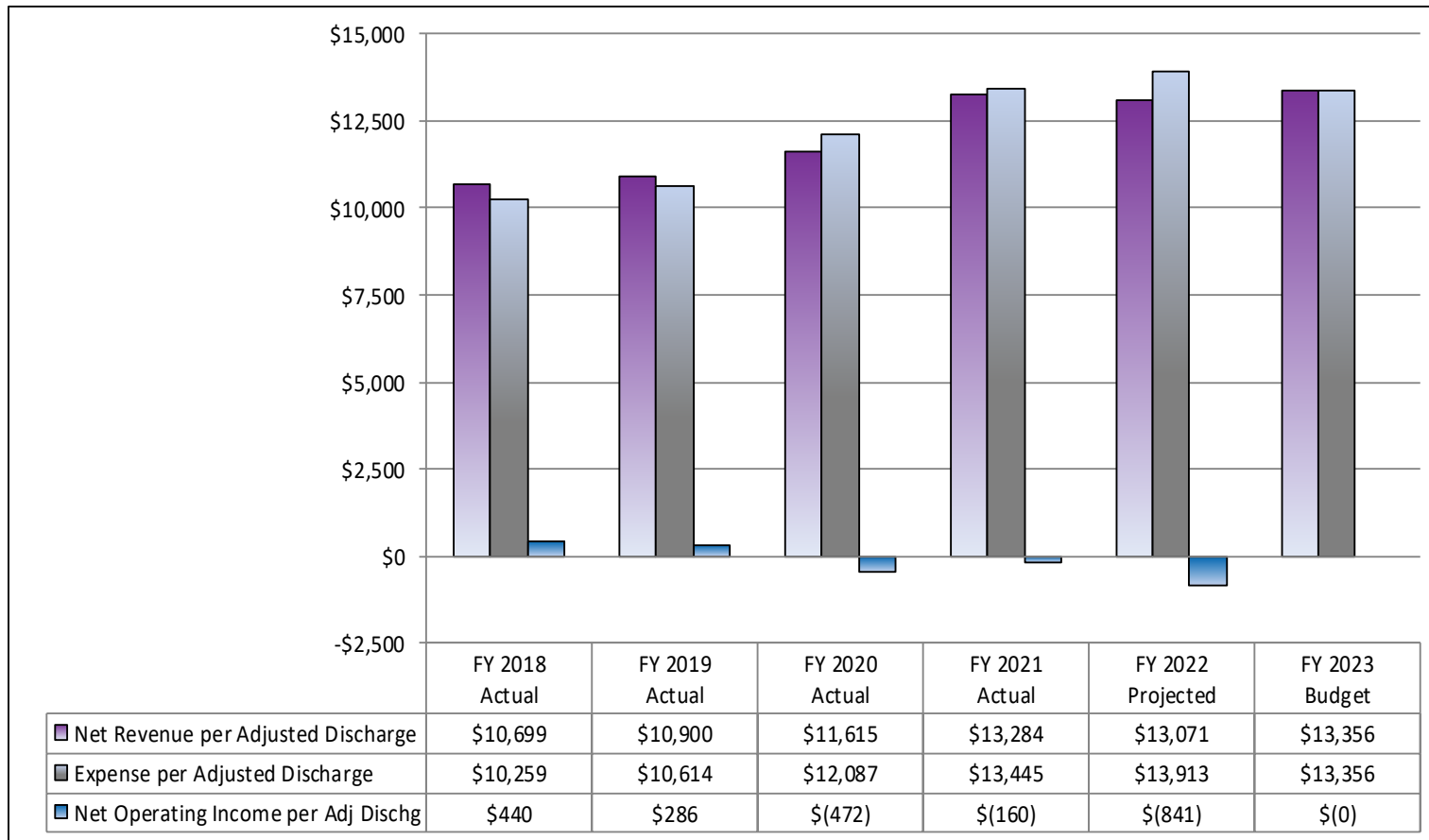
FY 2023 Budget Presentation

Actual v. Budget Profit Margins



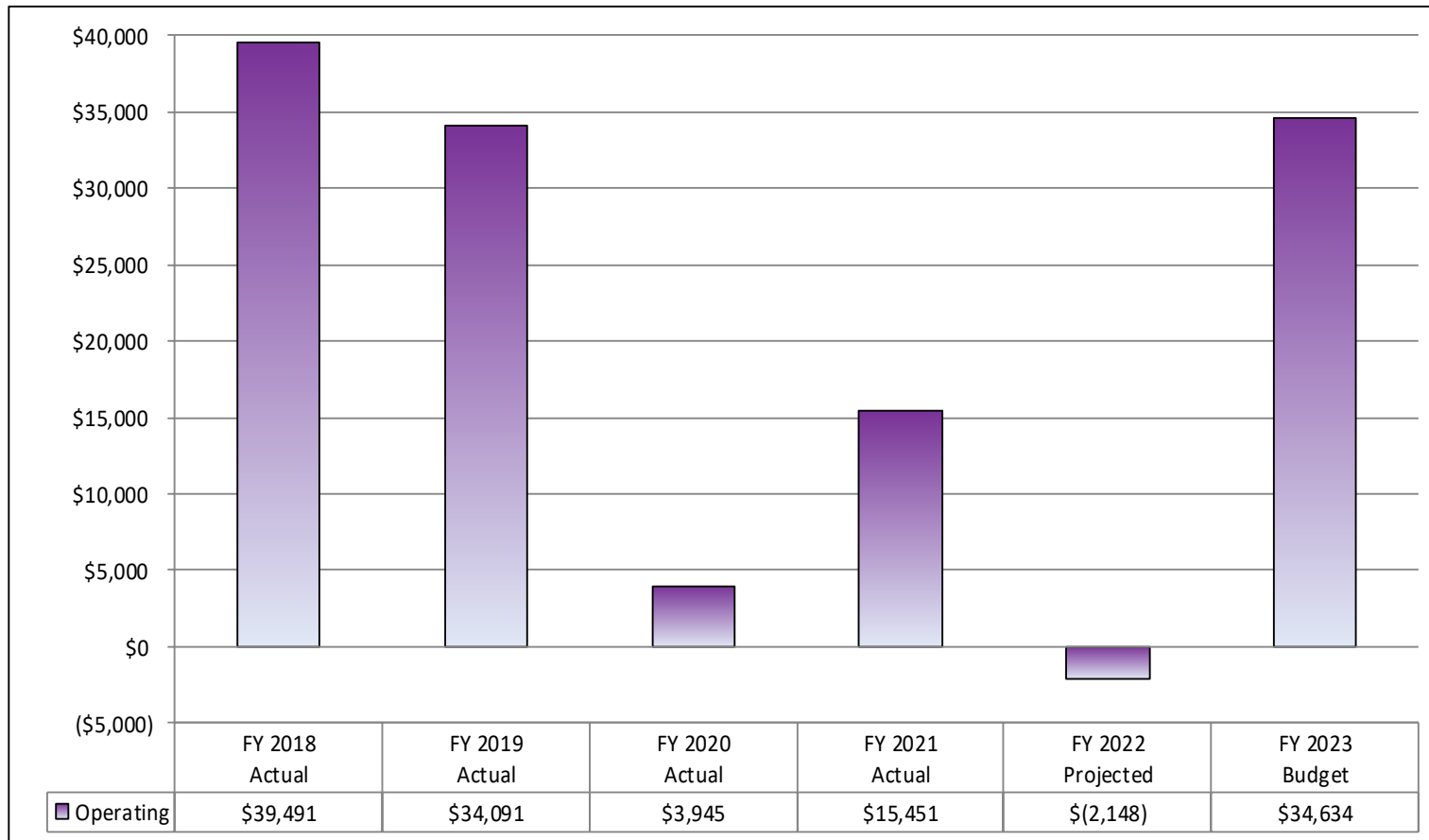
FY 2023 Budget Presentation

Operating Income per Adjusted Discharge



FY 2023 Budget Presentation

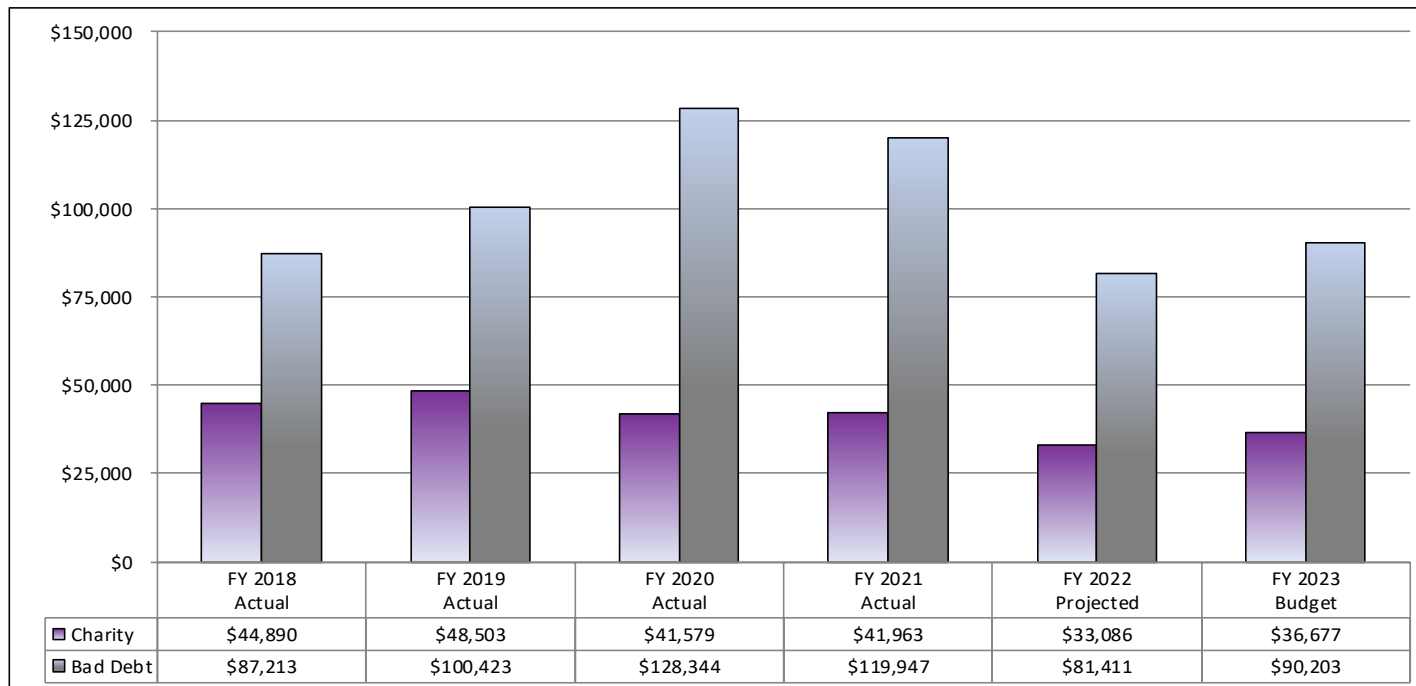
Operating Cash Flow (\$ in 000's)



FY 2023 Budget Presentation

