

3-1-2005

# The economic contribution of Florida's hospitals : an analysis performed by Center for Economic Development Research, College of Business Administration, University of South Florida

University of South Florida. Center for Economic Development Research

Follow this and additional works at: [http://scholarcommons.usf.edu/business\\_pub](http://scholarcommons.usf.edu/business_pub)

 Part of the [Business Commons](#)

---

## Scholar Commons Citation

University of South Florida. Center for Economic Development Research, "The economic contribution of Florida's hospitals : an analysis performed by Center for Economic Development Research, College of Business Administration, University of South Florida" (2005). *College of Business Publications*. Paper 23.

[http://scholarcommons.usf.edu/business\\_pub/23](http://scholarcommons.usf.edu/business_pub/23)

This Article is brought to you for free and open access by the College of Business at Scholar Commons. It has been accepted for inclusion in College of Business Publications by an authorized administrator of Scholar Commons. For more information, please contact [scholarcommons@usf.edu](mailto:scholarcommons@usf.edu).

# The Economic Contribution of Florida's Hospitals

An Analysis Performed by

CENTER FOR ECONOMIC DEVELOPMENT RESEARCH  
College of Business Administration



1101 Channelside Dr., 2<sup>nd</sup> Floor N., Tampa, Florida 33602  
Office: (813) 905-5854 or Fax: (813) 905-5856

March 2005

## Table of Contents

Preface.....	ii
Executive Summary .....	iii
I. Introduction . .....	1
II. Economic Contribution of Operating Expenditures.....	4
III. Economic Contribution of Spending by Hospital Employees.....	6
IV. Economic Contributions by County. ....	8
V. Conclusions.....	11
Appendix A. List of Florida Hospitals. ....	12
Appendix B. Financial Data and Full-Time Employee Equivalents (FTEs), Florida Hospitals, Fiscal Year 2002 .....	18
Appendix C. Selected Financial Data and Full-Time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002.....	23

## *Preface*

*The Florida Hospital Association (FHA) is a statewide organization representing the interests of hospitals and health care systems. The FHA provides advocacy before the state legislature, Congress, state, and federal regulatory agencies, and the court system.*

*This study was commissioned by the FHA and performed by the Center for Economic Development Research, College of Business Administration, University of South Florida. The purpose of the report is to quantify the economic contribution to Florida by hospitals in the state. The Center for Economic Development Research provides information and conducts research on issues related to economic growth and development in the Nation, in the state of Florida, and particularly in the central Florida region. The Center serves the faculty, staff, and students of the College of Business Administration, the University, and individuals and organizations in the Tampa Bay region and statewide. Activities of the Center for Economic Development Research are designed to further the objectives of the University and specifically the objectives of the College of Business Administration.*

Robert Anderson, Dean, College of Business Administration (COBA), USF  
Dennis G. Colie, Director, Center for Economic Development Research (CEDR), COBA, USF,  
Economist and Principal Investigator  
Alexander A. McPherson, Research Associate, CEDR, COBA, USF  
March 2005 (Revised)

## Executive Summary

This study quantifies the economic contribution to the state by Florida hospitals. Specifically, we examine the quantifiable economic effects of operational expenditures and payroll for Florida's hospitals. Because of the circulation of funds within the state's economy, the overall contribution of the spending activities is a multiple of the initial, or first round, of spending. The overall impact is measured by employment, labor income, and production. The data used in the estimation are from fiscal year 2002. The quantifiable contribution is interpreted as Florida hospitals' expected *annual* economic contribution to the state.

The quantifiable economic contributions of the 222 Florida hospitals to the state of Florida are:

**Jobs. Florida hospitals contribute 432,116 jobs in the state.** There are 214,393 employee positions within Florida hospitals, plus 217,723 more jobs are created in the state as a result of the hospitals' economic activities. **The employment multiplier is 2.02**, that is, for every 100 jobs in Florida hospitals, the state gains another 102 jobs outside the hospitals.

**Labor Income. Florida hospitals contribute \$16 billion (\$16,130,693,244) of labor income for workers in the state.** Florida hospitals' annual payroll is more than \$8.9 billion (\$8,908,904,071) for employees, plus over \$7.2 billion (\$7,221,789,173) is earned annually by workers in the other 217,723 jobs created in the state as a result of the hospitals' economic activities. **The labor income multiplier is 1.81** that is, for every \$100 paid by Florida hospitals to their employees \$81 of additional income is created for other workers throughout the state.

**Health Care Output.** In 2002, Florida hospitals had millions of patient-admissions, outpatient, and emergency room visits. This is the hospitals' health care output. We are unable to place a dollar value on this output.

**Pecuniary Output.** The workers in the 432,116 jobs created in the state as a result of Florida hospitals' economic activities, produced goods and services valued at \$30 billion (\$30,231,585,730). Of these **\$30 billion worth of goods and services produced in Florida**, the state's hospitals were directly responsible for purchases totaling almost \$12.7 billion (\$12,689,713,348) for operations. **The output multiplier is 1.40**, that is, for every \$100 in hospital spending for goods, services and payroll, another \$40 of output is produced to accommodate the ripple effect throughout the state.

**County Contributions.** Fifty-eight of Florida's 67 counties have at least one hospital. Miami-Dade County has the most with 26 hospitals. All of the hospitals contribute to the jobs, income, and production within the counties where they are located. However, due to differing commercial structures in these counties, the range of county economic contributions varies widely. The Florida-county Employment Multipliers range from a high of 2.11 (Miami-Dade) to a low of 1.17 (Gadsden). The Florida-county Labor Income Multipliers range from a high of 1.88 (Miami-Dade) to a low of 1.10 (Union).

## I. Introduction

This study quantifies the economic contribution to the state by the 222 Florida hospitals. If these hospitals closed, or even if their spending activities decreased, there would be a loss of jobs, income, and production within the state. This study estimates the loss if the hospitals were closed and all their employees left the state. In terms of economic impact analysis, this quantifiable estimate of theoretical loss is the economic contribution to the state of Florida by its hospitals.

Specifically, we examine the quantifiable economic effects of operational expenditures and payroll for Florida's hospitals. Because of the circulation of economic activity within the state's economy, the overall impact of the spending activities is a multiple of the initial, or first round, of spending. That is, there are links among the various commercial elements of Florida's economy. Through these links, second and subsequent rounds of spending occur following the initial expenditures by Florida's hospitals.

For example, when a hospital purchases locally produced milk, the dairy, in turn, must spend a portion of the funds received from the hospital to hire workers, buy milking machines, and pay for veterinary services. The first round, or initial, spending produces a direct effect on the state's economy. The economic effects of subsequent spending by businesses, such as the purchase of milking machines and veterinary services, are called the indirect effects. And, workers' spending, which becomes possible due to their incomes motivated by first round expenditures, leads to induced effects. So it goes, round by round, with the initial spending by the hospital having a multiple effect on employment, income, and production within the state.

These rounds of spending continue within the state until the initial expenditures that were made by Florida's hospitals "leak" out of the state's economy. Leaks occur due to taxes, savings, and spending for goods and services produced outside of Florida.

In this study, we estimate the contribution of annual spending by hospitals in Florida. The contribution is measured by employment, labor income, and output. The data used in the estimates are from Fiscal Year (FY) 2002. The contribution on employment is measured in terms of jobs. Labor income, which is aggregated from all sources, including employment income and proprietors' income, is denominated in 2002 dollars. Output, akin to sales, is measured in 2002 dollars. These are three measurements of the same phenomenon similar to weight, density, and shape being different ways to measure the same solid object.

Although the focus of this study is the quantifiable economic effects of Florida's hospitals on the state, we recognize the expenditures and the "multiplier" effects are only the monetary contribution of statewide hospital care. Florida hospitals had millions of admissions, outpatient, and emergency room visits during 2002. We cannot put a dollar value on the medical benefits to patients treated at Florida hospitals. However, we point out that the care received by patients results in improved health status and well being. Patients with improved health and functionality become more productive citizens.

Florida hospitals not only provide planned and emergency medical care for residents of their communities, but also are typically one of the larger employers in their communities. Having a hospital in a community is also an important factor for businesses looking to relocate in the area.

Florida's hospital leaders and staff actively serve on boards of community organizations and volunteer their time and resources in support of community activities. Health, blood pressure and cholesterol screening are common among many hospital community health programs. Many hospitals in Florida also partner with civic organizations for a variety of programs. Other common hospital partners include physicians, and local medical societies, community leaders, public health departments, as well as education leaders and school boards. A number of Florida hospitals also conduct training for allied health professionals as well as provide educational support for local colleges and universities.

In this analysis, we only include operating expenses and payroll – and exclude non-operating expenditures – so that our quantifiable estimate of Florida hospitals' economic contribution may be measured and understood as an annual occurrence. That is, as long as the hospitals' doors remain open, the quantifiable contribution will continue year to year.

We use the expenditure approach to analyze the economic contribution due to hospital operating expenditures. This approach uses expenses as a proxy for output generated as a result of hospital operations. Florida hospitals' total operating and non-operating expenses for FY 2002 were \$22,996,533,603. Not all hospitals reported operating and non-operating expenses separately. But, for those hospitals that did report non-operating expenses separately, an average of 6.08% of reported total operating and non-operating expenses were for non-operating expenditures. Thus, we estimate total operating expenses for all hospitals in FY 2002 to be \$21,598,617,419. Also, during fiscal year 2002, \$8,908,904,071 was paid for wages and salaries and included in total operating expenses.

Hence, FY 2002 total operating expenses, excluding spending for wages and salaries, was \$12,689,713,348. The economic contribution to the state attributable to this spending is explained in Section II of this report.

The economic contribution to the state of Florida attributable to the hospitals' 214,393 full-time equivalent (FTE) jobs and aggregate payroll of \$8.9 billion is explained in Section III of this report.

We also analyze the economic contributions to the counties in which the hospitals are located. The contributions by county are described in Section IV of this report. Similar to the analysis of the total effect of all hospitals in the state, we use the expenditure approach to analyze the contributions due hospital operating expenditures in each county.

The conclusions of the study are presented in Section V.

## II. Economic Contribution of Operating Expenses

This section explains the economic contribution within the state of Florida of hospital operating expenses, excluding salaries. Contributions due to hospital employees' salaries are explained in the next section of this report. The sum of Florida hospitals' operating and non-operating expenses in FY 2002 was \$22,996,533,603. About 6.08% of this amount, or \$1,397,916,184, was non-operating expenses. Operating expenses of all hospitals in Florida, excluding salaries, was \$12,689,713,348. However, not all of these funds were spent in Florida.

The IMPLAN<sup>TM</sup> model contains Regional Purchase Coefficients (RPCs) for each industry in a region's economy. The RPC is used to distinguish between an amount locally spent for goods and services and an amount spent for imported goods and services. From the model, we observe that Florida hospitals spent about 78.5% of operating expenses, excluding salaries, on goods and services produced in Florida. The remainder is spent to import goods and services from outside of Florida. The hospitals' purchase of goods and services produced in Florida has a multiplicative effect within the state. The total effect or economic contribution is the sum of direct, indirect, and induced spending. This contribution is measurable in terms of employment, labor income, and output.

In this analysis of operating expenses, we use the expenditure approach. This approach assumes that the value of a hospital's output approximately equals the expenditures required to produce the output. Thus, we enter expenditures into the IMPLAN<sup>TM</sup> model to proxy for output.

**Table 1** on page 5 shows the contribution of Florida hospitals' operating expenditures to the state's economy.

*About 331,505 jobs in Florida depend on Florida hospital spending for goods and services, of which about 214,393 persons are directly employed by the hospitals. Annually, workers in these 331,505 jobs earn over \$12.88 billion in labor income, while producing output valued at almost \$20.96 billion.*

Second and subsequent rounds of spending by businesses, as a result of the direct effects of spending for Florida-produced goods and services, contribute 47,318 more jobs and provide workers in those jobs with over \$1.74 million of labor income. These rounds of spending increase output of goods and services in the state by another \$4.63 billion.

The increase in labor income, due to the direct and indirect effects of Florida hospitals' spending for goods and services produced in Florida, induces further spending. Induced spending supports another 69,794 jobs, which provide another \$2.23 million in income, and add \$6.37 billion to output.

In summary, the total contribution of Florida hospitals' operating expenditures, excluding salaries, to the state's economy is approximately 331,505 jobs including the direct employment of 214,393 persons by the hospitals. Workers in these jobs receive over \$12.88 billion of income for



producing in excess of \$20.95 billion in output each year. The secondary effects (indirect and induced) of this contribution to the economy are distributed among the North American Industry Classification System (NAICS) sectors shown in Table 1.<sup>1</sup> The primary benefit of the hospitals' economic activity from an Employment perspective is to firms in the Retail Trade sector of Florida's economy. The Retail Trade sector adds 15,518 jobs with labor income over \$390 million. Workers in the added jobs in the Retail Trade sector produce output valued at almost \$860 million. From a labor income perspective, workers in the Health and Social Services sector of Florida's economy benefit most. The 13,704 additional jobs created in this sector earn almost \$539 million while producing additional output valued at over \$999 million. The Real Estate and Rental sector of Florida's economy benefits most in terms of quantity of output produced. The 9,371 workers added in the Real Estate and Rentals sector earn over \$212 million in labor income while producing output valued at almost \$1.35 billion.

---

<sup>1</sup> The North American Industry Classification System (NAICS) has replaced the Standard Industry Classification (SIC) system. NAICS was developed jointly by the U.S., Canada, and Mexico to provide new comparability in statistics about business activity across North America.

Table 1  
Contribution of Hospitals' Operations to Florida's Economy

<u>NAICS Sector</u>	<u>Employment</u>	<u>Labor Income</u>	<u>Output</u>
Agriculture, Forestry, Fish & Hunting	633.4 jobs	\$ 11,948,727	\$ 43,861,208
Mining	148.9	4,494,697	27,876,022
Utilities	568.9	60,749,228	284,830,560
Construction	1,550.7	57,960,928	125,852,784
Manufacturing	3,877.7	204,506,144	816,660,864
Wholesale Trade	4,611.1	247,867,376	618,611,840
Transportation & Warehousing	4,965.8	220,508,304	444,390,752
Retail Trade	15,514.6	390,070,912	859,470,464
Information	1,941.4	108,700,832	387,582,304
Finance & Insurance	7,398.8	362,792,768	1,078,471,040
Real Estate & Rental	9,368.8	212,334,960	1,345,987,072
Professional - Scientific & Technical Services	9,571.9	501,009,184	820,164,352
Management of Companies	1,858.0	128,313,016	270,991,616
Administrative & Waste Services	14,909.0	375,227,264	679,015,104
Educational Services	1,924.5	51,415,676	95,515,952
Health & Social Services	13,701.4	538,473,472	998,831,104
Arts - Entertainment & Recreation	2,274.2	55,735,076	127,122,504
Accommodation & Food Services	12,009.1	204,022,224	517,519,744
Other Services	9,018.4	182,418,448	436,480,224
Government & non-NAICS	1,240.0	56,389,524	1,011,923,456
Florida Hospitals	<u>214,393.2</u>	<u>8,908,904,071</u>	<u>9,955,487,744</u>
Total Florida Contribution	331,479.8 jobs	\$ 12,883,842,831	\$ 20,946,646,710

Note: The “non-NAICS” portion of the NAICS Sector titled “Government and non-NAICS” includes values and adjustments for non-classifiable areas of the economy. These areas include noncomparable imports, scrap, used and secondhand goods, an adjustment for balance with the rest of the world, an inventory valuation adjustment, and a value for owner-occupied dwellings.

### III. Economic Contribution of Spending by Hospital Employees

In this section, we explain the economic contribution to Florida due to spending by the employees of Florida's 222 hospitals. During FY 2002, the hospitals employed the equivalent of 214,393 full-time workers and paid a total of \$8,908,904,071 in wages and salaries to these employees. We estimate that this employment income generated \$1,207,999,312 in tax liabilities.<sup>2</sup> After paying taxes out of their total labor income, the employees had \$7,700,904,759 in spending power, called personal disposable income.

How that money is spent depends upon the level of household income. To model the spending patterns of the hospital employees, we assume that they are within the medium household income level.<sup>3</sup>

The employees provide a contribution to the state's economy when they spend their disposable income to buy goods and services that are produced in Florida. The total contribution is the sum of direct, indirect, and induced spending. This contribution is measurable in terms of increased employment, labor income, and output.

**Table 2** on page 7 shows the contribution of Florida hospitals' employee spending to Florida's economy.

*About 100,636 jobs within Florida, in addition to the 214,393 full-time equivalent jobs at the hospitals, benefit from Florida hospitals' employment payroll. Annually, the workers in these 100,636 jobs earn almost \$3.25 billion of income, while producing an output valued at approximately \$9.28 billion.*

About \$2.49 billion of the hospital employees' \$7.70 billion disposable income is spent for items that are categorized as "Institutions." A common characteristic of items in this category is that no local productive capacity is used to produce the output that the disposable income purchases. The category includes items for domestic trade and foreign trade, saving or investment in capital stock, an item for depletion or additions to inventory, and spending for fees, fines, or other payments to the local, state, and federal government. Institutional spending represents leakages from a regional economy and are not included in Table 2.

