



Donna Jerry
Senior Health Policy Analyst
Green Mountain Care Board
144 State Street
Montpelier, Vermont 05602

March 30, 2022

Dear Ms. Jerry:

Attached please find Northwestern Medical Center's answers to the Green Mountain Care Board's questions of 03/16/22 relating to NMC's request for an expedited amendment to our Certificate of Need for the Modernization of the NMC Emergency Department (Docket No. GMCB-003-19). The Verification Under Oath form is included in this response.

This communication includes our narrative responses as well as the requested updated financial tables (both as printed PDF and in full Excel format), an updated comparative table, and the requested equipment list (sorted both by type and space). We are emailing you an electronic copy as well as mailing you the original. We have also cc'd the interested party on this email communication.

Please let me know if there are any additional questions we can answer or if any additional information is needed.

Sincerely,

Jonathan Billings
Chief Operating Officer

CC: Dean French, MD, NMC Chief Executive Officer
A. Cramer, Primmer Piper Eggleston & Cramer
K. Kuiper, Vermont Legal Aid
E. Schultheis, Vermont Legal Aid
Z. Hozid, Disability Rights Vermont
L. Owen, Disability Rights Vermont
M. Barber, Green Mountain Care Board

**Northwestern Medical Center Certificate of Need Response to 03/16/22 Questions
Regarding NMC Request for Expedited Amendment for
Emergency Department Modernization: GMCB-003-19con**

The following are Northwestern Medical Center's (NMC's) responses to the Green Mountain Care Board's (GMCB's) questions dated 03/16/22 regarding NMC's 03/02/22 request for an expedited amendment relating to the Certificate of Need for NMC's Emergency Department (ED) Modernization project – GMCB-003-19con.

As per request, the bold text represents the full text of the GMCB question, and the normal text represents NMC's reply.

1. Has the timeline changed from what was reflected in the CON application and original CON granted? If yes, please provide a revised timeline.

Condition 6 of the June 11, 2020 Certificate of Need (CON) document specifies: *"The project shall be fully implemented within five (5) years of the date of issuance of this certificate of need."* It is still NMC's firm intention to complete the project within that 5-year window, which would close June 11, 2025. As we have shared, due to the complications of the COVID-19 pandemic, this project was paused at the time of the issuance of the CON. The resulting delay has been significant. Following the anticipated timely issuance of the requested amendment, and with no further complications from the pandemic, NMC will proceed with the project expeditiously given its significant importance. Fortunately, while the project is an intense project, it is not a long project. We anticipate construction starting in the late Spring of 2022 and being completed in Summer of 2023. This timeframe would keep the project well within the conditions of the existing Certificate of Need.

2. Confirm that all routine equipment being replaced is fully depreciated. Provide an updated list of the routine equipment being replaced.

NMC has engaged the services of Noli White, a national firm with expertise in equipment planning for healthcare projects. They have worked with NMC's ED Project Managers, the architectural firm E4H, Emergency Department clinical team, and Materials Management Department to plan the equipment replacement. Attached is the itemized list of the planned equipment replacement for the modernization of the NMC Emergency Department.

The ED equipment which is not yet fully depreciated is comprised of:

- 13 stretchers and a stretcher chair;
- An ultrasound machine and 2 ultrasound probes;
- A rigid scope;
- A bladder scanner;
- A light;
- An ice machine; and
- A warming cabinet.

The equipment which carries depreciation value and is still in good condition will be considered for trade in or reused within the organization or donation. As NMC pursues High Reliability with a focus on Safety and Quality, standardization of equipment within care settings and across care settings provides a predictability and familiarity that reduces error. That mindset will be at the forefront of our decisions regarding the path for each piece of used equipment. Three of the new stretchers are

**Northwestern Medical Center Certificate of Need Response to 03/16/22 Questions
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recent purchases that will be moved to the new ED and become the standard for the rest of the stretchers in the modernized department. The remaining stretchers that are still in good condition may be relocated into other outpatient areas to replace even older equipment or may be traded in or donated. Those that are not in good condition will be retired from service as we move toward standardization across the organization. The ultrasound equipment is estimated to have 2-3 years of useful life remaining so will likely be relocated to the Progressive Care Unit or Ambulatory to complete service to NMC. The bladder scanner and the light have some useful life remaining and may be able to be reused elsewhere in the organization. The rigid scope needs to be replaced and retired at this time as it is at the end of its true useful life. Similarly, the ice machine and the warming cabinets will be replaced due to their current condition.

3. Provide revised Income Statements and Balance Sheets (Table 3 A, B, and C and Table 4 A, B, and C) to include the increase in the project cost as based on the received FY22 1st quarter financials.

Please see the attached revised Income Statements and Balance Sheets as requested.

4. Confirm the Days Cash on Hand for: a) the total project cost of \$7,616,215 approved in the CON granted; and b) revised total project cost of \$10,883,724.

In the financials submitted for the existing Certificate of Need (June 11, 2020), which carried a projected total project cost of \$7, 616215, the estimated Days Cash On Hand at the completion of the project were 215. With the revised total project cost of \$10,883,724, the updated estimated Days Cash On Hand at the completion of the project now stands at 210. NMC's investment returns have allowed for minimal change in the Days Cash on Hand projection.

5. The line items Construction Contingency, Design/Bidding Contingency, and Other are not consistent between the two tables on pages 8 and 9. Correct and resubmit.

In the initial submission of these tables, Page 8 was modeled after GMCB's 'Table 1' and Page 9 was modelled after Brattleboro's CON Amendment Exhibit 1. Page 8 / Table 1 was initially designed to show the Construction Subtotal equal to the (expired) GMP Price from EF Wall. Costs have been reallocated so that both tables are consistent. The below changes were made:

- \$367,521 Market Volatility Allowance placed in Construction Costs Line 5 Design / Bidding Contingency. This was initially placed in Related Project Costs Line 10 Other.
- \$50,000 Owners Const. Allowance placed in Construction Costs Line 6 Construction Contingency. This was initially placed in Related Project Costs Line 10 Other.
- \$551,282 Owner's Construction Contingency placed in Construction Costs Line 6 Construction Contingency. This was initially placed in Related Project Costs Line 10 Other.
- \$2,916 was placed in Construction Costs Line 8 Other. This was initially placed in Related Project Costs Line 10 Other.

**Northwestern Medical Center Certificate of Need Response to 03/16/22 Questions
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6. Explain in detail why the Administrative Expenses and Permits increased from \$105,701 to \$426,775.

Administrative Expenses and Permits costs have increased due to reasons related to the impact of the pandemic and the resulting lengthy delay of the project. These include the effect of increased project costs on the calculation of fees and changes within the organization necessitating revised approaches. The following is a numerical summary and narrative explanation of these changes.

Changes in Administrative Expenses and Permits	
Original budget for Administrative Expenses and Permits	\$105,701
Increased permitting costs driven by increased project costs	\$44,124
Increased contracted services costs driven by changes within NMC's staffing	\$264,450
Fee to revise Guaranteed Maximum Price	\$7,500
New anticipated owner costs (for materials testing)	\$5,000
Amended budget for Administrative Expenses and Permits	\$426,775

Both the State of Vermont Division of Fire Safety and the City of St. Albans building permits are based on a percentage of project costs, requiring NMC to budget \$44,124 additional funding for permitting.

At the time of the original Certificate of Need, NMC had both a Director of Support Services with extensive construction project management experience as well as an internal Project Manager for facilities. Both of these staff members left the organization over the past two years and have not been replaced at this time. NMC is actively recruiting for the Director of Facilities & Support Services position. Additionally, NMC's Materials Management Manager – who was expected to have coordinated the approach to equipment within the project – also left the organization and has only recently been replaced. Given these changes, the amount of time and dedicated effort to both launch and manage a project of this size and complexity has required NMC to engage outside resources to make this project successful.

Our organization plans to engage three different firms that are experienced in healthcare projects and are familiar with our hospital and/or our leadership. The Noli White Group will manage the equipment purchases which, as noted above, is significantly greater in scope than originally envisioned. JL Transitions will help our clinical team and other hospital groups navigate the move and workflow changes as they go from existing space to the 'Temporary E.D.' and then back to the newly created Emergency Department. NMC has contracted with external Project Managers who will help ensure the project is delivered by the construction team on time and on budget as well as coordinate impacts on the existing facility (i.e. utility shutdowns) as well as work with the many departments within the hospital (i.e. clinical, Information Systems, EVS, etc.) to make sure the new Emergency Department meets the needs of our patients and staff. The addition of these three 'contract' groups to support the project account for an additional \$264,450 of cost and are not unusual for projects of this size and scope.

NMC has also incurred an additional \$7,500 from our construction manager to arrive at the revised Guaranteed Maximum Price due to delays in the project and have set aside \$5,000 for testing various materials (i.e. new concrete pours) that are anticipated owner costs during construction.

NOTE: When completing this table make entries in the shaded fields only.

**Northwestern Medical Center
Emergency Department Modernization
TABLE 1
PROJECT COSTS**

Construction Costs	
1. New Construction	\$ 1,895,384
2. Renovation	\$2,995,225
3. Site Work	114,989
4. Fixed Equipment	-
5. Design/Bidding Contingency	\$506,847
6. Construction Contingency	\$847,618
7. Construction Manager Fee	138,345
8. Other (please specify)	-
Subtotal	\$ 6,498,408
Related Project Costs	
1. Major Moveable Equipment	\$ -
2. Furnishings, Fixtures & Other Equip.	\$444,296
3. Architectural/Engineering Fees	\$567,810
4. Land Acquisition	-
5. Purchase of Buildings	-
6. Administrative Expenses & Permits	\$105,701
7. Debt Financing Expenses (see below)	-
8. Debt Service Reserve Fund	-
9. Working Capital	-
10. Other (please specify)	-
Subtotal	\$ 1,117,807
Total Project Costs	\$ 7,616,215

Debt Financing Expenses	
1. Capital Interest	\$ -
2. Bond Discount or Placement Fee	-
3. Misc. Financing Fees & Exp. (issuance costs)	-
4. Other	-
Subtotal	\$ -
Less Interest Earnings on Funds	
1. Debt Service Reserve Funds	\$ -
2. Capitalized Interest Account	-
3. Construction Fund	-
4. Other	-
Subtotal	\$ -
Total Debt Financing Expenses	\$ -
feeds to line 7 above	

NOTE: When completing this table make entries in the shaded fields only.

**Northwestern Medical Center
Emergency Department Modernization**

TABLE 2
DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

Sources of Funds			
1. Financing Instrument	Bond		
a. Interest Rate	0.0%		
b. Loan Period		To:	
c. Amount Financed			\$ -
2. Equity Contribution			7,616,215
3. Other Sources			
a. Working Capital			-
b. Fundraising			(500,000)
c. Grants			-
d. Other			-
Total Required Funds			\$ 7,116,215

Uses of Funds			
<u>Project Costs (feeds from Table 1)</u>			
1. New Construction		\$	1,895,384
2. Renovation			2,995,225
3. Site Work			114,989
4. Fixed Equipment			-
5. Design/Bidding Contingency			506,847
6. Construction Contingency			847,618
7. Construction Manager Fee			138,345
8. Major Moveable Equipment			-
9. Furnishings, Fixtures & Other Equip.			444,296
10. Architectural/Engineering Fees			567,810
11. Land Acquisition			-
12. Purchase of Buildings			-
13. Administrative Expenses & Permits			105,701
14. Debt Financing Expenses			-
15. Debt Service Reserve Fund			-
16. Working Capital			-
17. Other (please specify)			-
Total Uses of Funds		\$	7,616,215

Total sources should equal total uses of funds.

