



ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
DECEMBER 3, 2019 – 5:30 p.m.
MEDICAL CENTER HOSPITAL BOARD ROOM (2ND FLOOR)
500 W 4TH STREET, ODESSA, TEXAS

AGENDA

- I. CALL TO ORDER ..... Don Hallmark, President
II. INVOCATION ..... Chaplain Farrell Ard
III. PLEDGE OF ALLEGIANCE ..... Don Hallmark
IV. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM .... Don Hallmark, p.3
V. AWARDS AND RECOGNITION
A. December 2019 Directors of the Month ..... Russell Tippin
• Clinical: Eva Garcia, LPT, Divisional Director Inpatient and Outpatient Rehabilitative Services
• Non-Clinical:
• Nurse: Vonda Lucero, MSN, RN, Unit Director, Nursing Administration
C. November 2019 Patient Satisfaction Winners ..... Russell Tippin
• Medical Practice: MCH ProCare Cardiology 100%
• Inpatient: 9 Central & 4 East 100%
• Outpatient: CT Scan 100%
D. ECHD Police Office Pinning Ceremony ..... Brad Timmons
• Melinda Gonzales • Donnie Jowers • Terry Mercer
VI. PUBLIC COMMENTS ON AGENDA ITEMS
VII. CONSENT AGENDA ..... Don Hallmark, p.4-44
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
A. Consider Approval of Regular Meeting Minutes, November 5, 2019
B. Consider Approval of Joint Conference Committee, November 26, 2019
C. Consider Approval of Federally Qualified Health Center Monthly Report, October 2019
D. MCHS Compliance Program Reaffirmation and Compliance Committee Charter
E. TCDRS Annual Contribution Authorization

**VIII. COMMITTEE REPORTS**

- A. Finance Committee** ..... Bryn Dodd, p.45-117
  - 1. Financial Report for Month Ended October 31, 2019
  - 2. Consent Agenda
    - a. Consider Approval of Bayer MedRad Injector
    - b. Consider Approval of Stryker Series III Medical/Surgical Beds
  - 3. Capital Expenditure Requests
    - a. Consider Approval of Stryker System 8 and Neuro Power Bundle
    - b. Consider Approval of Ultrasound Upgrade for Maternal Fetal Medicine

**IX. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS**

- .....Russell Tippin, p.118-121
  - A. Regional Update**
  - B. 90-Day Update**
  - C. Consider Approval of Additional Services From Cerner RevWorks for Revenue Integrity Manager**
  - D. Consider Approval of Subsidy Increase to Basin Emergency Physicians PLLC for Additional Mid-Level Coverage**

**X. TTUHSC AT THE PERMIAN BASIN REPORT**..... Lori Rice-Spearman, Ph.D.

**XI. EXECUTIVE SESSION**

Meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberations regarding Real Property pursuant to Section 551.072 of the Texas Government Code; and (3) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code.

**XII. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION**

- A. Consider Approval of MCH ProCare Provider Agreements**
- B. Consider Request From Ector County Utility District to Sell Property For Less Than Market Value: 9510 West Westridge Drive**.....p.122-136

**XIII. ADJOURNMENT** ..... Don Hallmark

*If during the course of the meeting covered by this notice, the Board of Directors needs to meet in executive session, then such closed or executive meeting or session, pursuant to Chapter 551, Texas Government Code, will be held by the Board of Directors on the date, hour and place given in this notice or as soon after the commencement of the meeting covered by this notice as the Board of Directors may conveniently meet concerning any and all subjects and for any and all purposes permitted by Chapter 551 of said Government Code.*

## **MISSION**

***Medical Center Health System is a community-based teaching organization dedicated to providing high quality and affordable healthcare to improve the health and wellness of all residents of the Permian Basin.***

## **VISION**

***MCHS will be the premier source for health and wellness.***

## **VALUES**

***I-ntegrity***

***C-ustomer centered***

***A-ccountability***

***R-espect***

***E-xcellence***

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGULAR BOARD MEETING  
NOVEMBER 5, 2019 – 5:30 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

Don Hallmark, President  
Bryn Dodd, Vice President  
Mary Lou Anderson  
David Dunn  
Wallace Dunn  
Richard Herrera  
Ben Quiroz

**OTHERS PRESENT:**

Russell Tippin, President/Chief Executive Officer  
Steve Ewing, Chief Financial Officer  
Christin Timmons, Chief Nursing Officer  
Matt Collins, Chief Operating Officer  
Dr. Sari Nabulsi, Chief Medical Officer  
Toni Land, Chief Patient Experience Officer  
Dr. Fernando Boccalandro, Chief of Staff  
Dr. Donald Davenport, Vice Chief of Staff  
Steve Steen, Chief Legal Counsel  
Dr. Gary Ventolini, TTUHSC Permian Basin  
Dr. Rama Chemitiganti, TTUHSC Permian Basin  
Jan Ramos, ECHD Board Secretary  
Various other interested members of the  
Medical Staff, employees, and citizens

**I. CALL TO ORDER**

Don Hallmark, President, called the meeting to order at 5:30 p.m. in the Board Room of Medical Center Hospital. Notice of the meeting was properly posted as required by the Open Meetings Act.

**II. INVOCATION**

Chaplain Farrell Ard offered the invocation.

**III. PLEDGE OF ALLEGIANCE**

Don Hallmark led the Pledge of Allegiance to the United States and Texas flags.

#### **IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM**

Ben Quiroz presented the Mission, Vision and Values of Medical Center Health System.

#### **V. AWARDS AND RECOGNITIONS**

##### **A. November 2019 Associates of the Month**

Russell Tippin introduced the November 2019 Associates of the Month as follows:

- Clinical: Karlie Felts, Licensed Physical Therapy Assistant, PM&R
- Non-Clinical: Marsha Dummer, Contract Manager, Compliance Department
- Nurse: Linda Dennis, RN, Administrative Coordinator, Nursing Administration

##### **B. October 2019 Patient Satisfaction Winners**

The following units were recognized for their October 2019 Net Promoter scores:

- Medical Practice: MCH ProCare Family Medicine CHW, 95<sup>th</sup> percentile
- Inpatient: 6 West, 90<sup>th</sup> percentile
- Outpatient: Regional Lab West, 100<sup>th</sup> percentile

##### **D. Check Presentation to the MCHS Foundation from The Human Bean**

Alison Pradon, Vice President of Development, accepted a check from representatives of The Human Bean. They donated \$4000, their profits from one day in October. This donation will go toward breast cancer navigation.

##### **E. Stroke Support Group Recognition of the ECHD Board of Directors**

Karry Morris, MCH Stroke Survivor and Caregiver Support Group Facilitator, presented a plaque to the ECHD Board of Directors thanking them for their ten years of support for Stroke Camp.

#### **VI. PUBLIC COMMENTS ON AGENDA ITEMS**

No comments from the public were received.

#### **VII. CONSENT AGENDA**

- A. Consider Approval of Regular Meeting Minutes, October 1, 2019**
- B. Consider Approval of Joint Conference Committee, October 29, 2019**
- C. Consider Approval of Federally Qualified Health Center Monthly Report, September, 2019**

David Dunn moved and Richard Herrera seconded the motion to approve the items listed on the Consent Agenda as presented. The motion carried unanimously.

## **VIII. COMMITTEE REPORTS**

### **A. Finance Committee**

1. Quarterly Investment Report – Quarter 4, FY 2019
2. Quarterly Investment Officer's Certification
3. Financial Report for Month Ended August 31, 2019
4. Consent Agenda
  - a. Consider Approval of Cath Lab 2 Azurion 7 C20
  - b. Consider Approval of BD Pyxis Pharmacy Automation System
  - c. Consider Approval of Lieca Tissue Processor ASP300S
  - d. Consider Approval of Invivo DynaCAD System
5. Capital Expenditure Requests
  - a. Consider Approval of Dialysis Telemetry Upgrade
  - b. Consider Approval of 8 Central Telemetry Upgrade

Bryn Dodd moved and David Dunn seconded the motion to approve the Finance Committee report as presented. The motion carried unanimously.

### **B. Audit Committee**

Bryn Dodd reported that the Audit Committee met Tuesday, October 22, 2019 at 4:00 p.m. in Conference Room A in Administration. The Committee received a report on the 2019/2020 project plan status, scope of work for accounts payable and disbursements, and risk assessment.

This report was for information only and no action was taken.

## **IX. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT AND ACTIONS**

### **A. Consider Approval of Absorption of Direct Hospital Charges for Victims of August 31, 2019 Mass Shooting Incident**

Russell Tippin requested approval from the Board to relieve the victims of the August 31, 2019 shooting of any medical financial burdens. The hospital will waive any charges not covered by the victims' insurance.

David Dunn moved and Mary Lou Anderson seconded the motion to approve the absorption of direct hospital charges for victims of the August 31, 2019 mass shooting incident. The motion carried unanimously.

## **X. TTUHSC AT THE PERMIAN BASIN REPORT**

Dr. Rama Chemitiganti presented a profile of the Texas Tech University Health Science Center Permian Basin Internal Medicine Department, including the FY2020 funding support, value added services at MCH and Internal Medicine graduates in the Permian Basin.

This report was for information only. No action was taken.

## **XI. EXECUTIVE SESSION**

Don Hallmark stated that the Board would go into Executive Session for the meeting held in closed session involving the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; and (2) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code.

The individuals present during the entire Executive Session were Don Hallmark, Bryn Dodd, Mary Lou Anderson, David Dunn, Wallace Dunn, Richard Herrera, Ben Quiroz, Russell Tippin, Steve Steen, and Jan Ramos.

Adiel Alvarado, President MCH ProCare, reported to the Board of Directors during Executive Session then was excused.

**Executive Session began at 5:59 pm.**  
**Executive Session ended at 6:59 p.m.**

No action was taken during Executive Session.

## **XII. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION**

### **A. Consider Approval of MCH ProCare Provider Agreements**

Don Hallmark presented the following new amendments:

- Sudhir Amaram, MD. This amendment added one year to his cardiology contract.
- Manohar Angirekula, MD. This amendment added one year to his cardiology contract.
- Fernando Boccalandro, MD. This amendment added one year to his cardiology contract.

Don Hallmark presented the following renewals:

- Nancy Bueno, BSN, RN, MSN, FNP-C. This is a two year agreement for retail clinics.

Don Hallmark presented the following new contracts:

- Alexandra Rodriguez, PA-C, MPAS. This is a three year agreement for Cardiology.
- Rizwan Asim, MD. This is a three year agreement for the Hospitalist group.
- Valerie Drnovsek, MD. This is a three year agreement for Radiology.
- Sohail Khan, MD. This is a three year agreement as a Nocturnal Hospitalist.

Don Hallmark presented the following Medical Directorships:

- Gregory Shipkey, MD. This is a one year agreement for EMS Care Unit Medical Director.
- Sudip Bose, MD. This is a two year agreement for EMS Education Director.
- Donald Davenport, DO. This is a one year agreement for Bariatric Surgery.

- Rebecca Diaz, MD. This is a one year agreement for SANE Program Medical Director.

Don Hallmark presented the following on-call agreement:

- Raphael Nwojo, MD. This is a one year agreement for Otorhinolaryngology.

Bryn Dodd moved and Richard Herrera seconded the motion to approve the MCH ProCare provider agreements as presented. The motion carried unanimously.

### **XIII. ADJOURNMENT**

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 7:00 p.m.

Respectfully submitted,



---

Jan Ramos, Secretary  
Ector County Hospital District Board of Directors





December 3, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff and Allied Health Professionals Staff Applicants

**Statement of Pertinent Facts:**

Pursuant to Article 3 of the Medical Staff Bylaws, the application process for the following Medical Staff and Allied Health Professional applicants is complete. The Joint Conference Committee and the Medical Executive Committee recommend approval of privileges or scope of practice and membership to the Medical Staff or Allied Health Professionals Staff for the following applicants, effective upon Board Approval:

**Medical Staff:**

Applicant	Department	Specialty/Privileges	Group	Dates
John Mathewson, MD	Surgery	Orthopedic/ Hand Surgery	Midland Texas Orthopedic Group	12/03/2019- 12/02/2020
John Molland, MD	OB/GYN	OB/GYN	Women's Center of the Permian Basin	12/03/2019- 12/02/2020

**Allied Health:**

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Cortney Dunn, CRNA	Anesthesia	APC	CRNA	Midwest Anesthesia	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	12/03/2019- 12/02/2021
Sonia Estes, CRNA	Anesthesia	APC	CRNA	Midwest Anesthesia	Dr. Gillala, Dr. Price, Dr. Bhari, and Dr. Bryan	12/03/2019- 12/02/2021
*Trudian Lester, FNP	Family Medicine	APC	Nurse Practitioner	ProCare	Dr. Jorge Alamo	12/03/2019- 12/02/2021
Dorothy Walker, NNP	Pediatrics	APC	Nurse Practitioner	TTUHSC	Dr. Bennett	12/03/2019- 12/02/2021

\*Please grant temporary Privileges



**Advice, Opinions, Recommendations and Motions:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee and the Joint Conference Committee and approve privileges and membership to the Medical Staff as well as scope of practice and Allied Health Professional Staff membership for the above listed applicants.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/MM



December 3, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Reappointment of the Medical Staff and/or Allied Health Professional Staff

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following reappointments of the Medical Staff and Allied Health Professional Staff as submitted. These reappointment recommendations are made pursuant to and in accordance with Article 5 of the Medical Staff Bylaws.