Charity & Bad Debt Expense (\$ in 000's)

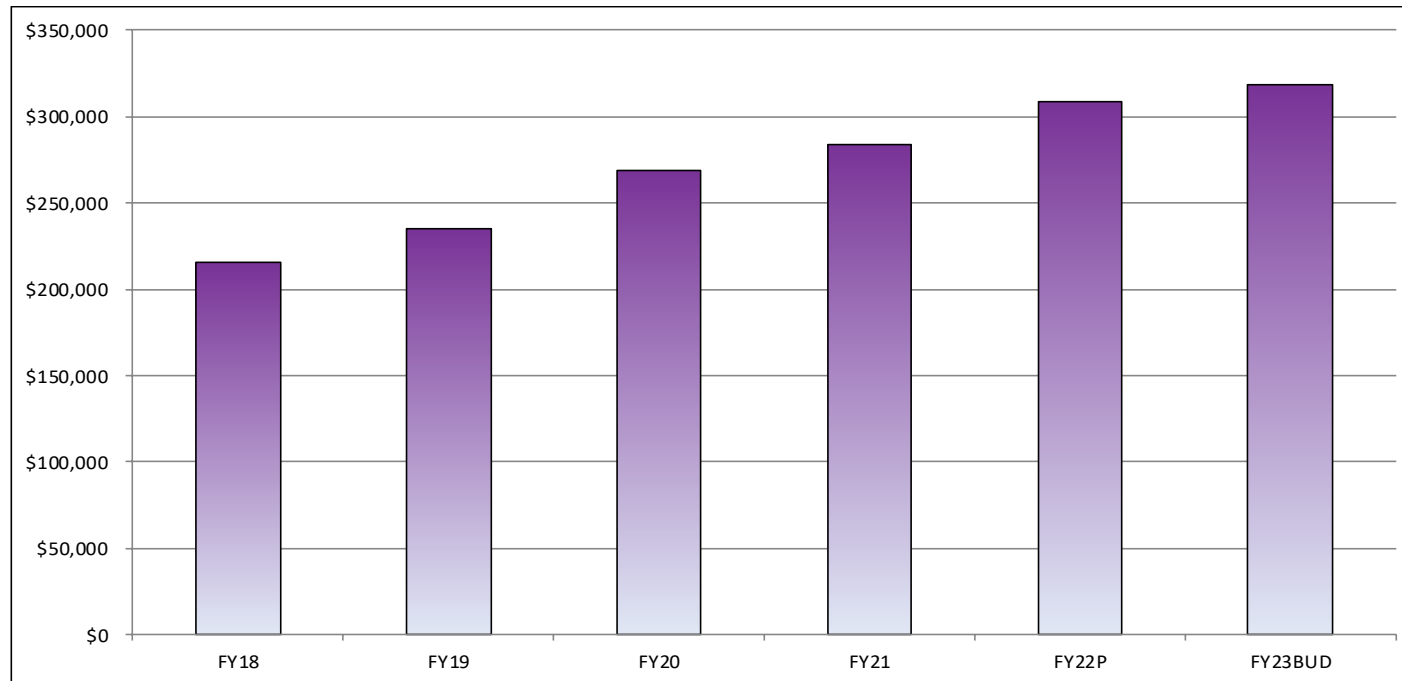
Year	FY 18 Act	FY 19 Act	FY 20 Act	FY 21 Act	FY 22 Proj	FY 23 Bud
Actual	\$132,103	\$148,926	\$169,923	\$161,910	\$114,496	\$126,880
% of Hospital Rev	7.2%	7.5%	8.5%	7.4%	5.0%	5.0%



FY 2023 Budget Presentation

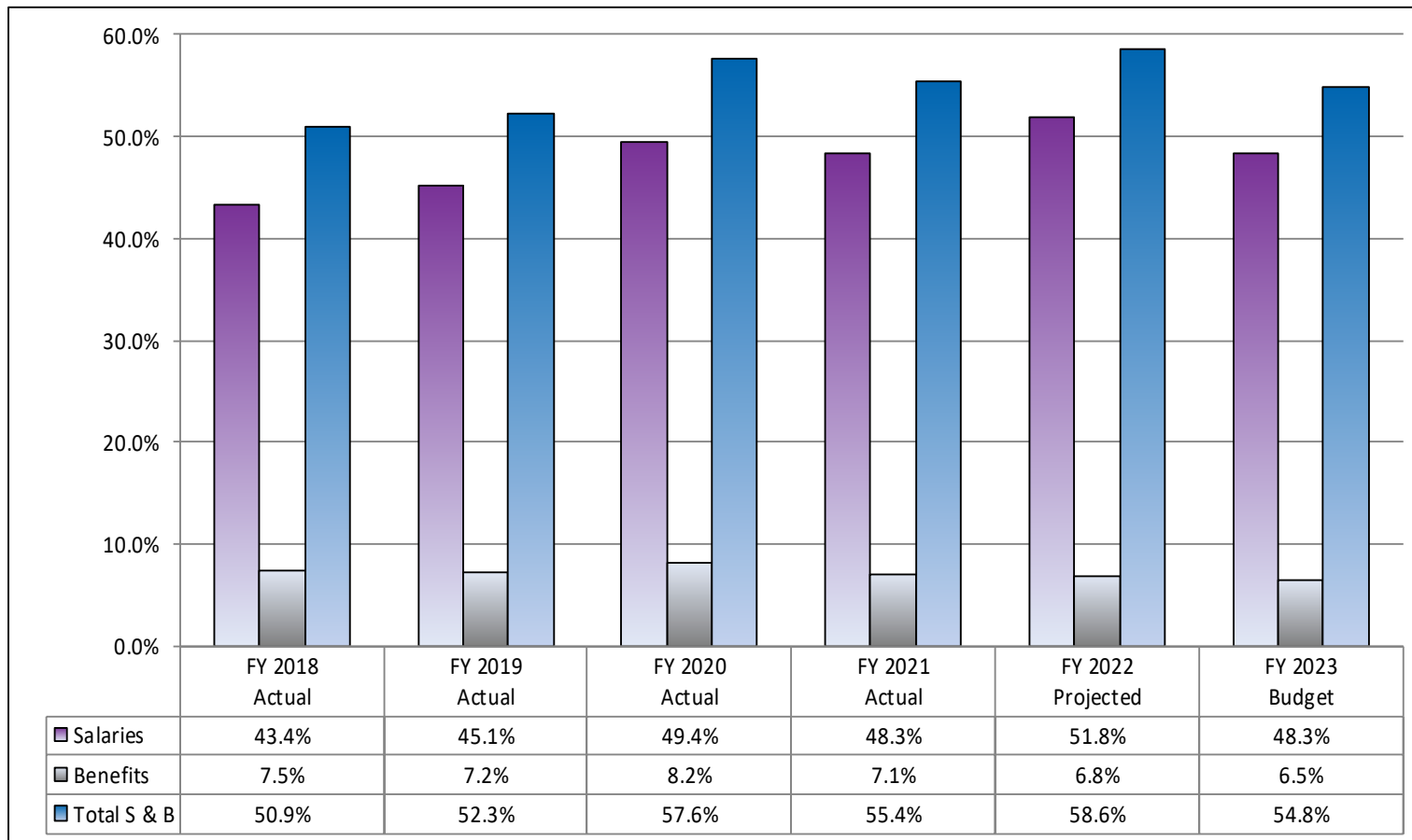
Salaries and Benefits Expense (\$ in 000's)