NORTHWESTERN MEDICAL CENTER
Emergency Department Modernization

INCOME STATEMENT
Table 3A
WITHOUT PROJECT

	2020	2021	2022	Proposed Yr. 1		Proposed Yr. 2		Proposed Yr. 3						
				Actual	Budget	% change	Actuals	Budget	% change	Actuals	Budget	% change		
REVENUES														
INPATIENT CARE REVENUE	42,806,610	48,811,418	46,342,947	-5.1%	42,863,329	-7.5%	45,520,855	6.2%	48,479,711	6.5%	50,418,899	4.0%	50,418,899	4.0%
OUTPATIENT CARE REVENUE	107,909,001	195,485,388	155,521,026	-20.4%	157,650,419	1.4%	167,424,745	6.2%	178,307,353	6.5%	185,435,648	4.0%	185,435,648	4.0%
OUTPATIENT CARE REVENUE - PHYSICIAN	41,850,005	-	41,752,623	#DIV/0!	45,012,239	7.8%	47,802,998	6.2%	50,910,193	6.5%	52,946,600	4.0%	52,946,600	4.0%
CHRONIC/SNF PT CARE REVENUE				#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
SWING BEDS PT CARE REVENUE	486,330	442,402	628,859	42.1%	336,220	-46.5%	0	-100.0%	0	-100.0%	0	-100.0%	0	-100.0%
GROSS PATIENT CARE REVENUE	193,051,946	244,739,208	244,245,455	-0.2%	245,662,207	0.7%	260,748,598	6.1%	277,697,257	6.5%	288,805,147	4.0%	288,805,147	4.0%
DISPROPORTIONATE SHARE PAYMENTS	957,306	750,000	1,094,726	36.6%	1,047,564	2.2%	1,047,564	0.0%	1,047,564	0.0%	1,047,564	0.0%	1,047,564	0.0%
BAD DEBT FREE CARE	(9,471,641)	(9,216,629)	(8,648,997)	-2.7%	(9,314,405)	7.7%	(9,609,887)	3.2%	(9,698,184)	3.0%	(10,195,129)	3.0%	(10,195,129)	3.0%
DEDUCTIONS FROM REVENUE	(106,949,132)	(143,032,594)	(142,730,692)	-0.2%	(144,147,404)	1.0%	(149,930,444)	4.0%	(158,267,437)	5.6%	(164,618,934)	4.0%	(164,618,934)	4.0%
NET PATIENT CARE REVENUE	77,686,479	93,239,585	93,890,492	0.7%	93,447,962	-0.5%	102,255,831	9.4%	110,559,201	8.1%	115,038,648	4.1%	115,038,648	4.1%
FIXED PROSPECTIVE PAYMENTS AND RESERVES	20,867,160	18,776,132	21,605,182	15.1%	22,477,572	4.0%	18,500,000	-17.7%	14,423,085	-22.0%	14,316,017	-0.7%	14,316,017	-0.7%
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	98,553,639	112,015,717	115,495,674	3.1%	115,925,533	0.4%	120,755,831	4.2%	124,982,285	3.5%	129,356,665	3.5%	129,356,665	3.5%
OTHER OPERATING REVENUE	21,131,185	5,473,872	9,332,976	70.5%	5,690,293	-39.0%	5,500,000	-3.3%	5,500,000	0.0%	5,500,000	0.0%	5,500,000	0.0%
TOTAL OPERATING REVENUE	119,686,824	117,489,589	124,828,650	6.2%	121,615,826	-2.6%	126,255,831	3.8%	130,482,285	3.3%	134,856,665	3.4%	134,856,665	3.4%
OPERATING EXPENSE														
SALARIES NON MD	40,912,982	41,109,985	41,692,840	1.4%	40,885,801	-1.9%	42,112,375	3.0%	43,375,746	3.0%	44,677,019	3.0%	44,677,019	3.0%
FRINGE BENEFITS NON MD	12,069,327	11,702,963	10,594,758	-9.6%	10,671,486	0.8%	10,991,631	3.0%	11,321,379	3.0%	11,661,021	3.0%	11,661,021	3.0%
FRINGE BENEFITS MD	1,944,609	1,563,307	1,728,288	10.6%	1,675,935	-3.0%	1,726,213	3.0%	1,777,999	3.0%	1,831,339	3.0%	1,831,339	3.0%
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES	18,879,046	17,240,473	17,470,287	1.3%	15,833,802	-9.4%	16,308,816	3.0%	16,798,081	3.0%	17,302,023	3.0%	17,302,023	3.0%
HEALTH CARE PROVIDER TAX	6,361,131	4,775,705	5,733,180	20.0%	6,696,736	16.8%	6,897,638	3.0%	7,245,350	5.0%	7,498,937	3.5%	7,498,937	3.5%
DEPRECIATION AMORTIZATION	5,740,402	6,189,830	5,629,176	-9.1%	5,220,065	-7.3%	5,129,176	-1.7%	5,582,299	8.8%	5,882,299	5.0%	6,082,299	5.0%
INTEREST - LONG/SHORT TERM	745,629	893,795	732,587	-18.0%	761,602	4.0%	800,000	5.0%	800,000	0.0%	800,000	0.0%	800,000	0.0%
OTHER OPERATING EXPENSE	34,145,214	35,886,107	39,077,298	8.9%	37,418,351	-4.2%	38,540,902	3.0%	39,897,129	3.0%	40,868,042	3.0%	40,868,042	3.0%
TOTAL OPERATING EXPENSE	120,798,340	119,362,165	122,648,414	2.8%	119,163,778	-2.8%	122,506,750	2.8%	126,597,983	3.3%	130,740,680	3.3%	130,740,680	3.3%
NET OPERATING INCOME (LOSS)	(1,111,516)	(1,872,576)	2,180,236	-216.4%	2,452,048	12.5%	3,749,081	52.9%	3,884,302	3.6%	4,115,985	6.0%	4,115,985	6.0%
NON-OPERATING REVENUE	(260,585)	1,673,675	5,000,000	198.7%	1,546,335	-69.1%	1,550,000	0.2%	1,550,000	0.0%	1,550,000	0.0%	1,550,000	0.0%
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	(1,372,101)	(198,901)	7,180,236	-3710.0%	3,998,383	-44.3%	5,299,081	32.6%	5,434,302	2.6%	5,665,985	4.3%	5,665,985	4.3%
Operating Margin %	-0.9%	-1.6%	1.7%		2.0%	3.1%	3.0%	3.0%	3.0%	3.0%	3.1%	3.1%	3.1%	
Bad Debt & Free Care%	4.9%	3.8%	3.5%		3.8%	3.6%	3.7%	3.6%	3.6%	3.5%	3.5%	3.5%	3.5%	
Compensation Ratio	61.1%	60.0%	58.3%		58.0%	57.7%	58.1%	57.9%	57.7%	57.7%	57.7%	57.7%	57.7%	
Capital Cost % of Total Expenses	5.4%	5.9%	5.2%		5.0%	5.0%	4.8%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	

NORTHWESTERN MEDICAL CENTER

Emergency Department Modernization

Note: This table requires no "fill-in" as it is populated automatically

Table 3C
INCOME STATEMENT

	2021				2022				Proposed Yr 2				Proposed Yr 3			
	Actual	Budget	% change	Actuals	% change	Budget	% change	2021	% change	2023	% change	2024	% change	2025	% change	
REVENUES																
INPATIENT CARE REVENUE	42,806,610	48,811,418	14.0%	46,342,947	-5.1%	42,863,329	-7.5%	45,520,855	6.2%	48,479,711	6.2%	48,479,711	6.5%	50,418,899	4.0%	
OUTPATIENT CARE REVENUE	107,909,001	195,485,388	81.2%	155,521,026	-20.4%	157,650,419	1.4%	167,424,745	6.2%	178,307,353	6.2%	178,307,353	6.5%	185,439,648	4.0%	
OUTPATIENT CARE REVENUE - PHYSICIAN	41,850,005	-	-100.0%	41,752,623	#DIV/0!	45,012,239	7.8%	47,802,998	6.2%	50,910,193	6.2%	50,910,193	6.5%	52,946,600	4.0%	
CHRONIC/SNF PT CARE REVENUE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	-	-	#DIV/0!	-	#DIV/0!	
SWING BEDS PT CARE REVENUE	486,330	442,402	-9.0%	628,859	42.1%	336,220	-46.5%	-	-100.0%	-	-	-	#DIV/0!	-	#DIV/0!	
GROSS PATIENT CARE REVENUE	193,051,946	244,739,208	26.8%	244,245,455	-0.2%	245,862,207	0.7%	260,748,598	6.1%	277,697,257	6.1%	277,697,257	6.5%	288,805,147	4.0%	
DISPROPORTIONATE SHARE PAYMENTS	957,306	750,000	-21.7%	1,024,726	36.6%	1,047,564	2.2%	1,047,564	0.0%	1,047,564	0.0%	1,047,564	0.0%	1,047,564	0.0%	
BAD DEBT FREE CARE	(8,477,641)	(9,216,629)	-2.7%	(8,648,997)	-6.2%	(9,314,405)	7.7%	(9,609,887)	3.2%	(9,696,184)	3.2%	(9,696,184)	3.0%	(10,195,129)	3.0%	
DEDUCTIONS FROM REVENUE	(106,849,132)	(143,032,994)	33.9%	(142,730,692)	-0.2%	(144,147,404)	1.0%	(149,930,444)	4.0%	(158,287,437)	4.0%	(158,287,437)	5.6%	(164,618,934)	4.0%	
NET PATIENT CARE REVENUE	77,688,479	93,239,585	20.0%	93,890,492	0.7%	93,447,962	-0.5%	102,255,831	9.4%	110,559,201	8.1%	110,559,201	8.1%	115,038,648	4.1%	
FIXED PROSPECTIVE PAYMENTS AND RESERVES	41,734,320	37,552,264	-10.0%	21,605,182	-42.5%	22,477,572	4.0%	18,500,000	-17.7%	14,423,085	-22.0%	14,423,085	-22.0%	14,318,017	-0.7%	
NET PATIENT CARE REV & FIXED PAYMENTS & RESERVES	98,555,639	112,015,717	13.7%	115,495,674	3.1%	115,925,533	0.4%	120,755,831	4.2%	124,982,285	3.5%	124,982,285	3.5%	129,356,665	3.5%	
OTHER OPERATING REVENUE	21,131,185	5,473,872	-74.1%	9,332,976	70.5%	5,690,293	-39.0%	5,500,000	-3.3%	5,500,000	0.0%	5,500,000	0.0%	5,500,000	0.0%	
TOTAL OPERATING REVENUE	119,686,824	117,489,589	-1.8%	124,828,650	6.2%	121,615,826	-2.6%	126,255,831	3.8%	130,482,285	3.3%	130,482,285	3.3%	134,856,665	3.4%	
OPERATING EXPENSE																
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PHYSICIAN FEES MD	1,944,609	1,563,307	-19.6%	1,728,288	10.6%	1,675,935	-3.0%	1,726,213	3.0%	1,777,999	3.0%	1,777,999	3.0%	1,831,339	3.0%	
PHYSICIAN FEES SALARIES CONTRACTS & FRINGES	18,879,046	17,470,473	-8.7%	17,470,287	-0.1%	15,833,802	-9.4%	16,308,816	3.0%	16,798,081	3.0%	16,798,081	3.0%	17,302,023	3.0%	
HEALTH CARE PROVIDER TAX	6,361,131	4,775,705	-24.9%	5,733,180	20.0%	6,696,736	16.8%	6,897,638	3.0%	7,245,350	5.0%	7,245,350	5.0%	7,498,937	3.5%	
DEPRECIATION AMORTIZATION	5,740,402	6,189,830	7.8%	5,629,176	-9.1%	5,220,065	-7.3%	5,129,176	-1.7%	5,908,638	15.2%	5,908,638	15.2%	6,734,977	14.0%	
INTEREST - LONG/SHORT TERM	745,629	893,795	19.9%	732,597	-18.0%	761,602	4.0%	800,000	5.0%	800,000	0.0%	800,000	0.0%	800,000	0.0%	
OTHER OPERATING EXPENSE	34,145,214	35,886,107	5.1%	39,077,298	8.9%	37,418,351	-4.2%	38,540,902	3.0%	39,697,129	3.0%	39,697,129	3.0%	40,888,042	3.0%	
TOTAL OPERATING EXPENSE	120,798,340	119,362,165	-1.2%	122,648,414	2.8%	119,163,778	-2.8%	122,906,750	2.8%	126,924,322	3.6%	126,924,322	3.6%	131,393,368	3.5%	
NET OPERATING INCOME (LOSS)	(1,111,516)	(1,872,576)	-68.5%	2,180,236	-216.4%	2,452,048	12.9%	3,749,081	52.9%	3,557,963	-5.1%	3,557,963	-5.1%	3,463,307	-2.7%	
NON-OPERATING REVENUE	(280,585)	1,673,675	-742.3%	5,000,000	198.7%	1,546,335	-69.1%	1,550,000	0.2%	1,550,000	0.0%	1,550,000	0.0%	1,550,000	0.0%	
EXCESS (DEFICIT) OF REVENUE OVER EXPENSE	(1,372,101)	(198,901)	-85.5%	7,180,236	-3710.0%	3,998,383	-44.3%	5,299,081	32.5%	5,107,963	-3.6%	5,107,963	-3.6%	5,013,307	-1.9%	
Operating Margin %	-0.9%	-1.6%		1.7%	2.0%		3.0%	3.0%		2.7%		2.7%	2.6%			
Bad Debt & Free Care%	4.9%	3.8%		3.5%	3.8%		3.7%	3.7%		3.6%		3.6%	3.5%			
Compensation Ratio	61.1%	60.0%		58.3%	58.0%		58.1%	58.1%		57.7%		57.7%	57.4%			
Capital Cost % of Total Expenses	5.4%	5.9%		5.2%	5.0%		4.8%	4.8%		5.3%		5.3%	5.7%			