**Medical Staff:**

Applicant	Department	Status Criteria Met	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Joseph Abijay, MD	Medicine	Yes	Active	Neurology	West Texas Neurology Clinic	None	01/01/2020- 12/31/2021
Joel Adams, MD	Medicine	No	Active to Courtesy	Pulmonologist		None	01/01/2020- 12/31/2021
Madhava Agusala, MD	Cardiology	Yes	Active	Cardiology		None	01/01/2020- 12/31/2021
Sudhir Amaram, MD	Cardiology	Yes	Active	Cardiology	ProCare	None	01/01/2020- 12/31/2021
Manohar Angirekula, MD	Cardiology	Yes	Active	Cardiology	ProCare	None	01/01/2020- 12/31/2021
Nikolay Azarov, MD	Medicine	Yes	Active	Critical Care	ProCare	Yes	01/01/2020- 12/31/2021
Sudhir Bare, MD	Medicine	Yes	Active	Hospitalist	Procare	None	01/01/2020- 12/31/2021
Renuka Borra, MD	Medicine	Yes	Active	Oncology	Texas Oncology	None	01/01/2020- 12/31/2021
Carl Brown, DO	Medicine	Yes	Active	Neurology		None	01/01/2020- 12/31/2021
James Burks, MD	Medicine	Yes	Active	Endocrinology	TTUHSC	None	01/01/2020- 12/31/2021
Robert Chappell, MD	Medicine	No	Active to Affiliate	Dermatology	Chappell Rosso Dermatology PA	None	01/01/2020- 12/31/2021
William Davis, MD	Medicine	Yes	Active	Medicine	TTUHSC	Yes	01/01/2020- 12/31/2021
Timothy George, MD	Medicine	Yes	Active	Oncology		None	01/01/2020- 12/31/2021
Amaranath Ghanta, MD	Medicine	Yes	Active	Pulmonary		None	01/01/2020- 12/31/2021
Ronald Gibbons, MD	Medicine	Yes	Active	Nephrology		None	01/01/2020- 12/31/2021

Juan Gil, MD	Medicine	No	Active to Affiliate	Hospitalist	Premiere Physicians	None	01/01/2020- 12/31/2021
Sreedevi Godey, MD	Medicine	Yes	Active	Internal Medicine	Procare	None	01/01/2020- 12/31/2021
Shailesh Jain, MD	Medicine	Yes	Courtesy to Active	Psychiatry	TTUHS C	None	01/01/2020- 12/31/2021
Pankaj Khandelwal, MD	Medicine	Yes	Active	Oncology		None	01/01/2020- 12/31/2021
Anjaiah Kodityal, MD	Medicine	Yes	Active	Pulmonary		None	01/01/2020- 12/31/2021
Ramchandra Kolluru, MD	Cardiology	No	Active to Courtesy	Cardiology		None	01/01/2020- 12/31/2021
Usha Kurra, MD	Medicine	Yes	Courtesy to Affiliate	Internal Medicine	Permian Women's Center, PA	None	01/01/2020- 12/31/2021
Donald Loveman, MD	Medicine	Yes	Active	Rheumatologist	TTUHS C	None	01/01/2020- 12/31/2021
Manmeet Mangat, MD	Medicine	Yes	Affiliate	Oncology	Texas Oncology	None	01/01/2020- 12/31/2021
Ravi Medi, MD	Medicine	Yes	Affiliate	Psychiatry	Permian Psychiatry	None	01/01/2020- 12/31/2021
Jayaram Naidu, MD	Medicine	No	Active to Courtesy	Internal Medicine	Naidu Clinic	None	01/01/2020- 12/31/2021
Raja Naidu, MD	Medicine	Yes	Active	Internal Medicine	Naidu Clinic	None	01/01/2020- 12/31/2021
Varuna Nargunan, MD	Medicine	Yes	Active	Endocrinology	Procare	None	01/01/2020- 12/31/2021
Shanti Neerukonda, MD	Cardiology	Yes	Active	Cardiology		None	01/01/2020- 12/31/2021
Larry Oliver, MD	Medicine	Yes	Courtesy	Nephrology		None	01/01/2020- 12/31/2021
Renato Oracion, MD	Medicine	Yes	Affiliate	Dermatology	St. Matthew Dermatology Clinic, PA	None	01/01/2020- 12/31/2021
Lavi Oud, MD	Medicine	Yes	Active	Critical Care	TTUHS C	None	01/01/2020- 12/31/2021

Madhu Pamganamamula, MD	Medicine	Yes	Courtesy	Internal Medicine	Center for Hypertension & Internal Medicine	None	01/01/2020- 12/31/2021
Pankaj Patel, MD	Cardiology	Yes	Active	Cardiology		None	01/01/2020- 12/31/2021
Rajesh Patel, MD	Medicine	Yes	Active	Medicine		Yes	01/01/2020- 12/31/2021
Faisal Pirzada, MD	Medicine	Yes	Affiliate	Internal Medicine	Center for Primary Care & Prevention	None	01/01/2020- 12/31/2021
Puthalath Raghuprasad, MD	Medicine	Yes	Affiliate	Allergy / Immunology	Allergy & Asthma Center	None	01/01/2020- 12/31/2021
Vivek Rao, MD	Medicine	Yes	Courtesy	Allergy	Advanced Allergy	None	01/01/2020- 12/31/2021
Anand Reddy, MD	Medicine	Yes	Active	Nephrology		None	01/01/2020- 12/31/2021
Craig Spellman, MD	Medicine	Yes	Active	Endocrinology	TTUHS C	None	01/01/2020- 12/31/2021
Syam Vemulapalli, MD	Medicine	Yes	Active	Gastroenterology	Permian Gastroenterology Associates	None	01/01/2020- 12/31/2021
David Watkins, MD	Medicine	Yes	Courtesy	Oncology		None	01/01/2020- 12/31/2021
Heather Webb, MD	Radiology	Yes	Active	Telemedicine / Electromonitoring	American Radiology	None	01/01/2020- 12/31/2021
Peter Wells, MD	Cardiology	No	Active to Courtesy	Electrophysiology	Permian Primary Health Services	None	01/01/2020- 12/31/2021
Kendall Wong, MD	Medicine	Yes	Active	Internal Medicine		None	01/01/2020- 12/31/2021
Jason Zagrodzky, MD	Cardiology	Yes	Active	Electrophysiology	Texas Cardiac Arrhythmia	None	01/01/2020- 12/31/2021
Robin Akins, MD	Radiology	Yes	Courtesy	Oncology		None	02/01/2020- 01/31/2022

Mamoun Bashir, MD	Medicine	Yes	Associate to Active	Nephrology	Permian Nephrology Associates	None	02/01/2020- 01/31/2022
Vivekanand Dasari, MD	Pediatric	Yes	Active	Pediatric	Lone Star Pediatrics	None	02/01/2020- 01/31/2022
Rajesh Gutta, DDS	Surgery	Yes	Active	Dental Surgery		None	02/01/2020- 01/31/2022
Morton Hyson, MD	Medicine	No	Associate to Courtesy	Intraoperative Neuromonitoring	Real Time Neuromonitoring	None	02/01/2020- 01/31/2022
Babatunde Jinadu, MD	Pediatrics	Yes	Active	Pediatrics	TTUHS C	None	02/01/2020- 01/31/2022
Sai Siva Mungara, MD	Medicine	Yes	Associate to Active	Internal Medicine	TTUHS C	None	02/01/2020- 01/31/2022
Prem Nair, MD	Medicine	Yes	Associate	Medicine	TTUHS C	None	02/01/2020- 01/31/2022
Kathy Toler, MD	Medicine	Yes	Associate to Active	Intraoperative Neuromonitoring	Real Time Neuromonitoring	None	02/01/2020- 01/31/2022
Benjamin Turnbow, MD	Surgery	Yes	Active	Trauma Surgery	Acute Surgical Care	None	02/01/2020- 01/31/2022
Joel Wolinsky, MD	Medicine	No	Active to Affiliate	Neurology		None	02/01/2020- 01/31/2022
Sanchita Yadalla, MD	OB/GYN	Yes	Associate to Active	OB/GYN	Procure	None	02/01/2020- 01/31/2022
Muhammad Zafar, MD	Medicine	Yes	Associate to Active	Psychiatry	TTUHS C	None	02/01/2020- 01/31/2022

**Allied Health Professionals:**

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Samuel Baumgardner, PA	Surgery	APC	Surgery	Premier Physicians	Dr. Kirit Patel	None	02/01/2020- 01/31/2022
Lynette Carrens, NP	OB/GYN	APC	OB/GYN	Permian Women's Center	Dr. Pill Raja	None	02/01/2020- 01/31/2022
Catherine Graham, NP	Family Medicine	APC	Family Medicine	Procure	Dr. Othee	None	02/01/2020- 01/31/2022
Kayla Ott, PA	Surgery	APC	Urology	West Texas Urology, PA	Dr. Dragun, Dr. Staub,	None	02/01/2020- 01/31/2022



**Advice, Opinions, Recommendations and Motions:**

If the Hospital District Board of Directors concurs, the following motion is in order Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee relating to the reappointment of the Medical Staff and/or Allied Health Professional Staff.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/MM





December 3, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Clinical Privileges

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends the request below on change in clinical privileges. These clinical changes in privileges are recommendations made pursuant to and in accordance with Article 4 of the Medical Staff Bylaws.

**Change in Clinical Privileges:**

Staff Member	Department	Privilege
Nikolay Azarov, MD	Medicine	<b>ADD: Arterial Line Placement; Cardiac Pacing</b>
William Davis, MD	Medicine	<b>DELETE: Central Venous Catheterization</b>
Rajesh Patel, MD	Medicine	<b>ADD: Neurological disorders (common), diagnose and manage or refer to specialist</b>
Peter Wiltse, DO	Surgery	<b>ADD: da Vinci Privilege</b>
Naidu, J.B.	Medicine /Cardiology	<b>DELETE: Internal Medicine Privilege Form and all privileges for cardiology except Cardiovascular Computed tomography</b>

**Advice, Opinions, Recommendations and Motions:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee relating to the change in clinical privileges of the Allied Health Professional Staff.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/MM



December 3, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Medical Staff or AHP Staff Status– Resignations/ Lapse of Privileges

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following changes in staff status. These resignations/lapse of privileges are recommendations made pursuant to and in accordance with Article 4 of the Medical Staff Bylaws.

**Resignation/ Lapse of Privileges:**

Staff Member	Staff Category	Department	Effective Date	Action
Alexis Alexander, CCP	Active	Surgery	05/07/2019	Resignation
Jessie Dickens, MD	Associate	Surgery	10/02/2019	Resignation
Jason Dominguez, PA	AHP	Medicine	10/31/2019	Lapse in Privileges
Cecilia Geralde, MD	Locum	Pediatrics	09/30/2019	Resignation
Adriana Gomez, MD	Active	Medicine	10/14/2019	Resignation
Sara Gray, AuD	AHP	Surgery	10/03/2019	Resignation
Jennifer James, NP	Active	Surgery	08/31/2019	Resignation
Holly Korsvik-Wysocki, MD	Telemedicine	Radiology	10/19/2019	Resignation
Jody Smith, MD	Associate	Surgery	01/31/2020	Resignation
Ashutosh Rastogi, MD	Courtesy	Medicine	09/30/2019	Resignation
Mark Tucker, MD	Associate	Surgery	10/02/2019	Resignation

**Advice, Opinions, Recommendations and Motion:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the Resignation / Lapse of Privileges and Leave of Absence.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/MM



December 3, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Medical Staff or AHP Staff Category

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommend approval of the following changes in staff status category. The respective departments determined that the practitioners have complied with all Bylaws requirements and are eligible for the change as noted below.

**Staff Category Change:**

Staff Member	Department	Category
Joel Adams, MD	Medicine	Active to Courtesy
Mamoun Bashir, MD	Medicine	Associate to Active
Robert Chappell, MD	Medicine	Active to Affiliate
Juan Gil, MD	Medicine	Active to Affiliate
Shailesh Jain, MD	Psychiatry	Courtesy to Active
Ramchandra Kolluru, MD	Cardiology	Active to Courtesy
Usha Kurra, MD	Medicine	Courtesy to Affiliate
Hyson Morton, MD	Medicine	Associate to Courtesy
Sai Siva Mungara, MD	Medicine	Associate to Active
Jayaram Naidu, MD	Cardiology	Active to Courtesy
Kathy Toler, MD	Medicine	Associate to Active
Peter Wells, MD	Cardiology	Active to Courtesy
Joel Wolinsky, MD	Medicine	Active to Affiliate
Sanchita Yadalla, MD	OB/GYN	Associate to Active
Muhammad Zafar, MD	Medicine	Associate to Active
Phillip Zeeck, MD	Surgery	Active to Honorary
Cochran, Hugh CRNA	Anesthesia	Removal of I-FPPE Status
Fleming, Bryan CRNA	Anesthesia	Removal of I-FPPE Status
Fleming, Shawn CRNA	Anesthesia	Removal of I-FPPE Status
Hamilton, Wesley, MD	Emergency	Removal of I-FPPE Status
Kennebrew, Garry Jr., MD	Emergency	Removal of I-FPPE Status
Meyering, Stefan, MD	Emergency	Removal of I-FPPE Status
Stewart, Stephen, MD	Emergency	Removal of I-FPPE Status
Gulilat, Hayleyesus, NP	Emergency	Removal of I-FPPE Status
Enuganti, Sridhar Rao, MD	Hospitalist	Removal of I-FPPE Status
Nabulsi, Sari, MD	Pediatrics	Extend for one year



Gans, Alyssa, MD	Surgery	Extend for one year
Sonaïke, Emmanuel, MD	Surgery	Extend for one year
Peterson, Scott, DO	Surgery	Removal of I-FPPE Status
Powers, Katherine, NP	Surgery	Removal of I-FPPE Status

**Changes to Credentialing Dates:**

None

**Advice, Opinions, Recommendations and Motion:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the staff category changes.