Year	FY 18 Act	FY 19 Act	FY 20 Act	FY 21 Act	FY 22 Proj	FY 23 Bud
Actual	\$215,809	\$235,276	\$268,846	\$284,210	\$308,863	\$318,002
Growth	6.3%	9.0%	14.3%	5.7%	8.7%	3.0%



FY 2023 Budget Presentation

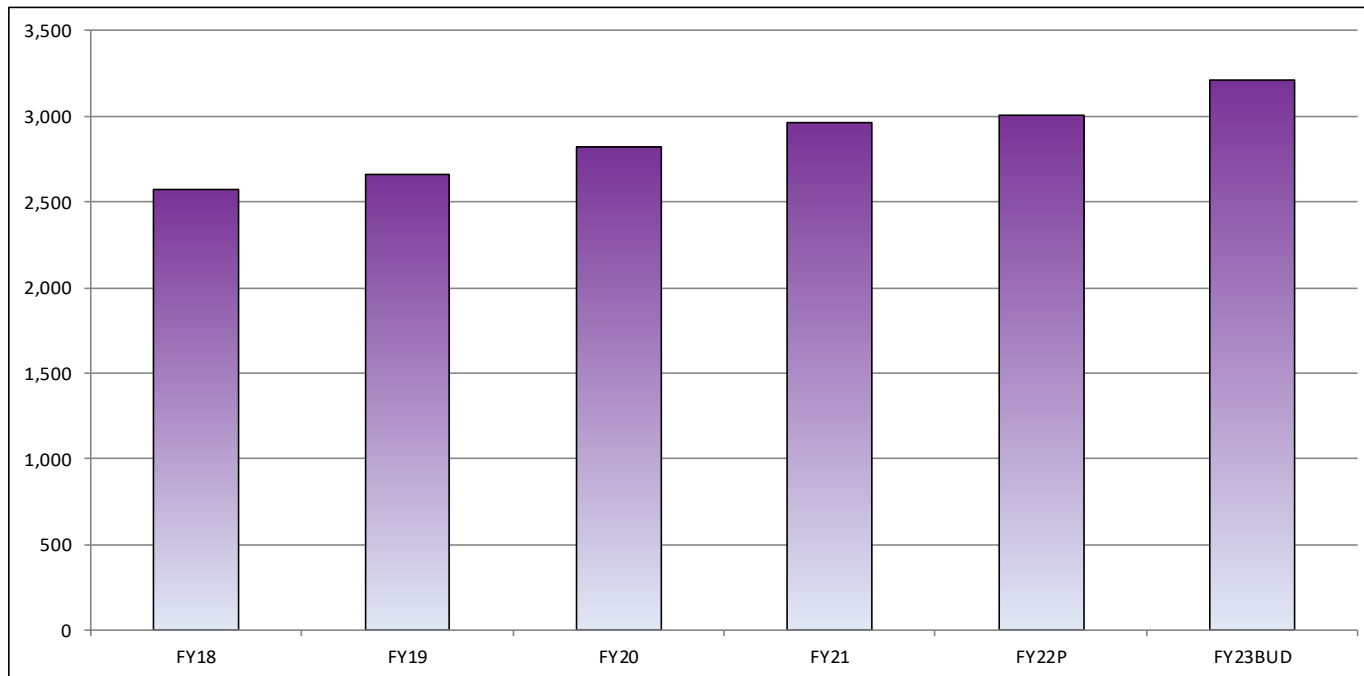
Salaries & Benefits as % of Net Revenue



FY 2023 Budget Presentation

System Paid FTEs

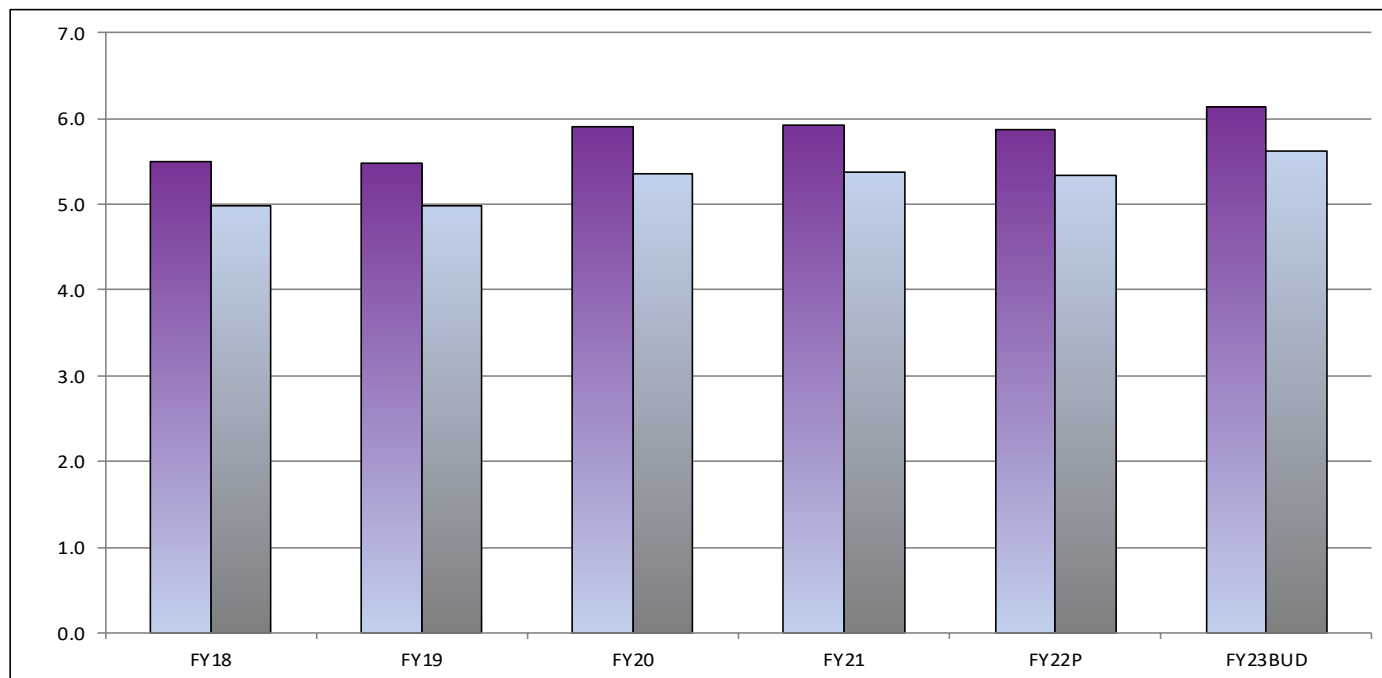
Year	FY 18 Act	FY 19 Act	FY 20 Act	FY 21 Act	FY 22 Proj	FY 23 Bud
Actual	2,570	2,662	2,817	2,959	3,003	3,210
Growth	1.1%	3.6%	5.8%	5.0%	1.5%	6.9%