NORTHWESTERN MEDICAL CENTER

EMERGENCY DEPARTMENT MODERNIZATION

Balance Sheet

WITHOUT PROJECT

	2020	2021	2021	2021	2022	2023	2024	2025
	Actual	Budget	% change	Actuals	% change	Proposed Year 1	Proposed Year 2	Proposed Year 3
						% change	% change	% change
ASSETS								
CURRENT ASSETS								
CASH & INVESTMENTS	66,179,527	39,324,753	-40.6%	86,682,871	120.4%	75,704,121	84,522,087	89,284,524
PATIENT ACCOUNTS RECEIVABLE, GROSS	28,519,908	31,000,000	8.7%	30,015,662	-3.2%	29,500,000	31,000,000	31,000,000
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(18,610,315)	(21,000,000)	12.8%	(20,973,357)	-0.1%	(19,500,000)	(21,000,000)	(21,000,000)
DUE FROM THIRD PARTIES	-	-	#DIV/0!	4,776,054	-40.3%	-	-	-
OTHER CURRENT ASSETS	13,666,492	8,000,000	-41.5%	-	-	13,250,000	13,250,000	13,250,000
TOTAL CURRENT ASSETS	89,754,612	57,324,753	-36.1%	100,501,230	75.3%	98,954,121	107,772,087	112,534,524
BOARD DESIGNATED ASSETS								
FUNDED DEPRECIATION	17,632,862	18,500,000	4.9%	849,782	-95.4%	16,300,000	850,000	850,000
ESCROWED BOND FUNDS	-	-	#DIV/0!	-	-	-	-	-
OTHER	7,539,652	7,125,097	-5.5%	8,368,641	17.5%	8,500,000	9,500,000	9,500,000
TOTAL BOARD DESIGNATED ASSETS	25,172,514	25,625,097	1.8%	9,218,423	-64.0%	24,800,000	10,350,000	10,350,000
PROPERTY, PLANT, AND EQUIPMENT								
LAND, BUILDINGS & IMPROVEMENTS	89,355,420	91,323,066	2.2%	94,223,394	3.2%	94,625,000	100,650,411	105,650,411
CONSTRUCTION IN PROGRESS	7,413,821	12,913,821	74.2%	1,322,187	-89.8%	2,000,000	5,000,000	2,500,000
MAJOR MOVABLE EQUIPMENT	42,139,927	47,626,986	13.0%	47,122,730	-1.1%	51,365,000	59,723,313	63,223,313
FIXED EQUIPMENT	-	-	#DIV/0!	-	-	-	-	-
TOTAL PROPERTY, PLANT AND EQUIPMENT	138,909,168	151,863,873	9.3%	142,668,311	-6.1%	147,990,000	165,373,724	171,373,724
LESS: ACCUMULATED DEPRECIATION								
LAND, BUILDINGS & IMPROVEMENTS	(35,291,308)	(38,728,745)	9.7%	(38,203,109)	-1.4%	(40,320,224)	(45,644,872)	(47,974,359)
EQUIPMENT - FIXED	(32,665,928)	(35,874,958)	9.8%	(35,486,865)	-1.1%	(38,100,000)	(44,000,000)	(48,500,000)
TOTAL ACCUMULATED DEPRECIATION	(67,957,236)	(74,603,703)	9.8%	(73,689,974)	-1.2%	(78,420,224)	(89,644,872)	(96,474,359)
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	70,951,932	77,260,170	8.9%	68,978,337	-10.7%	69,569,776	75,728,852	74,899,365
OTHER LONG-TERM ASSETS	1,545,596	1,667,699	7.9%	1,501,808	-9.9%	1,500,000	1,963,167	1,963,167
TOTAL ASSETS	167,424,654	161,877,719	-3.6%	180,199,798	11.3%	194,823,897	195,814,116	199,747,056
LIABILITIES AND FUND BALANCE								
CURRENT LIABILITIES								
ACCOUNTS PAYABLE	3,566,718	4,000,000	12.1%	4,365,460	9.1%	3,250,000	3,500,000	3,500,000
CURRENT LIABILITIES COVID-19	5,875,196	-	-100.0%	-	-	-	-	-
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	4,357,716	4,500,000	3.3%	4,684,427	4.1%	4,500,000	4,500,000	4,500,000
ESTIMATED THIRD-PARTY SETTLEMENTS	6,145,746	4,900,000	-21.9%	2,141,174	-65.4%	7,100,000	4,500,000	4,500,000
OTHER CURRENT LIABILITIES	15,047,165	8,194,304	-45.5%	2,089,740	-74.5%	11,500,000	11,500,000	11,500,000
CURRENT PORTION OF LONG-TERM DEBT	1,566,415	1,605,696	2.5%	1,605,696	0.0%	1,512,028	1,688,338	1,733,046
TOTAL CURRENT LIABILITIES	36,556,956	23,100,000	-36.8%	14,886,497	-35.6%	25,512,028	25,688,338	25,733,046
OTHER LONG-TERM LIABILITIES								

NORTHWESTERN MEDICAL CENTER

LONG-TERM DEBT	28,163,248	26,743,328	-5.0%	26,569,347	-0.7%	27,734,879	4.4%	23,584,440	-11.2%	21,719,792	-7.9%	19,942,039	-8.2%
BONDS & MORTGAGES PAYABLE	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
CAPITAL LEASE OBLIGATIONS	-	3,200,000	#DIV/0!	-	-100.0%	-	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
OTHER LONG-TERM DEBT	28,163,248	29,943,328	6.3%	26,569,347	-11.3%	27,734,879	4.4%	23,584,440	-11.2%	21,719,792	-7.9%	19,942,039	-8.2%
TOTAL LONG-TERM DEBT	28,163,248	29,943,328	6.3%	26,569,347	-11.3%	27,734,879	4.4%	23,584,440	-11.2%	21,719,792	-7.9%	19,942,039	-8.2%
OTHER NONCURRENT LIABILITIES	6,179,575	-	-100.0%	6,004,415	#DIV/0!	4,000,000	-33.4%	2,500,000	-58.4%	2,500,000	0.0%	2,500,000	0.0%
TOTAL LIABILITIES	70,901,779	53,043,328	-25.2%	47,460,259	-10.5%	59,651,294	25.7%	51,596,468	8.7%	49,908,130	-3.3%	48,175,085	-3.5%
FUND BALANCE	116,522,875	108,834,391	-6.6%	132,739,539	22.0%	135,172,603	1.8%	140,471,684	5.8%	145,905,986	3.9%	151,571,971	3.9%
TOTAL LIABILITIES AND FUND BALANCE	187,424,654	161,877,719	-13.6%	180,199,798	11.3%	194,823,897	8.1%	192,068,152	6.6%	185,814,116	2.0%	198,747,066	2.0%

NORTHWESTERN MEDICAL CENTER

EMERGENCY DEPARTMENT MODERNIZATION

Balance Sheet PROJECT ONLY

	2020	2021	2021	2021	2022	2023	2024	2025
	Actual	Budget	% change	Actuals	Budget	% change	Proposed Year 2	Proposed Year 3
ASSETS								
CURRENT ASSETS								
CASH & INVESTMENTS					(4,737,902)	-5,488,461	0	0
PATIENT ACCOUNTS RECEIVABLE, GROSS								
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS								
DUE FROM THIRD PARTIES								
OTHER CURRENT ASSETS								
TOTAL CURRENT ASSETS					(4,737,902)	(5,488,461)	0	0
BOARD DESIGNATED ASSETS								
FUNDED DEPRECIATION								
ESCROWED BOND FUNDS								
OTHER								
TOTAL BOARD DESIGNATED ASSETS								
PROPERTY, PLANT, AND EQUIPMENT								
LAND, BUILDINGS & IMPROVEMENTS						602,541	0	0
CONSTRUCTION IN PROGRESS						3,500,000	0	0
MAJOR MOVABLE EQUIPMENT						13,583,12	0	0
FIXED EQUIPMENT								
TOTAL PROPERTY, PLANT AND EQUIPMENT						10,883,724	0	0
LESS: ACCUMULATED DEPRECIATION								
LAND, BUILDINGS & IMPROVEMENTS						-1,885,17	-38,1016	-38,1016
EQUIPMENT - FIXED							271,662	-271,662
EQUIPMENT - MAJOR MOVEABLE							(109,354)	(852,678)
TOTAL ACCUMULATED DEPRECIATION						(1,885,17)	(109,354)	(1,132,456)
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET						8,998,553	-38,1016	-1,132,456
OTHER LONG-TERM ASSETS								
TOTAL ASSETS					(4,737,902)	3,513,392	-38,1016	-1,132,456
LIABILITIES AND FUND BALANCE								
CURRENT LIABILITIES								
ACCOUNTS PAYABLE								
CURRENT LIABILITIES COVID-19								
SALARIES, WAGES AND PAYROLL TAXES PAYABLE								
ESTIMATED THIRD-PARTY SETTLEMENTS								
OTHER CURRENT LIABILITIES								
CURRENT PORTION OF LONG-TERM DEBT								
TOTAL LIABILITIES								
FUND BALANCE								
TOTAL LIABILITIES AND FUND BALANCE								

NORTHWESTERN MEDICAL CENTER

	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL CURRENT LIABILITIES	-	-	-	-	-	-	-	-	-
LONG-TERM DEBT									
BONDS & MORTGAGES PAYABLE	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CAPITAL LEASE OBLIGATIONS	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
OTHER LONG-TERM DEBT	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL LONG-TERM DEBT	-	-	-	-	-	-	-	-	-
OTHER NONCURRENT LIABILITIES	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
TOTAL LIABILITIES	-	-	-	-	-	-	-	-	-
FUND BALANCE	#DIV/0!	(4,737,902)	#DIV/0!	(4,737,902)	#DIV/0!	5,205,746	#DIV/0!	-109,354	-102.1%
TOTAL LIABILITIES AND FUND BALANCE	-	(4,737,902)	#DIV/0!	(4,737,902)	#DIV/0!	5,205,746	#DIV/0!	(109,354)	-102.1%
								(652,678)	496.8%
								(652,678)	496.8%