Fernando Boccalandro, MD, Chief of Staff  
 Executive Committee Chair  
 /MM



December 3, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff Bylaws /Policies / Privilege Criteria

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommend approval of the following Medical Staff Bylaws/ Policies / Privilege Criteria. The respective departments determined that the practitioners have complied with all Bylaws requirements and are eligible for the change as noted below.

**Medical Staff Bylaws/ Policies / Privilege Criteria**

- Operation Room Rules and Regulations Update
- daVinci Criteria for Privileges

**Advice, Opinions, Recommendations and Motion:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the policy.

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/MM



December 3, 2019

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

- CER: Stryker Series III Med/Surg Beds
- CER: Ultrasound upgrade for Maternal Fetal Medicine/ Attending Physician/Designation need
- CER: Stryker System 8 & Neuro Power Bundle
- CER: Samsung WS80 Elite Ultrasound
- CER: Bayer MedRad Injector

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following :

- CER: Stryker Series III Med/Surg Beds
- CER: Ultrasound upgrade for Maternal Fetal Medicine/ Attending Physician/Designation need
- CER: Stryker System 8 & Neuro Power Bundle
- CER: Samsung WS80 Elite Ultrasound
- CER: Bayer MedRad Injector

**Advice, Opinions, Recommendations and Motion:**

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the CER(s).

Fernando Boccalandro, MD, Chief of Staff  
Executive Committee Chair  
/MM

## OPERATING ROOM RULES & REGULATIONS

- I. The Operating Room is a restricted area in which the patient's privacy must be protected. An authorized visitor to observe a patient's surgery must have a reason for being present and should have the approval of the attending physician and the O.R. Unit Director, Unit Coordinator, Divisional Nursing Director of Surgical Services, or designee to be allowed in the surgical area. An authorized visitor is defined as: a) medically oriented students who are presently enrolled in a hospital affiliated program, b) physicians and physician assistants, c) MCH nursing personnel who have educational reasons for viewing surgery, and d) vendor representatives. All other visitors will be under the direct supervision and responsibility of the sponsoring physician. The patient must sign a form (Permit to View) to be placed in his/her chart in order for these visitors to observe a procedure in the Surgical Unit.

### II. Scheduling of Cases

- C. To officially book a case Monday through Friday for the surgical schedule, the surgeon or his/her designee must post with the Scheduling Coordinator, OR Unit Coordinator, Director of Surgical Operations, ACNO Surgical Services, or designee.

1. Cases will be posted on a "first come, first serve" basis.
  - Monday through Friday six (6) rooms may be scheduled with elective cases from 0730 or 0800 until 1500.
  - After 1500 elective cases may be posted for three (3) rooms until 1900 as staffing permits.
  - After 1900, two (2) rooms until 2300, as staffing permits.
  - After 2300, one (1) room until 0700.
  - Saturday and Sunday one(1) room may be scheduled from 0700 until 2300

On the third Thursday of each month the first case start time will be 0830.

2. Information to be provided by the surgeon or designee when posting a case:  
Scheduling of Surgeries/Procedures Core Identifiers  
The following is required information for posting/scheduling a surgery/procedure at Medical Center Hospital:
  - Patient's *first* and *last* name
  - Date of birth
  - Procedure ("Right" or "Left" designation, if it involves laterality)
  - Time/date
  - Physician
  - Type of admission (early admit, ASU) or patient location
  - Date/time of posting, name of person providing the information, initials or name of staff documenting the information

Additional required information for posting a surgical procedure:

- Patient's telephone number
- Social Security Number
- Gender

- Approximate duration of the procedure
- Type of Anesthesia and Anesthesia Care Provider
- Potential contamination
- Pathology if needed
- X-ray requirements during the procedure
- Any additional equipment needed

A surgeon or designee may post a procedure by phone or in person by providing the patient's first and last name, procedure, date, and time. The remainder of the demographic information may be provided by verbal or electronic communication, as long as it is received the same day as the posting day. Failing same day receipt, the posting will be removed. When the mode of communication is the electronic fax, the surgeon or designee may provide the remainder of the demographic information utilizing the form provided by MCH (see ADDENDUM E).

MCH will provide to the surgeon's office, confirmation of the receipt of the patient demographic information on the day of its receipt by either oral or electronic communication.

Elective procedures for children 5 years of age and younger will not be scheduled to start after 1200.

3. Block posting:
  - a. See Addendum A for current block posting designations.
    1. Block posting for Monday must be completed by 1200 the Thursday prior to the surgery date.
    2. Block posting for Tuesdays must be completed by 1200 the Friday prior to the surgery date.
    3. Block posting for Wednesday, Thursday or Friday must be completed by 1200 two (2) days prior to the surgery date.
  - b. See Addendum B for current Guidelines for Posting Surgical Cardiac Procedures, PTCAs, and/or LHC/Poss.
  - c. Orthopedic Surgeons with Block Time will have no block release time due to trauma call commitment.
4. Case times:
  - a. Cases may be posted for 0730 or 0800.
  - b. A 0730 case CANNOT BUMP an 0800 time.
  - c. If a surgeon prefers to request a time later than 0730 or 0800 (i.e., 0900, 1200, or 1330) he/she may be asked to move up as it becomes necessary to facilitate the schedule. If he/she chooses not to move up the case, another case may be scheduled in its place.
  - d. If a physician bumps himself for an emergency procedure, his elective procedures will follow as long as they do not exceed 1.5 hours past his anticipated completion time. If the emergency procedure extends past the anticipated completion time, his elective procedure will follow as soon as possible.



- e. Elective cases will not be scheduled which are anticipated to end beyond 2100.
  - 5. All cases to be added during the day's working schedule must be posted with the OR Director, OR Unit Coordinator, or designee.
  - 6. Elective cases added to the next day's schedule after 1400 will be worked into the schedule as time, personnel, and anesthesia permits
- B. Elective, trauma, emergent and administratively urgent procedures may be done on Saturdays, Sundays, and hospital approved holidays. Elective cases may be posted in one room from 0730 until 1500 and should be completed by 1600. A second room will be available for trauma, in-house emergency, and urgent procedures. Opening the second room must be approved by the general trauma surgeon on call / in-house at the time of the procedure and on a case-by-case basis. A third operating room will be available for trauma and/or life- or limb-threatening emergencies if the first and second rooms are unavailable.
  - B. Saturday and Sunday scheduling of surgical cases for the following Monday through Friday are posted with the Administrative Coordinator. Holiday scheduling of surgical cases for the next regular work-day are posted with the Administrative Coordinator. He/She will post the cases with the OR scheduler on call. These cases will be worked into the schedule according to the order of date and time posted.
  - C. Saturday, Sunday, and Holiday OR personnel are not to accept surgical case posting for days of the week except Saturday, Sunday, or Holidays. The on-call OR staff will inform the Administrative Coordinator when cases are posted on Saturday, Sunday, and Holidays.
  - D. The Saturday, Sunday, holiday and night backup Call staff will be activated for trauma and life- or limb-threatening emergent cases only. The trauma surgeon on call will be immediately notified of the case by the surgeon to verify need for activation.
  - E. Level I alert activation: If there are no open or available rooms, the need for immediate suspension for starting another surgical case will be determined by the in-house trauma surgeon on duty. Releasing the suspension will also be the responsibility of the in-house trauma surgeon on duty. Communication with the OR staff by the in-house trauma surgeon is vital in order to minimize the disruption of the surgery schedule.

### III. Changes in Schedule:

- A. Cancellations or changes in the scheduled time of a case should be made with the Posting Clerk, OR Unit Coordinator, OR Director, or designee.
  - 1. If a surgeon cancels or moves a case to another day, he/she relinquishes the time slot.

## Criteria for Privileges in

## da VINCI® SURGICAL SYSTEM

Revised: 7/12, 10/13, 11/05, 8/15, 10/17

I. **Definition:** A robotic device that enables a surgeon to perform certain types of surgery while seated at a console with a computer and video monitor. The surgeon uses handgrips and foot pedals attached to the computer console to control three robotic arms that perform the surgery using a variety of surgical tools. The robotic arms which have a "wrist" built into the end of the surgical tools, give surgeons additional manipulation ability during minimal invasive laparoscopic surgery, enabling easier, more intricate motion and better control of surgical tools. The device is an alternative to traditional open surgery or minimally invasive manual laparoscopic surgery in an operating room environment.

[http://www.fda.gov/cdrh/annual/fy2000/ode/ode\\_annual\\_fy00.pdf](http://www.fda.gov/cdrh/annual/fy2000/ode/ode_annual_fy00.pdf)

The U.S. Food and Drug Administration (FDA) has cleared the da Vinci® Surgical System for adult and pediatric use in urologic surgical procedures, general laparoscopic surgical procedures, gynecologic laparoscopic surgical procedures, general non-cardiovascular thoracoscopic surgical procedures and thoracoscopically assisted cardiomy procedures. The da Vinci System may also be employed with adjunctive mediastinotomy to perform coronary anastomosis during cardiac revascularization.

[http://www.intuitivesurgical.com/products/fda\\_clearance/index.aspx](http://www.intuitivesurgical.com/products/fda_clearance/index.aspx) <http://fda>

[.gov/bbs/topics/NEWS/NEW00732.html](http://www.fda.gov/bbs/topics/NEWS/NEW00732.html)

I. Basic education: MD /DO

II. Formal training:

Physicians must already hold the privilege, at MCH, to perform (open and laparoscopic) each procedure requested, without the da Vinci surgery system. If laparoscopic procedure does not exist for the procedure, then documentation of 3 proctored robotic-assisted performed procedures must be submitted

III. Additional training requirements :

1. Viewing Intuitive Surgical (ISi) procedure videos;
2. Completing ISi online training module;
3. Participation in ISi Skills Lab and Training, including in vivo lab
4. Certificate of training and delineation of training experience from Intuitive Surgical;
5. Participation in a 4-hour didactic session
6. Observation of at least one live surgery performed by a physician certified in robotic-assisted surgery, who is in the same surgical discipline in which privileges are being sought;
7. Laboratory and supporting documentation for verification must be submitted to the Medical Staff Office with request for privileges

VI. Previous Experience

1. Certificate of training and delineation of training experience from Intuitive Surgical;
2. ***For previously da Vinci-trained surgeons joining the MCH staff, one of the following must be submitted:***  
If trained during a residency within 24 months of request for privileges, the program director must verify competency of 20 procedures performed in training (a case log must also be provided), OR documentation in the form of operative notes of 14 cases performed within the past 24 months as the primary surgeon at the console, without a proctor present. In addition, a letter from the Department Chair that they had privileges in those cases.

1. For the first three (3) cases, physician must be proctored by a physician who is certified and credentialed in robotic-assisted surgery in the procedure being performed;
  - a. Proctoring of the first 3 cases is not required if the applicant meets all criteria for da Vinci privileges and is a current Intuitive-certified proctor or was **intuitive surgical** proctored. [Documentation from Intuitive confirming that the applicant is a current certified proctor is required and/ or documentation of having been proctored. Standard FPPE and OPPE monitoring will be conducted per established medical staff criteria.
2. Additional proctoring may occur at the request of the physician;
3. Documentation must be submitted to the Credentials Committee for release from proctoring;
4. Physicians may be temporarily released from proctoring once documentation that 3 cases have been satisfactorily proctored is received in the Medical Staff Office and approved by the Chief of Staff. **Initial privileges will be granted dependent upon successful completion of proctoring.**
5. If physician does not accomplish 3 proctored cases within 90 days of completing da Vinci training, the physician will continue to be proctored, at physician's expense, until criterion is met.
6. Physicians being proctored who cannot successfully be approved for the 3 cases, and will need further training will be at the physician's expense.

Someone whose Never had Da'Vinci Privileges	Previsions Experience : Residency	Previous Experience : Other Hospital	Previous Experience : Proctor of Intuitive
	1. Certificate of training and delineation of training experience from Intuitive Surgical 2. Trained with 24months of requested privilege. 3. Program Director MUST verify competency of 20 procedures performed in training. 4. Case log provided 5. Or was proctored by intuitive proctor	1. Certificate of Training and delineation of training experience from Intuitive surgical 2. Operative Notes of 14 cases performed within the past 24months as the primary surgeon at the console without proctor present. 3. Letter from the Department Chair that they had privileges in those cases. 4. Or was proctored by intuitive proctor	1. Certificate of Training and delineation of training experience from Intuitive Surgical. 2. Operative Notes of 14 cases performed within the past 24months as the primary surgeon at the console without proctor present. 3. Letter from the Department Chair that they had privileges in those cases. 4. Proctoring is NOT required if the applicant meets all criteria for da Vinci privileges and is a current intuitive certified proctor or was intuitive proctored.