The total contribution of Florida hospitals' payroll to the state's economy is distributed among broadly defined statewide business sectors as shown in Table 2 below. The primary benefit of this economic activity from an Employment perspective goes to firms in the Retail Trade sector of Florida's economy. The Retail Trade sector adds 21,534 jobs with labor income almost \$541

---

<sup>2</sup> The 2003 Florida Statistical Abstract is the basis for a disposable income factor of 0.8644 of labor income. The Abstract is published by the Bureau of Economic and Business Research, College of Business Administration, University of Florida, Gainesville, FL 32611.

<sup>3</sup> We do not have data about the household incomes of the employees. However, we note that average personal disposable income per FTE is \$35,919, i.e. \$8,908,904,071 multiplied by 0.8644 divided by 214,393.2 FTEs. We used the IMPLAN \$35k-50k annual income bracket, which is a medium bracket.

million. Workers in the added jobs in the Retail Trade sector produce output valued at over \$1.19 billion. From a labor income perspective, other workers in the Health and Social Services sector of Florida's economy benefit most. The 18,117 additional jobs created in this sector earn almost \$746 million while producing the highest value of output, valued at over \$1.36 billion.

Table 2  
Contribution of Hospitals' Payrolls to Florida's Economy

<u>NAICS Sector</u>	<u>Employment</u>	<u>Labor Income</u>	<u>Output</u>
Agriculture, Forestry, Fish & Hunting	717.6 jobs	\$ 13,262,448	\$ 50,256,112
Mining	88.8	1,713,669	16,405,676
Utilities	435.1	46,220,516	216,875,040
Construction	690.3	25,893,432	59,976,864
Manufacturing	2,103.7	94,358,792	441,887,520
Wholesale Trade	4,038.4	217,081,280	541,777,856
Transportation & Warehousing	2,782.2	109,024,552	273,332,864
Retail Trade	21,534.0	540,813,376	1,192,884,352
Information	1,676.0	92,167,000	345,587,552
Finance & Insurance	6,179.3	307,582,976	988,088,768
Real Estate & Rental	4,798.9	109,341,656	667,080,896
Professional - Scientific & Technical Services	4,470.2	221,292,080	367,972,864
Management of Companies	700.8	48,396,272	102,210,864
Administrative & Waste Services	4,339.7	112,580,144	218,853,168
Educational Services	1,923.0	50,516,032	95,393,968
Health & Social Services	18,117.4	745,885,184	1,363,012,480
Arts - Entertainment & Recreation	2,570.2	63,133,060	146,503,584
Accommodation & Food Services	13,093.6	219,435,040	556,534,336
Other Services	9,475.1	187,271,040	432,002,304
Government & non-NAICS	902	40,881,864	1,208,301,952
<b>Total Florida Contribution</b>	<b>100,636.2 jobs</b>	<b>\$ 3,246,850,413</b>	<b>\$ 9,284,939,020</b>

Note: The "non-NAICS" portion of the NAICS Sector titled "Government and non-NAICS" includes values and adjustments for non-classifiable areas of the economy. These areas include noncomparable imports, scrap, used and secondhand goods, an adjustment for balance with the rest of the world, an inventory valuation adjustment, and a value for owner-occupied dwellings.

## IV. Economic Contribution by County

In this section, we explain the economic contributions by Florida's hospitals to the county in which they are located. Fifty-eight of Florida's 67 counties are represented by at least one hospital that is included in the data set. Thirty-eight counties have more than one hospital in the data set.

The county data are used to estimate employment, labor income, and output created within a county by the economic activities of its hospital(s). The employment results are shown in **Table 3A**, the labor income results are shown in **Table 3B**, and the output results are shown in **Table 3C**.

Table 3A on page 10 shows the number of hospital jobs in each county in the column labeled *Hospital Employment*. Additional jobs created within a county are shown in the columns labeled *Employment Contribution due to Hospital Operations* and *Employment Contribution due to Payroll*. The column labeled *Total Employment* includes all jobs related to the hospitals' presence in a particular county. Miami-Dade County, with its 26 hospitals, leads all other counties in this measure of economic activity and contribution.

Table 3B on page 11 shows the aggregate payroll for hospital workers in the column labeled *Hospital Payroll*. Additional labor income created within a county is shown in the columns labeled *Labor Income Contribution due to Hospital Operations* and *Labor Income Contribution due to Payroll*. The column labeled *Total Labor Income Contribution* includes all labor income as a result of the hospitals' presence in a particular county.

Table 3C on page 12 shows total hospital operating expenditures in the column labeled *Hospital Operating Expenditures*. Additional output created within a county is shown in the columns labeled *Output Contribution due to Hospital Expenditures* and *Output Contribution due to Payroll*. The column labeled *Total Output Contribution* includes all output produced in a county as a result of the hospitals' presence.

To provide relative measures of economic contribution, we calculate and report in the tables a Multiplier for each measure of contribution: *Employment*, *Labor Income*, and *Output*, for each county. The employment multiplier is found by dividing the Total Employment Contribution by Hospital Employment. For example, the Employment Multiplier for Miami-Dade County is 2.11, i.e. [72,884/34,558]. The interpretation is that for every 100 jobs in Miami-Dade hospitals, the county adds another 111 jobs outside of the hospitals.

The Labor Income Multiplier is found by dividing the Total Labor Income by Hospital Payroll. For example, the Labor Income Multiplier for Hillsborough County is 1.86, i.e. [\$1,098,901,211/\$592,019,108]. The interpretation is that for every \$100 paid by hospitals in Hillsborough County to their employees, \$86 of additional income is created for other workers in Hillsborough County.

The Output Multiplier is found by dividing the Total Output by the total of recurring Hospital Operating Expenses and Payroll. For example, the Output Multiplier for Alachua County is 1.27, i.e.  $[\$869,932,445/(\$420,020,382+\$265,552,513)]$ . The interpretation is that for every \$100 spent on goods and services and on payroll by hospitals in Alachua County, \$27 of additional goods and services are sold in the county.

The Florida-county Employment Multipliers range from a high of 2.11 (Miami-Dade) to a low of 1.17 (Gadsden). The Florida-county Labor Income Multipliers range from a high of 1.88 (Miami-Dade) to a low of 1.10 (Union). Similarly, the Florida-county Output Multipliers range from a high of 1.53 (Miami-Dade) to a low of 0.37 (Levy).<sup>4</sup> The relative size of the multipliers is a function of each county's commercial links. The county with more industries providing commercial links, i.e. sales/purchase activities, among its industries will tend to have higher multipliers than a county with fewer industries, and thus, fewer commercial links.

In summary, 58 of Florida's 67 counties have at least one hospital. Miami-Dade County has the most with 26 hospitals. All of the hospitals contribute to the jobs, labor income, and output within the counties where they are located. However, due to differing commercial structures in these counties, the range of county economic contribution is wide.

---

<sup>4</sup> An Output Multiplier less than 1 indicates that less than the total amount of spending is being produced in the local region to satisfy the total demand generated by the hospital operating expenditures and payroll. This is due in part to a very low Regional Purchase Coefficient for the particular industry in the area of analysis. Also, household purchases tend to include a relatively high proportion of items imported to the region.

Table 3A  
Employment Contribution of Florida Hospitals by County

County	Hospital Employment	Employment Contribution due to Hospital Operations	Employment Contribution due to Payroll	Total Employment Contribution	Employment Multiplier
Alachua	6529.4	3931.1	2756.6	13217.1	2.02
Baker	1307.9	82.5	183.0	1573.4	1.20
Bay	2500.9	1212.6	906.0	4619.5	1.85
Bradford	146.9	17.3	34.4	198.6	1.35
Brevard	6469.1	2754.4	2414.7	11638.2	1.80
Broward	19667.8	5234.9	8639.1	33541.8	1.71
Calhoun	50.0	3.6	9.9	63.5	1.27
Charlotte	2124.6	1145.1	662.2	3931.9	1.85
Citrus	1250.1	305.4	352.4	1907.9	1.53
Clay	859.1	246.1	323.8	1429.0	1.66
Collier	3939.3	697.9	930.0	5567.2	1.41
Columbia	605.6	247.7	197.3	1050.6	1.73
Desoto	804.0	77.0	122.9	1003.9	1.25
Duval	13396.3	7842.2	5953.8	27192.3	2.03
Escambia	5238.0	3302.7	2165.0	10705.7	2.04
Flagler	287.8	33.9	73.6	395.3	1.37
Franklin	50.2	3.4	11.9	65.5	1.30
Gadsden	2540.2	127.9	316.2	2984.3	1.17
Hamilton	78.6	4.8	12.3	95.7	1.22
Hardee	97.7	20.1	19.3	137.1	1.40
Hendry	158.6	20.1	28.2	206.9	1.30
Hernando	1426.3	491.9	405.6	2323.8	1.63
Highlands	1091.1	538.7	358.4	1988.2	1.82
Hillsborough	14308.6	8983.0	6628.8	29920.4	2.09
Holmes	79.5	3.8	10.4	93.7	1.18
Indian River	1551.7	610.9	511.9	2674.5	1.72
Jackson	454.2	78.8	105.2	638.2	1.41
Lake	2956.2	1098.1	1056.5	5110.8	1.73
Lee	4618.4	702.8	1714.7	7035.9	1.52
Leon	3746.6	1391.5	1491.3	6629.4	1.77
Levy	76.5	5.6	12.5	94.6	1.24
Madison	154.5	12.3	28.2	195.0	1.26
Manatee	2304.9	602.8	682.5	3590.2	1.56
Marion	3078.2	562.4	1082.7	4723.3	1.53
Martin	1893.1	430.0	659.5	2982.6	1.58
Miami-Dade	34557.6	21836.7	16489.7	72884.0	2.11
Monroe	773.7	180.1	219.6	1173.4	1.52
Nassau	289.4	21.5	62.0	372.9	1.29
Okaloosa	1715.5	622.1	571.0	2908.6	1.70
Okeechobee	366.8	120.6	106.2	593.6	1.62
Orange	20360.4	9567.2	9047.9	38975.5	1.91
Osceola	761.9	352.9	298.9	1413.7	1.86
Palm Beach	13206.2	4631.8	4974.2	22812.2	1.73
Pasco	2920.8	945.0	916.5	4782.3	1.64
Pinellas	11795.9	7373.8	5620.2	24789.9	2.10
Polk	5979.0	2672.1	2331.2	10982.3	1.84
Putnam	450.7	77.4	96.9	625.0	1.39
Santa Rosa	526.6	77.2	109.3	713.1	1.35
Sarasota	4625.9	2489.6	1829.8	8945.3	1.93
Seminole	691.2	199.9	267.8	1158.9	1.68
St Johns	1140.4	145.6	305.5	1591.5	1.40
St Lucie	1732.9	760.0	653.0	3145.9	1.82
Suwannee	118.5	9.2	26.9	154.6	1.30

Table 3B  
Labor Income Contribution of Florida Hospitals by County

County	Hospital Payroll	Labor Income Contribution due to Hospital Operations	Labor Income due to Payroll	Total Labor Income Contribution	Labor Income Multiplier
Alachua	\$265,552,513	\$363,029,255	\$70,924,066	\$433,953,321	1.63
Baker	\$36,184,001	\$38,067,353	\$3,894,375	\$41,961,728	1.16
Bay	\$83,283,168	\$115,445,948	\$24,663,727	\$140,109,675	1.68
Bradford	\$6,255,458	\$6,687,612	\$790,910	\$7,478,522	1.20
Brevard	\$256,996,619	\$333,779,990	\$66,517,481	\$400,297,471	1.56
Broward	\$906,155,771	\$1,084,760,429	\$281,368,346	\$1,366,128,775	1.51
Calhoun	\$1,910,058	\$1,996,223	\$214,349	\$2,210,572	1.16
Charlotte	\$80,976,686	\$114,107,364	\$19,055,815	\$133,163,179	1.64
Citrus	\$42,560,492	\$49,948,712	\$8,739,027	\$58,687,739	1.38
Clay	\$40,256,061	\$46,290,038	\$8,012,369	\$54,302,407	1.35
Collier	\$125,197,783	\$151,289,739	\$32,316,350	\$183,606,089	1.47
Columbia	\$23,807,643	\$30,312,385	\$5,062,504	\$35,374,889	1.49
Desoto	\$22,134,686	\$24,088,053	\$3,001,840	\$27,089,893	1.22
Duval	\$550,464,584	\$806,009,089	\$188,613,451	\$994,622,540	1.81
Escambia	\$193,288,337	\$282,455,302	\$58,315,516	\$340,770,818	1.76
Flagler	\$12,278,310	\$13,172,540	\$1,782,045	\$14,954,585	1.22
Franklin	\$1,729,596	\$1,810,206	\$272,785	\$2,082,991	1.20
Gadsden	\$68,664,761	\$72,065,316	\$7,267,961	\$79,333,277	1.16
Hamilton	\$3,202,692	\$3,307,099	\$236,188	\$3,543,287	1.11
Hardee	\$3,879,000	\$4,394,780	\$466,241	\$4,861,021	1.25
Hendry	\$5,403,131	\$5,878,552	\$625,886	\$6,504,438	1.20
Hernando	\$53,890,082	\$67,228,304	\$10,611,795	\$77,840,099	1.44
Highlands	\$42,481,830	\$56,130,136	\$9,347,267	\$65,477,403	1.54
Hillsborough	\$592,019,108	\$888,409,931	\$210,491,280	\$1,098,901,211	1.86
Holmes	\$2,586,622	\$2,687,681	\$250,562	\$2,938,243	1.14
Indian River	\$60,658,574	\$78,428,504	\$14,636,054	\$93,064,558	1.53
Jackson	\$15,636,203	\$17,422,142	\$2,442,112	\$19,864,254	1.27
Lake	\$125,003,175	\$155,165,043	\$29,339,957	\$184,505,000	1.48
Lee	\$202,440,030	\$225,872,152	\$53,059,639	\$278,931,791	1.38
Leon	\$155,837,775	\$193,641,175	\$40,456,733	\$234,097,908	1.50
Levy	\$2,023,541	\$2,141,127	\$225,848	\$2,366,975	1.17
Madison	\$4,653,700	\$4,914,152	\$555,223	\$5,469,375	1.18
Manatee	\$89,719,089	\$109,706,857	\$20,619,393	\$130,326,250	1.45
Marion	\$123,009,780	\$138,745,812	\$29,488,409	\$168,234,221	1.37
Martin	\$81,219,603	\$94,218,921	\$20,109,945	\$114,328,866	1.41
Miami-Dade	\$1,518,022,238	\$2,292,058,878	\$557,063,499	\$2,849,122,377	1.88
Monroe	\$33,268,510	\$39,062,246	\$6,808,648	\$45,870,894	1.38
Nassau	\$11,927,304	\$12,564,924	\$1,673,781	\$14,238,705	1.19
Okaloosa	\$63,172,353	\$79,158,884	\$14,702,003	\$93,860,887	1.49
Okeechobee	\$13,828,722	\$17,085,526	\$2,778,448	\$19,863,974	1.44
Orange	\$852,250,137	\$1,180,081,297	\$298,810,258	\$1,478,891,555	1.74
Osceola	\$35,808,906	\$45,555,598	\$8,070,269	\$53,625,867	1.50
Palm Beach	\$576,389,070	\$752,281,442	\$177,088,751	\$929,370,193	1.61
Pasco	\$123,464,565	\$147,568,022	\$23,854,272	\$171,422,294	1.39
Pinellas	\$509,453,971	\$743,123,625	\$173,047,139	\$916,170,764	1.80
Polk	\$233,543,443	\$311,393,526	\$66,616,928	\$378,010,454	1.62
Putnam	\$16,945,438	\$18,616,648	\$2,167,539	\$20,784,187	1.23
Santa Rosa	\$18,871,270	\$20,635,654	\$2,469,467	\$23,105,121	1.22
Sarasota	\$196,518,378	\$275,538,572	\$58,075,128	\$333,613,700	1.70
Seminole	\$32,340,710	\$38,967,221	\$8,360,196	\$47,327,417	1.46
St Johns	\$45,116,807	\$49,476,767	\$8,625,890	\$58,102,657	1.29
St Lucie	\$76,911,676	\$97,931,764	\$18,508,633	\$116,440,397	1.51
Suwannee	\$4,735,702	\$4,970,997	\$662,379	\$5,633,376	1.19