NORTHWESTERN MEDICAL CENTER
EMERGENCY DEPARTMENT MODERNIZATION

Note: This table requires no "fill-in" as it is populated automatically

Balance Sheet
WITH PROJECT

	2020	2021	2021	2022	2023	2024	2025	
	Actual	Budget	% change	Actuals	% change	Proposed Year 1	Proposed Year 2	Proposed Year 3
						% change	% change	% change
ASSETS								
CURRENT ASSETS								
CASH & INVESTMENTS	66,179,527	39,324,753	-40.6%	86,682,871	120.4%	80,276,524	84,522,087	89,284,524
PATIENT ACCOUNTS RECEIVABLE, GROSS	28,518,908	31,000,000	8.7%	30,015,662	-3.2%	31,000,000	31,000,000	31,000,000
LESS: ALLOWANCE FOR UNCOLLECTIBLE ACCTS	(18,610,315)	(21,000,000)	12.8%	(20,973,357)	-0.1%	(21,000,000)	(21,000,000)	(21,000,000)
DUJE FROM THIRD PARTIES	-	-	#DIV/0!	-	#DIV/0!	-	-	-
OTHER CURRENT ASSETS	13,668,492	8,000,000	-41.5%	4,776,054	-40.3%	13,250,000	13,250,000	13,250,000
TOTAL CURRENT ASSETS	89,754,612	57,324,753	-36.1%	100,501,230	75.3%	103,526,524	107,772,097	112,534,524
BOARD DESIGNATED ASSETS								
FUNDED DEPRECIATION	17,632,862	18,500,000	4.9%	849,782	-95.4%	850,000	850,000	850,000
ESCROWED BOND FUNDS	-	-	#DIV/0!	-	#DIV/0!	-	-	-
OTHER	7,539,652	7,125,097	-5.5%	8,368,641	17.5%	9,500,000	9,500,000	9,500,000
TOTAL BOARD DESIGNATED ASSETS	25,172,514	25,625,097	1.8%	9,218,423	-64.0%	10,350,000	10,350,000	10,350,000
PROPERTY, PLANT, AND EQUIPMENT								
LAND, BUILDINGS & IMPROVEMENTS	89,355,420	91,323,066	2.2%	94,223,394	3.2%	102,150,412	100,650,411	105,650,411
CONSTRUCTION IN PROGRESS	7,413,821	12,913,821	74.2%	1,322,187	-89.8%	6,000,000	5,000,000	2,500,000
MAJOR MOVABLE EQUIPMENT	42,139,927	47,626,986	13.0%	47,122,730	-1.1%	56,223,312	59,723,313	63,223,313
FIXED EQUIPMENT	-	-	#DIV/0!	-	#DIV/0!	-	-	-
TOTAL PROPERTY, PLANT AND EQUIPMENT	138,909,168	151,863,873	9.3%	142,668,311	-6.1%	164,373,724	165,373,724	171,373,724
LESS: ACCUMULATED DEPRECIATION								
LAND, BUILDINGS & IMPROVEMENTS	(35,291,308)	(38,728,745)	9.7%	(38,203,109)	-1.4%	(43,439,517)	(46,025,888)	(48,355,375)
EQUIPMENT - FIXED	(32,665,928)	(35,874,958)	9.8%	(35,486,865)	-1.1%	(39,500,000)	(43,728,338)	(48,771,682)
TOTAL ACCUMULATED DEPRECIATION	(67,957,236)	(74,603,703)	9.8%	(73,689,974)	-1.2%	(82,939,517)	(89,754,226)	(97,127,037)
TOTAL PROPERTY, PLANT AND EQUIPMENT, NET	70,951,932	77,260,170	8.9%	68,978,337	-10.7%	81,434,207	75,619,498	74,246,687
OTHER LONG-TERM ASSETS	1,545,596	1,667,699	7.9%	1,501,808	-9.9%	1,963,167	1,963,167	1,963,167
TOTAL ASSETS	187,424,654	161,877,719	-13.8%	180,199,798	11.3%	197,273,898	195,704,762	199,094,378
LIABILITIES AND FUND BALANCE								
CURRENT LIABILITIES								
ACCOUNTS PAYABLE	3,566,718	4,000,000	12.1%	4,365,460	9.1%	3,500,000	3,500,000	3,500,000
CURRENT LIABILITIES COVID-19	5,875,196	-	-100.0%	-	#DIV/0!	-	-	-
SALARIES, WAGES AND PAYROLL TAXES PAYABLE	4,357,716	4,500,000	3.3%	4,684,427	4.1%	4,500,000	4,500,000	4,500,000
ESTIMATED THIRD-PARTY SETTLEMENTS	6,145,746	4,800,000	-21.9%	2,141,174	-55.4%	7,100,000	4,500,000	4,500,000
OTHER CURRENT LIABILITIES	15,047,165	8,194,304	-45.5%	2,089,740	-74.5%	11,500,000	11,500,000	11,500,000
CURRENT PORTION OF LONG-TERM DEBT	1,566,415	1,605,696	2.5%	1,605,696	0.0%	1,512,028	1,688,338	1,733,046

NORTHWESTERN MEDICAL CENTER

TOTAL CURRENT LIABILITIES	36,558,956	23,100,000	-36.8%	14,896,497	-35.6%	27,916,415	87.5%	25,512,028	71.4%	25,688,338	0.7%	25,733,046	0.2%
LONG-TERM DEBT													
BONDS & MORTGAGES PAYABLE	28,163,248	26,743,328	-5.0%	26,569,347	-0.7%	27,734,879	4.4%	23,584,440	-11.2%	21,719,792	-7.9%	19,942,039	-8.2%
CAPITAL LEASE OBLIGATIONS	-	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
OTHER LONG-TERM DEBT	-	3,200,000	#DIV/0!	-	-100.0%	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
TOTAL LONG-TERM DEBT	28,163,248	29,943,328	6.3%	26,569,347	-11.3%	27,734,879	4.4%	23,584,440	-11.2%	21,719,792	-7.9%	19,942,039	-8.2%
OTHER NONCURRENT LIABILITIES	6,179,575	-	-100.0%	6,004,415	#DIV/0!	4,000,000	-33.4%	2,500,000	-58.4%	2,500,000	0.0%	2,500,000	0.0%
TOTAL LIABILITIES	70,901,779	53,043,328	-25.2%	47,460,259	-10.5%	59,651,294	25.7%	51,586,468	8.7%	49,908,130	-3.3%	48,175,065	-3.5%
FUND BALANCE	118,522,875	108,834,391	-6.6%	132,739,539	22.0%	130,434,701	-1.7%	145,677,430	9.7%	145,796,632	0.1%	150,919,283	3.5%
TOTAL LIABILITIES AND FUND BALANCE	187,424,654	161,877,719	-13.6%	180,199,798	11.3%	190,085,995	5.5%	197,273,898	9.5%	195,704,762	-0.8%	199,094,378	1.7%

NMC ED Modernization GMCB 003 19 - Updated Pricing After Impact of Pandemic Delay - Revision for Q001

		Project Cost Estimates			
	CON Approved Jun-22	As of 2/11/22	Variance	Comments	
1	New Construction	\$ 1,895,384.00	\$ 2,548,981.00	\$ 653,597.00	Pandemic related cost increases of inflation, learnings, etc.
2	Renovation	\$ 2,995,225.00	\$ 4,028,087.00	\$ 1,032,862.00	Pandemic related cost increases of inflation, learnings, etc.
3	Site Work	\$ 114,989.00	\$ 180,330.00	\$ 65,341.00	Pandemic related cost increases of inflation, learnings, etc.
4	Fixed Equipment	\$ -	\$ -	\$ -	
5	Design/Bidding Contingency	\$ 506,847.00	\$ 367,521.00	\$ (139,326.00)	5% of Construction Cost Market Volatility Allowance
6	Construction Contingency	\$ 847,618.00	\$ 968,804.00	\$ 121,186.00	This includes CM & Owner's Contingency, plus small hazardous material abatement allowance
7	Construction Manager Fee	\$ 138,345.00	\$ 225,517.00	\$ 87,172.00	A factor of price inflation
8	Major Movable Equipment	\$ -	\$ -	\$ -	
9	Furnishings, Fixtures and other Equipment	\$ 444,296.00	\$ 1,544,793.00	\$ 1,100,497.00	Increase replacement equipment cost due to multi-year project delay
10	Architectural/Engineering Fees	\$ 567,810.00	\$ 590,000.00	\$ 22,190.00	Increase fees due to project delays and inflation
11	Land Acquisition	\$ -	\$ -	\$ -	
12	Purchase Building	\$ -	\$ -	\$ -	
13	Administrative Expenses and Permits	\$ 105,701.00	\$ 426,775.00	\$ 321,074.00	Now includes: Project Mngt. Transition Plan, Equipment Plan, Testing Allowance, etc.
14	Debt Finances Expenses	\$ -	\$ -	\$ -	
15	Debt Service Reserve Fund	\$ -	\$ -	\$ -	
16	Working Capital	\$ -	\$ -	\$ -	
17	Other	\$ -	\$ 2,916.00	\$ 2,916.00	
Total		\$ 7,616,215.00	\$ 10,883,724.00	\$ 3,267,509.00	35.32%
CON allowed expanded limit		\$ 8,377,836.50	\$ 10,883,724.00	\$ 2,505,887.50	26.02%