**VI. Maintenance of privileges,**

1. A minimum of 10 da Vinci cases must be performed annually.
2. If the minimum requirement of 10 da Vinci cases per year is not met, there will be a mandatory quality review of the next five (5) da Vinci surgery cases. A mandate for further training at the physician's expense may be made, depending on the outcome of the quality review.
  - a. If less than 5 cases per year, after mandatory reviewing of the previous cases physician may be required to be proctored for 1 case.

**VI. Approval must be obtained from both the applicant's department and the da Vinci Sub-Committee.**

\_\_\_\_\_  
Physician Signature

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DEPARTMENT CHAIR

\_\_\_\_\_  
DATE

Family Health Clinic  
December 2019  
ECHD Board Packet



Date: November 29, 2019

To: Board of Directors-Family Health Clinic

From: Grant Trollope, Assistant Chief Financial Officer

Subject: Combined Financial Report for the Month Ended October 31, 2019

---

**Visits**

Combined clinic visits for October were 1,752 comparing favorably to the budgeted total of 1,661 and unfavorably to the prior year's 1,948 by 5.5% and 10.1% respectively. Combined medical visits for October totaled 1,948, favorable to the budgeted amount of 1,661 and favorable to the prior year 1,688 visits.

**Revenues and Revenue Deductions**

Combined patient revenue for October totaled \$632,097 comparing favorably to the combined budget of \$612,795 by 3.1% and unfavorably to prior year's total of \$700,150 by 9.7%.

Combined revenue deductions for October were \$209,472 comparing unfavorably to the combined budgeted amount of \$419,102 and favorably to prior year's total of \$544,977.

Combined net operating revenue for October was \$224,682, comparing favorably to the combined budget amount of \$201,539 and favorably to the prior year amount of \$155,173.

**Operating Expenses**

Combined operating expenses for October totaled \$299,465, comparing favorably to a combined budget of \$370,113 and favorably to prior year's expenses of \$340,654.

Combined salaries and wages expense for October were \$113,288, comparing favorably to a combined budget of \$127,694 and favorably to prior year's \$122,546. Trends in salaries, wages, and benefits resulted from operations, which are now running with 28.6, Full Time Equivalents (FTEs) for October, compared to a budget of 33.3 FTEs and prior year's 33.1 FTEs.

Combined physician services (Provider salaries) for October totaled \$123,486, comparing favorably to a budgeted amount of \$177,332 and favorably to prior year's amount of \$157,138.

Combined supplies expense for October totaled \$7,926 comparing favorably to budgeted supply expense of \$9,633 and favorably to the prior year's amount of \$14,183.

**Operating Results**

Combined operating results for the month of October resulted in a Net Loss of \$111,645, comparing favorably to the combined budgeted deficit of \$214,416, and unfavorably to prior year gain of \$230,719.

**Revenue and Payments by Pavor**

For the month of October, Medicaid patients represented the largest revenue financial class, followed by Self-Pay, and Commercial. Clinics combined, Medicaid revenue accounted for 36.2%, Self-Pay 26.0%, Commercial 20.1%, Medicare 17.6%, FAP 0.0%, and Other for 0.1% of the Clinic's monthly revenue.

Combined payments for the month of October year to date totaled \$198,581 compared to the prior year YTD amount of \$127,103.

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTERS FOR PRIMARY CARE COMBINED - OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 632,097	\$ 612,795	3.1%	\$ 700,150	-9.7%	\$ 632,097	\$ 612,795	3.1%	\$ 700,150	-9.7%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 632,097</b>	<b>\$ 612,795</b>	<b>3.1%</b>	<b>\$ 700,150</b>	<b>-9.7%</b>	<b>\$ 632,097</b>	<b>\$ 612,795</b>	<b>3.1%</b>	<b>\$ 700,150</b>	<b>-9.7%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 32,096	\$ (15,581)	-306.0%	\$ 64,525	-50.3%	\$ 32,096	\$ (15,581)	-306.0%	\$ 64,525	-50.3%
Self Pay Adjustments	30,766	(847)	-3732.3%	12,936	137.8%	30,766	(847)	-3732.3%	12,936	137.8%
Bad Debts	359,763	435,530	-17.4%	467,516	-23.0%	359,763	435,530	-17.4%	467,516	-23.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 422,625</b>	<b>\$ 419,102</b>	<b>0.8%</b>	<b>\$ 544,977</b>	<b>-22.5%</b>	<b>\$ 422,625</b>	<b>\$ 419,102</b>	<b>0.8%</b>	<b>\$ 544,977</b>	<b>-22.5%</b>
	<b>66.86%</b>	<b>68.39%</b>		<b>77.84%</b>		<b>66.86%</b>	<b>68.39%</b>		<b>77.84%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 209,472</b>	<b>\$ 193,693</b>	<b>8.1%</b>	<b>\$ 155,173</b>	<b>35.0%</b>	<b>\$ 209,472</b>	<b>\$ 193,693</b>	<b>8.1%</b>	<b>\$ 155,173</b>	<b>35.0%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 15,209	\$ 7,846	93.8%	\$ -	100.0%	\$ 15,209	\$ 7,846	93.8%	\$ -	100.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 15,209</b>	<b>\$ 7,846</b>	<b>93.8%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 15,209</b>	<b>\$ 7,846</b>	<b>93.8%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 224,682</b>	<b>\$ 201,539</b>	<b>11.5%</b>	<b>\$ 155,173</b>	<b>44.8%</b>	<b>\$ 224,682</b>	<b>\$ 201,539</b>	<b>11.5%</b>	<b>\$ 155,173</b>	<b>44.8%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 113,288	\$ 127,694	-11.3%	\$ 122,546	-7.6%	\$ 113,288	\$ 127,694	-11.3%	\$ 122,546	-7.6%
Benefits	28,711	34,043	-15.7%	39,892	-28.0%	28,711	34,043	-15.7%	39,892	-28.0%
Physician Services	123,486	177,332	-30.4%	157,138	-21.4%	123,486	177,332	-30.4%	157,138	-21.4%
Cost of Drugs Sold	14,584	10,723	36.0%	(1,269)	-1249.1%	14,584	10,723	36.0%	(1,269)	-1249.1%
Supplies	7,926	9,633	-17.7%	14,183	-44.1%	7,926	9,633	-17.7%	14,183	-44.1%
Utilities	7,008	6,550	7.0%	6,138	14.2%	7,008	6,550	7.0%	6,138	14.2%
Repairs and Maintenance	625	1,892	-67.0%	675	-7.4%	625	1,892	-67.0%	675	-7.4%
Leases and Rentals	495	391	26.7%	351	41.1%	495	391	26.7%	351	41.1%
Other Expense	3,341	1,855	80.1%	1,000	234.1%	3,341	1,855	80.1%	1,000	234.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 299,465</b>	<b>\$ 370,113</b>	<b>-19.1%</b>	<b>\$ 340,654</b>	<b>-12.1%</b>	<b>\$ 299,465</b>	<b>\$ 370,113</b>	<b>-19.1%</b>	<b>\$ 340,654</b>	<b>-12.1%</b>
Depreciation/Amortization	\$ 36,862	\$ 45,842	-19.6%	\$ 45,238	-18.5%	\$ 36,862	\$ 45,842	-19.6%	\$ 45,238	-18.5%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 336,327</b>	<b>\$ 415,955</b>	<b>-19.1%</b>	<b>\$ 385,892</b>	<b>-12.8%</b>	<b>\$ 336,327</b>	<b>\$ 415,955</b>	<b>-19.1%</b>	<b>\$ 385,892</b>	<b>-12.8%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (111,645)</b>	<b>\$ (214,416)</b>	<b>-47.9%</b>	<b>\$ (230,719)</b>	<b>-51.6%</b>	<b>\$ (111,645)</b>	<b>\$ (214,416)</b>	<b>-47.9%</b>	<b>\$ (230,719)</b>	<b>-51.6%</b>
Operating Margin	-49.69%	-106.39%	-53.3%	-148.69%	-66.6%	-49.69%	-106.39%	-53.3%	-148.69%	-66.6%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	1,752	1,661	5.5%	1,688	3.8%	1,752	1,661	5.5%	1,688	3.8%
Optometry Visits	-	-	0.0%	260	-100.0%	-	-	0.0%	260	-100.0%
<b>Total Visits</b>	<b>1,752</b>	<b>1,661</b>	<b>5.5%</b>	<b>1,948</b>	<b>-10.1%</b>	<b>1,752</b>	<b>1,661</b>	<b>5.5%</b>	<b>1,948</b>	<b>-10.1%</b>
Average Revenue per Office Visit	360.79	368.93	-2.2%	359.42	0.4%	360.79	368.93	-2.2%	359.42	0.4%
Hospital FTE's (Salaries and Wages)	28.6	33.3	-14.2%	33.1	-13.6%	28.6	33.3	-14.2%	33.1	-13.6%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 393,909	\$ 457,102	-13.8%	\$ 384,086	2.6%	\$ 393,909	\$ 457,102	-13.8%	\$ 384,086	2.6%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 393,909</b>	<b>\$ 457,102</b>	<b>-13.8%</b>	<b>\$ 384,086</b>	<b>2.6%</b>	<b>\$ 393,909</b>	<b>\$ 457,102</b>	<b>-13.8%</b>	<b>\$ 384,086</b>	<b>2.6%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ (450)	\$ 32,507	-101.4%	\$ 11,575	-103.9%	\$ (450)	\$ 32,507	-101.4%	\$ 11,575	-103.9%
Self Pay Adjustments	(136)	6,784	-102.0%	2,579	-105.3%	(136)	6,784	-102.0%	2,579	-105.3%
Bad Debts	303,780	206,218	47.3%	270,070	12.5%	303,780	206,218	47.3%	270,070	12.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 303,195</b>	<b>\$ 245,509</b>	<b>23.5%</b>	<b>\$ 284,225</b>	<b>6.7%</b>	<b>\$ 303,195</b>	<b>\$ 245,509</b>	<b>23.5%</b>	<b>\$ 284,225</b>	<b>6.7%</b>
	<b>77.0%</b>	<b>53.7%</b>		<b>74.0%</b>		<b>77.0%</b>	<b>53.7%</b>		<b>74.0%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 90,714</b>	<b>\$ 211,593</b>	<b>-57.1%</b>	<b>\$ 99,862</b>	<b>-9.2%</b>	<b>\$ 90,714</b>	<b>\$ 211,593</b>	<b>-57.1%</b>	<b>\$ 99,862</b>	<b>-9.2%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 15,209	\$ 7,846	0.0%	\$ -	0.0%	\$ 15,209	\$ 7,846	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 15,209</b>	<b>\$ 7,846</b>	<b>93.8%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 15,209</b>	<b>\$ 7,846</b>	<b>93.8%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 105,924</b>	<b>\$ 219,439</b>	<b>-51.7%</b>	<b>\$ 99,862</b>	<b>6.1%</b>	<b>\$ 105,924</b>	<b>\$ 219,439</b>	<b>-51.7%</b>	<b>\$ 99,862</b>	<b>6.1%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 77,921	\$ 94,421	-17.5%	\$ 87,858	-11.3%	\$ 77,921	\$ 94,421	-17.5%	\$ 87,858	-11.3%
Benefits	19,748	25,172	-21.5%	28,600	-31.0%	19,748	25,172	-21.5%	28,600	-31.0%
Physician Services	72,118	114,964	-37.3%	97,199	-25.8%	72,118	114,964	-37.3%	97,199	-25.8%
Cost of Drugs Sold	10,872	9,045	20.2%	(1,349)	-906.0%	10,872	9,045	20.2%	(1,349)	-906.0%
Supplies	5,989	5,978	0.2%	5,056	18.5%	5,989	5,978	0.2%	5,056	18.5%
Utilities	3,502	3,676	-4.7%	3,418	2.5%	3,502	3,676	-4.7%	3,418	2.5%
Repairs and Maintenance	625	1,892	-67.0%	675	-7.4%	625	1,892	-67.0%	675	-7.4%
Leases and Rentals	495	391	26.7%	351	41.1%	495	391	26.7%	351	41.1%
Other Expense	3,341	1,848	80.8%	1,000	234.1%	3,341	1,848	80.8%	1,000	234.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 194,612</b>	<b>\$ 257,387</b>	<b>-24.4%</b>	<b>\$ 222,807</b>	<b>-12.7%</b>	<b>\$ 194,612</b>	<b>\$ 257,387</b>	<b>-24.4%</b>	<b>\$ 222,807</b>	<b>-12.7%</b>
Depreciation/Amortization	\$ 4,744	\$ 5,203	-8.8%	\$ 5,121	-7.4%	\$ 4,744	\$ 5,203	-8.8%	\$ 5,121	-7.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 199,355</b>	<b>\$ 262,590</b>	<b>-24.1%</b>	<b>\$ 227,928</b>	<b>-12.5%</b>	<b>\$ 199,355</b>	<b>\$ 262,590</b>	<b>-24.1%</b>	<b>\$ 227,928</b>	<b>-12.5%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (93,432)</b>	<b>\$ (43,151)</b>	<b>116.5%</b>	<b>\$ (128,066)</b>	<b>-27.0%</b>	<b>\$ (93,432)</b>	<b>\$ (43,151)</b>	<b>116.5%</b>	<b>\$ (128,066)</b>	<b>-27.0%</b>
Operating Margin	-88.21%	-19.66%	348.6%	-128.24%	-31.2%	-88.21%	-19.66%	348.6%	-128.24%	-31.2%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,139	1,198	-4.9%	1,027	10.9%	1,139	1,198	-4.9%		0.0%
Average Revenue per Office Visit	345.84	381.55	-9.4%	373.99	-7.5%	345.84	381.55	-9.4%	373.99	-7.5%
Hospital FTE's (Salaries and Wages)	18.9	24.2	-22.1%	22.8	-17.3%	18.9	24.2	-22.1%	22.8	-17.3%