Table 3C  
Output Contribution of Florida Hospitals by County

County	Hospital Operating Expenditures	Output Contribution due to Hospital Expenditures	Hospital Payroll	Output Contribution due to Payroll	Total Output Contribution	Output Multiplier
Alachua	\$420,020,382	\$661,009,563	\$265,552,513	\$208,922,882	\$869,932,445	1.27
Baker	\$21,769,140	\$25,517,790	\$36,184,001	\$13,727,268	\$39,245,057	0.68
Bay	\$129,530,919	\$207,825,195	\$83,283,168	\$69,706,491	\$277,531,685	1.30
Bradford	\$5,597,620	\$4,830,323	\$6,255,458	\$2,563,281	\$7,393,604	0.62
Brevard	\$338,295,902	\$511,926,495	\$256,996,619	\$190,077,177	\$702,003,672	1.18
Broward	\$1,197,448,711	\$1,015,392,780	\$906,155,771	\$795,356,932	\$1,810,749,712	0.86
Calhoun	\$2,050,379	\$1,094,712	\$1,910,058	\$721,645	\$1,816,357	0.46
Charlotte	\$151,765,018	\$228,559,357	\$80,976,686	\$54,875,977	\$283,435,334	1.22
Citrus	\$66,084,464	\$59,916,012	\$42,560,492	\$25,017,764	\$84,933,776	0.78
Clay	\$69,555,480	\$46,982,674	\$40,256,061	\$24,660,742	\$71,643,417	0.65
Collier	\$194,326,934	\$164,027,699	\$125,197,783	\$86,713,455	\$250,741,155	0.78
Columbia	\$37,086,724	\$52,882,699	\$23,807,643	\$15,489,936	\$68,372,635	1.12
Desoto	\$18,672,460	\$22,756,389	\$22,134,686	\$9,552,826	\$32,309,215	0.79
Duval	\$815,983,292	\$1,439,463,932	\$550,464,584	\$539,323,280	\$1,978,787,213	1.45
Escambia	\$317,407,472	\$532,219,123	\$193,288,337	\$166,613,645	\$698,832,768	1.37
Flagler	\$19,322,691	\$8,233,475	\$12,278,310	\$5,910,749	\$14,144,224	0.45
Franklin	\$1,776,005	\$772,041	\$1,729,596	\$880,371	\$1,652,412	0.47
Gadsden	\$65,152,410	\$39,652,897	\$68,664,761	\$24,502,899	\$64,155,796	0.48
Hamilton	\$3,341,882	\$1,726,169	\$3,202,692	\$933,329	\$2,659,498	0.41
Hardee	\$6,174,337	\$5,968,805	\$3,879,000	\$1,580,907	\$7,549,712	0.75
Hendry	\$7,072,828	\$5,025,418	\$5,403,131	\$2,029,558	\$7,054,976	0.57
Hernando	\$97,173,850	\$107,120,484	\$53,890,082	\$32,053,050	\$139,173,534	0.92
Highlands	\$70,454,426	\$101,201,507	\$42,481,830	\$27,241,000	\$128,442,507	1.14
Hillsborough	\$901,363,061	\$1,620,551,107	\$592,019,108	\$595,917,923	\$2,216,469,030	1.48
Holmes	\$2,295,708	\$1,446,958	\$2,586,622	\$821,707	\$2,268,665	0.46
Indian River	\$95,780,081	\$127,129,795	\$60,658,574	\$42,446,528	\$169,576,322	1.08
Jackson	\$16,032,684	\$17,545,481	\$15,636,203	\$7,392,978	\$24,938,459	0.79
Lake	\$154,071,723	\$221,094,345	\$125,003,175	\$85,214,310	\$306,308,655	1.10
Lee	\$303,292,411	\$142,424,440	\$202,440,030	\$150,696,883	\$293,121,323	0.58
Leon	\$168,733,085	\$255,711,792	\$155,837,775	\$115,158,416	\$370,870,208	1.14
Levy	\$3,772,669	\$1,329,386	\$2,023,541	\$835,358	\$2,164,744	0.37
Madison	\$3,243,775	\$3,520,786	\$4,653,700	\$1,880,669	\$5,401,455	0.68
Manatee	\$149,197,721	\$129,482,694	\$89,719,089	\$59,479,640	\$188,962,334	0.79
Marion	\$179,138,089	\$105,200,058	\$123,009,780	\$87,176,281	\$192,376,339	0.64
Martin	\$85,454,159	\$85,429,143	\$81,219,603	\$56,629,617	\$142,058,760	0.85
Miami-Dade	\$2,150,039,327	\$4,045,425,466	\$1,518,022,238	\$1,567,265,946	\$5,612,691,412	1.53
Monroe	\$48,806,944	\$44,092,218	\$33,268,510	\$20,635,746	\$64,727,963	0.79
Nassau	\$13,679,516	\$6,640,034	\$11,927,304	\$5,582,917	\$12,222,951	0.48
Okaloosa	\$101,349,438	\$114,137,504	\$63,172,353	\$43,949,613	\$158,087,117	0.96
Okeechobee	\$21,619,851	\$27,935,969	\$13,828,722	\$8,025,017	\$35,960,986	1.01
Orange	\$1,004,158,552	\$1,789,455,732	\$852,250,137	\$831,744,576	\$2,621,200,308	1.41
Osceola	\$62,354,613	\$75,748,920	\$35,808,906	\$23,719,124	\$99,468,044	1.01
Palm Beach	\$882,277,267	\$992,165,049	\$576,389,070	\$502,908,577	\$1,495,073,626	1.02
Pasco	\$232,356,926	\$197,967,697	\$123,464,565	\$70,243,197	\$268,210,894	0.75
Pinellas	\$782,610,000	\$1,281,632,826	\$509,453,971	\$498,391,767	\$1,780,024,593	1.38
Polk	\$293,506,572	\$480,001,831	\$233,543,443	\$193,049,303	\$673,051,134	1.28
Putnam	\$30,609,447	\$52,603,898	\$16,945,438	\$7,034,977	\$59,638,875	1.25
Santa Rosa	\$20,242,645	\$16,467,481	\$18,871,270	\$8,302,678	\$24,770,159	0.63
Sarasota	\$297,962,676	\$472,397,159	\$196,518,378	\$162,392,034	\$634,789,192	1.28
Seminole	\$52,298,577	\$41,931,664	\$32,340,710	\$23,929,159	\$65,860,823	0.78
St Johns	\$56,512,552	\$32,493,831	\$45,116,807	\$25,964,104	\$58,457,936	0.58
St Lucie	\$130,794,725	\$150,331,675	\$76,911,676	\$53,991,642	\$204,323,316	0.98
Suwannee	\$4,500,748	\$2,495,564	\$4,735,702	\$2,262,635	\$4,758,199	0.52

## V. Conclusions

Florida's 222 hospitals employ the equivalent of 214,393 full-time workers, who earn a payroll of \$8,908,904,071. And, during FY 2002, the hospitals spent \$12,689,713,348, excluding payroll, to purchase goods and services for operations.

The following table summarizes the quantifiable economic contributions in Florida due to the hospitals' Operating Expenditures (excluding payroll) for goods and services and Employee Spending of their labor income. The contributions shown in the table reflect the additional jobs, labor income, and output created within the state because of the existence of the 222 Florida hospitals.

<u>Activity</u>	Contribution to:	<u>Employment</u>	<u>Labor Income</u>	<u>Output</u>
Hospitals' Operations		331,480	\$12.88 billion	\$20.95 billion
Hospital Workers' Salaries		<u>100,636</u>	<u>\$3.25 billion</u>	<u>\$9.28 billion</u>
Total Economic Contribution		432,116	\$16.13 billion	\$30.23 billion

The quantifiable economic contributions of the hospitals to Florida are: (1) a total of 432,116 jobs, including 214,393 full-time equivalent jobs at the hospitals, (2) \$16.13 billion in labor income for the workers in these jobs, including the hospitals' annual payroll of \$8.91 billion, and (3) Florida-based production of goods and services valued at \$30.23 billion per year in support of the Florida hospitals' operating activities.

The employment multiplier is 2.02 (the total of 432,116 jobs divided by 214,393 jobs at the hospitals). For every 100 jobs in Florida hospitals, the state gains another 102 jobs outside the hospitals. The labor income multiplier is 1.81 (\$16.13 billion of annual income for the workers in the 432,116 jobs divided by the hospitals' annual payroll of \$8.91 billion). For every \$100 paid by Florida hospitals to their employees, \$81 of additional income is created for other workers throughout the state. And, the output multiplier is 1.40 (\$30.23 billion of annual output produced by workers in the 432,116 jobs divided by \$21.60 billion of hospital operating expenditures including payroll). For each \$100 in hospital spending, another \$40 of output is sold reflecting the ripple effect.

In addition to being a major employer, Florida hospitals provide planned and emergency medical care for millions of patient-admissions, outpatient, and emergency room visits during 2002. Availability of hospital services is frequently an important attraction for another business looking for a relocation site in Florida.

## Appendix A. List of Florida Hospitals

Hospital	City	County	Ownership	Type	Licensed Beds
A.G. Holley State Hospital	Lantana	Palm Beach	Govt.	Specialty	100
All Children's Hospital	St Petersburg	Pinellas	Not-for-profit	Acute	216
Atlantic Shores Hospital	Fort Lauderdale	Broward	Investor-owned	Psych	72
Aventura Hospital & Medical Center	Aventura	Miami-Dade	Investor-owned	Acute	407
Baker Community Hospital and Health Center	Macclenny	Baker	Govt.	Acute	25
Baptist Hospital - Pensacola	Pensacola	Escambia	Not-for-profit	Acute	552
Baptist Hospital of Miami, Inc.	Miami	Miami-Dade	Not-for-profit	Acute	551
Baptist Medical Center	Jacksonville	Duval	Not-for-profit	Acute	583
Baptist Medical Center Beaches	Jacksonville Beach	Duval	Not-for-profit	Acute	90
Baptist Medical Center Nassau	Fernandina Beach	Nassau	Not-for-profit	Acute	54
Bartow Memorial Hospital	Bartow	Polk	Investor-owned	Acute	56
Bascom Palmer Eye Institute	Miami	Miami-Dade	Not-for-profit	Acute	100
Bay Medical Center	Panama City	Bay	Govt.	Acute	411
Bayfront Medical Center	St. Petersburg	Pinellas	Not-for-profit	Acute	502
Bert Fish Medical Center	New Smyrna Beach	Volusia	Govt.	Acute	116
Bethesda Memorial Hospital	Boynton Beach	Palm Beach	Not-for-profit	Acute	362
Blake Medical Center	Bradenton	Manatee	Investor-owned	Acute	383
Boca Raton Community Hospital	Boca Raton	Palm Beach	Not-for-profit	Acute	394
Bon Secours-St. Joseph Hospital	Port Charlotte	Charlotte	Not-for-profit	Acute	212
Bon Secours-Venice Healthcare	Venice	Sarasota	Not-for-profit	Acute	342
Brandon Regional Medical Center	Brandon	Hillsborough	Investor-owned	Acute	277
Brooks Rehabilitation Hospital and Centers	Jacksonville	Duval	Not-for-profit	Rehab	127
Brooksville Regional Hospital	Brooksville	Hernando	Investor-owned	Acute	166
Broward General Medical Center	Fort Lauderdale	Broward	Govt.	Acute	744
Calhoun-Liberty Hospital, Inc.	Blountstown	Calhoun	Investor-owned	Acute	25
Campbellton-Graceville Hospital	Graceville	Jackson	Govt.	Acute	25
Cape Canaveral Hospital	Cocoa Beach	Brevard	Not-for-profit	Acute	150
Cape Coral Hospital	Cape Coral	Lee	Not-for-profit	Acute	281
Capital Regional Medical Center	Tallahassee	Leon	Investor-owned	Acute	180
Cedars Medical Center	Miami	Miami-Dade	Investor-owned	Acute	560
Central Florida Regional Hospital	Sanford	Seminole	Investor-owned	Acute	226
Charlotte Regional Medical Center	Punta Gorda	Charlotte	Investor-owned	Acute	208
Circles of Care, Inc.	Melbourne	Brevard	Not-for-profit	Psych	52
Citrus Memorial Hospital	Inverness	Citrus	Not-for-profit	Acute	171
Cleveland Clinic	Naples	Collier	Not-for-profit	Acute	70
Cleveland Clinic Hospital	Ft Lauderdale	Broward	Investor-owned	Acute	150
Columbia Hospital	West Palm Beach	Palm Beach	Investor-owned	Acute	250
Community Hospital of New Port Richey	New Port Richey	Pasco	Investor-owned	Acute	401
Coral Gables Hospital	Coral Gables	Miami-Dade	Investor-owned	Acute	273
Coral Springs Medical Center	Coral Springs	Broward	Govt.	Acute	200
Delray Medical Center	Delray Beach	Palm Beach	Investor-owned	Acute	343
Desoto Memorial Hospital, Inc	Arcadia	Desoto	Not-for-profit	Acute	82
Devereux Florida Treatment Network	Melbourne	Brevard	Not-for-profit	Psych	100
Doctors Hospital of Sarasota	Sarasota	Sarasota	Investor-owned	Acute	168
Doctors Memorial Hospital	Perry	Taylor	Not-for-profit	Acute	48
Doctors' Memorial Hospital	Bonifay	Holmes	Govt.	Acute	25
East Pasco Medical Center	Zephyrhills	Pasco	Not-for-profit	Acute	154
Eastside Psychiatric Hospital	Tallahassee	Leon	Not-for-profit	Psych	24
Edward White Hospital	St Petersburg	Pinellas	Investor-owned	Acute	167
Englewood Community Hospital	Englewood	Sarasota	Investor-owned	Acute	100
Fawcett Memorial Hospital	Port Charlotte	Charlotte	Investor-owned	Acute	238
Fishermen's Hospital	Marathon	Monroe	Investor-owned	Acute	58

## Appendix A. List of Florida Hospitals (continued)

Hospital	City	County	Ownership	Type	Licensed Beds
Flagler Hospital	St Augustine	St. Johns	Not-for-profit	Acute	274
Florida Hospital - Oceanside	Ormond Beach	Volusia	Not-for-profit	Acute	324
Florida Hospital Deland	Deland	Volusia	Not-for-profit	Acute	156
Florida Hospital Fish Memorial	Deland	Volusia	Not-for-profit	Acute	97
Florida Hospital Heartland Medical Center	Avon Park	Highlands	Not-for-profit	Acute	161
Florida Hospital Orlando	Orlando	Orange	Not-for-profit	Acute	1,787
Florida Hospital Waterman	Eustis	Lake	Not-for-profit	Acute	182
Florida Hospital Wauchula	Wauchula	Hardee	Not-for-profit	Acute	25
Florida Medical Center	Ft Lauderdale	Broward	Investor-owned	Acute	459
Florida State Hospital	Chattahoochee	Gadsden	Govt.	Psych	2,007
Ft. Lauderdale Hospital	Fort Lauderdale	Broward	Investor-owned	Psych	100
Ft. Walton Beach Medical Center	Fort Walton Beach	Okaloosa	Investor-owned	Acute	247
G. Pierce Wood Memorial Hospital	Arcadia	Desoto	Govt.	Psych	944
Gadsden Community Hospital	Quincy	Gadsden	Investor-owned	Acute	37
George E. Weems Hospital	Apalachicola	Franklin	Investor-owned	Acute	25
Glades General Hospital	Belle Glade	Palm Beach	Investor-owned	Acute	73
Good Samaritan Medical Center	West Palm Beach	Palm Beach	Investor-owned	Acute	341
Gulf Coast Hospital	Ft. Myers	Lee	Investor-owned	Acute	120
Gulf Coast Medical Center	Panama City	Bay	Investor-owned	Acute	176
Gulf Coast Treatment Center	Fort Walton Beach	Okaloosa	Investor-owned	Psych	24
H. Lee Moffitt Cancer Ctr/Rsrch Inst	Tampa	Hillsborough	Not-for-profit	Acute	162
Halifax Community Health System	Daytona Beach	Volusia	Govt.	Acute	764
Health Central	Winter Garden	Orange	Govt.	Acute	141
Healthmark Regional Medical Center	Defuniak Springs	Walton	Investor-owned	Acute	50
Heart of Florida Regional Medical Center	Haines City	Polk	Investor-owned	Acute	75
Helen Ellis Memorial Hospital	Tarpon Springs	Pinellas	Not-for-profit	Acute	168
Hendry Regional Medical Center	Clewiston	Hendry	Govt.	Acute	66
Hialeah Hospital	Hialeah	Miami-Dade	Investor-owned	Acute	378
Highlands Regional Medical Center	Sebring	Highlands	Investor-owned	Acute	126
Hollywood Medical Center	Hollywood	Broward	Investor-owned	Acute	324
Hollywood Pavilion	Hollywood	Broward	Investor-owned	Psych	46
Holmes Regional Medical Center	Melbourne	Brevard	Not-for-profit	Acute	528
Holy Cross Hospital	Ft. Lauderdale	Broward	Not-for-profit	Acute	577
Homestead Hospital	Homestead	Miami-Dade	Not-for-profit	Acute	120
Imperial Point Medical Center	Fort Lauderdale	Broward	Govt.	Acute	204
Indian River Memorial Hospital	Vero Beach	Indian River	Not-for-profit	Acute	335
Jackson Hospital	Marianna	Jackson	Govt.	Acute	100
Jackson Memorial Hospital	Miami	Miami-Dade	Govt.	Acute	1,757
Jay Hospital	Jay	Santa Rosa	Not-for-profit	Acute	55
JFK Medical Center	Atlantis	Palm Beach	Investor-owned	Acute	387
Jupiter Medical Center	Jupiter	Palm Beach	Not-for-profit	Acute	156
Kendall Medical Center	Miami	Miami-Dade	Investor-owned	Acute	412
Kindred Hospital Bay Area/St. Petersburg	St. Petersburg	Pinellas	Investor-owned	Acute	60
Kindred Hospital Central Tampa	Tampa	Hillsborough	Investor-owned	Acute	102
Kindred Hospital Ft. Lauderdale	Ft Lauderdale	Broward	Investor-owned	Acute	64
Kindred Hospital Hollywood	Hollywood	Broward	Investor-owned	Acute	124
Kindred Hospital North Florida	Green Cove Springs	Clay	Investor-owned	Acute	60
Kindred Hospital South Florida/Coral Gables	Coral Gables	Miami-Dade	Investor-owned	Acute	53
Kindred Hospital Tampa	Tampa	Hillsborough	Investor-owned	Acute	73
La Amistad Residential Treatment Center	Maitland	Orange	Investor-owned	Psych	40
Lake Butler Hospital/Hand Surgery Center	Lake Butler	Union	Investor-owned	Acute	25