FY 2023 Budget Presentation

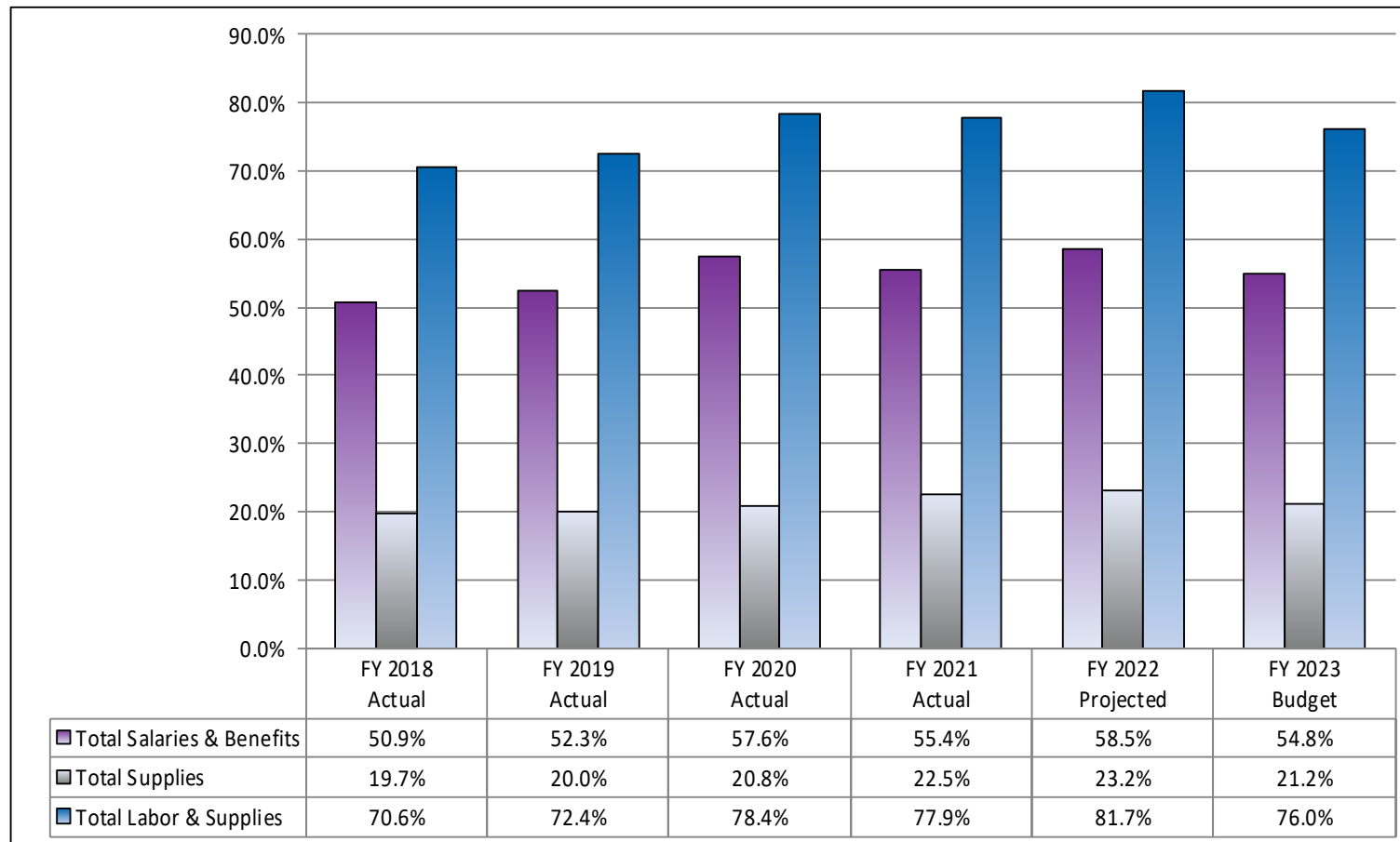
System FTEs Per Adjusted Occupied Bed

Year	FY 18 Act	FY 19 Act	FY 20 Act	FY 21 Act	FY 22 Proj	FY 23 Bud
Paid	5.5	5.5	5.9	5.9	5.9	6.1
Productive	5.0	5.0	5.4	5.4	5.3	5.6