**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%
<b>TOTAL PATIENT REVENUE</b>	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 32,546	\$ (48,088)	-167.7%	\$ 52,950	-38.5%	\$ 32,546	\$ (48,088)	-167.7%	\$ 52,950	-38.5%
Self Pay Adjustments	30,902	(7,631)	-504.9%	10,356	198.4%	30,902	(7,631)	-504.9%	10,356	198.4%
Bad Debts	55,983	229,312	-75.6%	197,446	-71.6%	55,983	229,312	-75.6%	197,446	-71.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 119,430	\$ 173,593	-31.2%	\$ 260,752	-54.2%	\$ 119,430	\$ 173,593	-31.2%	\$ 260,752	-54.2%
	50.14%	111.50%		82.50%		50.14%	111.50%		82.50%	
<b>NET PATIENT REVENUE</b>	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 35,367	\$ 33,273	6.3%	\$ 34,689	2.0%	\$ 35,367	\$ 33,273	6.3%	\$ 34,689	2.0%
Benefits	8,963	8,871	1.0%	11,292	-20.6%	8,963	8,871	1.0%	11,292	-20.6%
Physician Services	51,369	62,368	-17.6%	59,939	-14.3%	51,369	62,368	-17.6%	59,939	-14.3%
Cost of Drugs Sold	3,712	1,678	121.2%	80	4551.2%	3,712	1,678	121.2%	80	4551.2%
Supplies	1,937	3,655	-47.0%	9,127	-78.8%	1,937	3,655	-47.0%	9,127	-78.8%
Utilities	3,506	2,874	22.0%	2,721	28.9%	3,506	2,874	22.0%	2,721	28.9%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	7	-100.0%	-	0.0%	-	7	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 104,853	\$ 112,726	-7.0%	\$ 117,847	-11.0%	\$ 104,853	\$ 112,726	-7.0%	\$ 117,847	-11.0%
Depreciation/Amortization	\$ 32,118	\$ 40,639	-21.0%	\$ 40,117	-19.9%	\$ 32,118	\$ 40,639	-21.0%	\$ 40,117	-19.9%
<b>TOTAL OPERATING COSTS</b>	\$ 136,972	\$ 153,365	-10.7%	\$ 157,964	-13.3%	\$ 136,972	\$ 153,365	-10.7%	\$ 157,964	-13.3%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (18,214)	\$ (171,265)	-89.4%	\$ (102,653)	-82.3%	\$ (18,214)	\$ (171,265)	-89.4%	\$ (102,653)	-82.3%
Operating Margin	-15.34%	956.79%	-101.6%	-185.59%	-91.7%	-15.34%	956.79%	-101.6%	-185.59%	-91.7%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	613	463	32.4%	661	-7.3%	613	463	32.4%	661	-7.3%
Optometry Visits	-	-	0.0%	260	-100.0%	-	-	0.0%	260	-100.0%
Total Visits	613	463	32.4%	921	-33.4%	613	463	32.4%	921	-33.4%
Average Revenue per Office Visit	388.56	336.27	15.6%	343.17	13.2%	388.56	336.27	15.6%	343.17	13.2%
Hospital FTE's (Salaries and Wages)	9.7	9.1	6.8%	10.3	-5.4%	9.7	9.1	6.8%	10.3	-5.4%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC COMBINED  
OCTOBER 2019**

	MONTHLY REVENUE				YTD REVENUE			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 58,376	\$ 52,655	\$ 111,031	17.6%	\$ 58,376	\$ 52,655	\$ 111,031	17.6%
Medicaid	166,675	62,415	229,090	36.2%	166,675	62,415	229,090	36.2%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	77,515	49,684	127,200	20.1%	77,515	49,684	127,200	20.1%
Self Pay	91,183	73,042	164,225	26.0%	91,183	73,042	164,225	26.0%
Other	160	391	551	0.1%	160	391	551	0.1%
<b>Total</b>	<b>\$ 393,909</b>	<b>\$ 238,188</b>	<b>\$ 632,097</b>	<b>100.0%</b>	<b>\$ 393,909</b>	<b>\$ 238,188</b>	<b>\$ 632,097</b>	<b>100.0%</b>

	MONTHLY PAYMENTS				YEAR TO DATE PAYMENTS			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 38,893	\$ 15,834	\$ 54,727	27.6%	\$ 38,893	\$ 15,834	\$ 54,727	27.6%
Medicaid	52,230	15,008	67,238	33.9%	52,230	15,008	67,238	33.9%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	21,716	13,740	35,455	17.9%	21,716	13,740	35,455	17.9%
Self Pay	27,091	12,969	40,060	20.2%	27,091	12,969	40,060	20.2%
Other	612	488	1,101	0.6%	612	488	1,101	0.6%
<b>Total</b>	<b>\$ 140,542</b>	<b>\$ 58,039</b>	<b>\$ 198,581</b>	<b>100.0%</b>	<b>\$ 140,542</b>	<b>\$ 58,039</b>	<b>\$ 198,581</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
OCTOBER 2019**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 58,376	14.8%	\$ 65,640	17.1%	\$ 58,376	14.8%	\$ 65,640	17.1%
Medicaid	166,675	42.4%	140,953	36.6%	166,675	42.4%	140,953	36.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	77,515	19.7%	74,785	19.5%	77,515	19.7%	74,785	19.5%
Self Pay	91,183	23.1%	100,823	26.3%	91,183	23.1%	100,823	26.3%
Other	160	0.0%	1,884	0.5%	160	0.0%	1,884	0.5%
<b>TOTAL</b>	<b>\$ 393,909</b>	<b>100.0%</b>	<b>\$ 384,086</b>	<b>100.0%</b>	<b>\$ 393,909</b>	<b>100.0%</b>	<b>\$ 384,086</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 38,893	27.7%	\$ 4,704	5.7%	\$ 38,893	27.7%	\$ 4,704	5.7%
Medicaid	52,230	37.2%	33,303	40.6%	52,230	37.2%	33,303	40.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	21,716	15.5%	26,747	32.6%	21,716	15.5%	26,747	32.6%
Self Pay	27,091	19.3%	17,288	21.1%	27,091	19.3%	17,288	21.1%
Other	612	0.4%	73	0.1%	612	0.4%	73	0.1%
<b>TOTAL</b>	<b>140,542</b>	<b>100.1%</b>	<b>\$ 82,115</b>	<b>100.1%</b>	<b>\$ 140,542</b>	<b>100.1%</b>	<b>\$ 82,115</b>	<b>100.1%</b>
TOTAL NET REVENUE	90,714		99,862		90,714		99,862	
% OF GROSS REVENUE	23.0%		26.0%		23.0%		26.0%	
VARIANCE	49,828		(17,747)		49,828		(17,747)	
% VARIANCE TO CASH COLLECTIONS	54.9%		-17.8%		54.9%		-17.8%	

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
OCTOBER 2019**

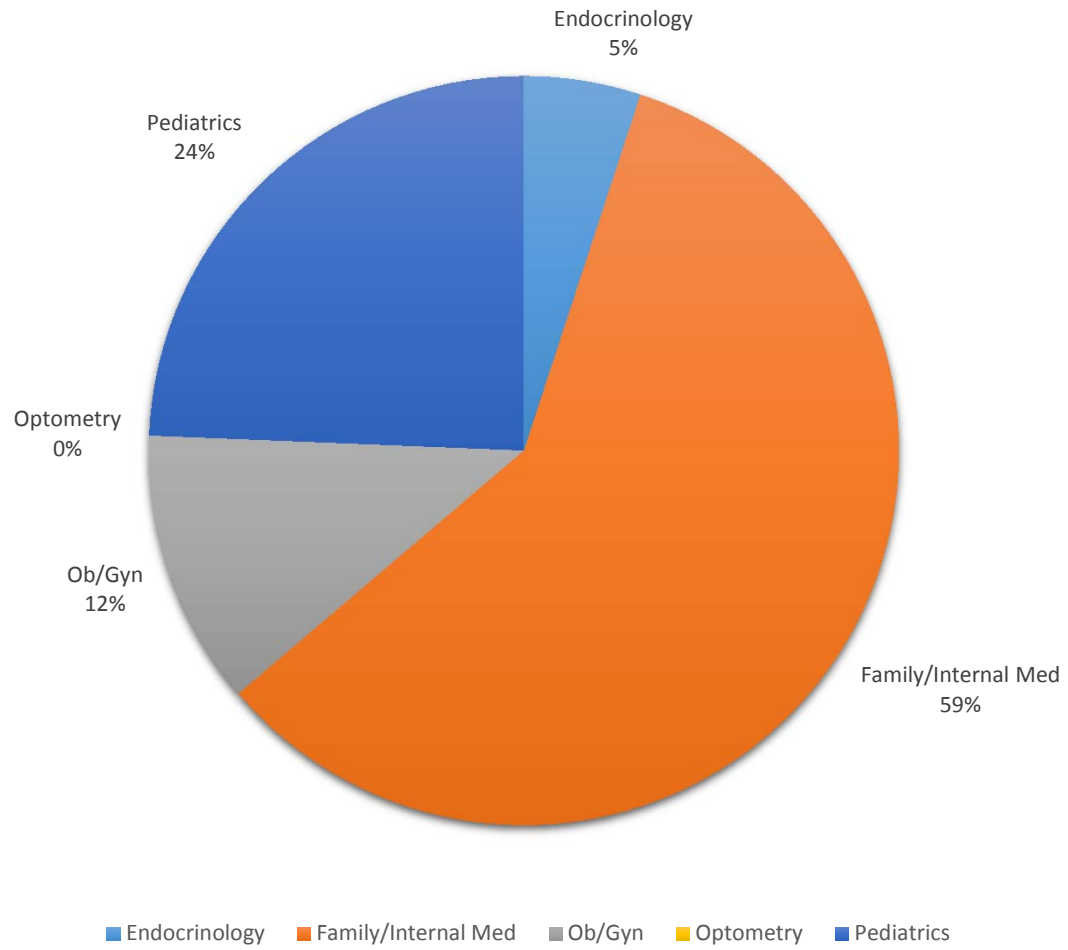
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 52,655	22.1%	\$ 47,836	15.1%	\$ 52,655	22.1%	\$ 47,836	15.1%
Medicaid	62,415	26.2%	\$ 142,440	45.1%	62,415	26.2%	142,440	45.1%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	49,684	20.9%	\$ 65,768	20.8%	49,684	20.9%	65,768	20.8%
Self Pay	73,042	30.6%	\$ 60,019	19.0%	73,042	30.6%	60,019	19.0%
Other	391	0.2%	\$ -	0.0%	391	0.2%	-	0.0%
<b>TOTAL</b>	<b>\$ 238,188</b>	<b>100.0%</b>	<b>\$ 316,063</b>	<b>100.0%</b>	<b>\$ 238,188</b>	<b>100.0%</b>	<b>\$ 316,063</b>	<b>100.0%</b>