## Appendix A. List of Florida Hospitals (continued)

Hospital	City	County	Ownership	Type	Licensed Beds
Lake City Medical Center	Lake City	Columbia	Investor-owned	Acute	87
Lakeland Regional Medical Center	Lakeland	Polk	Not-for-profit	Acute	851
Lakeside Alternatives	Orlando	Orange	Not-for-profit	Psych	24
Largo Medical Center	Largo	Pinellas	Investor-owned	Acute	256
Larkin Community Hospital	South Miami	Miami-Dade	Investor-owned	Acute	122
Lawnwood Regional Medical Center	Fort Pierce	St. Lucie	Investor-owned	Acute	345
Lee Memorial Health System	Fort Myers	Lee	Govt.	Acute	665
Leesburg Regional Medical Center	Leesburg	Lake	Not-for-profit	Acute	294
Lehigh Regional Medical Center	Lehigh Acres	Lee	Investor-owned	Acute	88
Lifestream Behavioral Center	Leesburg	Lake	Not-for-profit	Psych	40
Lower Keys Medical Center - DePoo	Key West	Monroe	Investor-owned	Acute	167
Madison County Memorial Hospital	Madison	Madison	Not-for-profit	Acute	42
Manatee Glens Hospital	Bradenton	Manatee	Not-for-profit	Psych	27
Manatee Memorial Hospital	Bradenton	Manatee	Investor-owned	Acute	491
Manatee Palms Youth Services	Bradenton	Manatee	Investor-owned	Psych	60
Mariners Hospital	Tavernier	Monroe	Not-for-profit	Acute	42
Martin Memorial Medical Center	Stuart	Martin	Not-for-profit	Acute	336
Mease Hospitals	Dunedin	Pinellas	Not-for-profit	Acute	378
Memorial Hospital - Flagler	Bunnell	Flagler	Not-for-profit	Acute	81
Memorial Hospital Jacksonville	Jacksonville	Duval	Investor-owned	Acute	353
Memorial Hospital of Tampa	Tampa	Hillsborough	Investor-owned	Acute	174
Memorial Hospital Pembroke	Pembroke Pines	Broward	Govt.	Acute	301
Memorial Hospital West	Pembroke Pines	Broward	Govt.	Acute	220
Memorial Regional Hospital	Hollywood	Broward	Govt.	Acute	684
Mercy Hospital	Miami	Miami-Dade	Not-for-profit	Acute	512
Miami Children's Hospital	Miami	Miami-Dade	Not-for-profit	Acute	268
Miami Jewish Home and Hospital	Miami	Miami-Dade	Not-for-profit	Specialty	32
Morton Plant Hospital	Clearwater	Pinellas	Not-for-profit	Acute	687
Morton Plant North Bay Medical Center	New Port Richey	Pasco	Not-for-profit	Acute	122
Mount Sinai Medical Center	Miami Beach	Miami-Dade	Not-for-profit	Acute	959
Munroe Regional Medical Center	Ocala	Marion	Not-for-profit	Acute	323
Naples Community Hospital, Inc.	Naples	Collier	Not-for-profit	Acute	506
Nature Coast Regional Health Network	Williston	Levy	Investor-owned	Acute	40
North Broward Medical Center	Pompano Beach	Broward	Govt.	Acute	409
North Florida Reception Ctr Hospital	Lake Butler	Union	Govt.	Specialty	153
North Florida Regional Medical Center	Gainesville	Alachua	Investor-owned	Acute	278
North Okaloosa Medical Center	Crestview	Okaloosa	Investor-owned	Acute	110
North Ridge Medical Center	Ft. Lauderdale	Broward	Investor-owned	Acute	332
North Shore Medical Center	Miami	Miami-Dade	Investor-owned	Acute	357
Northeast Florida State Hospital	Macclenny	Baker	Govt.	Psych	1,138
Northside Hospital & Heart Institute	St Petersburg	Pinellas	Investor-owned	Acute	288
Northwest Florida Community Hospital	Chipley	Washington	Govt.	Acute	81
Northwest Medical Center	Margate	Broward	Investor-owned	Acute	175
Oak Hill Hospital	Spring Hill	Hernando	Investor-owned	Acute	204
Oakwood Center of the Palm Beaches	West Palm Beach	Palm Beach	Not-for-profit	Psych	44
Ocala Regional Medical Center	Ocala	Marion	Investor-owned	Acute	270
Orange Park Medical Center	Orange Park	Clay	Investor-owned	Acute	219
Orlando Regional Healthcare System	Orlando	Orange	Not-for-profit	Acute	1,508
Osceola Regional Medical Center	Kissimmee	Osceola	Investor-owned	Acute	171
Palm Beach Gardens Medical Ctr.	Palm Beach Gardens	Palm Beach	Investor-owned	Acute	204
Palm Springs General Hospital	Hialeah	Miami-Dade	Investor-owned	Acute	247
Palmetto General Hospital	Hialeah	Miami-Dade	Investor-owned	Acute	360
Palms of Pasadena Hospital	South Pasadena	Pinellas	Investor-owned	Acute	307

## Appendix A. List of Florida Hospitals (continued)

Hospital	City	County	Ownership	Type	Licensed Beds
Palms West Hospital	Loxahatchee	Palm Beach	Investor-owned	Acute	140
Pan American Hospital	Miami	Miami-Dade	Not-for-profit	Acute	146
Parkway Regional Medical Center	North Miami Beach	Miami-Dade	Investor-owned	Acute	382
Parrish Medical Center	Titusville	Brevard	Govt.	Acute	210
Pasco Regional Medical Center	Dade City	Pasco	Investor-owned	Acute	120
Pinecrest Rehab. Hospital at Delray	Delray Beach	Palm Beach	Investor-owned	Rehab	90
Plantation General Hospital	Plantation	Broward	Investor-owned	Acute	264
Putnam Medical Center	Palatka	Putnam	Investor-owned	Acute	141
Raulerson Hospital	Okeechobee	Okeechobee	Investor-owned	Acute	101
Regional Medical Center Bayonet Point	Hudson	Pasco	Investor-owned	Acute	290
Sacred Heart Hospital of Pensacola	Pensacola	Escambia	Not-for-profit	Acute	431
Sandypines Hospital	Tequesta	Martin	Investor-owned	Psych	64
Santa Rosa Medical Center	Milton	Santa Rosa	Investor-owned	Acute	129
Sarasota Memorial Hospital	Sarasota	Sarasota	Govt.	Acute	828
Savannas Hospital	Port St. Lucie	St. Lucie	Investor-owned	Psych	75
Sebastian River Medical Center	Sebastian	Indian River	Investor-owned	Acute	117
Seven Rivers Community Hospital	Crystal River	Citrus	Investor-owned	Acute	128
Shands at Lake Shore	Lake City	Columbia	Not-for-profit	Acute	99
Shands at Live Oak	Live Oak	Suwannee	Not-for-profit	Acute	15
Shands at Starke	Starke	Bradford	Not-for-profit	Acute	49
Shands at The University of Florida	Gainesville	Alachua	Not-for-profit	Acute	1,058
Shands Jacksonville Medical Center	Jacksonville	Duval	Not-for-profit	Acute	760
South Bay Hospital	Sun City Center	Hillsborough	Investor-owned	Acute	112
South Florida Baptist Hospital	Plant City	Hillsborough	Not-for-profit	Acute	147
South Florida State Hospital	Pembroke Pines	Broward	Govt.	Psych	350
South Lake Hospital	Clermont	Lake	Not-for-profit	Acute	68
South Miami Hospital	South Miami	Miami-Dade	Not-for-profit	Acute	445
South Shore Hospital/Medical Ctr.	Miami Beach	Miami-Dade	Not-for-profit	Acute	196
Southwest Florida Regional Medical Center	Fort Myers	Lee	Investor-owned	Acute	400
Specialty Hospital of Jacksonville	Jacksonville	Duval	Investor-owned	Acute	107
Springbrook Hospital	Brooksville	Hernando	Investor-owned	Psych	50
St. Anthony's Hospital, Inc.	St. Petersburg	Pinellas	Not-for-profit	Acute	405
St. Catherine's Rehabilitation Hospital	North Miami	Miami-Dade	Not-for-profit	Rehab	60
St. John's Rehabilitation & Hlthcare Cen	Lauderdale Lakes	Broward	Not-for-profit	Rehab	20
St. Joseph's Hospital, Inc.	Tampa	Hillsborough	Not-for-profit	Acute	883
St. Lucie Medical Center	Port St Lucie	St. Lucie	Investor-owned	Acute	194
St. Luke's Hospital	Jacksonville	Duval	Not-for-profit	Acute	289
St. Mary's Medical Center	West Palm Beach	Palm Beach	Investor-owned	Acute	460
St. Petersburg General Hospital	St Petersburg	Pinellas	Investor-owned	Acute	219
St. Vincent's Medical Center	Jacksonville	Duval	Not-for-profit	Acute	528
Sun Coast Healthcare	Largo	Pinellas	Not-for-profit	Acute	300
Sunland Marianna Cox Medical Svc. Ctr.	Marianna	Jackson	Govt.	Specialty	15
Tacachale Hospital/Retarded Ctr.	Gainesville	Alachua	Govt.	Specialty	17
Tallahassee Memorial Hospital	Tallahassee	Leon	Not-for-profit	Acute	770
Tampa General Hospital	Tampa	Hillsborough	Not-for-profit	Acute	877
Ten Broeck Hospital Jacksonville	Jacksonville	Duval	Investor-owned	Psych	99
The Meridian	Pensacola	Escambia	Not-for-profit	Psych	16
The Willough Healthcare System	Naples	Collier	Investor-owned	Psych	42
Town & Country Hospital	Tampa	Hillsborough	Investor-owned	Acute	201
Trinity Community Hospital	Jasper	Hamilton	Investor-owned	Acute	42
Twin Cities Hospital	Niceville	Okaloosa	Investor-owned	Acute	65
University Behavioral Center	Orlando	Orange	Investor-owned	Psych	70
University Community Hospital	Tampa	Hillsborough	Not-for-profit	Acute	431

## Appendix A. List of Florida Hospitals (continued)

<b>Hospital</b>	<b>City</b>	<b>County</b>	<b>Ownership</b>	<b>Type</b>	<b>Licensed Beds</b>
University Community Hospital at Carrollwood	Tampa	Hillsborough	Not-for-profit	Acute	120
University Hospital & Medical Center	Tamarac	Broward	Investor-owned	Acute	317
University of Miami Hospital/Clinics	Miami	Miami-Dade	Not-for-profit	Acute	40
Wellington Regional Medical Center	West Palm Beach	Palm Beach	Investor-owned	Acute	120
West Boca Medical Center	Boca Raton	Palm Beach	Investor-owned	Acute	185
West Florida Community Care Ctr.	Milton	Santa Rosa	Govt.	Psych	100
West Florida Hospital	Pensacola	Escambia	Investor-owned	Acute	531
West Gables Rehabilitation Hospital	Miami	Miami-Dade	Investor-owned	Rehab	60
Westchester General Hospital	Miami	Miami-Dade	Investor-owned	Acute	172
Westside Regional Medical Center	Plantation	Broward	Investor-owned	Acute	204
Windmoor Healthcare	Clearwater	Pinellas	Investor-owned	Psych	163
Winter Haven Hospital	Winter Haven	Polk	Not-for-profit	Acute	681
Wuesthoff Health Systems, Inc.	Rockledge	Brevard	Not-for-profit	Acute	295

Appendix B. Financial Data and Full-time Equivalents (FTEs), Florida Hospitals, Fiscal Year 2002

Hospital	Administrative Salaries	Patient Care Salaries	Total Salaries	Operating Expenses	Non-Operating Expenses	Total Expenses	Total FTEs
A.G. Holley State Hospital	\$3,120,721	\$1,860,476	\$4,981,197	\$9,615,730	\$0	\$9,615,730	135.0
All Children's Hospital	\$27,845,894	\$47,153,378	\$78,361,830	\$167,413,947	\$9,424,118	\$176,838,065	1,668.7
Atlantic Shores Hospital	\$971,804	\$2,409,461	\$3,381,265	\$6,907,379	\$0	\$6,907,379	88.5
Aventura Hospital & Medical Center	\$8,412,819	\$29,584,246	\$38,719,778	\$111,988,274	\$5,951,063	\$117,939,337	813.9
Baker Community Hospital and Health Center	\$972,325	\$1,887,490	\$3,051,910	\$5,965,123	\$317,145	\$6,282,268	115.9
Baptist Hospital - Pensacola	\$22,490,312	\$43,893,060	\$69,503,674	\$181,155,139	\$11,628,820	\$192,783,959	2,020.7
Baptist Hospital of Miami, Inc.	\$33,052,948	\$113,949,930	\$147,072,794	\$397,559,862	\$111,013	\$397,670,875	3,397.8
Baptist Medical Center	\$42,121,911	\$81,458,506	\$129,145,010	\$289,087,560	\$10,470,382	\$299,557,942	3,114.5
Baptist Medical Center Beaches	\$4,461,664	\$17,302,227	\$22,945,440	\$50,558,896	\$1,503,966	\$52,062,862	510.6
Baptist Medical Center Nassau	\$3,043,171	\$8,884,133	\$11,927,304	\$27,254,788	\$9,369	\$27,264,157	289.4
Bartow Memorial Hospital	\$2,815,401	\$5,936,030	\$8,751,431	\$33,286,910	\$0	\$33,286,910	225.8
Bascom Palmer Eye Institute	\$10,000,759	\$9,469,693	\$19,470,452	\$46,513,556	\$0	\$46,513,556	495.8
Bay Medical Center	\$18,454,921	\$36,908,158	\$57,555,149	\$137,232,787	\$8,654,254	\$145,887,041	1,809.3
Bayfront Medical Center	\$22,404,816	\$49,228,535	\$71,633,351	\$176,527,529	\$0	\$176,527,529	1,673.1
Bert Fish Medical Center	\$5,660,269	\$12,386,002	\$18,490,965	\$52,140,988	\$571,056	\$52,712,044	508.9
Bethesda Memorial Hospital	\$12,399,780	\$42,554,381	\$56,285,668	\$146,350,532	\$2,032,531	\$148,383,063	1,480.9
Blake Medical Center	\$9,178,898	\$28,827,012	\$38,366,499	\$107,604,425	\$386,952	\$107,991,377	875.1
Boca Raton Community Hospital	\$22,911,654	\$62,131,352	\$86,961,512	\$201,449,941	\$2,033,759	\$203,483,700	1,802.0
Bon Secours-St. Joseph Hospital	\$8,168,547	\$18,114,356	\$26,282,903	\$74,044,440	\$810,891	\$74,855,331	786.5
Bon Secours-Venice Healthcare	\$11,097,116	\$24,003,105	\$35,415,759	\$86,530,678	\$5,087,737	\$91,618,415	898.0
Brandon Regional Medical Center	\$9,759,871	\$40,124,321	\$49,884,192	\$149,611,712	\$240,200	\$149,851,912	1,202.4
Brooks Rehabilitation Hospital and Centers	\$3,597,389	\$12,730,493	\$16,327,882	\$35,910,428	\$0	\$35,910,428	354.5
Brooksville Regional Hospital	\$7,243,026	\$16,237,886	\$23,480,912	\$72,717,011	\$269,025	\$72,986,036	619.2
Broward General Medical Center	\$25,108,715	\$72,205,612	\$101,621,111	\$241,450,548	\$15,011,596	\$256,462,144	2,313.8
Calhoun-Liberty Hospital, Inc.	\$499,643	\$1,410,415	\$1,910,058	\$4,024,766	\$192,000	\$4,216,766	50.0
Campbellton-Graceville Hospital	\$758,493	\$1,353,833	\$2,112,326	\$4,307,570	\$0	\$4,307,570	92.7
Cape Canaveral Hospital	\$11,872,685	\$23,307,673	\$40,096,463	\$79,830,009	\$8,330,846	\$88,160,855	956.5
Cape Coral Hospital	\$8,057,516	\$28,112,968	\$36,170,484	\$93,856,121	\$0	\$93,856,121	898.0
Capital Regional Medical Center	\$6,106,205	\$15,182,521	\$21,948,956	\$68,555,092	\$3,219,345	\$71,774,437	545.0
Cedars Medical Center	\$15,573,323	\$53,424,003	\$70,722,612	\$179,306,488	\$6,596,394	\$185,902,882	1,682.5
Central Florida Regional Hospital	\$7,815,130	\$24,525,580	\$32,340,710	\$89,849,870	\$267,482	\$90,117,352	691.2
Charlotte Regional Medical Center	\$6,742,435	\$21,246,474	\$29,808,139	\$90,750,683	\$2,208,291	\$92,958,974	729.2
Circles of Care, Inc.	\$702,738	\$3,107,470	\$3,810,208	\$6,835,965	\$0	\$6,835,965	137.5
Citrus Memorial Hospital	\$7,264,624	\$16,256,932	\$28,626,700	\$70,340,571	\$8,533,236	\$78,873,807	863.8
Cleveland Clinic	\$5,006,157	\$11,565,710	\$16,571,867	\$46,416,832	\$0	\$46,416,832	362.0
Cleveland Clinic Hospital	\$5,416,398	\$13,309,378	\$18,725,776	\$57,967,304	\$402,912	\$58,370,216	402.0
Columbia Hospital	\$8,143,820	\$16,842,767	\$24,986,587	\$64,868,268	\$737,775	\$65,606,043	570.3
Community Hospital of New Port Richey	\$9,882,577	\$23,427,577	\$33,310,154	\$96,819,494	\$133,933	\$96,953,427	800.5
Coral Gables Hospital	\$5,566,806	\$14,620,042	\$20,186,848	\$58,377,221	\$0	\$58,377,221	470.5
Coral Springs Medical Center	\$9,445,865	\$24,893,368	\$34,339,233	\$83,798,185	\$110,836	\$83,909,021	751.2
Delray Medical Center	\$10,366,450	\$40,935,326	\$52,274,330	\$138,864,301	\$12,695,766	\$151,560,067	1,083.4
Desoto Memorial Hospital, Inc	\$2,820,754	\$5,145,445	\$9,398,514	\$19,517,077	\$2,329,799	\$21,846,876	249.0
Devereux Florida Treatment Network	\$2,007,085	\$5,500,570	\$7,507,655	\$13,764,098	\$0	\$13,764,098	322.7
Doctors Hospital of Sarasota	\$7,432,277	\$16,419,663	\$23,870,976	\$72,221,907	\$3,345,477	\$75,567,384	537.2
Doctors Memorial Hospital	\$2,150,989	\$7,094,407	\$9,245,396	\$19,889,603	\$0	\$19,889,603	272.0
Doctors' Memorial Hospital	\$777,485	\$1,809,137	\$2,586,622	\$5,198,327	\$0	\$5,198,327	79.5