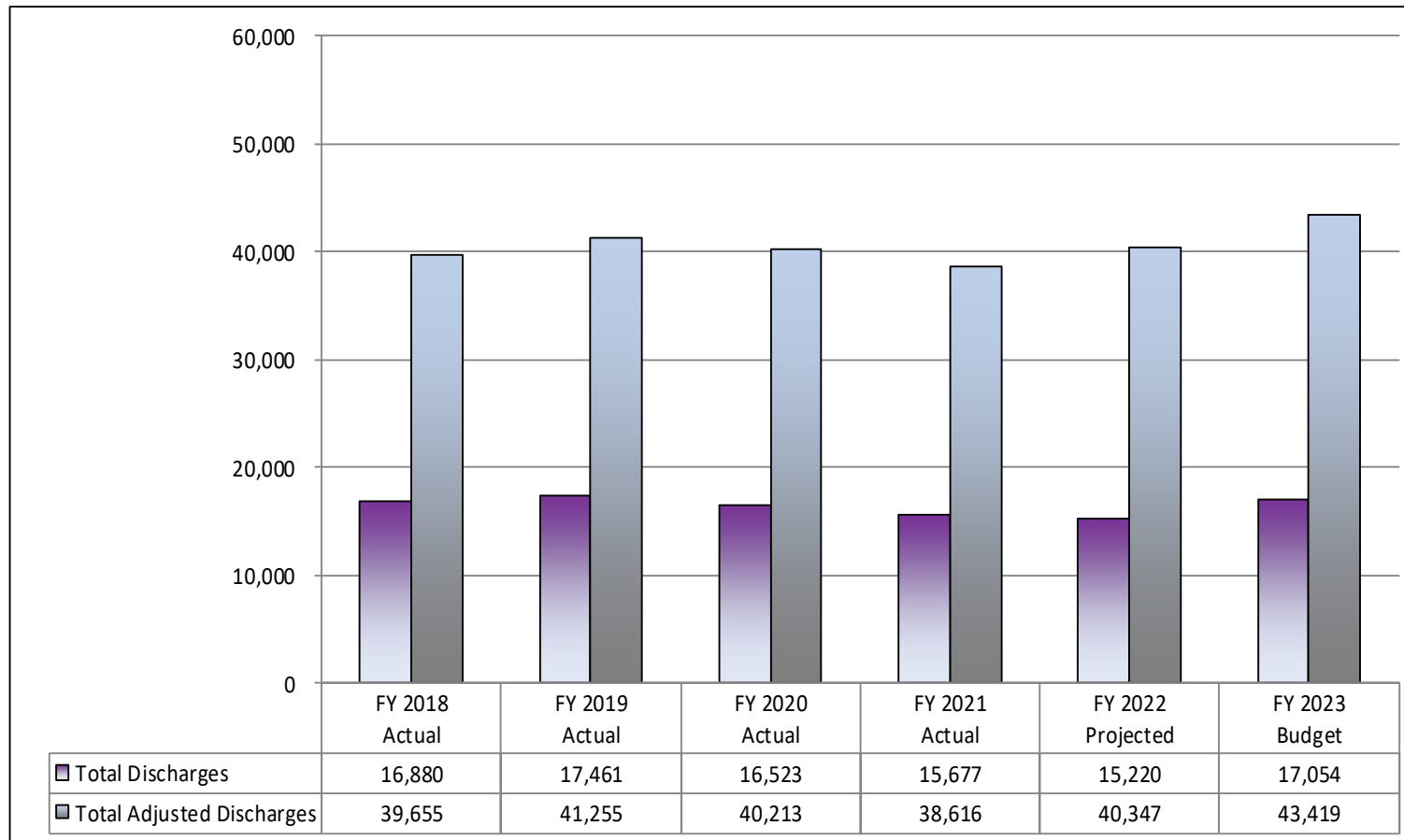
FY 2023 Budget Presentation

Labor & Supplies as % of Net Revenue



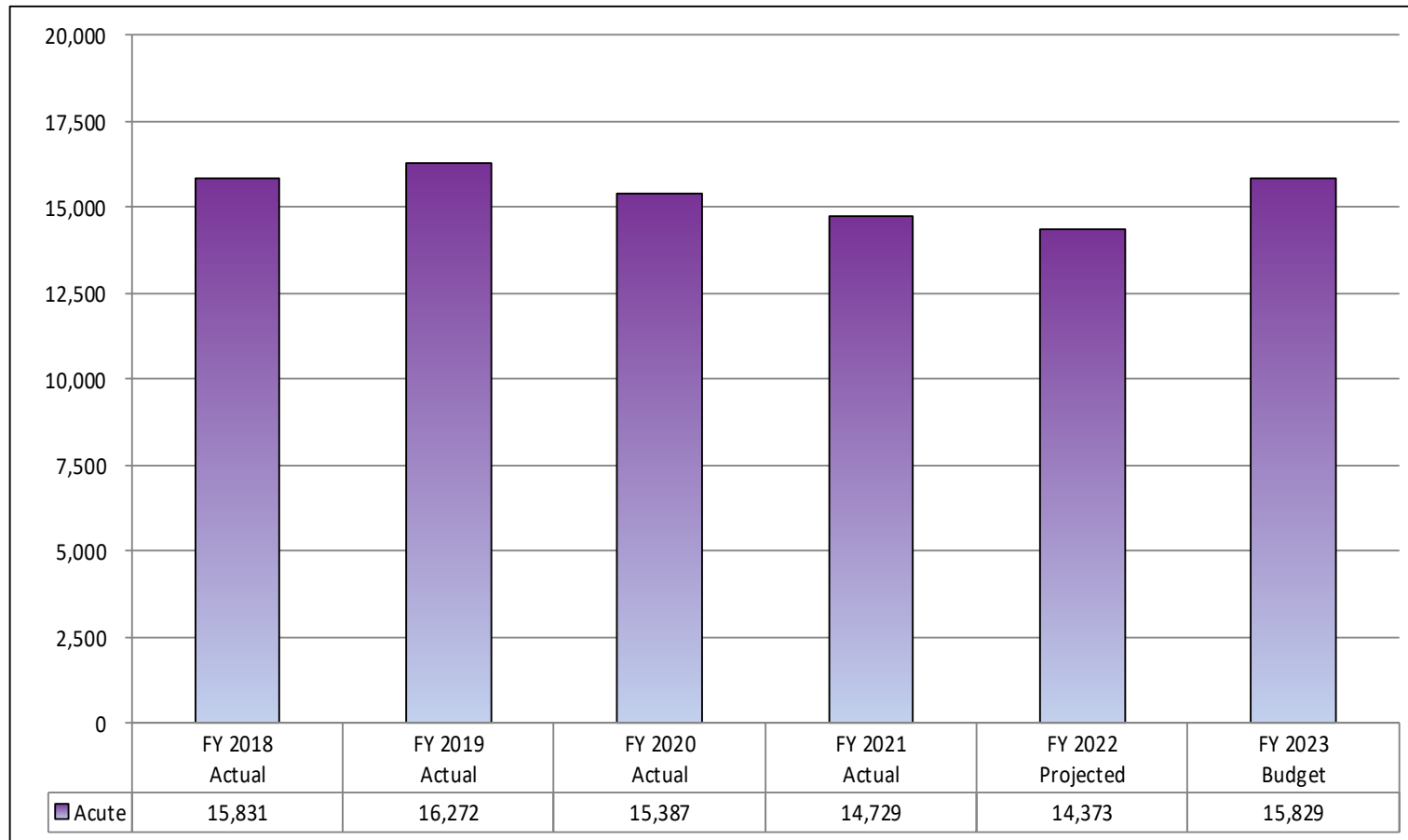
FY 2023 Budget Presentation

Discharges & Adjusted Discharges



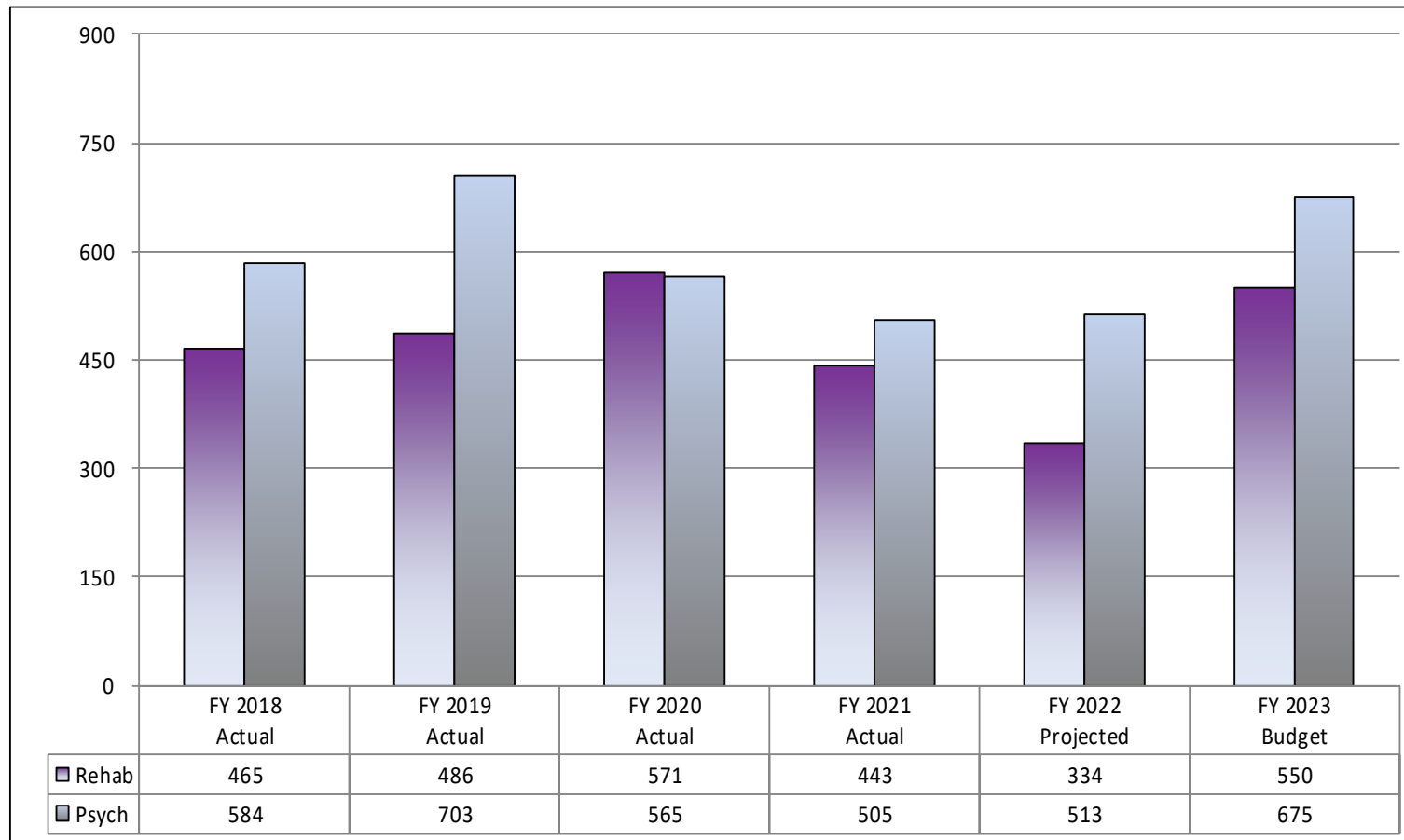
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Acute Discharges (includes NICU)

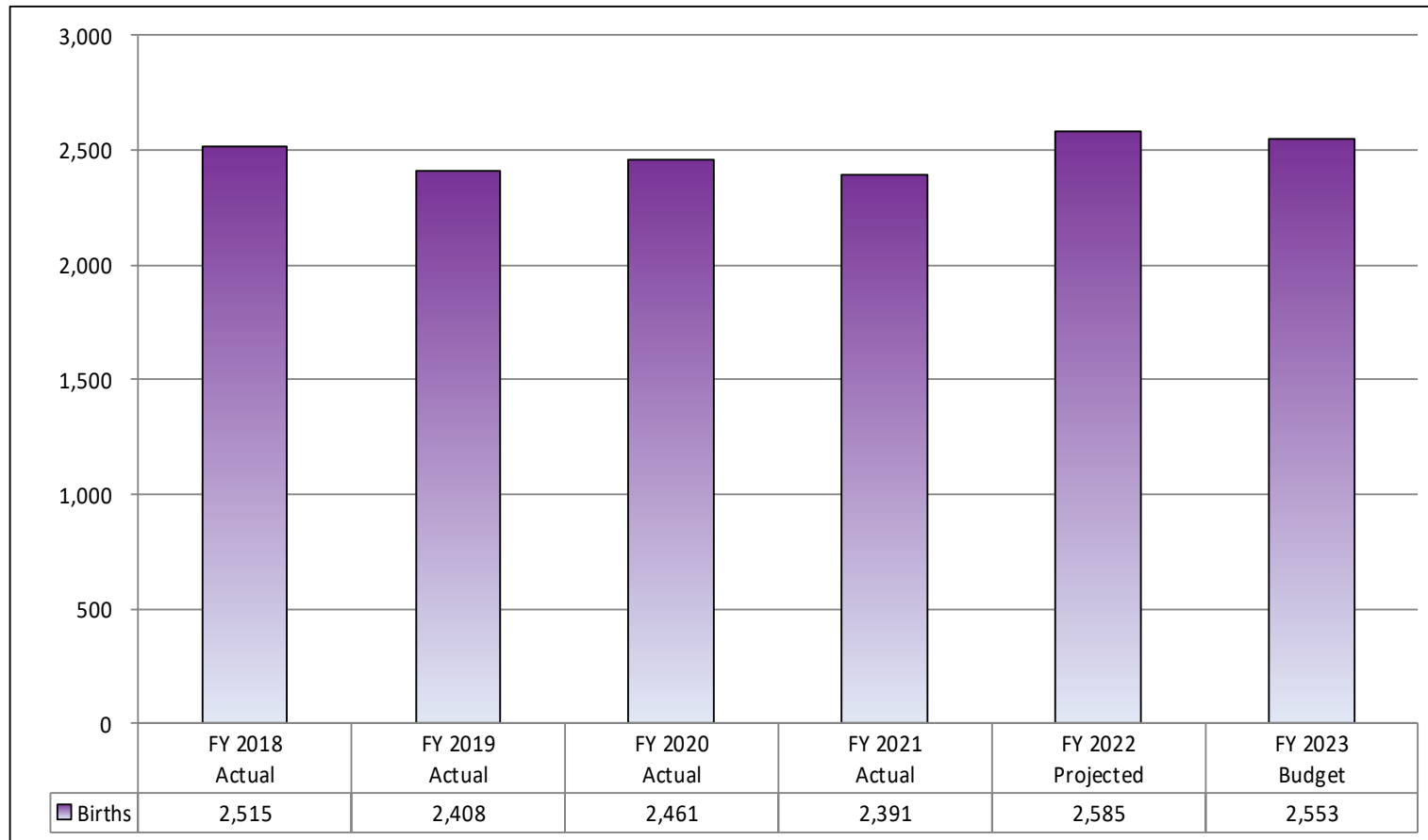


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Sub Acute Discharges by Type