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4045	Ambulance Bay	Cabinet, Decontam	1
NMC	ED	4295	Break Room	Clock, Wall	1
NMC	ED	4295	Break Room	Coffee Maker - Hard plumbed?	1
NMC	Ed	4295	Break Room	Furniture by Interior Designer	1
NMC	ED	4295	Break Room	Microwave	1
NMC	ED	4295	Break Room	Refrigerator, Residential	1
NMC	ED	4295	Break Room	Toaster	1
NMC	ED	4295	Break Room	Waste Receptacle	1
NMC	ED	4165	Charge Nurse & Unit Secretary	Furniture by Interior Designer	1
NMC	ED	4215	Commode	Commode, Bariatric	1
NMC	ED	4215	Commode	Commode, Standard	1
NMC	ED	4215	Commode	Waste Receptacle	1
NMC	ED	4015	Consultation & Quiet Room	Furniture by Interior Designer	1
NMC	ED	4015	Consultation & Quiet Room	Waste Receptacle	1
NMC	ED	4100	ED Medical Director	Clock, Wall	1
NMC	ED	4100	ED Medical Director	Furniture by Interior Designer	1
NMC	ED	4270	ED Nursing Director	Clock, Wall	1
NMC	ED	4270	ED Nursing Director	Furniture by Interior Designer	1
NMC	ED	4270	ED Nursing Director	Waste Receptacle	1
NMC	ED	4050	EMT Work Room	Furniture by Interior Designer	1
NMC	ED	4050	EMT Work Room	Shelving, Wire	1
NMC	ED	4275	Equipment Storage	Bags, Transfer - Disposable?	1
NMC	ED	4275	Equipment Storage	Cart, OB/GYN	1
NMC	ED	4275	Equipment Storage	Cart, TAR Use?	2
NMC	ED	4275	Equipment Storage	Scanner, Bladder	1
NMC	ED	4275	Equipment Storage	Scope, Flexible Laryngoscope?	1
NMC	ED	4275	Equipment Storage	Shelving, Wire	1
NMC	ED	C-402	Hallway	Cabinet, Warming	1
NMC	ED	C-402	Hallway	Cart, IV Start Blood Draw	2
NMC	ED	C-401	Hallway	Cart, Lab	1
NMC	ED	C-401	Hallway	Carts	3
NMC	ED	C-401	Hallway	EKG	2
NMC	ED	C-401	Hallway	Lamp, Slit	1
NMC	ED	C-401	Hallway	Probe, Ultrasound	1
NMC	ED	C-401	Hallway	Scale, Pediatric	1
NMC	ED	C-401	Hallway	Ultrasound - type of ultrasound - adjust budget	2
NMC	ED	C-401	Hallway	Wheelchairs	2
NMC	ED	4045A	Housekeeping	Cart, Janitor	1
NMC	ED	4285	Locker Room	Lockers	21
NMC	ED	4260	Mechanical	No Equipment Specified by NWG	0
NMC	ED	4265	Medical Gas Cylinders	No Equipment Specified by NWG	0
NMC	ED	4175	Medication	Meds Dispensing System - Omni Cell	1
NMC	ED	4175	Medication	Refrigerator, Medication	1
NMC	ED	4175	Medication	Shelving, Wire	1
NMC	ED	4175	Medication	Warmer, Fluid	1
NMC	ED	4175	Medication	Waste Receptacle	1
NMC	ED	4225	MH Storage	No Equipment Specified by NWG	1
NMC	ED	4060	Nourish	Coffee Maker - Hard plumbed?	1
NMC	ED	4060	Nourish	Icemaker/Water	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4060	Nourish	Microwave	1
NMC	ED	4060	Nourish	Refrigerator, Residential, Patient	1
NMC	ED	4060	Nourish	Stretcher	2
NMC	ED	4060B	On Call	Furniture by Interior Designer	1
NMC	ED	4030	Patient Toilet	Waste Recepticle	1
NMC	ED	4140	Patient Toilet	Waste Recepticle	1
NMC	ED	4120	PPE AnteRoom	Cart, PPE	1
NMC	ED	4120	PPE AnteRoom	Container, Sharps	1
NMC	ED	4120	PPE AnteRoom	Dispenser, Glove	1
NMC	ED	4120	PPE AnteRoom	Waste Recepticle, Biohazard	1
NMC	ED	4010	Public Toilet	Waste Recepticle	1
NMC	ED	4020	Registration	Furniture by Interior Designer	1
NMC	ED	4020	Registration	Waste Receptacle	1
NMC	ED	4035	Room 1 (Cardiac)	Cart, Crash w/defibrillator	1
NMC	ED	4035	Room 1 (Cardiac)	Cart, Storage Triple	1
NMC	ED	4035	Room 1 (Cardiac)	Cart, Storage Under Counter	1
NMC	ED	4035	Room 1 (Cardiac)	Container, Sharps	1
NMC	ED	4035	Room 1 (Cardiac)	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4035	Room 1 (Cardiac)	Diagnostic Set	1
NMC	ED	4035	Room 1 (Cardiac)	Dispenser, Glove	1
NMC	ED	4035	Room 1 (Cardiac)	EKG	1
NMC	ED	4035	Room 1 (Cardiac)	Flowmeter, Air	1
NMC	ED	4035	Room 1 (Cardiac)	Flowmeter, O2	1
NMC	ED	4035	Room 1 (Cardiac)	Hamper, Linen	1
NMC	ED	4035	Room 1 (Cardiac)	Hamper, Linen	1
NMC	ED	4035	Room 1 (Cardiac)	Light, Surgical	1
NMC	ED	4035	Room 1 (Cardiac)	Mayo Stand	1
NMC	ED	4035	Room 1 (Cardiac)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4035	Room 1 (Cardiac)	Pump, IV	1
NMC	ED	4035	Room 1 (Cardiac)	Scanner, Bladder	1
NMC	ED	4035	Room 1 (Cardiac)	Stool, 5 leg with casters	1
NMC	ED	4035	Room 1 (Cardiac)	Stretcher	1
NMC	ED	4035	Room 1 (Cardiac)	Suction Regulator	1
NMC	ED	4035	Room 1 (Cardiac)	Ventilator	1
NMC	ED	4035	Room 1 (Cardiac)	Warmer, Fluid	1
NMC	ED	4035	Room 1 (Cardiac)	Waste Receptacle	1
NMC	ED	4035	Room 1 (Cardiac)	Waste Receptacle	1
NMC	ED	4110	Room 10	Container, Sharps	1
NMC	ED	4110	Room 10	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4110	Room 10	Diagnostic Set	1
NMC	ED	4110	Room 10	Dispenser, Glove	1
NMC	ED	4110	Room 10	Flowmeter, Air	1
NMC	ED	4110	Room 10	Flowmeter, O2	1
NMC	ED	4110	Room 10	Furniture by Interior Designer	1
NMC	ED	4110	Room 10	Hamper, Linen	1
NMC	ED	4110	Room 10	Mayo Stand	1
NMC	ED	4110	Room 10	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4110	Room 10	Stool, 5 leg with casters	1
NMC	ED	4110	Room 10	Stretcher	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4110	Room 10	Suction Regulator	1
NMC	ED	4110	Room 10	Table, Overbed	1
NMC	ED	4110	Room 10	Waste Receptacle	1
NMC	ED	4110	Room 10	Waste Receptacle	1
NMC	ED	4115	Room 11 (Isolation)	Container, Sharps	1
NMC	ED	4115	Room 11 (Isolation)	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4115	Room 11 (Isolation)	Diagnostic Set	1
NMC	ED	4115	Room 11 (Isolation)	Dispenser, Glove	1
NMC	ED	4115	Room 11 (Isolation)	Flowmeter, Air	1
NMC	ED	4115	Room 11 (Isolation)	Flowmeter, O2	1
NMC	ED	4115	Room 11 (Isolation)	Furniture by Interior Designer	1
NMC	ED	4115	Room 11 (Isolation)	Hamper, Linen	1
NMC	ED	4115	Room 11 (Isolation)	Lift, Patient	1
NMC	ED	4115	Room 11 (Isolation)	Mayo Stand	1
NMC	ED	4115	Room 11 (Isolation)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4115	Room 11 (Isolation)	PPE Dispenser	1
NMC	ED	4115	Room 11 (Isolation)	Stool, 5 leg with casters	1
NMC	ED	4115	Room 11 (Isolation)	Stretcher	1
NMC	ED	4115	Room 11 (Isolation)	Suction Regulator	1
NMC	ED	4115	Room 11 (Isolation)	Table, Overbed	1
NMC	ED	4115	Room 11 (Isolation)	Waste Receptacle	1
NMC	ED	4115	Room 11 (Isolation)	Waste Receptacle	1
NMC	ED	4125	Room 12 (Isolation)	Container, Sharps	1
NMC	ED	4125	Room 12 (Isolation)	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4125	Room 12 (Isolation)	Diagnostic Set	1
NMC	ED	4125	Room 12 (Isolation)	Dispenser, Glove	1
NMC	ED	4125	Room 12 (Isolation)	Flowmeter, Air	1
NMC	ED	4125	Room 12 (Isolation)	Flowmeter, O2	1
NMC	ED	4125	Room 12 (Isolation)	Furniture by Interior Designer	1
NMC	ED	4115	Room 12 (Isolation)	Hamper, Linen	1
NMC	ED	4125	Room 12 (Isolation)	Mayo Stand	1
NMC	ED	4125	Room 12 (Isolation)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4125	Room 12 (Isolation)	PPE Dispenser	1
NMC	ED	4125	Room 12 (Isolation)	Stool, 5 leg with casters	1
NMC	ED	4125	Room 12 (Isolation)	Stretcher	1
NMC	ED	4125	Room 12 (Isolation)	Suction Regulator	1
NMC	ED	4115	Room 12 (Isolation)	Table, Overbed	1
NMC	ED	4125	Room 12 (Isolation)	Waste Receptacle	1
NMC	ED	4125	Room 12 (Isolation)	Waste Receptacle	1
NMC	ED	4130	Room 13	Container, Sharps	1
NMC	ED	4130	Room 13	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4130	Room 13	Diagnostic Set	1
NMC	ED	4130	Room 13	Dispenser, Glove	1
NMC	ED	4130	Room 13	Flowmeter, Air	1
NMC	ED	4130	Room 13	Flowmeter, O2	1
NMC	ED	4130	Room 13	Furniture by Interior Designer	1
NMC	ED	4130	Room 13	Hamper, Linen	1
NMC	ED	4130	Room 13	Mayo Stand	1
NMC	ED	4130	Room 13	Monitor, Bedside - needed/wanted in all rooms?	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4130	Room 13	Stool, 5 leg with casters	1
NMC	ED	4130	Room 13	Stretcher	1
NMC	ED	4130	Room 13	Suction Regulator	1
NMC	ED	4130	Room 13	Table, Overbed	1
NMC	ED	4130	Room 13	Waste Receptacle	1
NMC	ED	4130	Room 13	Waste Receptacle	1
NMC	ED	4135	Room 14	Container, Sharps	1
NMC	ED	4135	Room 14	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4135	Room 14	Diagnostic Set	1
NMC	ED	4135	Room 14	Dispenser, Glove	1
NMC	ED	4135	Room 14	Flowmeter, Air	1
NMC	ED	4135	Room 14	Flowmeter, O2	1
NMC	ED	4135	Room 14	Furniture by Interior Designer	1
NMC	ED	4135	Room 14	Hamper, Linen	1
NMC	ED	4135	Room 14	Mayo Stand	1
NMC	ED	4135	Room 14	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4135	Room 14	Stool, 5 leg with casters	1
NMC	ED	4135	Room 14	Stretcher	1
NMC	ED	4135	Room 14	Suction Regulator	1
NMC	ED	4135	Room 14	Table, Overbed	1
NMC	ED	4135	Room 14	Waste Receptacle	1
NMC	ED	4135	Room 14	Waste Receptacle	1
NMC	ED	4145	Room 15	Chair, ENT	1
NMC	ED	4145	Room 15	Container, Sharps	1
NMC	ED	4145	Room 15	Diagnostic Set	1
NMC	ED	4145	Room 15	Dispenser, Glove	1
NMC	ED	4145	Room 15	Flowmeter, Air	1
NMC	ED	4145	Room 15	Flowmeter, O2	1
NMC	ED	4145	Room 15	Furniture by Interior Designer	1
NMC	ED	4145	Room 15	Stool, 5 leg with casters	1
NMC	ED	4145	Room 15	Suction Regulator	1
NMC	ED	4145	Room 15	Waste Receptacle	1
NMC	ED	4145	Room 15	Waste Receptacle	1
NMC	ED	4150	Room 16	Container, Sharps	1
NMC	ED	4150	Room 16	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4150	Room 16	Diagnostic Set	1
NMC	ED	4150	Room 16	Dispenser, Glove	1
NMC	ED	4150	Room 16	Flowmeter, Air	1
NMC	ED	4150	Room 16	Flowmeter, O2	1
NMC	ED	4150	Room 16	Furniture by Interior Designer	1
NMC	ED	4150	Room 16	Hamper, Linen	1
NMC	ED	4150	Room 16	Mayo Stand	1
NMC	ED	4150	Room 16	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4150	Room 16	Stool, 5 leg with casters	1
NMC	ED	4150	Room 16	Stretcher	1
NMC	ED	4150	Room 16	Suction Regulator	1
NMC	ED	4150	Room 16	Table, Overbed	1
NMC	ED	4150	Room 16	Waste Receptacle	1
NMC	ED	4150	Room 16	Waste Receptacle	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4155	Room 17	Container, Sharps	1
NMC	ED	4155	Room 17	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4155	Room 17	Diagnostic Set	1
NMC	ED	4155	Room 17	Dispenser, Glove	1
NMC	ED	4155	Room 17	Flowmeter, Air	1
NMC	ED	4155	Room 17	Flowmeter, O2	1
NMC	ED	4155	Room 17	Furniture by Interior Designer	1
NMC	ED	4155	Room 17	Hamper, Linen	1
NMC	ED	4155	Room 17	Mayo Stand	1
NMC	ED	4155	Room 17	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4155	Room 17	Stool, 5 leg with casters	1
NMC	ED	4155	Room 17	Stretcher	1
NMC	ED	4155	Room 17	Suction Regulator	1
NMC	ED	4155	Room 17	Table, Overbed	1
NMC	ED	4155	Room 17	Waste Receptacle	1
NMC	ED	4155	Room 17	Waste Receptacle	1
NMC	ED	4230	Room 18 (Swing MH)	Container, Sharps	1
NMC	ED	4230	Room 18 (Swing MH)	Dispenser, Glove	1
NMC	ED	4230	Room 18 (Swing MH)	Flowmeter, Air	1
NMC	ED	4230	Room 18 (Swing MH)	Flowmeter, O2	1
NMC	ED	4230	Room 18 (Swing MH)	Furniture by Interior Designer	1
NMC	ED	4230	Room 18 (Swing MH)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4230	Room 18 (Swing MH)	Stretcher	1
NMC	ED	4230	Room 18 (Swing MH)	Suction Regulator	1
NMC	ED	4230	Room 18 (Swing MH)	Waste Receptacle	1
NMC	ED	4230	Room 18 (Swing MH)	Waste Receptacle	1
NMC	ED	4235	Room 19 (Swing MH)	Container, Sharps	1
NMC	ED	4235	Room 19 (Swing MH)	Dispenser, Glove	1
NMC	ED	4235	Room 19 (Swing MH)	Flowmeter, Air	1
NMC	ED	4235	Room 19 (Swing MH)	Flowmeter, O2	1
NMC	ED	4235	Room 19 (Swing MH)	Furniture by Interior Designer	1
NMC	ED	4235	Room 19 (Swing MH)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4235	Room 19 (Swing MH)	Stretcher	1
NMC	ED	4235	Room 19 (Swing MH)	Suction Regulator	1
NMC	ED	4235	Room 19 (Swing MH)	Waste Receptacle	1
NMC	ED	4235	Room 19 (Swing MH)	Waste Receptacle	1
NMC	ED	4245	Room 20 (Mental Health)	Bed (floor mounted)	1
NMC	ED	4250	Room 21 (Mental Health)	Bed (floor mounted)	1
NMC	ED	4055	Room 3 (Trauma)	Cart, Crash w/defibrillator	1
NMC	ED	4055	Room 3 (Trauma)	Cart, Storage Triple	1
NMC	ED	4055	Room 3 (Trauma)	Cart, Storage Under Counter	1
NMC	ED	4055	Room 3 (Trauma)	Container, Sharps	1
NMC	ED	4055	Room 3 (Trauma)	Cubicle Curtain? Wanted/needed?	2
NMC	ED	4055	Room 3 (Trauma)	Diagnostic Set	2
NMC	ED	4055	Room 3 (Trauma)	Dispenser, Glove	2
NMC	ED	4055	Room 3 (Trauma)	Flowmeter, Air	2
NMC	ED	4055	Room 3 (Trauma)	Flowmeter, O2	2
NMC	ED	4055	Room 3 (Trauma)	Hamper, Linen	2
NMC	ED	4055	Room 3 (Trauma)	Lift, Patient	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4055	Room 3 (Trauma)	Light, Surgical	2
NMC	ED	4055	Room 3 (Trauma)	Mayo Stand	2
NMC	ED	4055	Room 3 (Trauma)	Monitor, Bedside - needed/wanted in all rooms?	2
NMC	ED	4055	Room 3 (Trauma)	Pump, IV	2
NMC	ED	4055	Room 3 (Trauma)	Stool, 5 leg with casters	2
NMC	ED	4055	Room 3 (Trauma)	Stretcher	2
NMC	ED	4055	Room 3 (Trauma)	Suction Regulator	2
NMC	ED	4055	Room 3 (Trauma)	Ventilator	1
NMC	ED	4055	Room 3 (Trauma)	Warmer, Fluid	1
NMC	ED	4055	Room 3 (Trauma)	Waste Receptacle	2
NMC	ED	4055	Room 3 (Trauma)	Waste Receptacle	2
NMC	ED	4065	Room 4	Cart, Crash w/defibrillator	1
NMC	ED	4065	Room 4	Container, Sharps	1
NMC	ED	4065	Room 4	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4065	Room 4	Diagnostic Set	1
NMC	ED	4065	Room 4	Dispenser, Glove	1
NMC	ED	4065	Room 4	Flowmeter, Air	1
NMC	ED	4065	Room 4	Flowmeter, O2	1
NMC	ED	4065	Room 4	Furniture by Interior Designer	1
NMC	ED	4065	Room 4	Hamper, Linen	1
NMC	ED	4065	Room 4	Mayo Stand	1
NMC	ED	4065	Room 4	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4065	Room 4	Stool, 5 leg with casters	1
NMC	ED	4065	Room 4	Stretcher	1
NMC	ED	4065	Room 4	Suction Regulator	1
NMC	ED	4065	Room 4	Table, Overbed	1
NMC	ED	4065	Room 4	Waste Receptacle	1
NMC	ED	4065	Room 4	Waste Receptacle	1
NMC	ED	4070	Room 5	Container, Sharps	1
NMC	ED	4070	Room 5	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4070	Room 5	Diagnostic Set	1
NMC	ED	4070	Room 5	Dispenser, Glove	1
NMC	ED	4070	Room 5	Flowmeter, Air	1
NMC	ED	4070	Room 5	Flowmeter, O2	1
NMC	ED	4070	Room 5	Furniture by Interior Designer	1
NMC	ED	4070	Room 5	Hamper, Linen	1
NMC	ED	4070	Room 5	Lift, Patient	1
NMC	ED	4070	Room 5	Mayo Stand	1
NMC	ED	4070	Room 5	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4070	Room 5	Stool, 5 leg with casters	1
NMC	ED	4070	Room 5	Stretcher	1
NMC	ED	4070	Room 5	Suction Regulator	1
NMC	ED	4070	Room 5	Table, Overbed	1
NMC	ED	4070	Room 5	Waste Receptacle	1
NMC	ED	4070	Room 5	Waste Receptacle	1
NMC	ED	4075	Room 6	Container, Sharps	1
NMC	ED	4075	Room 6	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4075	Room 6	Diagnostic Set	1
NMC	ED	4075	Room 6	Dispenser, Glove	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4075	Room 6	Flowmeter, Air	1
NMC	ED	4075	Room 6	Flowmeter, O2	1
NMC	ED	4075	Room 6	Furniture by Interior Designer	1
NMC	ED	4075	Room 6	Hamper, Linen	1
NMC	ED	4075	Room 6	Mayo Stand	1
NMC	ED	4075	Room 6	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4075	Room 6	Stool, 5 leg with casters	1
NMC	ED	4075	Room 6	Stretcher	1
NMC	ED	4075	Room 6	Suction Regulator	1
NMC	ED	4075	Room 6	Table, Overbed	1
NMC	ED	4075	Room 6	Waste Receptacle	1
NMC	ED	4075	Room 6	Waste Receptacle	1
NMC	ED	4080	Room 7	Container, Sharps	1
NMC	ED	4080	Room 7	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4080	Room 7	Diagnostic Set	1
NMC	ED	4080	Room 7	Dispenser, Glove	1
NMC	ED	4080	Room 7	Flowmeter, Air	1
NMC	ED	4080	Room 7	Flowmeter, O2	1
NMC	ED	4080	Room 7	Furniture by Interior Designer	1
NMC	ED	4080	Room 7	Hamper, Linen	1
NMC	ED	4080	Room 7	Mayo Stand	1
NMC	ED	4080	Room 7	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4080	Room 7	Stool, 5 leg with casters	1
NMC	ED	4080	Room 7	Stretcher	1
NMC	ED	4080	Room 7	Suction Regulator	1
NMC	ED	4080	Room 7	Table, Overbed	1
NMC	ED	4080	Room 7	Waste Receptacle	1
NMC	ED	4080	Room 7	Waste Receptacle	1
NMC	ED	4085	Room 8	Container, Sharps	1
NMC	ED	4085	Room 8	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4085	Room 8	Diagnostic Set	1
NMC	ED	4085	Room 8	Dispenser, Glove	1
NMC	ED	4085	Room 8	Flowmeter, Air	1
NMC	ED	4085	Room 8	Flowmeter, O2	1
NMC	ED	4085	Room 8	Furniture by Interior Designer	1
NMC	ED	4085	Room 8	Hamper, Linen	1
NMC	ED	4085	Room 8	Mayo Stand	1
NMC	ED	4085	Room 8	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4085	Room 8	Stool, 5 leg with casters	1
NMC	ED	4085	Room 8	Stretcher	1
NMC	ED	4085	Room 8	Suction Regulator	1
NMC	ED	4085	Room 8	Table, Overbed	1
NMC	ED	4085	Room 8	Waste Receptacle	1
NMC	ED	4085	Room 8	Waste Receptacle	1
NMC	ED	4105	Room 9	Container, Sharps	1
NMC	ED	4105	Room 9	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4105	Room 9	Diagnostic Set	1
NMC	ED	4105	Room 9	Dispenser, Glove	1
NMC	ED	4105	Room 9	Flowmeter, Air	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted By Location