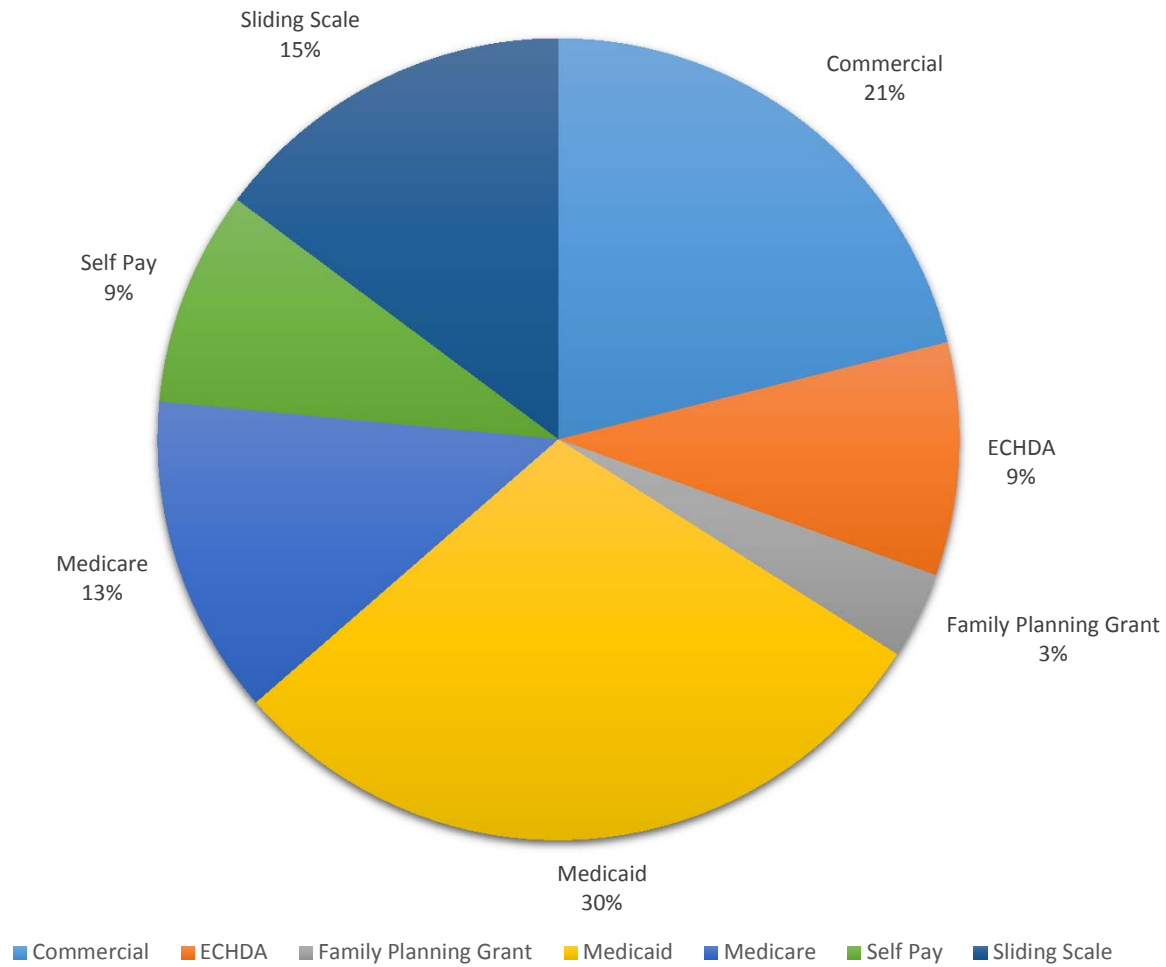
**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 15,834	27.3%	\$ 11,548	25.7%	\$ 15,834	27.3%	\$ 11,548	25.7%
Medicaid	15,008	25.9%	6,823	15.2%	15,008	25.9%	6,823	15.2%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	13,740	23.7%	18,747	41.7%	13,740	23.7%	18,747	41.7%
Self Pay	12,969	22.3%	7,870	17.5%	12,969	22.3%	7,870	17.5%
Other	488	0.8%	-	0.0%	488	0.8%	-	0.0%
<b>TOTAL</b>	<b>58,039</b>	<b>100.0%</b>	<b>\$ 44,988</b>	<b>100.0%</b>	<b>\$ 58,040</b>	<b>100.0%</b>	<b>\$ 44,988</b>	<b>100.0%</b>
TOTAL NET REVENUE	118,758		55,311		118,758		55,311	
% OF GROSS REVENUE	49.9%		17.5%		49.9%		17.5%	
VARIANCE	(60,719)		(10,324)		(60,718)		(10,324)	
% VARIANCE TO CASH COLLECTIONS	-51.1%		-18.7%		-51.1%		-18.7%	

### FHC October Visits By Service



### FHC October Visits by Financial Class



## FHC Executive Director's Report-December 2019

- **Provider Update:** The Family Health Clinic is currently searching for the following providers: Pediatrician and Family Medicine Mid Level. Merritt Hawkins is the search firm that is assisting us with recruiting for our open positions.
- **Staffing Update:** The Family Health Clinic has the following open staff positions: 3 LVNs, 1 Medical Assistant and 1 Front Desk.
- **HRSA Annual Recertification:** The Family Health Clinic is in the process of gathering information needed to complete HRSA's annual recertification process that is due January 2, 2020.

## MEMORANDUM

TO: Ector County Hospital District Board of Directors

FROM: Gingie Sredanovich, Chief Compliance and Privacy Officer through  
Russell Tippin, President and Chief Executive Officer

SUBJECT: ECHD/MCHS Compliance Committee – Reaffirmation – 2019  
*(In conjunction with the Reaffirmation of Corporate Compliance Program Resolution)*

DATE: November 21, 2019

### **Background:**

On July 14, 1998, the Ector County Hospital District Board of Directors directed the establishment and maintenance of a Corporate Compliance Program as a continuous process for the improvement of its business policies and practices, and oversight of its responsibilities under local, state and federal rules, laws and regulations.

### **Objective:**

To reaffirm the Ector County Hospital District/Medical Center Health System's (ECHD/MCHS) commitment to the Board approved Compliance Committee which will oversee the implementation, operation and effectiveness of the ECHD/MCHS Corporate Compliance Program, and assist the ECHD/MCHS Board in fulfilling its fiduciary responsibility and accountability relating to its compliance oversight responsibilities, the Mission and Values of MCHS and the MCHS Compliance Standards of Conduct.



November 2019

## MEDICAL CENTER HEALTH SYSTEM

### COMPLIANCE COMMITTEE CHARTER

#### I. PURPOSE

As an expression of our commitment to act with integrity and ethics and to institute a program to ensure compliance with all applicable laws, Medical Center Health System (“MCHS”) has created a Board approved Compliance Committee to (i) oversee the implementation, operation, and effectiveness of MCHS’s Compliance Program and the performance of the Compliance Officer in effectuating the Compliance Program, and (ii) assist the Board in fulfilling its fiduciary responsibility and accountability relating to its compliance oversight responsibilities, the Mission and Values of MCHS and the MCHS Compliance Standards of Conduct.

#### II. AUTHORITIES AND RESPONSIBILITIES

The Compliance Committee is continuously composed of representatives from multiple disciplines. At a minimum, the Compliance Committee will include the Chief Compliance and Privacy Officer, President and Chief Executive Officer (Pres./CEO), Chief Legal Counsel, Chief Financial Officer, Chief Operating Officer, Chief Medical Officer, Chief Information Officer and two Ector County Hospital District Board Members. The Pres./CEO shall also appoint such ex officio members of the Compliance Committee as he or she deems necessary or advisable to assist the committee in the performance of its duties. Ex officio members of the committee may not vote on matters before the committee.

The Compliance Committee will receive reports from ad-hoc guests which will be related to Human Resources, Information Technology/Security, Revenue Cycle/Integrity, or others as deemed necessary.

#### III. DUTIES OF THE COMPLIANCE COMMITTEE

The duties of the Compliance Committee shall include:

1. Advising the Chief Compliance Officer and assisting in the implementation and maintenance of the Compliance Program;
2. Working with appropriate departments of the Health System to develop standards of conduct and policies and procedures to promote adherence to the Compliance Program;

3. Recommending and monitoring, in conjunction with the relevant departments, the development of internal systems and controls to carry out MCHS's standards, policies and procedures;
4. Determining the appropriate strategy and/or approach to promote adherence to the Compliance Program and the detection of potential violations;
5. Developing a system to solicit, evaluate and respond to complaints and problems;
6. Overseeing the education and training of employees and systems for communication with and by employees;
7. Analyzing the legal requirements with which MCHS must comply and locating and analyzing specific risk areas within the Health System; and
8. Establishing confidentiality standards and requirements for committee members and those persons requested to provide assistance to the committee.

#### IV. MEETINGS

The Committee shall meet at least quarterly in order to perform its responsibilities. The Committee shall keep agendas, minutes and attendance of its meetings.



**THE BOARD OF DIRECTORS OF THE  
ECTOR COUNTY HOSPITAL DISTRICT  
MEDICAL CENTER HEALTH SYSTEM**

**WHEREAS:** The Ector County Hospital District/Medical Center Health System (ECHD/MCHS), is committed to ethical and legal business practices as essential to the advancement of its Mission of service to the Ector County community.

**WHEREAS:** Pursuant to this commitment, as set forth in the minutes of July 14, 1998 and subsequent minutes, the Board of Directors of ECHD/MCHS has previously directed the establishment and maintenance of a Corporate Compliance Program as a continuous process for the improvement of its business policies and practices, and oversight of its responsibilities under local, state and federal rules, laws, and regulations.

**WHEREAS:** It is the policy of the ECHD/MCHS that the implemented Corporate Compliance Program assure a collaborative participation of all elements of the hospital in the prevention of violations of Medical Center Health System’s policies, local, state and federal laws. The expectations of this policy are to:

- Reaffirm this hospital’s commitment to its stated principles and beliefs.
- Assure the hospital acts in a manner consistent with its Mission and Values.
- Have the hospital meet its ethical and legal requirements.
- Decrease the risk of inappropriate behavior.

**RESOLVED:** That the Board of Directors, ECHD/MCHS reaffirms its commitment to the expectations of ethical and legal conduct stated herein, and to the continuous effective monitoring of the hospital’s responsibilities and business practices by its leadership, managers, and employees, and through the processes and procedures of the Corporate Compliance Program.

**FURTHER RESOLVED:** To assure that the Board’s expectations are adhered the Board directs that:

- That the Audit Committee monitor the performance of the Corporate Compliance Program and receive regular reports in Executive Session, but no less than quarterly in each calendar year, from the Chief Compliance Officer, on the program’s initiatives, training, education, audits and reviews, and such other matters as should be brought to the Board’s attention.
- That the Chief Executive Officer and the Chief Compliance Officer jointly report to the full Board on the status and effectiveness of the Corporate Compliance Program on no less than an annual basis.
- That the Chief Executive Officer establishes such policies and procedures as necessary to accomplish the goals and objectives stated herein.

**Passed and Approved** this 3rd day of December, 2019.

\_\_\_\_\_  
Don Hallmark, President

\_\_\_\_\_  
David Dunn

\_\_\_\_\_  
Bryn Dodd, Vice President

\_\_\_\_\_  
Richard Herrera

\_\_\_\_\_  
Mary Lou Anderson

\_\_\_\_\_  
Ben Quiroz

\_\_\_\_\_  
Wallace Dunn



Date: November 20, 2019

To: Board of Directors  
Ector County Hospital District

From: Kathy Dagnon  
Vice President, Human Resources

Subject: TCDRS Plan Provisions Plan Year 2020

---

The Ector County Hospital District (ECHD) is a sponsor of a retirement plan with the Texas County & District Retirement System (TCDRS). Any plan changes to the ECHD retirement plan with TCDRS require authorization from the ECHD Board of Directors.

The Ector County Hospital District is proposing to keep the employee and employer contribution the same as 2019. The current employee contribution is 6 percent and the employer contribution is 125 percent and will continue as such on January 1, 2020.



DATE: November 29, 2019

TO: Board of Directors  
Ector County Hospital District

FROM: Steve Ewing  
Senior Vice President / Chief Financial Officer

Subject: Financial Report for the month ended October 31, 2019

---

Attached are the Financial Statements for the month ended October 31, 2019 and a high level summary of the months activity.

Operating Results - Hospital Operations:

For the month ended October, the change in net position was a loss of \$548,943 comparing favorably to the budgeted loss of \$849,710 by 35.4%. Inpatient (I/P) revenue was below budget by \$5,025,159 or 8.9% driven primarily by decreased admissions, patient days, and corresponding ancillary tests. Outpatient (O/P) revenue was above budget by \$5,282,944 or 12.6% due to increased observation days, cath lab procedures, surgeries, and other outpatient volumes. Net patient revenue was \$71,443 or 0.3% above the budget of \$23,553,598. Net operating revenue was \$54,331 or 0.2% below budget due to decreased sales tax receipts estimates by \$31,683.

Operating expenses for the month were under budget by \$589,603 due primarily to favorable purchased services, supplies, benefits, and other expenses. Favorable purchased services were due to \$461,695 favorable collection fees and \$67,460 reduced consulting fees in the Business Office. Favorable supplies expense was due to decreased cost of drugs sold by \$127,485, \$78,553 in decreased robot supplies, and \$63,396 in decreased cost of blood. Favorable benefits expense is due to decreased medical claims by \$183,395. Other expense is favorable due to decreased professional development and travel fees. Major unfavorable variances include temporary labor, physician fees, and ECHDA expenses. Unfavorable temporary labor expenses were due to 31 higher than budgeted contract FTEs than were budgeted as employed FTEs. Unfavorable physician fees are due to increased trauma coverage fees by \$222,904.

#### Operating Results - ProCare (501a) Operations:

For the month of October the net loss from operations before capital contributions was \$2,360,861 compared to a budgeted loss of \$2,108,603. Net operating revenue was under budget by \$777,892 due decreased patient charges. Total operating expenses were under budget by \$525,111. The favorable expense variance was due to decreased staffing expenses caused by 28.7 fewer than budgeted FTEs and decreased recruiting expenses.

#### Operating Results - Family Health Center Operations:

For the month of October the net loss from operations by location:

- Clements: \$93,432 loss compared to a budgeted loss of \$43,151. Net revenue was unfavorable by \$120,879. Operating expenses were \$62,775 favorable to budget due primarily to a decreased physician salary allocation from ProCare.
- West University: \$18,214 loss compared to a budgeted loss of \$171,265. Net revenue was favorable by \$136,658 due to increased volumes. Operating costs were favorable by \$7,873 driven by decreased physician allocation from ProCare.

#### Blended Operating Results - Ector County Hospital District:

The Change in Net Position for the month of October was a deficit of \$548,943 comparing favorably to a budgeted deficit of 849,710.

#### Volume:

Total admissions for the month were 1,197 or 1.6% below budget and 6.2% above last year. Patient days for the month were 5,228 or 9.3% below budget and 3.5% below last year. Due to the preceding, total average length of stay (ALOS) was 4.37 for the month. Observation days were above budget by 5.5% and above prior year by 33.8%.