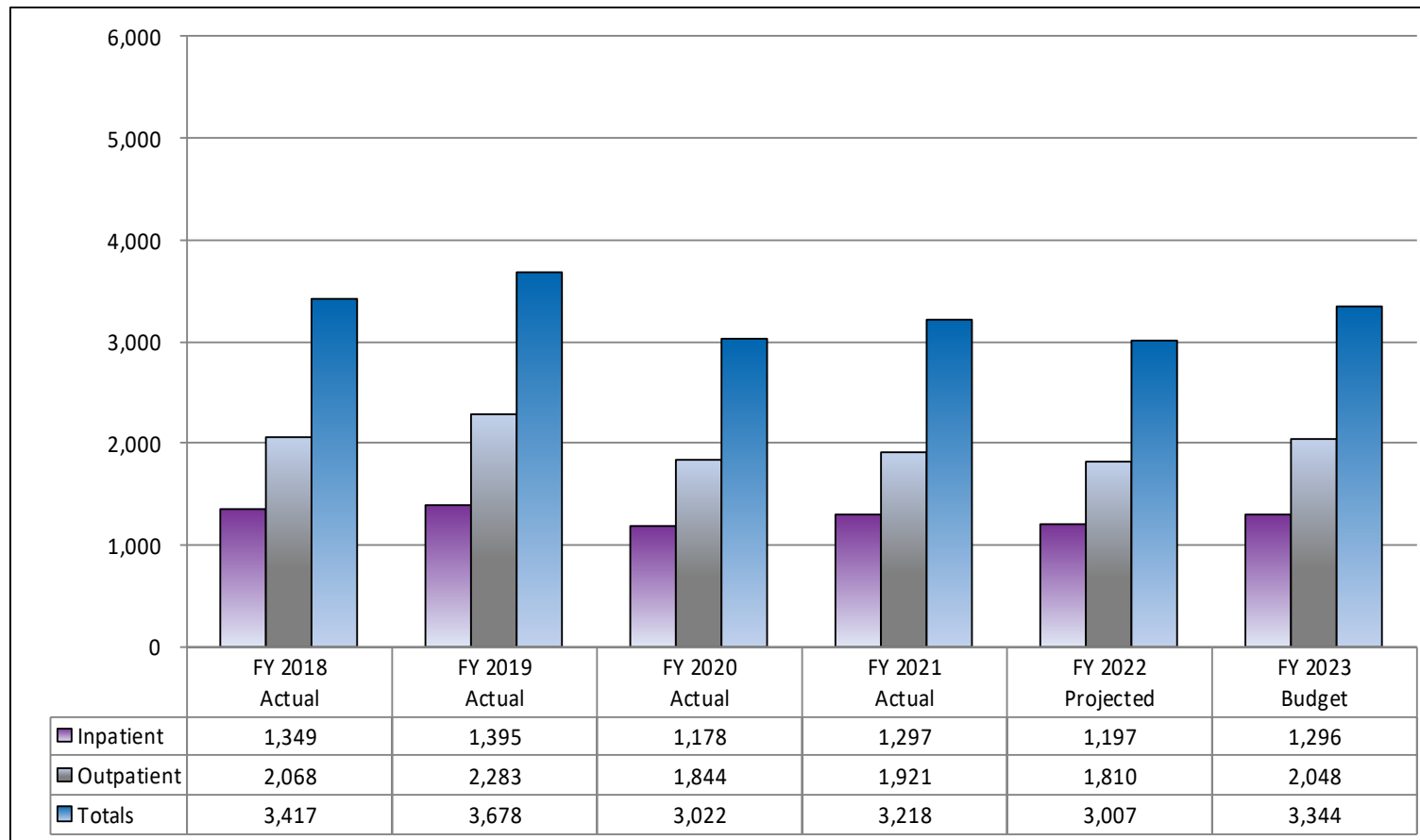


FY 2023 Budget Presentation Deliveries



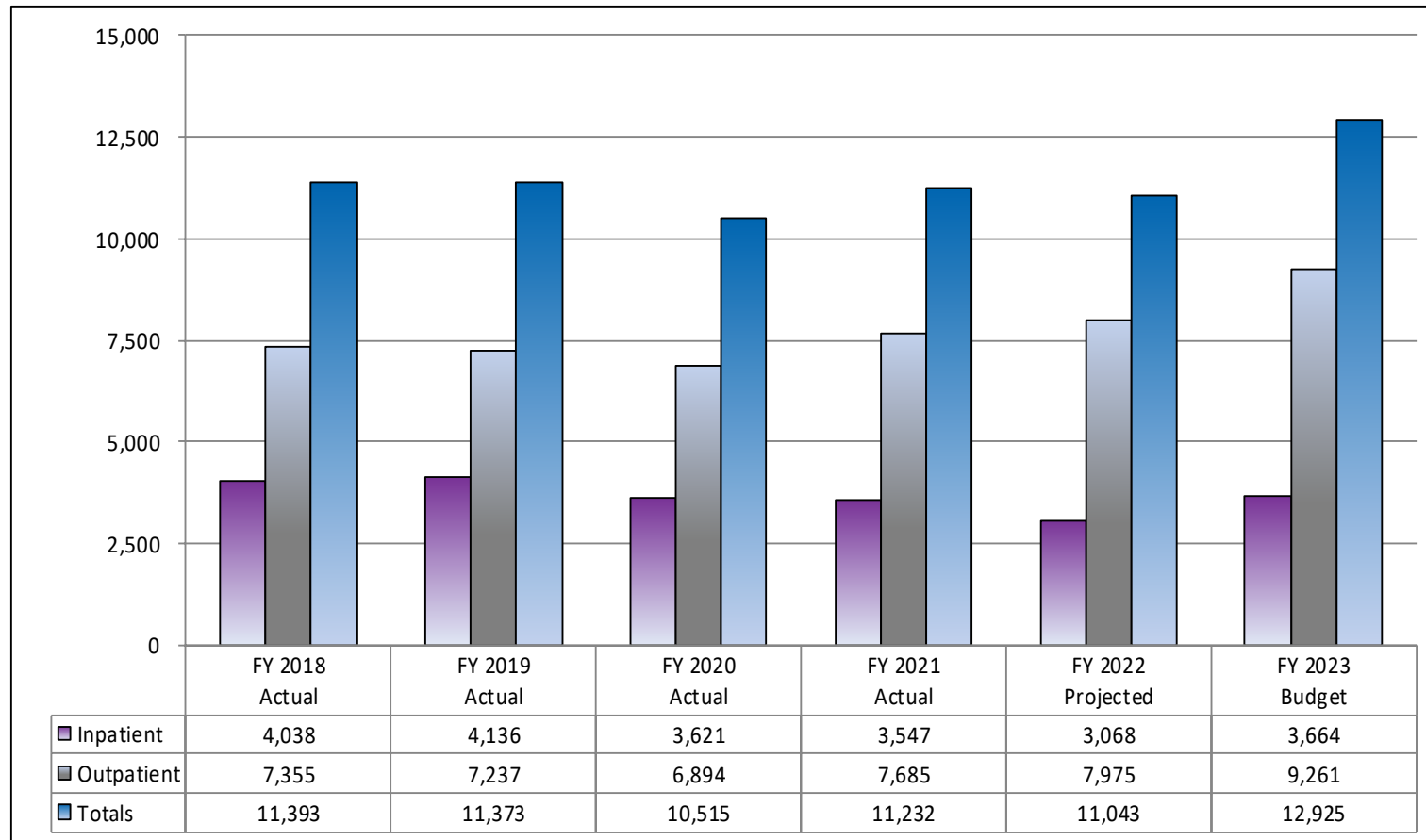
FY 2023 Budget Presentation

Cath Lab Cases



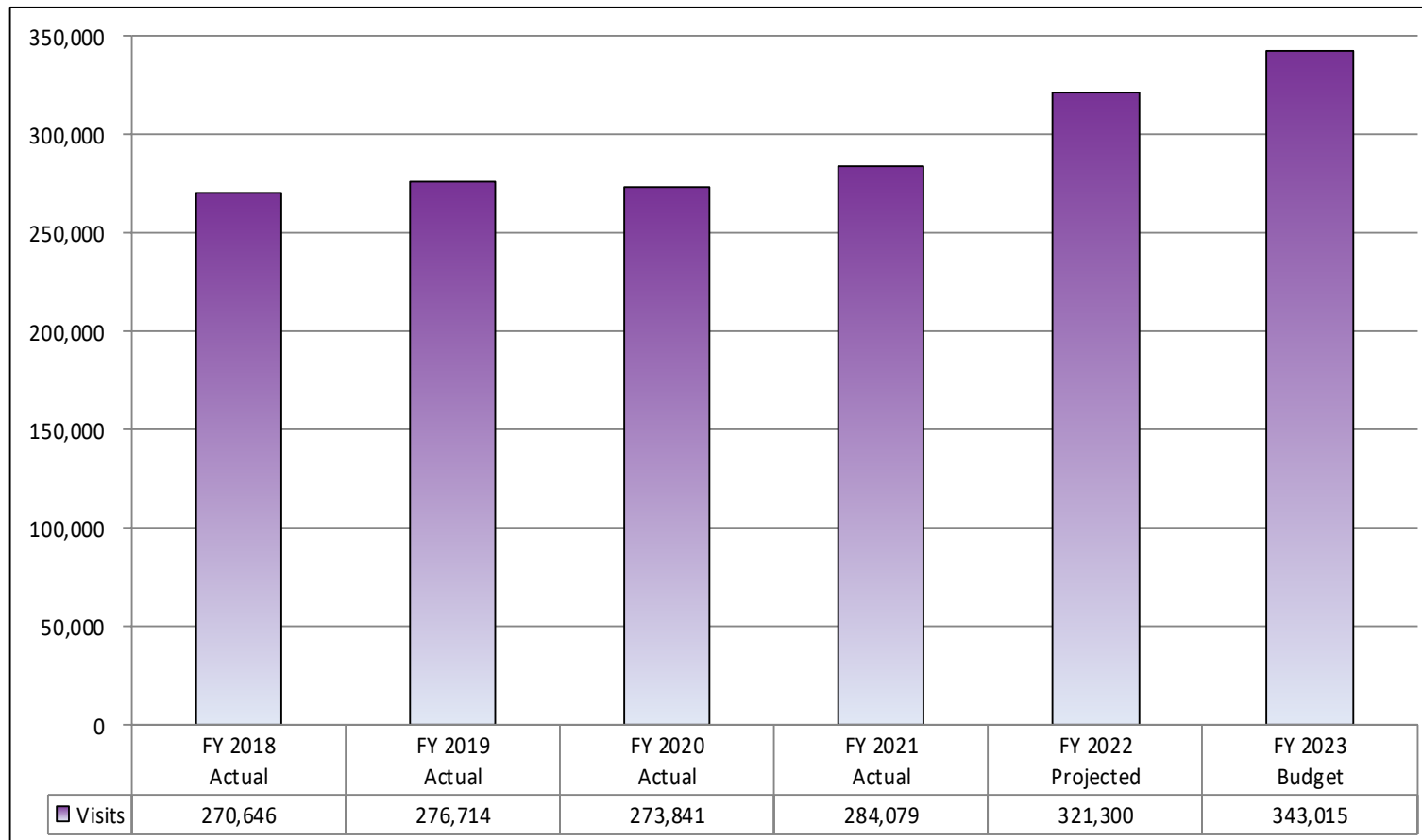
FY 2023 Budget Presentation

Surgical Cases (excludes FBC Surgeries)