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4105	Room 9	Flowmeter, O2	1
NMC	ED	4105	Room 9	Furniture by Interior Designer	1
NMC	ED	4105	Room 9	Hamper, Linen	1
NMC	ED	4105	Room 9	Mayo Stand	1
NMC	ED	4105	Room 9	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4105	Room 9	Stool, 5 leg with casters	1
NMC	ED	4105	Room 9	Stretcher	1
NMC	ED	4105	Room 9	Suction Regulator	1
NMC	ED	4105	Room 9	Table, Overbed	1
NMC	ED	4105	Room 9	Waste Receptacle	1
NMC	ED	4105	Room 9	Waste Receptacle	1
NMC	ED	4240	Secure Hallway 1	No Equipment Specified by NWG	0
NMC	ED	4220	Secure Hallway 2	No Equipment Specified by NWG	0
NMC	ED	4025	Security	Furniture by Interior Designer	1
NMC	ED	4025	Security	Waste Receptacle	1
NMC	ED	4180	Soiled Utility	Dirty Linen Truck	1
NMC	ED	4180	Soiled Utility	Trash Truck	1
NMC	ED	4180	Soiled Utility	Waste Receptacle	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Cast/Splint	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Crash w/defibrillator	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Laceration	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, SANE	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Telestroke	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Transfusion	2
NMC	ED	4290	Staff Tlt	Waste Receptacle	1
NMC	ED	4060A	Staff Tlt	Waste Receptacle	1
NMC	ED	4185	Sterile & Clean Storage	Cart, Supply	1
NMC	ED	4185	Sterile & Clean Storage	Hamper, Linen	1
NMC	ED	4185	Sterile & Clean Storage	Shelving, Wire	7
NMC	ED	4170	Team Hub	Furniture by Interior Designer	1
NMC	ED	4170	Team Hub	Holder, Chart	2
NMC	ED	4170	Team Hub	Nurse Hub Storage - Use?	1
NMC	ED	4170	Team Hub	Waste Receptacle	4
NMC	ED	4095	Team Hub #2	Furniture by Interior Designer	1
NMC	ED	4255	Tlt Shower	Waste Receptacle	1
NMC	ED	4115A	Toilet	Waste Receptacle	1
NMC	ED	4125A	Toilet	Waste Receptacle	1
NMC	ED	4090	Toilet	Waste Receptacle	1
NMC	ED	4160	Triage	Freezer, UC - Use? Med Grade?	1
NMC	ED	4040	Vest	Cabinet, Warming	1
NMC	ED	4000	Vest	No Equipment Specified by NWG	0
NMC	ED	4280	Vest	No Equipment Specified by NWG	0
NMC	ED	4210	Voice Data	No Equipment Specified by NWG	0
NMC	ED	4005	Waiting	Coffee Maker - Hard plumbed?	1
NMC	ED	4005	Waiting	Furniture by Interior Designer	1
NMC	ED	4005	Waiting	Refrigerator, UC	1
NMC	ED	4005	Waiting	Waste Receptacle	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4275	Equipment Storage	Bags, Transfer - Disposable?	1
NMC	ED	4245	Room 20 (Mental Health)	Bed (floor mounted)	1
NMC	ED	4250	Room 21 (Mental Health)	Bed (floor mounted)	1
NMC	ED	4045	Ambulance Bay	Cabinet, Decontam	1
NMC	ED	C-402	Hallway	Cabinet, Warming	1
NMC	ED	4040	Vest	Cabinet, Warming	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Cast/Splint	1
NMC	ED	4035	Room 1 (Cardiac)	Cart, Crash w/defibrillator	1
NMC	ED	4055	Room 3 (Trauma)	Cart, Crash w/defibrillator	1
NMC	ED	4065	Room 4	Cart, Crash w/defibrillator	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Crash w/defibrillator	1
NMC	ED	C-402	Hallway	Cart, IV Start Blood Draw	2
NMC	ED	4045A	Housekeeping	Cart, Janitor	1
NMC	ED	C-401	Hallway	Cart, Lab	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Laceration	1
NMC	ED	4275	Equipment Storage	Cart, OB/GYN	1
NMC	ED	4120	PPE AnteRoom	Cart, PPE	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, SANE	1
NMC	ED	4035	Room 1 (Cardiac)	Cart, Storage Triple	1
NMC	ED	4055	Room 3 (Trauma)	Cart, Storage Triple	1
NMC	ED	4035	Room 1 (Cardiac)	Cart, Storage Under Counter	1
NMC	ED	4055	Room 3 (Trauma)	Cart, Storage Under Counter	1
NMC	ED	4185	Sterile & Clean Storage	Cart, Supply	1
NMC	ED	4275	Equipment Storage	Cart, TAR Use?	2
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Telectrode	1
NMC	ED	4190	Staff Cross Hall & Equipment Storage	Cart, Transfusion	2
NMC	ED	C-401	Hallway	Carts	3
NMC	ED	4145	Room 15	Chair, ENT	1
NMC	ED	4295	Break Room	Clock, Wall	1
NMC	ED	4100	ED Medical Director	Clock, Wall	1
NMC	ED	4270	ED Nursing Director	Clock, Wall	1
NMC	ED	4295	Break Room	Coffee Maker - Hard plumbed?	1
NMC	ED	4060	Nourish	Coffee Maker - Hard plumbed?	1
NMC	ED	4005	Waiting	Coffee Maker - Hard plumbed?	1
NMC	ED	4215	Commode	Commode, Bariatric	1
NMC	ED	4215	Commode	Commode, Standard	1
NMC	ED	4120	PPE AnteRoom	Container, Sharps	1
NMC	ED	4035	Room 1 (Cardiac)	Container, Sharps	1
NMC	ED	4110	Room 10	Container, Sharps	1
NMC	ED	4115	Room 11 (Isolation)	Container, Sharps	1
NMC	ED	4125	Room 12 (Isolation)	Container, Sharps	1
NMC	ED	4130	Room 13	Container, Sharps	1
NMC	ED	4135	Room 14	Container, Sharps	1
NMC	ED	4145	Room 15	Container, Sharps	1
NMC	ED	4150	Room 16	Container, Sharps	1
NMC	ED	4155	Room 17	Container, Sharps	1
NMC	ED	4230	Room 18 (Swing MH)	Container, Sharps	1
NMC	ED	4235	Room 19 (Swing MH)	Container, Sharps	1
NMC	ED	4055	Room 3 (Trauma)	Container, Sharps	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4065	Room 4	Container, Sharps	1
NMC	ED	4070	Room 5	Container, Sharps	1
NMC	ED	4075	Room 6	Container, Sharps	1
NMC	ED	4080	Room 7	Container, Sharps	1
NMC	ED	4085	Room 8	Container, Sharps	1
NMC	ED	4105	Room 9	Container, Sharps	1
NMC	ED	4035	Room 1 (Cardiac)	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4110	Room 10	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4115	Room 11 (Isolation)	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4125	Room 12 (Isolation)	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4130	Room 13	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4135	Room 14	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4150	Room 16	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4155	Room 17	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4055	Room 3 (Trauma)	Cubicle Curtain? Wanted/needed?	2
NMC	ED	4065	Room 4	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4070	Room 5	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4075	Room 6	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4080	Room 7	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4085	Room 8	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4105	Room 9	Cubicle Curtain? Wanted/needed?	1
NMC	ED	4035	Room 1 (Cardiac)	Diagnostic Set	1
NMC	ED	4110	Room 10	Diagnostic Set	1
NMC	ED	4115	Room 11 (Isolation)	Diagnostic Set	1
NMC	ED	4125	Room 12 (Isolation)	Diagnostic Set	1
NMC	ED	4130	Room 13	Diagnostic Set	1
NMC	ED	4135	Room 14	Diagnostic Set	1
NMC	ED	4145	Room 15	Diagnostic Set	1
NMC	ED	4150	Room 16	Diagnostic Set	1
NMC	ED	4155	Room 17	Diagnostic Set	1
NMC	ED	4055	Room 3 (Trauma)	Diagnostic Set	2
NMC	ED	4065	Room 4	Diagnostic Set	1
NMC	ED	4070	Room 5	Diagnostic Set	1
NMC	ED	4075	Room 6	Diagnostic Set	1
NMC	ED	4080	Room 7	Diagnostic Set	1
NMC	ED	4085	Room 8	Diagnostic Set	1
NMC	ED	4105	Room 9	Diagnostic Set	1
NMC	ED	4180	Soiled Utility	Dirty Linen Truck	1
NMC	ED	4120	PPE AnteRoom	Dispenser, Glove	1
NMC	ED	4035	Room 1 (Cardiac)	Dispenser, Glove	1
NMC	ED	4110	Room 10	Dispenser, Glove	1
NMC	ED	4115	Room 11 (Isolation)	Dispenser, Glove	1
NMC	ED	4125	Room 12 (Isolation)	Dispenser, Glove	1
NMC	ED	4130	Room 13	Dispenser, Glove	1
NMC	ED	4135	Room 14	Dispenser, Glove	1
NMC	ED	4145	Room 15	Dispenser, Glove	1
NMC	ED	4150	Room 16	Dispenser, Glove	1
NMC	ED	4155	Room 17	Dispenser, Glove	1
NMC	ED	4230	Room 18 (Swing MH)	Dispenser, Glove	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4235	Room 19 (Swing MH)	Dispenser, Glove	1
NMC	ED	4055	Room 3 (Trauma)	Dispenser, Glove	2
NMC	ED	4065	Room 4	Dispenser, Glove	1
NMC	ED	4070	Room 5	Dispenser, Glove	1
NMC	ED	4075	Room 6	Dispenser, Glove	1
NMC	ED	4080	Room 7	Dispenser, Glove	1
NMC	ED	4085	Room 8	Dispenser, Glove	1
NMC	ED	4105	Room 9	Dispenser, Glove	1
NMC	ED	C-401	Hallway	EKG	2
NMC	ED	4035	Room 1 (Cardiac)	EKG	1
NMC	ED	4035	Room 1 (Cardiac)	Flowmeter, Air	1
NMC	ED	4110	Room 10	Flowmeter, Air	1
NMC	ED	4115	Room 11 (Isolation)	Flowmeter, Air	1
NMC	ED	4125	Room 12 (Isolation)	Flowmeter, Air	1
NMC	ED	4130	Room 13	Flowmeter, Air	1
NMC	ED	4135	Room 14	Flowmeter, Air	1
NMC	ED	4145	Room 15	Flowmeter, Air	1
NMC	ED	4150	Room 16	Flowmeter, Air	1
NMC	ED	4155	Room 17	Flowmeter, Air	1
NMC	ED	4230	Room 18 (Swing MH)	Flowmeter, Air	1
NMC	ED	4235	Room 19 (Swing MH)	Flowmeter, Air	1
NMC	ED	4055	Room 3 (Trauma)	Flowmeter, Air	2
NMC	ED	4065	Room 4	Flowmeter, Air	1
NMC	ED	4070	Room 5	Flowmeter, Air	1
NMC	ED	4075	Room 6	Flowmeter, Air	1
NMC	ED	4080	Room 7	Flowmeter, Air	1
NMC	ED	4085	Room 8	Flowmeter, Air	1
NMC	ED	4105	Room 9	Flowmeter, Air	1
NMC	ED	4035	Room 1 (Cardiac)	Flowmeter, O2	1
NMC	ED	4110	Room 10	Flowmeter, O2	1
NMC	ED	4115	Room 11 (Isolation)	Flowmeter, O2	1
NMC	ED	4125	Room 12 (Isolation)	Flowmeter, O2	1
NMC	ED	4130	Room 13	Flowmeter, O2	1
NMC	ED	4135	Room 14	Flowmeter, O2	1
NMC	ED	4145	Room 15	Flowmeter, O2	1
NMC	ED	4150	Room 16	Flowmeter, O2	1
NMC	ED	4155	Room 17	Flowmeter, O2	1
NMC	ED	4230	Room 18 (Swing MH)	Flowmeter, O2	1
NMC	ED	4235	Room 19 (Swing MH)	Flowmeter, O2	1
NMC	ED	4055	Room 3 (Trauma)	Flowmeter, O2	2
NMC	ED	4065	Room 4	Flowmeter, O2	1
NMC	ED	4070	Room 5	Flowmeter, O2	1
NMC	ED	4075	Room 6	Flowmeter, O2	1
NMC	ED	4080	Room 7	Flowmeter, O2	1
NMC	ED	4085	Room 8	Flowmeter, O2	1
NMC	ED	4105	Room 9	Flowmeter, O2	1
NMC	ED	4160	Triage	Freezer, UC - Use? Med Grade?	1
NMC	Ed	4295	Break Room	Furniture by Interior Designer	1
NMC	ED	4165	Charge Nurse & Unit Secretary	Furniture by Interior Designer	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4015	Consultation & Quiet Room	Furniture by Interior Designer	1