Emergency room visits for the month were 4,644 resulting in a decrease compared to budget of 2.0% and an increase compared to last year of 2.3%. Total O/P occasions of service for the month were 6.6% above budget for the month and 6.6% above last year.

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
OCTOBER 2019**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>Hospital InPatient Admissions</b>										
Acute / Adult	1,164	1,184	-1.7%	1,096	6.2%	1,164	1,184	-1.7%	1,096	6.2%
Neonatal ICU (NICU)	33	32	3.1%	33	0.0%	33	32	3.1%	33	0.0%
<b>Total Admissions</b>	<b>1,197</b>	<b>1,216</b>	<b>-1.6%</b>	<b>1,129</b>	<b>6.0%</b>	<b>1,197</b>	<b>1,216</b>	<b>-1.6%</b>	<b>1,129</b>	<b>6.0%</b>
<b>Patient Days</b>										
Adult & Pediatric	3,911	4,317	-9.4%	4,117	-5.0%	3,911	4,317	-9.4%	4,117	-5.0%
ICU	353	428	-17.5%	412	-14.3%	353	428	-17.5%	412	-14.3%
CCU	373	428	-12.9%	406	-8.1%	373	428	-12.9%	406	-8.1%
NICU	591	589	0.3%	481	22.9%	591	589	0.3%	481	22.9%
<b>Total Patient Days</b>	<b>5,228</b>	<b>5,762</b>	<b>-9.3%</b>	<b>5,416</b>	<b>-3.5%</b>	<b>5,228</b>	<b>5,762</b>	<b>-9.3%</b>	<b>5,416</b>	<b>-3.5%</b>
Observation (Obs) Days	859	814	5.5%	642	33.8%	859	814	5.5%	642	33.8%
Nursery Days	323	291	11.0%	255	26.7%	323	291	11.0%	255	26.7%
<b>Total Occupied Beds / Bassinets</b>	<b>6,410</b>	<b>6,867</b>	<b>-6.7%</b>	<b>6,313</b>	<b>1.5%</b>	<b>6,410</b>	<b>6,867</b>	<b>-6.7%</b>	<b>6,313</b>	<b>1.5%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	3.98	4.37	-8.8%	4.50	-11.5%	3.98	4.37	-8.8%	4.50	-11.5%
NICU	17.91	18.41	-2.7%	14.58	22.9%	17.91	18.41	-2.7%	14.58	22.9%
<b>Total ALOS</b>	<b>4.37</b>	<b>4.74</b>	<b>-7.8%</b>	<b>4.80</b>	<b>-9.0%</b>	<b>4.37</b>	<b>4.74</b>	<b>-7.8%</b>	<b>4.80</b>	<b>-9.0%</b>
Acute / Adult & Pediatric w/o OB	4.84			5.21	-7.1%	4.84			5.21	-7.1%
<b>Average Daily Census</b>	<b>168.6</b>	<b>185.9</b>	<b>-9.3%</b>	<b>174.7</b>	<b>-3.5%</b>	<b>168.6</b>	<b>185.9</b>	<b>-9.3%</b>	<b>174.7</b>	<b>-3.5%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.5559</b>	<b>1.5507</b>	<b>0.3%</b>	<b>1.5458</b>	<b>0.7%</b>	<b>1.5559</b>	<b>1.5712</b>	<b>-1.0%</b>	<b>1.5604</b>	<b>-0.3%</b>
<b>Medicare</b>										
Admissions	410	467	-12.2%	421	-2.6%	410	467	-12.2%	421	-2.6%
Patient Days	1,915	2,325	-17.6%	2,048	-6.5%	1,915	2,325	-17.6%	2,048	-6.5%
Average Length of Stay	4.67	4.98	-6.2%	4.86	-4.0%	4.67	4.98	-6.2%	4.86	-4.0%
Case Mix Index	1.8601			1.6688	11.5%	1.8601			1.7235	7.9%
<b>Medicaid</b>										
Admissions	155	154	0.6%	160	-3.1%	155	154	0.6%	160	-3.1%
Patient Days	723	840	-13.9%	739	-2.2%	723	840	-13.9%	739	-2.2%
Average Length of Stay	4.66	5.45	-14.5%	4.62	1.0%	4.66	5.45	-14.5%	4.62	1.0%
Case Mix Index	0.9835			1.1278	-12.8%	0.9835			1.1963	-17.8%
<b>Commercial</b>										
Admissions	343	339	1.2%	278	23.4%	343	339	1.2%	278	23.4%
Patient Days	1,396	1,401	-0.4%	1,383	0.9%	1,396	1,401	-0.4%	1,383	0.9%
Average Length of Stay	4.07	4.13	-1.5%	4.97	-18.2%	4.07	4.13	-1.5%	4.97	-18.2%
Case Mix Index	1.4198			1.6188	-12.3%	1.4198			1.5165	-6.4%
<b>Self Pay</b>										
Admissions	265	234	13.2%	247	7.3%	265	234	13.2%	247	7.3%
Patient Days	1,029	1,070	-3.8%	1,123	-8.4%	1,029	1,070	-3.8%	1,123	-8.4%
Average Length of Stay	3.88	4.57	-15.1%	4.55	-14.6%	3.88	4.57	-15.1%	4.55	-14.6%
Case Mix Index	1.4470			1.4467	0.0%	1.4470			1.4639	-1.2%
<b>All Other</b>										
Admissions	24	22	9.1%	23	4.3%	24	22	9.1%	23	4.3%
Patient Days	165	107	54.2%	123	34.1%	165	107	54.2%	123	34.1%
Average Length of Stay	6.88	4.86	41.4%	5.35	28.6%	6.88	4.86	41.4%	5.35	28.6%
Case Mix Index	2.1739			1.8541	17.2%	2.1739			2.0165	7.8%
<b>Radiology</b>										
InPatient	4,250	4,565	-6.9%	4,442	-4.3%	4,250	4,565	-6.9%	4,442	-4.3%
OutPatient	9,303	7,840	18.7%	8,087	15.0%	9,303	7,840	18.7%	8,087	15.0%
<b>Cath Lab</b>										
InPatient	491	542	-9.4%	596	-17.6%	491	542	-9.4%	596	-17.6%
OutPatient	765	621	23.2%	727	5.2%	765	621	23.2%	727	5.2%
<b>Laboratory</b>										
InPatient	68,373	73,418	-6.9%	69,163	-1.1%	68,373	73,418	-6.9%	69,163	-1.1%
OutPatient	65,870	60,081	9.6%	60,540	8.8%	65,870	60,081	9.6%	60,540	8.8%
<b>Other</b>										
Deliveries	191	179	6.7%	156	22.4%	191	179	6.7%	156	22.4%
<b>Surgical Cases</b>										
InPatient	306	298	2.7%	291	5.2%	306	298	2.7%	291	5.2%
OutPatient	631	549	14.9%	583	8.2%	631	549	14.9%	583	8.2%
<b>Total Surgical Cases</b>	<b>937</b>	<b>847</b>	<b>10.6%</b>	<b>874</b>	<b>7.2%</b>	<b>937</b>	<b>847</b>	<b>10.6%</b>	<b>874</b>	<b>7.2%</b>
<b>GI Procedures (Endo)</b>										
InPatient	117	153	-23.5%	168	-30.4%	117	153	-23.5%	168	-30.4%
OutPatient	266	231	15.2%	221	20.4%	266	231	15.2%	221	20.4%
<b>Total GI Procedures</b>	<b>383</b>	<b>384</b>	<b>-0.3%</b>	<b>389</b>	<b>-1.5%</b>	<b>383</b>	<b>384</b>	<b>-0.3%</b>	<b>389</b>	<b>-1.5%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
OCTOBER 2019**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>OutPatient (O/P)</b>										
Emergency Room Visits	4,644	4,741	-2.0%	4,539	2.3%	4,644	4,741	-2.0%	4,539	2.3%
Observation Days	859	814	5.5%	642	33.8%	859	814	5.5%	642	33.8%
Other O/P Occasions of Service	21,211	19,500	8.8%	19,889	6.6%	21,211	19,500	8.8%	19,889	6.6%
<b>Total O/P Occasions of Svc.</b>	<b>26,714</b>	<b>25,055</b>	<b>6.6%</b>	<b>25,070</b>	<b>6.6%</b>	<b>26,714</b>	<b>25,055</b>	<b>6.6%</b>	<b>25,070</b>	<b>6.6%</b>
<b>Hospital Operations</b>										
Manhours Paid	284,107	289,806	-2.0%	272,970	4.1%	284,107	289,806	-2.0%	272,970	4.1%
FTE's	1,603.8	1,636.0	-2.0%	1,541.0	4.1%	1,603.8	1,636.0	-2.0%	1,541.0	4.1%
Adjusted Patient Days	10,512	10,665	-1.4%	10,212	2.9%	10,512	10,665	-1.4%	10,212	2.9%
Hours / Adjusted Patient Day	27.03	27.17	-0.5%	26.73	1.1%	27.03	27.17	-0.5%	26.73	1.1%
Occupancy - Actual Beds	48.3%	53.3%	-9.3%	50.1%	-3.5%	48.3%	53.3%	-9.3%	50.1%	-3.5%
FTE's / Adjusted Occupied Bed	4.7	4.8	-0.5%	4.7	1.1%	4.7	4.8	-0.5%	4.7	1.1%
<b>InPatient Rehab Unit</b>										
Admissions	34	47	-27.7%	45	-24.4%	34	47	-27.7%	45	-24.4%
Patient Days	446	573	-22.2%	518	-13.9%	446	573	-22.2%	518	-13.9%
Average Length of Stay	13.1	12.2	7.6%	11.5	14.0%	13.1	12.2	7.6%	11.5	14.0%
Manhours Paid	8,194	8,710	-5.9%	4,066	101.5%	8,194	8,710	-5.9%	4,066	101.5%
FTE's	46.3	49.2	-5.9%	23.0	101.5%	46.3	49.2	-5.9%	23.0	101.5%
<b>Center for Primary Care - Clemons</b>										
Total Medical Visits	1,139	1,198	-4.9%	1,027	10.9%	1,139	1,198	-4.9%	1,027	10.9%
Manhours Paid	3,347	4,295	-22.1%	4,046	-17.3%	3,347	4,295	-22.1%	4,046	-17.3%
FTE's	18.9	24.2	-22.1%	22.8	-17.3%	18.9	24.2	-22.1%	22.8	-17.3%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	613	463	32.4%	661	-7.3%	613	463	32.4%	661	-7.3%
Total Optometry	-	-	0.0%	260	-100.0%	-	-	0.0%	260	-100.0%
Manhours Paid	1,721	1,612	6.8%	1,819	-5.4%	1,721	1,612	6.8%	1,819	-5.4%
FTE's	9.7	9.1	6.8%	10.3	-5.4%	9.7	9.1	6.8%	10.3	-5.4%
<b>Total ECHD Operations</b>										
Total Admissions	1,231	1,263	-2.5%	1,174	4.9%	1,231	1,263	-2.5%	1,174	4.9%
Total Patient Days	5,674	6,335	-10.4%	5,934	-4.4%	5,674	6,335	-10.4%	5,934	-4.4%
Total Patient and Obs Days	6,533	7,149	-8.6%	6,576	-0.7%	6,533	7,149	-8.6%	6,576	-0.7%
Total FTE's	1,679.2	1,718.5	-2.3%	1,597.0	5.1%	1,679.2	1,718.5	-2.3%	1,597.0	5.1%
FTE's / Adjusted Occupied Bed	4.6	5.0	-7.9%	4.4	3.1%	4.6	5.0	-7.9%	4.4	3.1%
<b>Total Adjusted Patient Days</b>	<b>11,409</b>	<b>10,752</b>	<b>6.1%</b>	<b>11,188</b>	<b>2.0%</b>	<b>11,409</b>	<b>10,752</b>	<b>6.1%</b>	<b>11,188</b>	<b>2.0%</b>
<b>Hours / Adjusted Patient Day</b>	<b>26.07</b>	<b>28.31</b>	<b>-7.9%</b>	<b>25.29</b>	<b>3.1%</b>	<b>26.07</b>	<b>28.31</b>	<b>-7.9%</b>	<b>25.29</b>	<b>3.1%</b>
<b>Outpatient Factor</b>	<b>2.0107</b>	<b>1.8510</b>	<b>8.6%</b>	<b>1.8855</b>	<b>6.6%</b>	<b>2.0107</b>	<b>1.8510</b>	<b>8.6%</b>	<b>1.8855</b>	<b>6.6%</b>
<b>Blended O/P Factor</b>	<b>2.1917</b>	<b>2.0713</b>	<b>5.8%</b>	<b>2.1070</b>	<b>4.0%</b>	<b>2.1917</b>	<b>2.0399</b>	<b>7.4%</b>	<b>2.1070</b>	<b>4.0%</b>
<b>Total Adjusted Admissions</b>	<b>2,475</b>	<b>2,338</b>	<b>5.9%</b>	<b>2,214</b>	<b>11.8%</b>	<b>2,475</b>	<b>2,338</b>	<b>5.9%</b>	<b>2,214</b>	<b>11.8%</b>
<b>Hours / Adjusted Admission</b>	<b>120.18</b>	<b>130.22</b>	<b>-7.7%</b>	<b>127.81</b>	<b>-6.0%</b>	<b>120.18</b>	<b>130.22</b>	<b>-7.7%</b>	<b>127.81</b>	<b>-6.0%</b>
<b>FTE's - Hospital Contract</b>	<b>47.6</b>	<b>16.6</b>	<b>187.1%</b>	<b>50.7</b>	<b>-6.1%</b>	<b>47.6</b>	<b>16.6</b>	<b>187.1%</b>	<b>50.7</b>	<b>-6.1%</b>
<b>FTE's - Mgmt Services</b>	<b>69.3</b>	<b>50.1</b>	<b>38.2%</b>	<b>74.1</b>	<b>-6.6%</b>	<b>69.3</b>	<b>50.1</b>	<b>38.2%</b>	<b>74.1</b>	<b>-6.6%</b>
<b>Total FTE's (including Contract)</b>	<b>1,796.1</b>	<b>1,785.2</b>	<b>0.6%</b>	<b>1,721.9</b>	<b>4.3%</b>	<b>1,796.1</b>	<b>1,785.2</b>	<b>0.6%</b>	<b>1,721.9</b>	<b>4.3%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>4.9</b>	<b>5.1</b>	<b>-5.2%</b>	<b>4.8</b>	<b>2.3%</b>	<b>4.9</b>	<b>5.1</b>	<b>-5.2%</b>	<b>4.8</b>	<b>2.3%</b>
<b>ProCare FTEs</b>	<b>212.0</b>	<b>240.7</b>	<b>-11.9%</b>	<b>217.8</b>	<b>-2.7%</b>	<b>212.0</b>	<b>230.0</b>	<b>-7.8%</b>	<b>217.8</b>	<b>-2.7%</b>
<b>Total System FTEs</b>	<b>2,008.1</b>	<b>2,025.9</b>	<b>-0.9%</b>	<b>1,939.7</b>	<b>3.5%</b>	<b>2,008.1</b>	<b>2,015.2</b>	<b>-0.4%</b>	<b>1,939.7</b>	<b>3.5%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	899	1,036	-13.2%	946	-5.0%	899	1,036	-13.2%	946	-5.0%
West University	487	651	-25.2%	531	-8.3%	487	651	-25.2%	531	-8.3%
42nd Street	636	711	-10.5%	609	4.4%	636	711	-10.5%	609	4.4%
<b>Total Urgent Care Visits</b>	<b>2,022</b>	<b>2,398</b>	<b>-15.7%</b>	<b>2,086</b>	<b>-3.1%</b>	<b>2,022</b>	<b>2,398</b>	<b>-15.7%</b>	<b>2,086</b>	<b>-3.1%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	399	486	-17.9%	353	13.0%	399	486	-17.9%	353	13.0%
West Clinic	340	382	-11.0%	326	4.3%	340	382	-11.0%	326	4.3%
<b>Total Wal-Mart Visits</b>	<b>739</b>	<b>868</b>	<b>-14.9%</b>	<b>679</b>	<b>8.8%</b>	<b>739</b>	<b>868</b>	<b>-14.9%</b>	<b>679</b>	<b>8.8%</b>