Appendix B. Financial Data and Full-time Equivalents (FTEs), Florida Hospitals, Fiscal Year 2002 (continued)

Hospital	Administrative Salaries	Patient Care Salaries	Total Salaries	Operating Expenses	Non-Operating Expenses	Total Expenses	Total FTEs
East Pasco Medical Center	\$6,810,293	\$14,882,843	\$22,119,770	\$62,673,060	\$650,545	\$63,323,605	556.3
Eastside Psychiatric Hospital	\$409,112	\$927,348	\$1,336,460	\$2,558,681	\$0	\$2,558,681	48.8
Edward White Hospital	\$3,463,891	\$7,751,927	\$11,294,506	\$36,497,949	\$2,147,330	\$38,645,279	255.8
Englewood Community Hospital	\$2,881,032	\$8,752,536	\$11,627,727	\$37,472,209	\$493,033	\$37,965,242	275.4
Fawcett Memorial Hospital	\$6,381,542	\$18,461,425	\$24,885,644	\$79,485,008	\$506,012	\$79,991,020	608.9
Fishermen's Hospital	\$2,291,043	\$4,504,563	\$6,795,606	\$20,852,558	\$80,469	\$20,933,027	160.6
Flagler Hospital	\$11,294,924	\$31,892,033	\$45,116,807	\$105,523,524	\$2,683,540	\$108,207,064	1,140.4
Florida Hospital - Oceanside	\$14,195,855	\$29,503,823	\$49,682,086	\$128,869,627	\$13,044,509	\$141,914,136	1,176.4
Florida Hospital Deland	\$7,339,464	\$14,872,279	\$22,375,572	\$61,609,211	\$2,812,786	\$64,421,997	543.4
Florida Hospital Fish Memorial	\$7,026,107	\$17,463,306	\$25,133,312	\$72,475,055	\$1,853,581	\$74,328,636	615.6
Florida Hospital Heartland Medical Center	\$8,176,832	\$18,940,398	\$28,939,178	\$77,585,033	\$4,044,014	\$81,629,047	732.7
Florida Hospital Orlando	\$141,421,606	\$288,159,067	\$445,520,681	\$1,036,979,497	\$39,575,584	\$1,076,555,081	10,183.3
Florida Hospital Waterman	\$10,255,731	\$23,695,096	\$37,717,097	\$90,298,238	\$4,848,738	\$95,146,976	1,002.8
Florida Hospital Wauchula	\$1,435,075	\$2,327,546	\$3,879,000	\$10,424,273	\$279,741	\$10,704,014	97.7
Florida Medical Center	\$10,723,884	\$33,817,398	\$48,158,079	\$132,600,372	\$8,847,602	\$141,447,974	1,087.7
Florida State Hospital	\$19,859,691	\$43,875,899	\$64,647,189	\$134,786,319	\$945,844	\$135,732,163	2,454.0
Ft. Lauderdale Hospital	\$1,765,036	\$1,702,707	\$3,467,743	\$7,474,506	\$0	\$7,474,506	94.1
Ft. Walton Beach Medical Center	\$7,813,872	\$22,678,543	\$30,492,415	\$88,622,005	\$429,691	\$89,051,696	797.7
G. Pierce Wood Memorial Hospital	\$3,370,651	\$9,313,956	\$12,736,172	\$21,548,444	\$52,966	\$21,601,410	555.0
Gadsden Community Hospital	\$1,158,706	\$2,858,866	\$4,017,572	\$6,745,988	\$0	\$6,745,988	86.2
George E. Weems Hospital	\$467,726	\$1,261,870	\$1,729,596	\$3,732,492	\$0	\$3,732,492	50.2
Glades General Hospital	\$2,697,505	\$6,777,902	\$9,475,407	\$25,567,858	\$961,000	\$26,528,858	246.9
Good Samaritan Medical Center	\$10,931,105	\$20,372,910	\$31,422,519	\$90,077,504	\$6,077,561	\$96,155,065	757.5
Gulf Coast Hospital	\$2,497,534	\$7,751,299	\$10,409,966	\$31,307,517	\$2,936,732	\$34,244,249	229.4
Gulf Coast Medical Center	\$7,233,388	\$18,476,827	\$25,728,019	\$80,400,188	\$300,714	\$80,700,902	691.6
Gulf Coast Treatment Center	\$224,414	\$586,213	\$6,565,904	\$1,905,177	\$10,026,753	\$11,931,930	240.1
H. Lee Moffitt Cancer Ctr/Rsrch Inst	\$31,196,148	\$30,773,786	\$61,969,934	\$169,512,298	\$0	\$169,512,298	1,466.4
Halifax Community Health System	\$43,361,085	\$70,710,744	\$114,071,829	\$285,368,146	\$3,105,905	\$288,474,051	2,717.0
Health Central	\$12,988,563	\$22,289,108	\$35,348,558	\$78,783,923	\$1,291,091	\$80,075,014	914.8
Healthmark Regional Medical Center	\$1,378,471	\$2,754,728	\$4,627,366	\$10,785,100	\$863,575	\$11,648,675	179.6
Heart of Florida Regional Medical Center	\$4,986,415	\$14,793,714	\$19,780,129	\$53,999,048	\$11,891	\$54,010,939	466.0
Helen Ellis Memorial Hospital	\$8,058,297	\$17,690,392	\$25,748,689	\$70,103,284	\$0	\$70,103,284	686.9
Hendry Regional Medical Center	\$1,746,689	\$2,872,503	\$5,403,131	\$12,195,013	\$1,088,421	\$13,283,434	158.6
Hialeah Hospital	\$8,151,657	\$25,284,497	\$33,436,871	\$85,620,394	\$1,557,435	\$87,177,829	770.4
Highlands Regional Medical Center	\$4,229,658	\$9,276,439	\$13,542,652	\$37,995,935	\$620,789	\$38,616,724	358.4
Hollywood Medical Center	\$4,983,069	\$11,617,968	\$16,601,037	\$50,731,881	\$2,382,147	\$53,114,028	389.9
Hollywood Pavilion	\$730,811	\$1,125,787	\$1,856,598	\$3,450,789	\$0	\$3,450,789	50.2
Holmes Regional Medical Center	\$39,534,627	\$85,361,816	\$126,447,032	\$312,592,070	\$3,078,052	\$315,670,122	3,030.4
Holy Cross Hospital	\$33,597,955	\$49,633,242	\$111,655,282	\$210,137,536	\$45,430,973	\$255,568,509	2,152.3
Homestead Hospital	\$6,295,258	\$17,198,013	\$23,493,271	\$58,293,052	\$0	\$58,293,052	554.8
Imperial Point Medical Center	\$7,509,530	\$18,724,988	\$26,284,881	\$67,721,193	\$490,646	\$68,211,839	579.7
Indian River Memorial Hospital	\$15,281,671	\$31,665,446	\$46,947,117	\$127,098,767	\$0	\$127,098,767	1,229.0
Jackson Hospital	\$5,198,752	\$6,540,301	\$11,739,053	\$27,410,874	\$19,479	\$27,430,353	333.2
Jackson Memorial Hospital	\$137,140,190	\$308,969,554	\$455,944,047	\$968,160,323	\$99,735,558	\$1,067,895,881	9,436.8
Jay Hospital	\$1,369,616	\$2,248,942	\$3,618,558	\$8,223,639	\$55,842	\$8,279,481	118.1
JFK Medical Center	\$18,076,876	\$59,835,870	\$77,912,746	\$240,112,035	\$1,430,388	\$241,542,423	1,749.9
Jupiter Medical Center	\$11,476,643	\$23,550,025	\$43,839,123	\$93,978,737	\$19,094,755	\$113,073,492	1,096.1

Appendix B. Financial Data and Full-time Equivalents (FTEs), Florida Hospitals, Fiscal Year 2002 (continued)

Hospital	Administrative Salaries	Patient Care Salaries	Total Salaries	Operating Expenses	Non-Operating Expenses	Total Expenses	Total FTEs
Kendall Medical Center	\$11,629,457	\$34,381,412	\$46,089,539	\$131,973,275	\$2,196,174	\$134,169,449	1,091.1
Kindred Hospital Bay Area/St. Petersburg	\$2,414,609	\$6,180,403	\$8,595,012	\$21,952,852	\$0	\$21,952,852	185.2
Kindred Hospital Central Tampa	\$3,598,713	\$9,266,870	\$12,865,583	\$31,363,960	\$0	\$31,363,960	263.0
Kindred Hospital Ft. Lauderdale	\$2,140,746	\$7,600,437	\$9,741,183	\$24,047,516	\$0	\$24,047,516	195.4
Kindred Hospital Hollywood	\$3,473,824	\$9,042,059	\$12,515,883	\$26,762,455	\$0	\$26,762,455	281.2
Kindred Hospital North Florida	\$1,923,636	\$5,101,605	\$7,025,241	\$19,562,799	\$0	\$19,562,799	160.8
Kindred Hospital South Florida/Coral Gables	\$2,547,852	\$5,390,112	\$7,937,964	\$16,994,552	\$0	\$16,994,552	172.3
Kindred Hospital Tampa	\$2,529,310	\$6,163,721	\$8,693,031	\$21,184,577	\$0	\$21,184,577	177.4
La Amistad Residential Treatment Center	\$1,240,031	\$695,157	\$2,492,337	\$3,987,302	\$900,226	\$4,887,528	66.0
Lake Butler Hospital/Hand Surgery Center	\$832,235	\$851,846	\$1,766,799	\$3,455,067	\$106,278	\$3,561,345	51.3
Lake City Medical Center	\$3,442,352	\$7,160,526	\$10,602,878	\$35,529,540	\$375,084	\$35,904,624	258.8
Lakeland Regional Medical Center	\$44,972,152	\$72,544,110	\$117,516,262	\$279,705,360	\$0	\$279,705,360	2,731.1
Lakeside Alternatives	\$617,037	\$892,396	\$13,657,323	\$4,217,581	\$25,801,064	\$30,018,645	467.0
Largo Medical Center	\$8,569,456	\$22,619,025	\$31,188,481	\$102,922,886	\$1,530,978	\$104,453,864	705.2
Larkin Community Hospital	\$4,237,577	\$8,479,110	\$12,716,687	\$26,624,506	\$4,300	\$26,628,806	340.8
Lawnwood Regional Medical Center	\$10,732,572	\$32,646,019	\$43,959,012	\$123,220,508	\$3,539,241	\$126,759,749	941.1
Lee Memorial Health System	\$31,797,078	\$81,397,079	\$113,194,157	\$266,407,374	\$0	\$266,407,374	2,423.1
Leesburg Regional Medical Center	\$16,528,254	\$53,833,390	\$70,361,644	\$159,204,423	\$0	\$159,204,423	1,470.1
Lehigh Regional Medical Center	\$2,512,709	\$5,674,296	\$8,187,134	\$18,491,501	\$651,367	\$19,142,868	243.6
Lifestream Behavioral Center	\$474,923	\$1,202,305	\$1,677,228	\$3,307,910	\$0	\$3,307,910	65.8
Lower Keys Medical Center - DePoo	\$6,211,436	\$12,253,914	\$18,465,350	\$43,880,948	\$0	\$43,880,948	427.2
Madison County Memorial Hospital	\$1,264,101	\$2,432,041	\$4,653,700	\$7,275,501	\$1,133,118	\$8,408,619	154.5
Manatee Glens Hospital	\$574,530	\$1,097,564	\$1,672,094	\$2,802,476	\$0	\$2,802,476	55.8
Manatee Memorial Hospital	\$10,012,300	\$33,658,001	\$46,560,922	\$132,299,958	\$5,180,223	\$137,480,181	1,274.3
Manatee Palms Youth Services	\$934,719	\$1,790,716	\$3,119,574	\$5,342,717	\$763,349	\$6,106,066	99.7
Mariners Hospital	\$2,086,713	\$5,920,841	\$8,007,554	\$22,526,188	\$47,418	\$22,573,606	185.9
Martin Memorial Medical Center	\$30,040,623	\$48,139,760	\$78,180,383	\$171,251,981	\$0	\$171,251,981	1,798.9
Mease Hospitals	\$12,870,565	\$50,311,324	\$63,181,889	\$165,376,841	\$0	\$165,376,841	1,434.9
Memorial Hospital - Flagler	\$3,166,153	\$6,483,259	\$12,278,310	\$29,464,513	\$4,181,783	\$33,646,296	287.8
Memorial Hospital Jacksonville	\$14,991,745	\$44,839,948	\$59,989,449	\$182,843,648	\$11,584,855	\$194,428,503	1,286.4
Memorial Hospital of Tampa	\$5,578,610	\$11,285,189	\$16,910,275	\$49,576,891	\$365,048	\$49,941,939	426.5
Memorial Hospital Pembroke	\$10,153,198	\$24,642,986	\$34,796,184	\$73,704,567	\$0	\$73,704,567	769.7
Memorial Hospital West	\$16,555,285	\$52,654,574	\$74,145,421	\$139,749,874	\$9,295,500	\$149,045,374	1,607.1
Memorial Regional Hospital	\$45,331,332	\$117,595,982	\$175,354,155	\$355,048,059	\$29,679,397	\$384,727,456	3,678.7
Mercy Hospital	\$22,016,160	\$49,986,436	\$73,363,039	\$189,945,854	\$12,069,408	\$202,015,262	1,678.1
Miami Children's Hospital	\$35,166,983	\$50,978,345	\$100,944,056	\$213,948,211	\$20,247,518	\$234,195,729	2,027.5
Miami Jewish Home and Hospital	\$543,665	\$1,276,217	\$1,819,882	\$3,665,223	\$0	\$3,665,223	71.0
Morton Plant Hospital	\$14,477,045	\$64,338,805	\$78,815,850	\$223,257,571	\$0	\$223,257,571	1,819.7
Morton Plant North Bay Medical Center	\$2,848,432	\$12,976,684	\$15,825,116	\$36,728,120	\$0	\$36,728,120	398.6
Mount Sinai Medical Center	\$38,754,673	\$80,738,418	\$119,528,883	\$371,982,022	\$51,742	\$372,033,764	2,818.9
Munroe Regional Medical Center	\$22,729,093	\$59,662,611	\$86,466,270	\$201,446,069	\$6,913,588	\$208,359,657	2,172.5
Naples Community Hospital, Inc.	\$28,163,086	\$76,734,595	\$105,076,599	\$279,990,001	\$2,618,631	\$282,608,632	3,479.0
Nature Coast Regional Health Network	\$631,885	\$1,381,354	\$2,023,541	\$6,135,598	\$35,757	\$6,171,355	76.5
North Broward Medical Center	\$13,614,020	\$37,948,732	\$56,055,068	\$134,791,526	\$7,890,659	\$142,682,185	1,242.7
North Florida Reception Ctr Hospital	\$1,098,705	\$13,002,011	\$14,100,716	\$22,848,171	\$0	\$22,848,171	271.0
North Florida Regional Medical Center	\$10,376,124	\$33,166,405	\$44,633,506	\$136,861,857	\$8,135,814	\$144,997,671	1,125.9

Appendix B. Financial Data and Full-time Equivalents (FTEs), Florida Hospitals, Fiscal Year 2002 (continued)