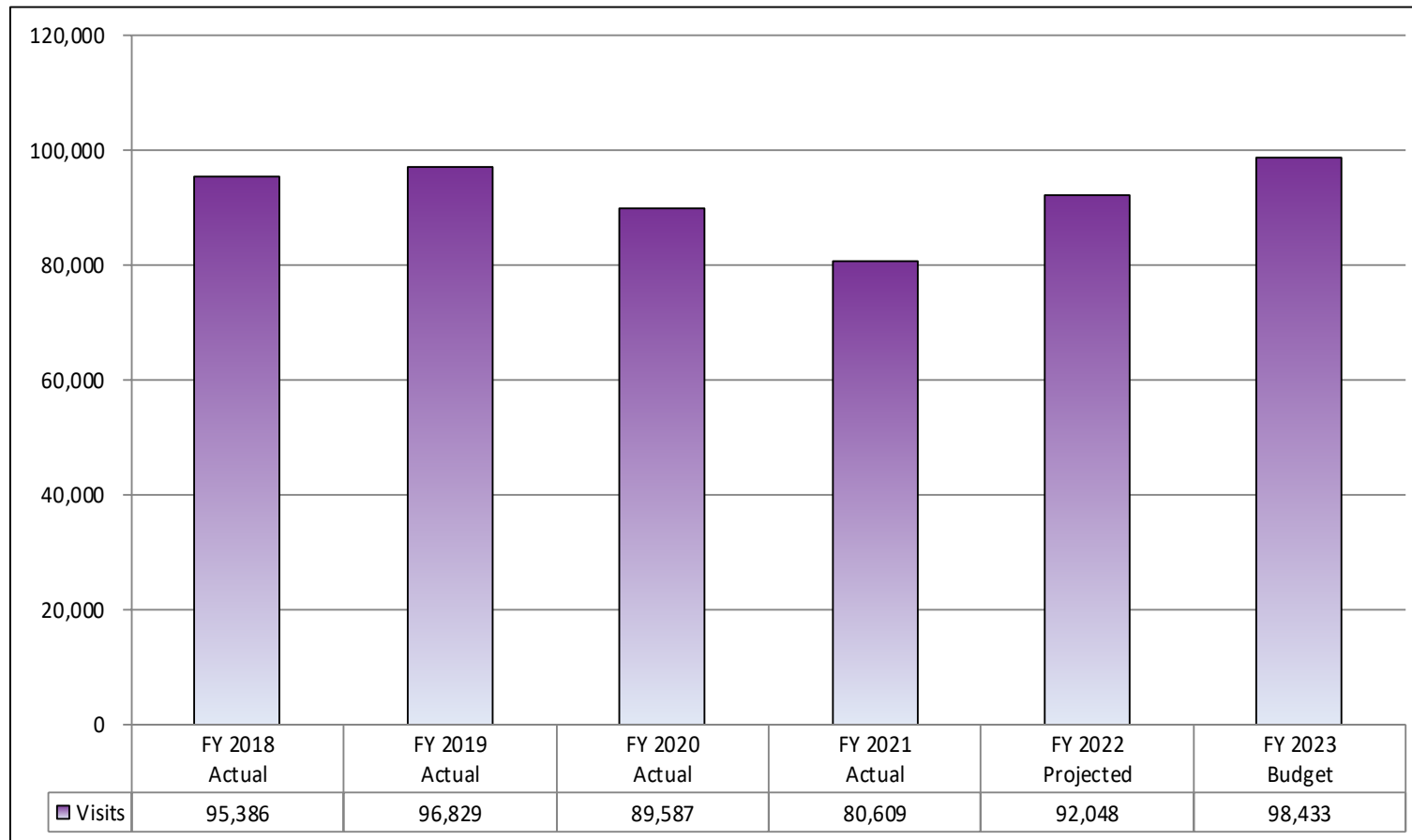
FY 2023 Budget Presentation

Hospital Outpatient Registrations



FY 2023 Budget Presentation

Emergency Department Visits *

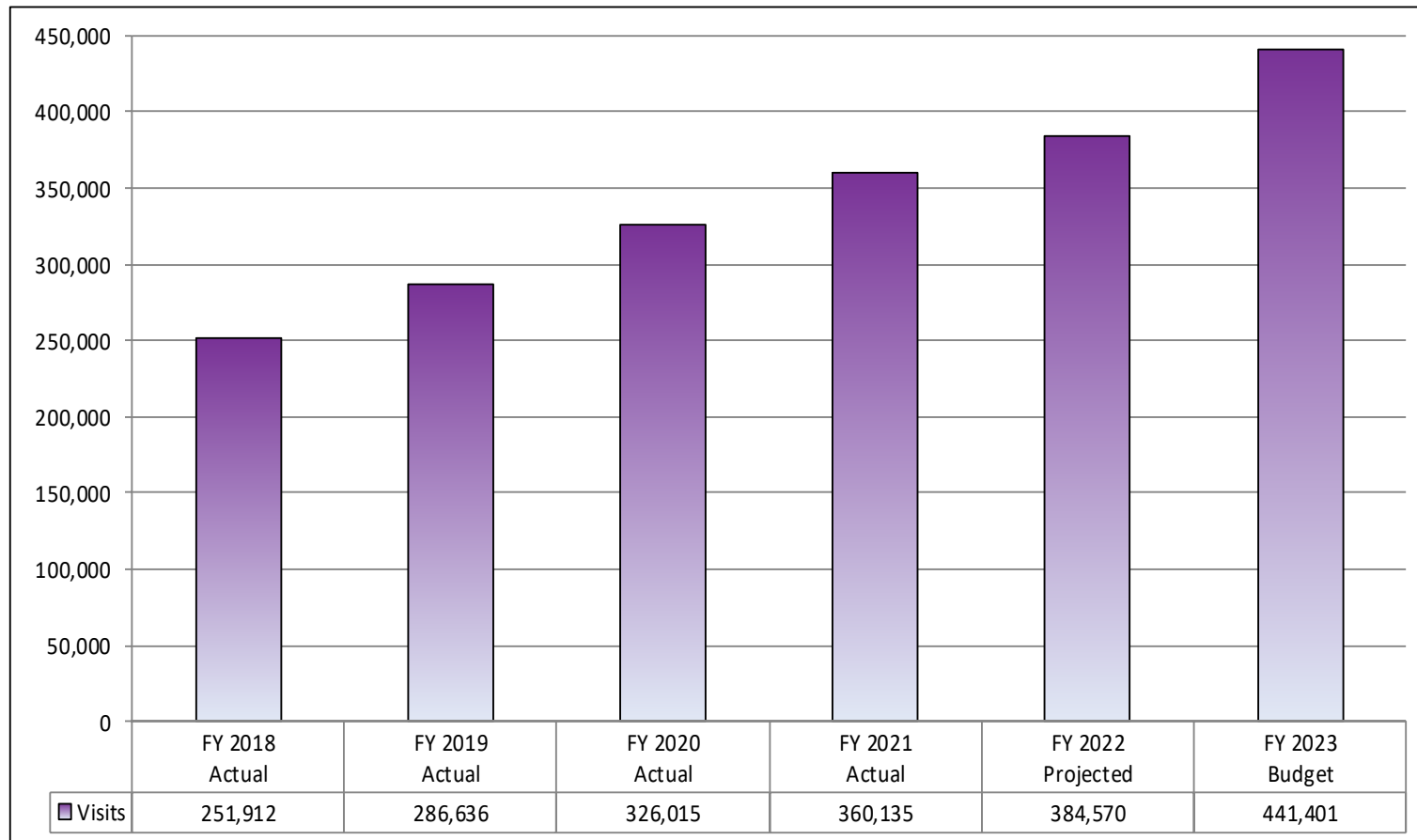


* Emergency Department Visits (including ED Admissions)



FY 2023 Budget Presentation

Clinic Visits *



* Clinic Visits exclude Hospitalists, Intensivists, Behavioral Med, Physical Med & Rehab, Wound Care, Radiologists, & ED Physicians