NMC	ED	4100	ED Medical Director	Furniture by Interior Designer	1
NMC	ED	4270	ED Nursing Director	Furniture by Interior Designer	1
NMC	ED	4050	EMT Work Room	Furniture by Interior Designer	1
NMC	ED	4060B	On Call	Furniture by Interior Designer	1
NMC	ED	4020	Registration	Furniture by Interior Designer	1
NMC	ED	4110	Room 10	Furniture by Interior Designer	1
NMC	ED	4115	Room 11 (Isolation)	Furniture by Interior Designer	1
NMC	ED	4125	Room 12 (Isolation)	Furniture by Interior Designer	1
NMC	ED	4130	Room 13	Furniture by Interior Designer	1
NMC	ED	4135	Room 14	Furniture by Interior Designer	1
NMC	ED	4145	Room 15	Furniture by Interior Designer	1
NMC	ED	4150	Room 16	Furniture by Interior Designer	1
NMC	ED	4155	Room 17	Furniture by Interior Designer	1
NMC	ED	4230	Room 18 (Swing MH)	Furniture by Interior Designer	1
NMC	ED	4235	Room 19 (Swing MH)	Furniture by Interior Designer	1
NMC	ED	4065	Room 4	Furniture by Interior Designer	1
NMC	ED	4070	Room 5	Furniture by Interior Designer	1
NMC	ED	4075	Room 6	Furniture by Interior Designer	1
NMC	ED	4080	Room 7	Furniture by Interior Designer	1
NMC	ED	4085	Room 8	Furniture by Interior Designer	1
NMC	ED	4105	Room 9	Furniture by Interior Designer	1
NMC	ED	4025	Security	Furniture by Interior Designer	1
NMC	ED	4170	Team Hub	Furniture by Interior Designer	1
NMC	ED	4095	Team Hub #2	Furniture by Interior Designer	1
NMC	ED	4005	Waiting	Furniture by Interior Designer	1
NMC	ED	4035	Room 1 (Cardiac)	Hamper, Linen	1
NMC	ED	4035	Room 1 (Cardiac)	Hamper, Linen	1
NMC	ED	4110	Room 10	Hamper, Linen	1
NMC	ED	4115	Room 11 (Isolation)	Hamper, Linen	1
NMC	ED	4115	Room 12 (Isolation)	Hamper, Linen	1
NMC	ED	4130	Room 13	Hamper, Linen	1
NMC	ED	4135	Room 14	Hamper, Linen	1
NMC	ED	4150	Room 16	Hamper, Linen	1
NMC	ED	4155	Room 17	Hamper, Linen	1
NMC	ED	4055	Room 3 (Trauma)	Hamper, Linen	2
NMC	ED	4065	Room 4	Hamper, Linen	1
NMC	ED	4070	Room 5	Hamper, Linen	1
NMC	ED	4075	Room 6	Hamper, Linen	1
NMC	ED	4080	Room 7	Hamper, Linen	1
NMC	ED	4085	Room 8	Hamper, Linen	1
NMC	ED	4105	Room 9	Hamper, Linen	1
NMC	ED	4185	Sterile & Clean Storage	Hamper, Linen	1
NMC	ED	4170	Team Hub	Holder, Chart	2
NMC	ED	4060	Nourish	Icemaker/Water	1
NMC	ED	C-401	Hallway	Lamp, Slit	1
NMC	ED	4115	Room 11 (Isolation)	Lift, Patient	1
NMC	ED	4055	Room 3 (Trauma)	Lift, Patient	1
NMC	ED	4070	Room 5	Lift, Patient	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4035	Room 1 (Cardiac)	Light, Surgical	1
NMC	ED	4055	Room 3 (Trauma)	Light, Surgical	2
NMC	ED	4285	Locker Room	Lockers	21
NMC	ED	4035	Room 1 (Cardiac)	Mayo Stand	1
NMC	ED	4110	Room 10	Mayo Stand	1
NMC	ED	4115	Room 11 (Isolation)	Mayo Stand	1
NMC	ED	4125	Room 12 (Isolation)	Mayo Stand	1
NMC	ED	4130	Room 13	Mayo Stand	1
NMC	ED	4135	Room 14	Mayo Stand	1
NMC	ED	4150	Room 16	Mayo Stand	1
NMC	ED	4155	Room 17	Mayo Stand	1
NMC	ED	4055	Room 3 (Trauma)	Mayo Stand	2
NMC	ED	4065	Room 4	Mayo Stand	1
NMC	ED	4070	Room 5	Mayo Stand	1
NMC	ED	4075	Room 6	Mayo Stand	1
NMC	ED	4080	Room 7	Mayo Stand	1
NMC	ED	4085	Room 8	Mayo Stand	1
NMC	ED	4105	Room 9	Mayo Stand	1
NMC	ED	4175	Medication	Meds Dispensing System - Omni Cell	1
NMC	ED	4295	Break Room	Microwave	1
NMC	ED	4060	Nourish	Microwave	1
NMC	ED	4035	Room 1 (Cardiac)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4110	Room 10	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4115	Room 11 (Isolation)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4125	Room 12 (Isolation)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4130	Room 13	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4135	Room 14	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4150	Room 16	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4155	Room 17	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4230	Room 18 (Swing MH)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4235	Room 19 (Swing MH)	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4055	Room 3 (Trauma)	Monitor, Bedside - needed/wanted in all rooms?	2
NMC	ED	4065	Room 4	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4070	Room 5	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4075	Room 6	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4080	Room 7	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4085	Room 8	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4105	Room 9	Monitor, Bedside - needed/wanted in all rooms?	1
NMC	ED	4260	Mechanical	No Equipment Specified by NWG	0
NMC	ED	4265	Medical Gas Cylinders	No Equipment Specified by NWG	0
NMC	ED	4225	MH Storage	No Equipment Specified by NWG	1
NMC	ED	4240	Secure Hallway 1	No Equipment Specified by NWG	0
NMC	ED	4220	Secure Hallway 2	No Equipment Specified by NWG	0
NMC	ED	4000	Vest	No Equipment Specified by NWG	0
NMC	ED	4280	Vest	No Equipment Specified by NWG	0
NMC	ED	4210	Voice Data	No Equipment Specified by NWG	0
NMC	ED	4170	Team Hub	Nurse Hub Storage - Use?	1
NMC	ED	4115	Room 11 (Isolation)	PPE Dispenser	1
NMC	ED	4125	Room 12 (Isolation)	PPE Dispenser	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	C-401	Hallway	Probe, Ultrasound	1
NMC	ED	4035	Room 1 (Cardiac)	Pump, IV	1
NMC	ED	4055	Room 3 (Trauma)	Pump, IV	2
NMC	ED	4175	Medication	Refrigerator, Medication	1
NMC	ED	4295	Break Room	Refrigerator, Residential	1
NMC	ED	4060	Nourish	Refrigerator, Residential, Patient	1
NMC	ED	4005	Waiting	Refrigerator, UC	1
NMC	ED	C-401	Hallway	Scale, Pediatric	1
NMC	ED	4275	Equipment Storage	Scanner, Bladder	1
NMC	ED	4035	Room 1 (Cardiac)	Scanner, Bladder	1
NMC	ED	4275	Equipment Storage	Scope, Flexible Laryngoscope?	1
NMC	ED	4050	EMT Work Room	Shelving, Wire	1
NMC	ED	4275	Equipment Storage	Shelving, Wire	1
NMC	ED	4175	Medication	Shelving, Wire	1
NMC	ED	4185	Sterile & Clean Storage	Shelving, Wire	7
NMC	ED	4035	Room 1 (Cardiac)	Stool, 5 leg with casters	1
NMC	ED	4110	Room 10	Stool, 5 leg with casters	1
NMC	ED	4115	Room 11 (Isolation)	Stool, 5 leg with casters	1
NMC	ED	4125	Room 12 (Isolation)	Stool, 5 leg with casters	1
NMC	ED	4130	Room 13	Stool, 5 leg with casters	1
NMC	ED	4135	Room 14	Stool, 5 leg with casters	1
NMC	ED	4145	Room 15	Stool, 5 leg with casters	1
NMC	ED	4150	Room 16	Stool, 5 leg with casters	1
NMC	ED	4155	Room 17	Stool, 5 leg with casters	1
NMC	ED	4055	Room 3 (Trauma)	Stool, 5 leg with casters	2
NMC	ED	4065	Room 4	Stool, 5 leg with casters	1
NMC	ED	4070	Room 5	Stool, 5 leg with casters	1
NMC	ED	4075	Room 6	Stool, 5 leg with casters	1
NMC	ED	4080	Room 7	Stool, 5 leg with casters	1
NMC	ED	4085	Room 8	Stool, 5 leg with casters	1
NMC	ED	4105	Room 9	Stool, 5 leg with casters	1
NMC	ED	4060	Nourish	Stretcher	2
NMC	ED	4035	Room 1 (Cardiac)	Stretcher	1
NMC	ED	4110	Room 10	Stretcher	1
NMC	ED	4115	Room 11 (Isolation)	Stretcher	1
NMC	ED	4125	Room 12 (Isolation)	Stretcher	1
NMC	ED	4130	Room 13	Stretcher	1
NMC	ED	4135	Room 14	Stretcher	1
NMC	ED	4150	Room 16	Stretcher	1
NMC	ED	4155	Room 17	Stretcher	1
NMC	ED	4230	Room 18 (Swing MH)	Stretcher	1
NMC	ED	4235	Room 19 (Swing MH)	Stretcher	1
NMC	ED	4055	Room 3 (Trauma)	Stretcher	2
NMC	ED	4065	Room 4	Stretcher	1
NMC	ED	4070	Room 5	Stretcher	1
NMC	ED	4075	Room 6	Stretcher	1
NMC	ED	4080	Room 7	Stretcher	1
NMC	ED	4085	Room 8	Stretcher	1
NMC	ED	4105	Room 9	Stretcher	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4035	Room 1 (Cardiac)	Suction Regulator	1
NMC	ED	4110	Room 10	Suction Regulator	1
NMC	ED	4115	Room 11 (Isolation)	Suction Regulator	1
NMC	ED	4125	Room 12 (Isolation)	Suction Regulator	1
NMC	ED	4130	Room 13	Suction Regulator	1
NMC	ED	4135	Room 14	Suction Regulator	1
NMC	ED	4145	Room 15	Suction Regulator	1
NMC	ED	4150	Room 16	Suction Regulator	1
NMC	ED	4155	Room 17	Suction Regulator	1
NMC	ED	4230	Room 18 (Swing MH)	Suction Regulator	1
NMC	ED	4235	Room 19 (Swing MH)	Suction Regulator	1
NMC	ED	4055	Room 3 (Trauma)	Suction Regulator	2
NMC	ED	4065	Room 4	Suction Regulator	1
NMC	ED	4070	Room 5	Suction Regulator	1
NMC	ED	4075	Room 6	Suction Regulator	1
NMC	ED	4080	Room 7	Suction Regulator	1
NMC	ED	4085	Room 8	Suction Regulator	1
NMC	ED	4105	Room 9	Suction Regulator	1
NMC	ED	4110	Room 10	Table, Overbed	1
NMC	ED	4115	Room 11 (Isolation)	Table, Overbed	1
NMC	ED	4115	Room 12 (Isolation)	Table, Overbed	1
NMC	ED	4130	Room 13	Table, Overbed	1
NMC	ED	4135	Room 14	Table, Overbed	1
NMC	ED	4150	Room 16	Table, Overbed	1
NMC	ED	4155	Room 17	Table, Overbed	1
NMC	ED	4065	Room 4	Table, Overbed	1
NMC	ED	4070	Room 5	Table, Overbed	1
NMC	ED	4075	Room 6	Table, Overbed	1
NMC	ED	4080	Room 7	Table, Overbed	1
NMC	ED	4085	Room 8	Table, Overbed	1
NMC	ED	4105	Room 9	Table, Overbed	1
NMC	ED	4295	Break Room	Toaster	1
NMC	ED	4180	Soiled Utility	Trash Truck	1
NMC	ED	C-401	Hallway	Ultrasound - type of ultrasound - adjust budget	2
NMC	ED	4035	Room 1 (Cardiac)	Ventilator	1
NMC	ED	4055	Room 3 (Trauma)	Ventilator	1
NMC	ED	4175	Medication	Warmer, Fluid	1
NMC	ED	4035	Room 1 (Cardiac)	Warmer, Fluid	1
NMC	ED	4055	Room 3 (Trauma)	Warmer, Fluid	1
NMC	ED	4295	Break Room	Waste Receptacle	1
NMC	ED	4215	Commode	Waste Receptacle	1
NMC	ED	4015	Consultation & Quiet Room	Waste Receptacle	1
NMC	ED	4270	ED Nursing Director	Waste Receptacle	1
NMC	ED	4175	Medication	Waste Receptacle	1
NMC	ED	4020	Registration	Waste Receptacle	1
NMC	ED	4035	Room 1 (Cardiac)	Waste Receptacle	1
NMC	ED	4035	Room 1 (Cardiac)	Waste Receptacle	1
NMC	ED	4110	Room 10	Waste Receptacle	1
NMC	ED	4110	Room 10	Waste Receptacle	1