Hospital	Administrative Salaries	Patient Care Salaries	Total Salaries	Operating Expenses	Non-Operating Expenses	Total Expenses	Total FTEs
North Okaloosa Medical Center	\$5,392,955	\$10,859,504	\$17,453,783	\$46,559,348	\$1,875,867	\$48,435,215	476.0
North Ridge Medical Center	\$7,002,662	\$23,207,642	\$30,261,663	\$100,633,809	\$58,818	\$100,692,627	667.4
North Shore Medical Center	\$9,354,173	\$23,143,466	\$32,497,639	\$81,903,757	\$728,822	\$82,632,579	777.8
Northeast Florida State Hospital	\$11,390,303	\$21,475,111	\$33,132,091	\$55,106,419	\$315,325	\$55,421,744	1,192.0
Northside Hospital & Heart Institute	\$6,722,951	\$17,617,684	\$25,627,929	\$84,441,347	\$1,963,258	\$86,404,605	566.6
Northwest Florida Community Hospital	\$1,349,506	\$3,179,991	\$5,480,368	\$10,939,114	\$1,937,549	\$12,876,663	202.7
Northwest Medical Center	\$8,040,742	\$23,901,127	\$33,009,312	\$92,336,698	\$2,898,681	\$95,235,379	699.0
Oak Hill Hospital	\$7,318,826	\$20,639,582	\$27,958,408	\$81,707,166	\$1,047,350	\$82,754,516	712.1
Oakwood Center of the Palm Beaches	\$308,005	\$2,003,372	\$2,311,377	\$4,278,278	\$0	\$4,278,278	73.4
Ocala Regional Medical Center	\$10,628,565	\$25,914,945	\$36,543,510	\$112,239,093	\$1,104,880	\$113,343,973	905.7
Orange Park Medical Center	\$4,953,017	\$28,277,549	\$33,230,820	\$96,912,555	\$443,463	\$97,356,018	698.3
Orlando Regional Healthcare System	\$117,177,193	\$233,271,002	\$350,448,195	\$776,020,362	\$0	\$776,020,362	8,579.6
Osceola Regional Medical Center	\$8,017,160	\$27,638,170	\$35,808,906	\$103,222,640	\$1,294,266	\$104,516,906	761.9
Palm Beach Gardens Medical Ctr.	\$7,633,536	\$25,274,892	\$33,316,224	\$120,675,360	\$2,066,527	\$122,741,887	725.7
Palm Springs General Hospital	\$7,355,055	\$13,925,324	\$21,314,316	\$52,662,991	\$104,676	\$52,767,667	647.0
Palmetto General Hospital	\$14,882,748	\$35,885,385	\$50,768,133	\$146,920,238	\$14,111,536	\$161,031,774	1,268.4
Palms of Pasadena Hospital	\$7,429,666	\$17,449,385	\$26,927,649	\$73,898,080	\$5,029,554	\$78,927,634	681.2
Palms West Hospital	\$7,043,244	\$20,829,175	\$27,872,419	\$73,593,727	\$2,375,224	\$75,968,951	625.3
Pan American Hospital	\$10,460,038	\$27,440,900	\$37,900,938	\$77,022,850	\$0	\$77,022,850	939.5
Parkway Regional Medical Center	\$9,015,935	\$29,612,078	\$40,833,011	\$99,206,440	\$4,554,210	\$103,760,650	949.7
Parrish Medical Center	\$10,782,463	\$20,824,271	\$34,986,775	\$80,439,754	\$5,928,834	\$86,368,588	855.2
Pasco Regional Medical Center	\$3,478,450	\$9,972,854	\$13,451,304	\$33,486,973	\$45,800	\$33,532,773	304.4
Pinecrest Rehab. Hospital at Delray	\$2,988,417	\$9,186,321	\$12,174,738	\$28,194,919	\$477,946	\$28,672,865	278.2
Plantation General Hospital	\$8,784,467	\$23,965,787	\$33,226,256	\$85,092,828	\$3,361,297	\$88,454,125	679.7
Putnam Medical Center	\$5,252,708	\$11,692,730	\$16,945,438	\$50,615,272	\$17,483	\$50,632,755	450.7
Raulerson Hospital	\$4,435,717	\$9,393,005	\$13,828,722	\$37,644,986	\$97,907	\$37,742,893	366.8
Regional Medical Center Bayonet Point	\$10,930,936	\$27,827,285	\$38,758,221	\$147,601,091	\$712,126	\$148,313,217	861.0
Sacred Heart Hospital of Pensacola	\$22,948,892	\$56,675,148	\$79,624,040	\$208,120,882	\$0	\$208,120,882	2,136.4
Sandypines Hospital	\$196,077	\$280,513	\$3,039,220	\$973,703	\$5,235,618	\$6,209,321	94.2
Santa Rosa Medical Center	\$3,988,624	\$7,911,335	\$11,899,959	\$27,064,566	\$0	\$27,064,566	286.2
Sarasota Memorial Hospital	\$39,164,096	\$86,439,820	\$125,603,916	\$320,884,055	\$450,000	\$321,334,055	2,915.3
Savannas Hospital	\$1,987,593	\$2,833,640	\$4,821,332	\$10,038,184	\$1,662	\$10,039,846	143.0
Sebastian River Medical Center	\$3,964,504	\$9,746,953	\$13,711,457	\$39,464,986	\$0	\$39,464,986	322.7
Seven Rivers Community Hospital	\$4,074,870	\$9,376,412	\$13,933,792	\$35,508,717	\$1,294,204	\$36,802,921	386.3
Shands at Lake Shore	\$3,405,276	\$9,799,489	\$13,204,765	\$28,904,578	\$26,400	\$28,930,978	346.8
Shands at Live Oak	\$995,905	\$3,739,797	\$4,735,702	\$9,834,256	\$0	\$9,834,256	118.5
Shands at Starke	\$1,801,848	\$4,453,610	\$6,255,458	\$12,620,239	\$0	\$12,620,239	146.9
Shands at The University of Florida	\$82,089,438	\$135,472,172	\$217,561,610	\$560,585,807	\$17,762,829	\$578,348,636	5,342.5
Shands Jacksonville Medical Center	\$37,958,937	\$82,807,817	\$120,766,754	\$327,593,932	\$0	\$327,593,932	3,204.8
South Bay Hospital	\$4,197,340	\$11,427,306	\$15,624,646	\$47,008,210	\$88,007	\$47,096,217	369.8
South Florida Baptist Hospital	\$5,423,379	\$14,035,011	\$19,458,390	\$45,155,275	\$0	\$45,155,275	484.4
South Florida State Hospital	\$5,346,796	\$10,447,920	\$15,916,769	\$26,795,940	\$132,119	\$26,928,059	404.0
South Lake Hospital	\$4,142,986	\$9,507,863	\$15,247,206	\$36,531,576	\$2,946,434	\$39,478,010	417.5
South Miami Hospital	\$18,711,598	\$64,618,581	\$86,632,426	\$216,798,790	\$5,179,837	\$221,978,627	2,000.0
South Shore Hospital/Medical Ctr.	\$6,127,862	\$10,615,035	\$17,786,965	\$38,502,966	\$2,158,147	\$40,661,113	557.4
Southwest Florida Regional Medical Center	\$8,919,453	\$25,448,025	\$34,478,289	\$119,398,127	\$5,415,962	\$124,814,089	824.3
Specialty Hospital of Jacksonville	\$2,939,828	\$7,695,276	\$10,635,104	\$25,193,143	\$44,307	\$25,237,450	241.8

Appendix B. Financial Data and Full-time Equivalents (FTEs), Florida Hospitals, Fiscal Year 2002 (continued)

Hospital	Administrative Salaries	Patient Care Salaries	Total Salaries	Operating Expenses	Non-Operating Expenses	Total Expenses	Total FTEs
Springbrook Hospital	\$732,441	\$1,699,121	\$2,450,762	\$5,063,873	\$36,740	\$5,100,613	95.0
St. Anthony's Hospital, Inc.	\$12,095,760	\$27,993,173	\$40,088,933	\$97,187,998	\$0	\$97,187,998	918.3
St. Catherine's Rehabilitation Hospital	\$902,445	\$1,947,766	\$2,850,211	\$6,572,080	\$0	\$6,572,080	62.7
St. John's Rehabilitation & Hlthcare Cen	\$448,729	\$935,102	\$1,383,831	\$3,090,739	\$0	\$3,090,739	32.4
St. Joseph's Hospital, Inc.	\$31,783,794	\$93,862,597	\$126,952,043	\$341,130,797	\$5,439,818	\$346,570,615	3,119.8
St. Lucie Medical Center	\$8,918,996	\$19,139,662	\$28,131,332	\$83,139,078	\$1,211,002	\$84,350,080	648.8
St. Luke's Hospital	\$8,612,132	\$63,896,058	\$73,194,664	\$248,615,985	\$1,112,135	\$249,728,120	1,668.8
St. Mary's Medical Center	\$13,820,785	\$43,244,312	\$58,987,965	\$125,993,381	\$5,248,371	\$131,241,752	1,380.0
St. Petersburg General Hospital	\$5,235,628	\$14,201,672	\$19,742,588	\$59,611,571	\$1,097,864	\$60,709,435	444.3
St. Vincent's Medical Center	\$38,338,215	\$73,915,573	\$112,333,059	\$260,362,755	\$829,776	\$261,192,531	2,851.9
Sun Coast Healthcare	\$6,743,359	\$16,411,389	\$23,868,540	\$65,493,753	\$1,005,305	\$66,499,058	633.6
Sunland Marianna Cox Medical Svc. Ctr.	\$710,908	\$1,073,916	\$1,784,824	\$1,980,653	\$0	\$1,980,653	28.3
Tacachale Hospital/Retarded Ctr.	\$1,382,799	\$1,974,598	\$3,357,397	\$6,598,569	\$0	\$6,598,569	61.0
Tallahassee Memorial Hospital	\$47,064,104	\$82,961,100	\$132,552,359	\$265,130,697	\$6,114,078	\$271,244,775	3,152.8
Tampa General Hospital	\$45,511,239	\$108,381,328	\$155,448,845	\$422,355,691	\$3,152,863	\$425,508,554	3,683.5
Ten Broeck Hospital Jacksonville	\$2,020,479	\$3,106,743	\$5,127,222	\$9,176,010	\$0	\$9,176,010	163.0
The Meridian	\$166,219	\$518,584	\$684,803	\$1,409,568	\$0	\$1,409,568	28.1
The Willough Healthcare System	\$484,932	\$635,113	\$3,549,317	\$3,524,856	\$7,654,831	\$11,179,687	98.3
Town & Country Hospital	\$5,432,684	\$9,813,152	\$15,246,175	\$41,237,327	\$106,947	\$41,344,274	397.7
Trinity Community Hospital	\$1,164,412	\$2,038,280	\$3,202,692	\$6,968,155	\$0	\$6,968,155	78.6
Twin Cities Hospital	\$3,026,881	\$5,628,742	\$8,660,251	\$25,271,649	\$479,560	\$25,751,209	201.7
University Behavioral Center	\$268,807	\$434,254	\$4,783,043	\$1,411,736	\$7,591,706	\$9,003,442	149.7
University Community Hospital	\$30,489,123	\$57,998,306	\$89,472,104	\$215,539,254	\$1,158,732	\$216,697,986	2,227.9
University Community Hospital at Carrollwood	\$6,112,065	\$13,381,825	\$19,493,890	\$45,809,967	\$0	\$45,809,967	489.8
University Hospital & Medical Center	\$9,323,526	\$19,680,836	\$29,010,263	\$75,431,240	\$2,939,709	\$78,370,949	723.4
University of Miami Hospital/Clinics	\$11,077,915	\$17,928,989	\$29,006,904	\$87,684,981	\$0	\$87,684,981	710.4
Wellington Regional Medical Center	\$6,105,592	\$14,525,198	\$20,630,790	\$54,554,318	\$19,894	\$54,574,212	510.5
West Boca Medical Center	\$6,054,012	\$25,370,650	\$32,956,468	\$76,765,373	\$2,883,088	\$79,648,461	691.1
West Florida Community Care Ctr.	\$820,777	\$2,531,976	\$3,352,753	\$6,301,418	\$0	\$6,301,418	122.3
West Florida Hospital	\$9,995,633	\$31,962,769	\$43,475,820	\$135,064,594	\$6,370,308	\$141,434,902	1,052.8
West Gables Rehabilitation Hospital	\$2,603,795	\$4,214,619	\$7,469,045	\$14,269,641	\$2,533,357	\$16,802,998	223.5
Westchester General Hospital	\$9,041,851	\$10,474,076	\$19,515,927	\$45,078,886	\$0	\$45,078,886	599.0
Westside Regional Medical Center	\$10,667,850	\$23,980,928	\$34,648,778	\$108,105,732	\$2,991,423	\$111,097,155	777.7
Windmoor Healthcare	\$2,533,700	\$1,845,024	\$4,378,724	\$8,805,547	\$0	\$8,805,547	122.4
Winter Haven Hospital	\$28,730,845	\$47,975,413	\$87,495,621	\$175,895,021	\$18,263,772	\$194,158,793	2,556.1
Wuesthoff Health Systems, Inc.	\$13,584,074	\$27,297,790	\$44,148,486	\$111,500,607	\$11,521,097	\$123,021,704	1,166.8

Total Operating and Non-Operating Expenses = \$22,996,533,603

Average Non-Operating Portion of Total (for those hospitals reporting)= 6.08%

Total Operating Expenses = \$21,598,617,419

Total Payroll \$8,908,904,071

=

Total Operating Expenses Excluding Payroll = \$12,689,713,348

FTEs = 214,393.2

Average Annual Salary, including taxes = \$41,554.04

Disposable Income Factor = 0.8644

Average Annual Disposable Income per FTE = \$35,919.54

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
North Florida Regional Medical Center	\$44,633,506	\$144,997,671	\$136,183,534	\$91,550,028	1,125.9
Shands at The University of Florida	\$217,561,610	\$578,348,636	\$543,191,906	\$325,630,296	5,342.5
Tacachale Hospital/Retarded Ctr.	\$3,357,397	\$6,598,569	\$6,197,454	\$2,840,057	61.0
ALACHUA COUNTY TOTALS	\$265,552,513	\$729,944,876	\$685,572,895	\$420,020,382	6,529.4
Baker Community Hospital and Health Center	\$3,051,910	\$6,282,268	\$5,900,381	\$2,848,471	115.9
Northeast Florida State Hospital	\$33,132,091	\$55,421,744	\$52,052,760	\$18,920,669	1,192.0
BAKER COUNTY TOTALS	\$36,184,001	\$61,704,012	\$57,953,141	\$21,769,140	1,307.9
Bay Medical Center	\$57,555,149	\$145,887,041	\$137,018,841	\$79,463,692	1,809.3
Gulf Coast Medical Center	\$25,728,019	\$80,700,902	\$75,795,245	\$50,067,226	691.6
BAY COUNTY TOTALS	\$83,283,168	\$226,587,943	\$212,814,087	\$129,530,919	2,500.9
Shands at Starke	\$6,255,458	\$12,620,239	\$11,853,078	\$5,597,620	146.9
BRADFORD COUNTY TOTALS	\$6,255,458	\$12,620,239	\$11,853,078	\$5,597,620	146.9
Cape Canaveral Hospital	\$40,096,463	\$88,160,855	\$82,801,722	\$42,705,259	956.5
Circles of Care, Inc.	\$3,810,208	\$6,835,965	\$6,420,419	\$2,610,211	137.5
Devereux Florida Treatment Network	\$7,507,655	\$13,764,098	\$12,927,404	\$5,419,749	322.7
Holmes Regional Medical Center	\$126,447,032	\$315,670,122	\$296,481,127	\$170,034,095	3,030.4
Parrish Medical Center	\$34,986,775	\$86,368,588	\$81,118,403	\$46,131,628	855.2
Wuesthoff Health Systems, Inc.	\$44,148,486	\$123,021,704	\$115,543,445	\$71,394,959	1,166.8
BREVARD COUNTY TOTALS	\$256,996,619	\$633,821,332	\$595,292,521	\$338,295,902	6,469.1