FY 2023 Budget Presentation

Appendix A: Planned Capital for FY2023

ID	Category/Product	Entity/Department	Director	OM VP Role	FY23 Planned Amt
2945	YFAC	01.07.41990: Nmotion	hkuklinski@nrh-ok.com	Richie	\$ 5,771,518
3500	Building Equipment	01.03.40350: HPX-Cath Lab	vmcknight@nrh-ok.com	Britttni	\$ 2,400,000
3755	Da Vinci Xi Surgical System	01.03.32100: HPX-Surgical Services	aboohar@nrh-ok.com	John	\$ 1,834,500
2077	Imaging (Ultrasound, Point-of-Care), Siemens Healthineers	01.03.40510: HPX-Imaging Services	dsbeswick@nrh-ok.com	John	\$ 594,850
2916	Power Source (Power Supply), APC by Schneider	01.99.93100: Health Information Technology	dkelley@nrh-ok.com	John	\$ 555,467
1265	Vehicle (Ambulance), Osage Ambulances	01.06.33500: EMSStat	khurley@nrh-ok.com	Britttni	\$ 496,960
2810	Crib (Infant Warmer), Atom Medical	01.03.30850: HPX-Newborn Transition Team	atroxell@nrh-ok.com	Britttni	\$ 392,400
2716	Bed (Birthing), Hillrom	01.03.30820: HPX-Labor, Delivery, & Recovery	atroxell@nrh-ok.com	Britttni	\$ 316,874
3423	Foodservice, CBORD Group, Inc	01.01.41160: NRH-Nutrition & Dining Services	ajones@nrh-ok.com	John	\$ 314,608
2701	Surgical Instruments/Equipment (Set), Medtronic	01.01.32100: NRH-Surgical Services	btimmerman@nrh-ok.com	John	\$ 301,072
3544	Endoscope (Video System), Olympus	01.07.41770: West Norman Endoscopy	tbranum@nrh-ok.com	Meegan	\$ 276,315
3405	Pump (Syringe), Smiths Medical	01.03.30950: HPX-NICU	atroxell@nrh-ok.com	Britttni	\$ 240,000
3484	Imaging, Philips Healthcare	01.03.40350: HPX-Cath Lab	vmcknight@nrh-ok.com	Britttni	\$ 230,000
2816	Crib (Infant Warmer), Atom Medical	01.03.30950: HPX-NICU	atroxell@nrh-ok.com	Britttni	\$ 193,130
3538	Cart (Imaging), Abbott Laboratories	01.03.40350: HPX-Cath Lab	vmcknight@nrh-ok.com	Britttni	\$ 140,000
3391	Construction	01.03.30810: HPX-Lactation Services	atroxell@nrh-ok.com	Britttni	\$ 134,612
	Information Technology (Server), Siemens				
3501	Healthineers	01.03.40520: HPX Heart Plaza Imaging	vmcknight@nrh-ok.com	Britttni	\$ 126,900
1402	Housekeeping (Accessories)	01.03.81200: HPX-Environmental Services	CBrowner@nrh-ok.com	John	\$ 118,452



FY 2023 Budget Presentation

Appendix A (continued)

ID	Category/Product	Entity/Department	Director	OM VP Role	FY23 Planned Amt
3486	Imaging, Philips Healthcare	01.03.40350: HPX-Cath Lab	vmcknight@nrh-ok.com	Brittini	\$ 115,000
2124	Pump (Compression), ZOLL Medical Corporation	01.06.33500: EMSSStat	khurley@nrh-ok.com	Brittini	\$ 101,179
3490	Analyzer	01.01.40100: NRH-Laboratory	cbohanan@nrh-ok.com	John	\$ 100,000
1417	Information Technology (Monitor, Display),	01.99.93100: Health Information Technology	dkelley@nrh-ok.com	John	\$ 100,000
2843	Respiratory (Ventilator), Philips Healthcare	01.01.40300: NRH-Respiratory Care	vmcknight@nrh-ok.com	Brittini	\$ 90,000
3431	Construction	01.03.30270: HPX Ortho Spine	tcolle@nrh-ok.com	Brittini	\$ 88,031
2644	Imaging (CT Scanner), Philips Healthcare	01.01.40440: Radiation Therapy	tbrannum@nrh-ok.com	Meegan	\$ 87,465
3540	Cardiac (Cath Lab), Philips Healthcare	01.01.40510: NRH-Imaging Services	dsbeswick@nrh-ok.com	John	\$ 85,192
3519	Information Technology (Server), Hewlett Packard	01.99.81420: Security	SCohea@nrh-ok.com	John	\$ 73,952
3428	Vehicle (Truck), Ford Motor Company	01.99.81420: Security	SCohea@nrh-ok.com	John	\$ 70,000
3458	Surgical Instruments/Equipment (Phacoemulsifier), Alcon Laboratories, Inc.	01.01.32100: NRH-Surgical Services	btimmerman@nrh-ok.com	John	\$ 64,500
2749	Monitor (Physiologic), Philips Healthcare	01.02.40510: NRM-Imaging Services	dsbeswick@nrh-ok.com	John	\$ 43,689
2056	Information Technology (Software), SAS	01.99.92020: Decision Support	rvmuzny@nrh-ok.com	John	\$ 33,580
3457	Table (Surgical), Hillrom	01.01.32100: NRH-Surgical Services	btimmerman@nrh-ok.com	John	\$ 38,885
3533	Surgical Instruments/Equipment (Electrosurgical Unit (ESU)), ERBE Inc.	01.07.41780: Medical Plaza Endoscopy	tbrannum@nrh-ok.com	Meegan	\$ 38,879
3448	Endoscope (Colonoscope), Olympus	01.01.32210: NRH-Endoscopy Lab	btimmerman@nrh-ok.com	John	\$ 38,401
3537	Imaging (Accessories), Abbott Laboratories	01.03.40350: HPX-Cath Lab	vmcknight@nrh-ok.com	Brittini	\$ 30,000
3446	Monitor (Cerebral), Integra LifeScience	01.01.40200: NRH-Central Supply-Sterile Processing	btimmerman@nrh-ok.com	John	\$ 29,435



FY 2023 Budget Presentation

Appendix A (continued)

ID	Category/Product	Entity/Department	Director	OM VP Role	FY23 Planned Amt
2069	Imaging (Breast Biopsy), BD (Becton, Dickinson and Company)	01.03.40480: HPX Mammography	dsbeswick@nrh-ok.com	John	\$ 28,475
2742	Construction Phase 1: Design	01.07.41710: Neurosurgeons	pjones@nrh-ok.com	Meegan	\$ 25,000
3447	Surgery (Cryosurgery), ERBE Inc.	01.01.32210: NRH-Endoscopy Lab	btimmerman@nrh-ok.com	John	\$ 24,283
2179	Furniture & Fixture, Admiral Express	01.03.31440: HPX-PCCU	cmcmurray@nrh-ok.com	Brittini	\$ 24,000
3469	Surgery (OR Environment), InVitaHealth	01.01.32100: NRH-Surgical Services	btimmerman@nrh-ok.com	John	\$ 21,900
3439	Pump (Fluid, Suction), Hologic	01.03.32110: HPX-Womens Surgery	btimmerman@nrh-ok.com	John	\$ 18,495
3542	Test Equipment (Stress Test System), GE Healthcare	01.01.40510: NRH-Imaging Services	dsbeswick@nrh-ok.com	John	\$ 14,000
3523	Security (Personal Safety), armorskin XP	01.99.81420: Security	SCohea@nrh-ok.com	John	\$ 13,337
3502	Cardiac (Electrocardiograph (EKG)), GE Healthcare	01.07.41420: Heart & Vascular Assoc.	vmcknight@nrh-ok.com	Brittini	\$ 11,550
3419	Television (Commercial), Samsung - Electronics & Appliances	01.01.94150: Education	kmwells@nrh-ok.com	Paula	\$ 10,665
3454	Endoscope (Cystoscope), Olympus	01.01.32100: NRH-Surgical Services	btimmerman@nrh-ok.com	John	\$ 9,758
2860	Patient Care (Patient Lift), Guldman Inc.	01.02.33200: NRM-Emergency Department	jmilam@nrh-ok.com	Brittini	\$ 8,962
3477	Test Equipment (Bilirubinometer), Draeger Medical, Inc	01.03.30850: HPX-Newborn Transition Team	atroxell@nrh-ok.com	Brittini	\$ 8,403
2815	Patient Care (Suction Regulator), Ohio Medical	01.03.30950: HPX-NICU	atroxell@nrh-ok.com	Brittini	\$ 8,232
2744	Furniture & Fixture, La-Z-Boy Comfort Studio	01.06.33500: EMSSStat	khurley@nrh-ok.com	Brittini	\$ 7,425
3504	Housekeeping (Floor Scrubber), Nobles (a Tennant Company)	01.03.81200: HPX-Environmental Services	CBawner@nrh-ok.com	John	\$ 6,500
3403	Monitor (Fetal), GE Healthcare	01.03.30820: HPX-Labor, Delivery, & Recovery	atroxell@nrh-ok.com	Brittini	\$ 5,638
3478	Information Technology	01.99.73450: Health Promotion Services	kmwells@nrh-ok.com	Paula	\$ 5,000
					<u>\$ 15,917,468</u>