Northwestern Medical Center
ED Equipment Worksheet
Sorted by Equipment Type

Location	Department	Space #	Space Name	Equipment Type	Qty
NMC	ED	4115	Room 11 (Isolation)	Waste Receptacle	1
NMC	ED	4115	Room 11 (Isolation)	Waste Receptacle	1
NMC	ED	4125	Room 12 (Isolation)	Waste Receptacle	1
NMC	ED	4125	Room 12 (Isolation)	Waste Receptacle	1
NMC	ED	4130	Room 13	Waste Receptacle	1
NMC	ED	4130	Room 13	Waste Receptacle	1
NMC	ED	4135	Room 14	Waste Receptacle	1
NMC	ED	4135	Room 14	Waste Receptacle	1
NMC	ED	4145	Room 15	Waste Receptacle	1
NMC	ED	4145	Room 15	Waste Receptacle	1
NMC	ED	4150	Room 16	Waste Receptacle	1
NMC	ED	4150	Room 16	Waste Receptacle	1
NMC	ED	4155	Room 17	Waste Receptacle	1
NMC	ED	4155	Room 17	Waste Receptacle	1
NMC	ED	4230	Room 18 (Swing MH)	Waste Receptacle	1
NMC	ED	4230	Room 18 (Swing MH)	Waste Receptacle	1
NMC	ED	4235	Room 19 (Swing MH)	Waste Receptacle	1
NMC	ED	4235	Room 19 (Swing MH)	Waste Receptacle	1
NMC	ED	4055	Room 3 (Trauma)	Waste Receptacle	2
NMC	ED	4055	Room 3 (Trauma)	Waste Receptacle	2
NMC	ED	4065	Room 4	Waste Receptacle	1
NMC	ED	4065	Room 4	Waste Receptacle	1
NMC	ED	4070	Room 5	Waste Receptacle	1
NMC	ED	4070	Room 5	Waste Receptacle	1
NMC	ED	4075	Room 6	Waste Receptacle	1
NMC	ED	4075	Room 6	Waste Receptacle	1
NMC	ED	4080	Room 7	Waste Receptacle	1
NMC	ED	4080	Room 7	Waste Receptacle	1
NMC	ED	4085	Room 8	Waste Receptacle	1
NMC	ED	4085	Room 8	Waste Receptacle	1
NMC	ED	4105	Room 9	Waste Receptacle	1
NMC	ED	4105	Room 9	Waste Receptacle	1
NMC	ED	4025	Security	Waste Receptacle	1
NMC	ED	4180	Soiled Utility	Waste Receptacle	1
NMC	ED	4290	Staff Tit	Waste Receptacle	1
NMC	ED	4060A	Staff Tit	Waste Receptacle	1
NMC	ED	4170	Team Hub	Waste Receptacle	4
NMC	ED	4255	Tit Shower	Waste Receptacle	1
NMC	ED	4115A	Toilet	Waste Receptacle	1
NMC	ED	4125A	Toilet	Waste Receptacle	1
NMC	ED	4090	Toilet	Waste Receptacle	1
NMC	ED	4005	Waiting	Waste Receptacle	1
NMC	ED	4030	Patient Toilet	Waste Receptacle	1
NMC	ED	4140	Patient Toilet	Waste Receptacle	1
NMC	ED	4010	Public Toilet	Waste Receptacle	1
NMC	ED	4120	PPE AnteRoom	Waste Receptacle, Biohazard	1
NMC	ED	C-401	Hallway	Wheelchairs	2

Verification Under Oath

**STATE OF VERMONT
GREEN MOUNTAIN CARE BOARD**

In re: Northwestern Medical Center's)
 Modernization of the)
 NMC Emergency Department) Docket No. GMCB-003-19con

Verification Under Oath to file with Certificate of Need Application, correspondence and additional information subsequent to filing an Application.

Dean French, MD, being duly sworn, states on oath as follows:

1. My name is Dean French, MD. I am the Chief Executive Officer of Northwestern Medical Center. I have reviewed Northwestern Medical Center's 03/30/22 Responses to GMCB Questions of 3/16/22 Regarding NMC's Request for Expedited Ammendment to the Certificate of Need for the Modernization of the NMC Emergency Department (Docket No. GMCB- 003-19).
2. Based on my personal knowledge and after diligent inquiry, I attest that the information contained in Northwestern Medical Center's 03/30/22 Responses to GMCB Questions of 3/16/22 Regarding NMC's Request for Expedited Ammendment to the Certificate of Need for the Modernization of the NMC Emergency Department (Docket No. GMCB-003-19) is true, accurate and complete, does not contain any untrue statement of a material fact, and does not omit to state a material fact.
3. My personal knowledge of the truth, accuracy and completeness of the information contained in Northwestern Medical Center's 03/30/22 Responses to GMCB Questions of 3/16/22 Regarding NMC's Request for Expedited Ammendment to the Certificate of Need for the Modernization of the NMC Emergency Department (Docket No. GMCB-003-19) is based upon either my actual knowledge of the subject information or upon information reasonably believed by me to be true and reliable and provided to me by the individuals identified below in paragraph 4. Each of these individuals has also certified that the information they have provided is true, accurate and complete, does not contain any untrue statement of a material fact and does not omit to state a material fact.
4. The following individuals have provided information or documents to me in connection with Northwestern Medical Center's 03/30/22 Responses to GMCB Questions of 3/16/22 Regarding NMC's Request for Expedited Ammendment to the Certificate of Need for the Modernization of the NMC Emergency Department (Docket No. GMCB- 003-19) and each individual has certified, based either upon his or her actual knowledge of the subject information or, where specifically identified in such certification, based on information reasonably believed by the individual to be reliable, that the information or documents

provided are true, accurate and complete, do not contain any untrue statement of a material fact, and do not omit to state a material fact:

- Stephanie Breault, Chief Financial Officer
- Jenn Howrigan, Controller
- Jonathan Billings, Chief Operating Officer
- JoAnn Manahan, RN, Emergency Department Director
- Dave Healy, Contracted Project Manager
- John Lister, Contracted Project Manager

5. In the event that the information contained in Northwestern Medical Center's answers to the questions regarding Northwestern Medical Center's 03/30/22 Responses to GMCB Questions of 3/16/22 Regarding NMC's Request for Expedited Ammendment to the Certificate of Need for the Modernization of the NMC Emergency Department (Docket No. GMCB- 003-19) becomes untrue, inaccurate or incomplete in any material respect, I acknowledge my obligation to notify the Green Mountain Care Board and to supplement Northwestern Medical Center's 03/30/22 Responses to GMCB Questions of 3/16/22 Regarding NMC's Request for Expedited Ammendment to the Certificate of Need for the Modernization of the NMC Emergency Department (Docket No. GMCB- 003-19) as soon as I know, or reasonably should know, that the information or document has become untrue, inaccurate or incomplete in any material respect.




Dean French, MD
Chief Executive Officer
Northwestern Medical Center

On March 30, 2022 Dean French, MD, appeared before me and swore to the truth, accuracy and completeness of the foregoing.



Signature



Notary's Printed Name

Notary public

My commission expires 01.31.23

[seal]