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
Atlantic Shores Hospital	\$3,381,265	\$6,907,379	\$6,487,492	\$3,106,227	88.5
Broward General Medical Center	\$101,621,111	\$256,462,144	\$240,872,291	\$139,251,180	2,313.8
Cleveland Clinic Hospital	\$18,725,776	\$58,370,216	\$54,822,000	\$36,096,224	402.0
Coral Springs Medical Center	\$34,339,233	\$83,909,021	\$78,808,349	\$44,469,116	751.2
Florida Medical Center	\$48,158,079	\$141,447,974	\$132,849,617	\$84,691,538	1,087.7
Ft. Lauderdale Hospital	\$3,467,743	\$7,474,506	\$7,020,145	\$3,552,402	94.1
Hollywood Medical Center	\$16,601,037	\$53,114,028	\$49,885,326	\$33,284,289	389.9
Hollywood Pavilion	\$1,856,598	\$3,450,789	\$3,241,022	\$1,384,424	50.2
Holy Cross Hospital	\$111,655,282	\$255,568,509	\$240,032,978	\$128,377,696	2,152.3
Imperial Point Medical Center	\$26,284,881	\$68,211,839	\$64,065,369	\$37,780,488	579.7
Kindred Hospital Ft. Lauderdale	\$9,741,183	\$24,047,516	\$22,585,713	\$12,844,530	195.4
Kindred Hospital Hollywood	\$12,515,883	\$26,762,455	\$25,135,616	\$12,619,733	281.2
Memorial Hospital Pembroke	\$34,796,184	\$73,704,567	\$69,224,204	\$34,428,020	769.7
Memorial Hospital West	\$74,145,421	\$149,045,374	\$139,985,185	\$65,839,764	1,607.1
Memorial Regional Hospital	\$175,354,155	\$384,727,456	\$361,340,595	\$185,986,440	3,678.7
North Broward Medical Center	\$56,055,068	\$142,682,185	\$134,008,802	\$77,953,734	1,242.7
North Ridge Medical Center	\$30,261,663	\$100,692,627	\$94,571,711	\$64,310,048	667.4
Northwest Medical Center	\$33,009,312	\$95,235,379	\$89,446,199	\$56,436,887	699.0
Plantation General Hospital	\$33,226,256	\$88,454,125	\$83,077,164	\$49,850,908	679.7
South Florida State Hospital	\$15,916,769	\$26,928,059	\$25,291,153	\$9,374,384	404.0
St. John's Rehabilitation & Hlthcare Cen	\$1,383,831	\$3,090,739	\$2,902,859	\$1,519,028	32.4
University Hospital & Medical Center	\$29,010,263	\$78,370,949	\$73,606,926	\$44,596,663	723.4
Westside Regional Medical Center	\$34,648,778	\$111,097,155	\$104,343,767	\$69,694,989	777.7
<b>BROWARD COUNTY TOTALS</b>	<b>\$906,155,771</b>	<b>\$2,239,754,991</b>	<b>\$2,103,604,482</b>	<b>\$1,197,448,711</b>	<b>19,667.8</b>
Calhoun-Liberty Hospital, Inc.	\$1,910,058	\$4,216,766	\$3,960,437	\$2,050,379	50.0
<b>CALHOUN COUNTY TOTALS</b>	<b>\$1,910,058</b>	<b>\$4,216,766</b>	<b>\$3,960,437</b>	<b>\$2,050,379</b>	<b>50.0</b>
Bon Secours-St. Joseph Hospital	\$26,282,903	\$74,855,331	\$70,305,016	\$44,022,113	786.5
Charlotte Regional Medical Center	\$29,808,139	\$92,958,974	\$87,308,172	\$57,500,033	729.2
Fawcett Memorial Hospital	\$24,885,644	\$79,991,020	\$75,128,516	\$50,242,872	608.9
<b>CHARLOTTE COUNTY TOTALS</b>	<b>\$80,976,686</b>	<b>\$247,805,325</b>	<b>\$232,741,704</b>	<b>\$151,765,018</b>	<b>2,124.6</b>
Citrus Memorial Hospital	\$28,626,700	\$78,873,807	\$74,079,216	\$45,452,516	863.8
Seven Rivers Community Hospital	\$13,933,792	\$36,802,921	\$34,565,740	\$20,631,948	386.3
<b>CITRUS COUNTY TOTALS</b>	<b>\$42,560,492</b>	<b>\$115,676,728</b>	<b>\$108,644,956</b>	<b>\$66,084,464</b>	<b>1,250.1</b>
Kindred Hospital North Florida	\$7,025,241	\$19,562,799	\$18,373,613	\$11,348,372	160.8
Orange Park Medical Center	\$33,230,820	\$97,356,018	\$91,437,928	\$58,207,108	698.3
<b>CLAY COUNTY TOTALS</b>	<b>\$40,256,061</b>	<b>\$116,918,817</b>	<b>\$109,811,541</b>	<b>\$69,555,480</b>	<b>859.1</b>

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
Cleveland Clinic	\$16,571,867	\$46,416,832	\$43,595,240	\$27,023,373	362.0
Naples Community Hospital, Inc.	\$105,076,599	\$282,608,632	\$265,429,383	\$160,352,784	3,479.0
The Willough Healthcare System	\$3,549,317	\$11,179,687	\$10,500,095	\$6,950,778	98.3
<b>COLLIER COUNTY TOTALS</b>	<b>\$125,197,783</b>	<b>\$340,205,151</b>	<b>\$319,524,717</b>	<b>\$194,326,934</b>	<b>3,939.3</b>
Lake City Medical Center	\$10,602,878	\$35,904,624	\$33,722,049	\$23,119,171	258.8
Shands at Lake Shore	\$13,204,765	\$28,930,978	\$27,172,318	\$13,967,553	346.8
<b>COLUMBIA COUNTY TOTALS</b>	<b>\$23,807,643</b>	<b>\$64,835,602</b>	<b>\$60,894,367</b>	<b>\$37,086,724</b>	<b>605.6</b>
Desoto Memorial Hospital, Inc	\$9,398,514	\$21,846,876	\$20,518,845	\$11,120,331	249.0
G. Pierce Wood Memorial Hospital	\$12,736,172	\$21,601,410	\$20,288,301	\$7,552,129	555.0
<b>DESOTO COUNTY TOTALS</b>	<b>\$22,134,686</b>	<b>\$43,448,286</b>	<b>\$40,807,146</b>	<b>\$18,672,460</b>	<b>804.0</b>
Baptist Medical Center	\$129,145,010	\$299,557,942	\$281,348,376	\$152,203,366	3,114.5
Baptist Medical Center Beaches	\$22,945,440	\$52,062,862	\$48,898,058	\$25,952,618	510.6
Brooks Rehabilitation Hospital and Centers	\$16,327,882	\$35,910,428	\$33,727,500	\$17,399,618	354.5
Memorial Hospital Jacksonville	\$59,989,449	\$194,428,503	\$182,609,559	\$122,620,110	1,286.4
Shands Jacksonville Medical Center	\$120,766,754	\$327,593,932	\$307,680,111	\$186,913,357	3,204.8
Specialty Hospital of Jacksonville	\$10,635,104	\$25,237,450	\$23,703,313	\$13,068,209	241.8
St. Luke's Hospital	\$73,194,664	\$249,728,120	\$234,547,616	\$161,352,952	1,668.8
St. Vincent's Medical Center	\$112,333,059	\$261,192,531	\$245,315,126	\$132,982,067	2,851.9
Ten Broeck Hospital Jacksonville	\$5,127,222	\$9,176,010	\$8,618,218	\$3,490,996	163.0
<b>DUVAL COUNTY TOTALS</b>	<b>\$550,464,584</b>	<b>\$1,454,887,778</b>	<b>\$1,366,447,876</b>	<b>\$815,983,292</b>	<b>13,396.3</b>
Baptist Hospital - Pensacola	\$69,503,674	\$192,783,959	\$181,064,983	\$111,561,309	2,020.7
Sacred Heart Hospital of Pensacola	\$79,624,040	\$208,120,882	\$195,469,604	\$115,845,564	2,136.4
The Meredian	\$684,803	\$1,409,568	\$1,323,883	\$639,080	28.1
West Florida Hospital	\$43,475,820	\$141,434,902	\$132,837,339	\$89,361,519	1,052.8
<b>ESCAMBIA COUNTY TOTALS</b>	<b>\$193,288,337</b>	<b>\$543,749,311</b>	<b>\$510,695,809</b>	<b>\$317,407,472</b>	<b>5,238.0</b>
Memorial Hospital - Flagler	\$12,278,310	\$33,646,296	\$31,601,001	\$19,322,691	287.8
<b>FLAGLER COUNTY TOTALS</b>	<b>\$12,278,310</b>	<b>\$33,646,296</b>	<b>\$31,601,001</b>	<b>\$19,322,691</b>	<b>287.8</b>
George E. Weems Hospital	\$1,729,596	\$3,732,492	\$3,505,601	\$1,776,005	50.2
<b>FRANKLIN COUNTY TOTALS</b>	<b>\$1,729,596</b>	<b>\$3,732,492</b>	<b>\$3,505,601</b>	<b>\$1,776,005</b>	<b>50.2</b>
Florida State Hospital	\$64,647,189	\$135,732,163	\$127,481,259	\$62,834,070	2,454.0
Gadsden Community Hospital	\$4,017,572	\$6,745,988	\$6,335,912	\$2,318,340	86.2
<b>GADSDEN COUNTY TOTALS</b>	<b>\$68,664,761</b>	<b>\$142,478,151</b>	<b>\$133,817,171</b>	<b>\$65,152,410</b>	<b>2,540.2</b>
Trinity Community Hospital	\$3,202,692	\$6,968,155	\$6,544,574	\$3,341,882	78.6
<b>HAMILTON COUNTY TOTALS</b>	<b>\$3,202,692</b>	<b>\$6,968,155</b>	<b>\$6,544,574</b>	<b>\$3,341,882</b>	<b>78.6</b>
Florida Hospital Wauchula	\$3,879,000	\$10,704,014	\$10,053,337	\$6,174,337	97.7
<b>HARDEE COUNTY TOTALS</b>	<b>\$3,879,000</b>	<b>\$10,704,014</b>	<b>\$10,053,337</b>	<b>\$6,174,337</b>	<b>97.7</b>

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
Hendry Regional Medical Center	\$5,403,131	\$13,283,434	\$12,475,959	\$7,072,828	158.6
<b>HENDRY COUNTY TOTALS</b>	<b>\$5,403,131</b>	<b>\$13,283,434</b>	<b>\$12,475,959</b>	<b>\$7,072,828</b>	<b>158.6</b>
Brooksville Regional Hospital	\$23,480,912	\$72,986,036	\$68,549,352	\$45,068,440	619.2
Oak Hill Hospital	\$27,958,408	\$82,754,516	\$77,724,024	\$49,765,616	712.1
Springbrook Hospital	\$2,450,762	\$5,100,613	\$4,790,556	\$2,339,794	95.0
<b>HERNANDO COUNTY TOTALS</b>	<b>\$53,890,082</b>	<b>\$160,841,165</b>	<b>\$151,063,932</b>	<b>\$97,173,850</b>	<b>1,426.3</b>
Florida Hospital Heartland Medical Center	\$28,939,178	\$81,629,047	\$76,666,970	\$47,727,792	732.7
Highlands Regional Medical Center	\$13,542,652	\$38,616,724	\$36,269,286	\$22,726,634	358.4
<b>HIGHLANDS COUNTY TOTALS</b>	<b>\$42,481,830</b>	<b>\$120,245,771</b>	<b>\$112,936,256</b>	<b>\$70,454,426</b>	<b>1,091.1</b>
Brandon Regional Medical Center	\$49,884,192	\$149,851,912	\$140,742,695	\$90,858,503	1,202.4
H. Lee Moffitt Cancer Ctr/Rsrch Inst	\$61,969,934	\$169,512,298	\$159,207,963	\$97,238,029	1,466.4
Kindred Hospital Central Tampa	\$12,865,583	\$31,363,960	\$29,457,404	\$16,591,821	263.0
Kindred Hospital Tampa	\$8,693,031	\$21,184,577	\$19,896,806	\$11,203,775	177.4
Memorial Hospital of Tampa	\$16,910,275	\$49,941,939	\$46,906,062	\$29,995,787	426.5
South Bay Hospital	\$15,624,646	\$47,096,217	\$44,233,326	\$28,608,680	369.8
South Florida Baptist Hospital	\$19,458,390	\$45,155,275	\$42,410,370	\$22,951,980	484.4
St. Joseph's Hospital, Inc.	\$126,952,043	\$346,570,615	\$325,503,237	\$198,551,194	3,119.8
Tampa General Hospital	\$155,448,845	\$425,508,554	\$399,642,686	\$244,193,841	3,683.5
Town & Country Hospital	\$15,246,175	\$41,344,274	\$38,831,033	\$23,584,858	397.7
University Community Hospital	\$89,472,104	\$216,697,986	\$203,525,322	\$114,053,218	2,227.9
University Community Hospital at Carrollwood	\$19,493,890	\$45,809,967	\$43,025,265	\$23,531,375	489.8
<b>HILLSBOROUGH COUNTY TOTALS</b>	<b>\$592,019,108</b>	<b>\$1,590,037,574</b>	<b>\$1,493,382,169</b>	<b>\$901,363,061</b>	<b>14,308.6</b>
Doctors' Memorial Hospital	\$2,586,622	\$5,198,327	\$4,882,330	\$2,295,708	79.5
<b>HOLMES COUNTY TOTALS</b>	<b>\$2,586,622</b>	<b>\$5,198,327</b>	<b>\$4,882,330</b>	<b>\$2,295,708</b>	<b>79.5</b>
Indian River Memorial Hospital	\$46,947,117	\$127,098,767	\$119,372,671	\$72,425,554	1,229.0
Sebastian River Medical Center	\$13,711,457	\$39,464,986	\$37,065,983	\$23,354,526	322.7
<b>INDIAN RIVER COUNTY TOTALS</b>	<b>\$60,658,574</b>	<b>\$166,563,753</b>	<b>\$156,438,655</b>	<b>\$95,780,081</b>	<b>1,551.7</b>
Campbellton-Graceville Hospital	\$2,112,326	\$4,307,570	\$4,045,721	\$1,933,395	92.7
Jackson Hospital	\$11,739,053	\$27,430,353	\$25,762,913	\$14,023,860	333.2
Sunland Marianna Cox Medical Svc. Ctr.	\$1,784,824	\$1,980,653	\$1,860,253	\$75,429	28.3
<b>JACKSON COUNTY TOTALS</b>	<b>\$15,636,203</b>	<b>\$33,718,576</b>	<b>\$31,668,887</b>	<b>\$16,032,684</b>	<b>454.2</b>
Florida Hospital Waterman	\$37,717,097	\$95,146,976	\$89,363,170	\$51,646,073	1,002.8
Leesburg Regional Medical Center	\$70,361,644	\$159,204,423	\$149,526,684	\$79,165,040	1,470.1
Lifestream Behavioral Center	\$1,677,228	\$3,307,910	\$3,106,828	\$1,429,600	65.8
South Lake Hospital	\$15,247,206	\$39,478,010	\$37,078,216	\$21,831,010	417.5
<b>LAKE COUNTY TOTALS</b>	<b>\$125,003,175</b>	<b>\$297,137,319</b>	<b>\$279,074,898</b>	<b>\$154,071,723</b>	<b>2,956.2</b>



Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
Cape Coral Hospital	\$36,170,484	\$93,856,121	\$88,150,783	\$51,980,299	898.0
Gulf Coast Hospital	\$10,409,966	\$34,244,249	\$32,162,605	\$21,752,639	229.4
Lee Memorial Health System	\$113,194,157	\$266,407,374	\$250,212,969	\$137,018,812	2,423.1
Lehigh Regional Medical Center	\$8,187,134	\$19,142,868	\$17,979,209	\$9,792,075	243.6
Southwest Florida Regional Medical Center	\$34,478,289	\$124,814,089	\$117,226,874	\$82,748,585	824.3
LEE COUNTY TOTALS	\$202,440,030	\$538,464,701	\$505,732,441	\$303,292,411	4,618.4
Capital Regional Medical Center	\$21,948,956	\$71,774,437	\$67,411,403	\$45,462,447	545.0
Eastside Psychiatric Hospital	\$1,336,460	\$2,558,681	\$2,403,144	\$1,066,684	48.8
Tallahassee Memorial Hospital	\$132,552,359	\$271,244,775	\$254,756,313	\$122,203,954	3,152.8
LEON COUNTY TOTALS	\$155,837,775	\$345,577,893	\$324,570,860	\$168,733,085	3,746.6
Nature Coast Regional Health Network	\$2,023,541	\$6,171,355	\$5,796,210	\$3,772,669	76.5
LEVY COUNTY TOTALS	\$2,023,541	\$6,171,355	\$5,796,210	\$3,772,669	76.5
Madison County Memorial Hospital	\$4,653,700	\$8,408,619	\$7,897,475	\$3,243,775	154.5
MADISON COUNTY TOTALS	\$4,653,700	\$8,408,619	\$7,897,475	\$3,243,775	154.5
Blake Medical Center	\$38,366,499	\$107,991,377	\$101,426,784	\$63,060,285	875.1
Manatee Glens Hospital	\$1,672,094	\$2,802,476	\$2,632,119	\$960,025	55.8
Manatee Memorial Hospital	\$46,560,922	\$137,480,181	\$129,123,018	\$82,562,096	1,274.3
Manatee Palms Youth Services	\$3,119,574	\$6,106,066	\$5,734,890	\$2,615,316	99.7
MANATEE COUNTY TOTALS	\$89,719,089	\$254,380,100	\$238,916,810	\$149,197,721	2,304.9
Munroe Regional Medical Center	\$86,466,270	\$208,359,657	\$195,693,864	\$109,227,594	2,172.5
Ocala Regional Medical Center	\$36,543,510	\$113,343,973	\$106,454,005	\$69,910,495	905.7
MARION COUNTY TOTALS	\$123,009,780	\$321,703,630	\$302,147,869	\$179,138,089	3,078.2
Martin Memorial Medical Center	\$78,180,383	\$171,251,981	\$160,841,894	\$82,661,511	1,798.9
Sandypines Hospital	\$3,039,220	\$6,209,321	\$5,831,868	\$2,792,648	94.2
MARTIN COUNTY TOTALS	\$81,219,603	\$177,461,302	\$166,673,762	\$85,454,159	1,893.1

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida  
Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
Aventura Hospital & Medical Center	\$38,719,778	\$117,939,337	\$110,770,026	\$72,050,248	813.9
Baptist Hospital of Miami, Inc.	\$147,072,794	\$397,670,875	\$373,497,208	\$226,424,414	3,397.8
Bascom Palmer Eye Institute	\$19,470,452	\$46,513,556	\$43,686,084	\$24,215,632	495.8
Cedars Medical Center	\$70,722,612	\$185,902,882	\$174,602,194	\$103,879,582	1,682.5
Coral Gables Hospital	\$20,186,848	\$58,377,221	\$54,828,579	\$34,641,731	470.5
Hialeah Hospital	\$33,436,871	\$87,177,829	\$81,878,452	\$48,441,581	770.4
Homestead Hospital	\$23,493,271	\$58,293,052	\$54,749,527	\$31,256,256	554.8
Jackson Memorial Hospital	\$455,944,047	\$1,067,895,881	\$1,002,980,492	\$547,036,445	9,436.8
Kendall Medical Center	\$46,089,539	\$134,169,449	\$126,013,540	\$79,924,001	1,091.1
Kindred Hospital South Florida/Coral Gables	\$7,937,964	\$16,994,552	\$15,961,485	\$8,023,521	172.3
Larkin Community Hospital	\$12,716,687	\$26,628,806	\$25,010,091	\$12,293,404	340.8
Mercy Hospital	\$73,363,039	\$202,015,262	\$189,735,133	\$116,372,094	1,678.1
Miami Children's Hospital	\$100,944,056	\$234,195,729	\$219,959,409	\$119,015,353	2,027.5
Miami Jewish Home and Hospital	\$1,819,882	\$3,665,223	\$3,442,421	\$1,622,539	71.0
Mount Sinai Medical Center	\$119,528,883	\$372,033,764	\$349,418,529	\$229,889,646	2,818.9
North Shore Medical Center	\$32,497,639	\$82,632,579	\$77,609,499	\$45,111,860	777.8
Palm Springs General Hospital	\$21,314,316	\$52,767,667	\$49,560,019	\$28,245,703	647.0
Palmetto General Hospital	\$50,768,133	\$161,031,774	\$151,242,954	\$100,474,821	1,268.4
Pan American Hospital	\$37,900,938	\$77,022,850	\$72,340,775	\$34,439,837	939.5
Parkway Regional Medical Center	\$40,833,011	\$103,760,650	\$97,453,235	\$56,620,224	949.7
South Miami Hospital	\$86,632,426	\$221,978,627	\$208,484,962	\$121,852,536	2,000.0
South Shore Hospital/Medical Ctr.	\$17,786,965	\$40,661,113	\$38,189,400	\$20,402,435	557.4
St. Catherine's Rehabilitation Hospital	\$2,850,211	\$6,572,080	\$6,172,576	\$3,322,365	62.7
University of Miami Hospital/Clinics	\$29,006,904	\$87,684,981	\$82,354,775	\$53,347,871	710.4
West Gables Rehabilitation Hospital	\$7,469,045	\$16,802,998	\$15,781,575	\$8,312,530	223.5
Westchester General Hospital	\$19,515,927	\$45,078,886	\$42,338,625	\$22,822,698	599.0
MIAMI-DADE COUNTY TOTALS	\$1,518,022,238	\$3,905,467,623	\$3,668,061,565	\$2,150,039,327	34,557.6
Fishermen's Hospital	\$6,795,606	\$20,933,027	\$19,660,548	\$12,864,942	160.6
Lower Keys Medical Center - DePoo	\$18,465,350	\$43,880,948	\$41,213,507	\$22,748,157	427.2
Mariners Hospital	\$8,007,554	\$22,573,606	\$21,201,399	\$13,193,845	185.9
MONROE COUNTY TOTALS	\$33,268,510	\$87,387,581	\$82,075,454	\$48,806,944	773.7
Baptist Medical Center Nassau	\$11,927,304	\$27,264,157	\$25,606,820	\$13,679,516	289.4
NASSAU COUNTY TOTALS	\$11,927,304	\$27,264,157	\$25,606,820	\$13,679,516	289.4
Ft. Walton Beach Medical Center	\$30,492,415	\$89,051,696	\$83,638,410	\$53,145,995	797.7
Gulf Coast Treatment Center	\$6,565,904	\$11,931,930	\$11,206,610	\$4,640,706	240.1
North Okaloosa Medical Center	\$17,453,783	\$48,435,215	\$45,490,929	\$28,037,146	476.0
Twin Cities Hospital	\$8,660,251	\$25,751,209	\$24,185,841	\$15,525,590	201.7
OKALOOSA COUNTY TOTALS	\$63,172,353	\$175,170,050	\$164,521,791	\$101,349,438	1,715.5
Raulerson Hospital	\$13,828,722	\$37,742,893	\$35,448,573	\$21,619,851	366.8
OKEECHOBEE COUNTY TOTALS	\$13,828,722	\$37,742,893	\$35,448,573	\$21,619,851	366.8

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
Florida Hospital Orlando	\$445,520,681	\$1,076,555,081	\$1,011,113,315	\$565,592,634	10,183.3
Health Central	\$35,348,558	\$80,075,014	\$75,207,404	\$39,858,846	914.8
La Amistad Residential Treatment Center	\$2,492,337	\$4,887,528	\$4,590,424	\$2,098,087	66.0
Lakeside Alternatives	\$13,657,323	\$30,018,645	\$28,193,868	\$14,536,545	467.0
Orlando Regional Healthcare System	\$350,448,195	\$776,020,362	\$728,847,538	\$378,399,343	8,579.6
University Behavioral Center	\$4,783,043	\$9,003,442	\$8,456,140	\$3,673,097	149.7
<b>ORANGE COUNTY TOTALS</b>	<b>\$852,250,137</b>	<b>\$1,976,560,072</b>	<b>\$1,856,408,689</b>	<b>\$1,004,158,552</b>	<b>20,360.4</b>
Osceola Regional Medical Center	\$35,808,906	\$104,516,906	\$98,163,519	\$62,354,613	761.9
<b>OSCEOLA COUNTY TOTALS</b>	<b>\$35,808,906</b>	<b>\$104,516,906</b>	<b>\$98,163,519</b>	<b>\$62,354,613</b>	<b>761.9</b>
A.G. Holley State Hospital	\$4,981,197	\$9,615,730	\$9,031,208	\$4,050,011	135.0
Bethesda Memorial Hospital	\$56,285,668	\$148,383,063	\$139,363,135	\$83,077,467	1,480.9
Boca Raton Community Hospital	\$86,961,512	\$203,483,700	\$191,114,307	\$104,152,795	1,802.0
Columbia Hospital	\$24,986,587	\$65,606,043	\$61,617,975	\$36,631,388	570.3
Delray Medical Center	\$52,274,330	\$151,560,067	\$142,347,015	\$90,072,685	1,083.4
Glades General Hospital	\$9,475,407	\$26,528,858	\$24,916,218	\$15,440,811	246.9
Good Samaritan Medical Center	\$31,422,519	\$96,155,065	\$90,309,979	\$58,887,460	757.5
JFK Medical Center	\$77,912,746	\$241,542,423	\$226,859,512	\$148,946,766	1,749.9
Jupiter Medical Center	\$43,839,123	\$113,073,492	\$106,199,966	\$62,360,843	1,096.1
Oakwood Center of the Palm Beaches	\$2,311,377	\$4,278,278	\$4,018,209	\$1,706,832	73.4
Palm Beach Gardens Medical Ctr.	\$33,316,224	\$122,741,887	\$115,280,638	\$81,964,414	725.7
Palms West Hospital	\$27,872,419	\$75,968,951	\$71,350,941	\$43,478,522	625.3
Pinecrest Rehab. Hospital at Delray	\$12,174,738	\$28,672,865	\$26,929,895	\$14,755,157	278.2
St. Mary's Medical Center	\$58,987,965	\$131,241,752	\$123,263,812	\$64,275,847	1,380.0
Wellington Regional Medical Center	\$20,630,790	\$54,574,212	\$51,256,748	\$30,625,958	510.5
West Boca Medical Center	\$32,956,468	\$79,648,461	\$74,806,780	\$41,850,312	691.1
<b>PALM BEACH COUNTY TOTALS</b>	<b>\$576,389,070</b>	<b>\$1,553,074,847</b>	<b>\$1,458,666,337</b>	<b>\$882,277,267</b>	<b>13,206.2</b>
Community Hospital of New Port Richey	\$33,310,154	\$96,953,427	\$91,059,810	\$57,749,656	800.5
East Pasco Medical Center	\$22,119,770	\$63,323,605	\$59,474,282	\$37,354,512	556.3
Morton Plant North Bay Medical Center	\$15,825,116	\$36,728,120	\$34,495,486	\$18,670,370	398.6
Pasco Regional Medical Center	\$13,451,304	\$33,532,773	\$31,494,379	\$18,043,075	304.4
Regional Medical Center Bayonet Point	\$38,758,221	\$148,313,217	\$139,297,534	\$100,539,313	861.0
<b>PASCO COUNTY TOTALS</b>	<b>\$123,464,565</b>	<b>\$378,851,142</b>	<b>\$355,821,491</b>	<b>\$232,356,926</b>	<b>2,920.8</b>

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
All Children's Hospital	\$78,361,830	\$176,838,065	\$166,088,410	\$87,726,580	1,668.7
Bayfront Medical Center	\$71,633,351	\$176,527,529	\$165,796,751	\$94,163,400	1,673.1
Edward White Hospital	\$11,294,506	\$38,645,279	\$36,296,105	\$25,001,599	255.8
Helen Ellis Memorial Hospital	\$25,748,689	\$70,103,284	\$65,841,837	\$40,093,148	686.9
Kindred Hospital Bay Area/St. Petersburg	\$8,595,012	\$21,952,852	\$20,618,379	\$12,023,367	185.2
Largo Medical Center	\$31,188,481	\$104,453,864	\$98,104,309	\$66,915,828	705.2
Mease Hospitals	\$63,181,889	\$165,376,841	\$155,323,893	\$92,142,004	1,434.9
Morton Plant Hospital	\$78,815,850	\$223,257,571	\$209,686,162	\$130,870,312	1,819.7
Northside Hospital & Heart Institute	\$25,627,929	\$86,404,605	\$81,152,231	\$55,524,302	566.6
Palms of Pasadena Hospital	\$26,927,649	\$78,927,634	\$74,129,771	\$47,202,122	681.2
St. Anthony's Hospital, Inc.	\$40,088,933	\$97,187,998	\$91,280,122	\$51,191,189	918.3
St. Petersburg General Hospital	\$19,742,588	\$60,709,435	\$57,019,022	\$37,276,434	444.3
Sun Coast Healthcare	\$23,868,540	\$66,499,058	\$62,456,705	\$38,588,165	633.6
Windmoor Healthcare	\$4,378,724	\$8,805,547	\$8,270,274	\$3,891,550	122.4
<b>PINELLAS COUNTY TOTALS</b>	<b>\$509,453,971</b>	<b>\$1,375,689,562</b>	<b>\$1,292,063,971</b>	<b>\$782,610,000</b>	<b>11,795.9</b>
Bartow Memorial Hospital	\$8,751,431	\$33,286,910	\$31,263,461	\$22,512,030	225.8
Heart of Florida Regional Medical Center	\$19,780,129	\$54,010,939	\$50,727,715	\$30,947,586	466.0
Lakeland Regional Medical Center	\$117,516,262	\$279,705,360	\$262,702,595	\$145,186,333	2,731.1
Winter Haven Hospital	\$87,495,621	\$194,158,793	\$182,356,244	\$94,860,623	2,556.1
<b>POLK COUNTY TOTALS</b>	<b>\$233,543,443</b>	<b>\$561,162,002</b>	<b>\$527,050,015</b>	<b>\$293,506,572</b>	<b>5,979.0</b>
Putnam Medical Center	\$16,945,438	\$50,632,755	\$47,554,885	\$30,609,447	450.7
<b>PUTNAM COUNTY TOTALS</b>	<b>\$16,945,438</b>	<b>\$50,632,755</b>	<b>\$47,554,885</b>	<b>\$30,609,447</b>	<b>450.7</b>
Jay Hospital	\$3,618,558	\$8,279,481	\$7,776,187	\$4,157,629	118.1
Santa Rosa Medical Center	\$11,899,959	\$27,064,566	\$25,419,362	\$13,519,403	286.2
West Florida Community Care Ctr.	\$3,352,753	\$6,301,418	\$5,918,367	\$2,565,614	122.3
<b>SANTA ROSA COUNTY TOTALS</b>	<b>\$18,871,270</b>	<b>\$41,645,465</b>	<b>\$39,113,915</b>	<b>\$20,242,645</b>	<b>526.6</b>
Bon Secours-Venice Healthcare	\$35,415,759	\$91,618,415	\$86,049,103	\$50,633,344	898.0
Doctors Hospital of Sarasota	\$23,870,976	\$75,567,384	\$70,973,784	\$47,102,808	537.2
Englewood Community Hospital	\$11,627,727	\$37,965,242	\$35,657,406	\$24,029,679	275.4
Sarasota Memorial Hospital	\$125,603,916	\$321,334,055	\$301,800,760	\$176,196,844	2,915.3
<b>SARASOTA COUNTY TOTALS</b>	<b>\$196,518,378</b>	<b>\$526,485,096</b>	<b>\$494,481,054</b>	<b>\$297,962,676</b>	<b>4,625.9</b>
Central Florida Regional Hospital	\$32,340,710	\$90,117,352	\$84,639,287	\$52,298,577	691.2
<b>SEMINOLE COUNTY TOTALS</b>	<b>\$32,340,710</b>	<b>\$90,117,352</b>	<b>\$84,639,287</b>	<b>\$52,298,577</b>	<b>691.2</b>
Flagler Hospital	\$45,116,807	\$108,207,064	\$101,629,359	\$56,512,552	1,140.4
<b>ST. JOHNS COUNTY TOTALS</b>	<b>\$45,116,807</b>	<b>\$108,207,064</b>	<b>\$101,629,359</b>	<b>\$56,512,552</b>	<b>1,140.4</b>
Lawnwood Regional Medical Center	\$43,959,012	\$126,759,749	\$119,054,261	\$75,095,249	941.1
Savannas Hospital	\$4,821,332	\$10,039,846	\$9,429,543	\$4,608,211	143.0
St. Lucie Medical Center	\$28,131,332	\$84,350,080	\$79,222,597	\$51,091,265	648.8
<b>ST. LUCIE COUNTY TOTALS</b>	<b>\$76,911,676</b>	<b>\$221,149,675</b>	<b>\$207,706,401</b>	<b>\$130,794,725</b>	<b>1,732.9</b>

Appendix C. Selected Financial Data and Full-time Employee Equivalents (FTEs), Florida Hospitals by County, Fiscal Year 2002, (continued)

Hospital	Total Salaries	Total Expenses	Average Operating Expenses	Operating Expenses excluding Salaries	Total FTEs
Shands at Live Oak	\$4,735,702	\$9,834,256	\$9,236,450	\$4,500,748	118.5
SUWANNEE COUNTY TOTALS	\$4,735,702	\$9,834,256	\$9,236,450	\$4,500,748	118.5
Doctors Memorial Hospital	\$9,245,396	\$19,889,603	\$18,680,551	\$9,435,155	272.0
TAYLOR COUNTY TOTALS	\$9,245,396	\$19,889,603	\$18,680,551	\$9,435,155	272.0
Lake Butler Hospital/Hand Surgery Center	\$1,766,799	\$3,561,345	\$3,344,858	\$1,578,059	51.3
North Florida Reception Ctr Hospital	\$14,100,716	\$22,848,171	\$21,459,274	\$7,358,558	271.0
UNION COUNTY TOTALS	\$15,867,515	\$26,409,516	\$24,804,131	\$8,936,616	322.3
Bert Fish Medical Center	\$18,490,965	\$52,712,044	\$49,507,778	\$31,016,813	508.9
Florida Hospital - Oceanside	\$49,682,086	\$141,914,136	\$133,287,442	\$83,605,356	1,176.4
Florida Hospital Deland	\$22,375,572	\$64,421,997	\$60,505,905	\$38,130,333	543.4
Florida Hospital Fish Memorial	\$25,133,312	\$74,328,636	\$69,810,338	\$44,677,026	615.6
Halifax Community Health System	\$114,071,829	\$288,474,051	\$270,938,254	\$156,866,425	2,717.0
VOLUSIA COUNTY TOTALS	\$229,753,764	\$621,850,864	\$584,049,715	\$354,295,951	5,561.3
Healthmark Regional Medical Center	\$4,627,366	\$11,648,675	\$10,940,574	\$6,313,208	179.6
WALTON COUNTY TOTALS	\$4,627,366	\$11,648,675	\$10,940,574	\$6,313,208	179.6
Northwest Florida Community Hospital	\$5,480,368	\$12,876,663	\$12,093,915	\$6,613,547	202.7
WASHINGTON COUNTY TOTALS	\$5,480,368	\$12,876,663	\$12,093,915	\$6,613,547	202.7