**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
OCTOBER 2019**

	<b>HOSPITAL</b>	<b>PRO CARE</b>	<b>ECTOR COUNTY HOSPITAL DISTRICT</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 19,423,537	\$ 4,750	\$ 19,428,287
Investments	44,278,052	-	44,278,052
Patient Accounts Receivable - Gross	215,041,672	23,030,479	238,072,152
Less: 3rd Party Allowances	(94,927,177)	(3,023,929)	(97,951,106)
Bad Debt Allowance	(77,127,665)	(14,276,184)	(91,403,849)
Net Patient Accounts Receivable	42,986,830	5,730,366	48,717,196
Taxes Receivable	8,917,279	-	8,917,279
Accounts Receivable - Other	14,540,280	14,000	14,554,280
Inventories	6,847,116	356,733	7,203,849
Prepaid Expenses	3,448,156	151,558	3,599,714
<b>Total Current Assets</b>	<b>140,441,250</b>	<b>6,257,407</b>	<b>146,698,657</b>
<b>CAPITAL ASSETS:</b>			
Property and Equipment	471,033,922	467,364	471,501,286
Construction in Progress	1,764,580	-	1,764,580
	472,798,503	467,364	473,265,867
Less: Accumulated Depreciation and Amortization	(292,700,842)	(306,876)	(293,007,718)
<b>Total Capital Assets</b>	<b>180,097,661</b>	<b>160,488</b>	<b>180,258,148</b>
<b>INTANGIBLE ASSETS / GOODWILL - NET</b>	<b>4,311</b>	<b>55,982</b>	<b>60,294</b>
<b>RESTRICTED ASSETS:</b>			
Restricted Assets Held by Trustee	3,856,033	-	3,856,033
Restricted Assets Held in Endowment	6,285,946	-	6,285,946
Restricted TPC, LLC	522,753	-	522,753
Restricted MCH West Texas Services	2,254,441	-	2,254,441
Pension, Deferred Outflows of Resources	46,454,787	-	46,454,787
Assets whose use is Limited	-	29,041	29,041
<b>TOTAL ASSETS</b>	<b>\$ 379,917,182</b>	<b>\$ 6,502,919</b>	<b>\$ 386,420,101</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>CURRENT LIABILITIES:</b>			
Current Maturities of Long-Term Debt	\$ 4,655,041	\$ -	\$ 4,655,041
Self-Insurance Liability - Current Portion	3,493,156	-	3,493,156
Accounts Payable	25,744,640	3,017,800	28,762,440
A/R Credit Balances	6,429,665	-	6,429,665
Accrued Interest	274,614	-	274,614
Accrued Salaries and Wages	7,567,687	4,404,326	11,972,013
Accrued Compensated Absences	4,007,336	-	4,007,336
Due to Third Party Payors	1,037,437	-	1,037,437
Deferred Revenue	(910,993)	527,222	(383,771)
<b>Total Current Liabilities</b>	<b>52,298,584</b>	<b>7,949,348</b>	<b>60,247,931</b>
ACCRUED POST RETIREMENT BENEFITS	92,244,183	-	92,244,183
SELF-INSURANCE LIABILITIES - Less Current Portion	2,409,871	-	2,409,871
LONG-TERM DEBT - Less Current Maturities	39,814,164	-	39,814,164
<b>Total Liabilities</b>	<b>186,766,801</b>	<b>7,949,348</b>	<b>194,716,149</b>
<b>FUND BALANCE</b>	<b>193,150,381</b>	<b>(1,446,429)</b>	<b>191,703,952</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 379,917,182</b>	<b>\$ 6,502,919</b>	<b>\$ 386,420,101</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
OCTOBER 2019**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
<b>ASSETS</b>				
<b>CURRENT ASSETS:</b>				
Cash and Cash Equivalents	\$ 19,428,287	\$ 21,526,316	\$ 4,700	\$ (2,102,729)
Investments	44,278,052	44,279,715	-	(1,663)
Patient Accounts Receivable - Gross	238,072,152	212,208,742	24,260,863	1,602,547
Less: 3rd Party Allowances	(97,951,106)	(94,255,751)	(4,149,301)	453,946
Bad Debt Allowance	<u>(91,403,849)</u>	<u>(76,410,418)</u>	<u>(14,155,859)</u>	<u>(837,572)</u>
Net Patient Accounts Receivable	48,717,196	41,542,573	5,955,702	1,218,921
Taxes Receivable	8,917,279	9,097,760	-	(180,482)
Accounts Receivable - Other	14,554,280	13,615,568	45,727	892,985
Inventories	7,203,849	6,802,054	356,733	45,063
Prepaid Expenses	<u>3,599,714</u>	<u>3,379,618</u>	<u>211,520</u>	<u>8,576</u>
Total Current Assets	<u>146,698,657</u>	<u>140,243,605</u>	<u>6,574,382</u>	<u>(119,329)</u>
<b>CAPITAL ASSETS:</b>				
Property and Equipment	471,501,286	470,583,577	467,364	450,346
Construction in Progress	<u>1,764,580</u>	<u>710,236</u>	<u>-</u>	<u>1,054,344</u>
	473,265,867	471,293,812	467,364	1,504,690
Less: Accumulated Depreciation and Amortization	<u>(293,007,718)</u>	<u>(291,179,842)</u>	<u>(304,223)</u>	<u>(1,523,653)</u>
Total Capital Assets	<u>180,258,148</u>	<u>180,113,970</u>	<u>163,141</u>	<u>(18,963)</u>
INTANGIBLE ASSETS / GOODWILL - NET	60,294	5,174	66,358	(11,238)
<b>RESTRICTED ASSETS:</b>				
Restricted Assets Held by Trustee	3,856,033	3,849,297	-	6,737
Restricted Assets Held in Endowment	6,285,946	6,285,946	-	-
Restricted MCH West Texas Services	2,254,441	2,232,525	-	21,916
Pension, Deferred Outflows of Resources	46,454,787	46,454,787	-	-
Assets whose use is Limited	<u>29,041</u>	<u>-</u>	<u>29,000</u>	<u>41</u>
TOTAL ASSETS	<u>\$ 386,420,101</u>	<u>\$ 379,708,056</u>	<u>\$ 6,832,881</u>	<u>\$ (120,836)</u>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>CURRENT LIABILITIES:</b>				
Current Maturities of Long-Term Debt	\$ 4,655,041	\$ 4,655,041	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,493,156	3,493,156	-	-
Accounts Payable	28,762,440	22,452,038	3,051,090	3,259,312
A/R Credit Balances	6,429,665	6,428,358	-	1,307
Accrued Interest	274,614	41,791	-	232,824
Accrued Salaries and Wages	11,972,013	7,345,640	5,882,159	(1,255,786)
Accrued Compensated Absences	4,007,336	3,848,446	-	158,890
Due to Third Party Payors	1,037,437	1,006,645	-	30,792
Deferred Revenue	<u>(383,771)</u>	<u>348,543</u>	<u>533,674</u>	<u>(1,265,989)</u>
Total Current Liabilities	<u>60,247,931.35</u>	<u>49,619,657.33</u>	<u>9,466,923</u>	<u>1,161,351</u>
ACCRUED POST RETIREMENT BENEFITS	92,244,183	90,528,280	-	1,715,903
SELF-INSURANCE LIABILITIES - Less Current Portion	2,409,871	2,409,871	-	-
LONG-TERM DEBT - Less Current Maturities	39,814,164	40,085,043	-	(270,880)
Total Liabilities	<u>194,716,149</u>	<u>182,642,852</u>	<u>9,466,923</u>	<u>2,606,374</u>
FUND BALANCE	<u>191,703,952</u>	<u>197,065,205</u>	<u>(2,634,042)</u>	<u>(2,727,211)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 386,420,101</u>	<u>\$ 379,708,056</u>	<u>\$ 6,832,881</u>	<u>\$ (120,837)</u>

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Revenue	\$ 51,604,529	\$ 56,629,289	-8.9%	\$ 52,323,594	-1.4%	\$ 51,604,529	\$ 56,629,289	-8.9%	\$ 52,323,594	-1.4%
Outpatient Revenue	61,497,966	58,886,584	4.4%	57,923,770	6.2%	61,497,966	58,886,584	4.4%	57,923,770	6.2%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 113,102,495</b>	<b>\$ 115,515,873</b>	<b>-2.1%</b>	<b>\$ 110,247,365</b>	<b>2.6%</b>	<b>\$ 113,102,495</b>	<b>\$ 115,515,873</b>	<b>-2.1%</b>	<b>\$ 110,247,365</b>	<b>2.6%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 71,156,300	\$ 68,088,719	4.5%	\$ 78,104,467	-8.9%	\$ 71,156,300	\$ 68,088,719	4.5%	\$ 78,104,467	-8.9%
Policy Adjustments	389,953	1,583,152	-75.4%	4,701,935	-91.7%	389,953	1,583,152	-75.4%	4,701,935	-91.7%
Uninsured Discount	8,115,545	8,271,203	-1.9%	6,754,533	20.1%	8,115,545	8,271,203	-1.9%	6,754,533	20.1%
Indigent	1,886,719	1,555,826	21.3%	1,635,603	15.4%	1,886,719	1,555,826	21.3%	1,635,603	15.4%
Provision for Bad Debts	6,289,384	9,892,484	-36.4%	(3,894,433)	-261.5%	6,289,384	9,892,484	-36.4%	(3,894,433)	-261.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 87,837,899</b>	<b>\$ 89,391,384</b>	<b>-1.7%</b>	<b>\$ 87,302,105</b>	<b>0.6%</b>	<b>\$ 87,837,899</b>	<b>\$ 89,391,384</b>	<b>-1.7%</b>	<b>\$ 87,302,105</b>	<b>0.6%</b>
	<b>77.66%</b>	<b>77.38%</b>		<b>79.19%</b>		<b>77.66%</b>	<b>77.38%</b>		<b>79.19%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 1,097,298	\$ 960,141	14.3%	\$ 865,393	26.8%	\$ 1,097,298	960,141	14.3%	\$ 865,393	26.8%
DSRIP	479,459	479,459	0.0%	971,658	-50.7%	479,459	479,459	0.0%	971,658	-50.7%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 1,576,757</b>	<b>\$ 1,439,600</b>	<b>9.5%</b>	<b>\$ 1,837,051</b>	<b>-14.2%</b>	<b>\$ 1,576,757</b>	<b>\$ 1,439,600</b>	<b>9.5%</b>	<b>\$ 1,837,051</b>	<b>-14.2%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 26,841,353</b>	<b>\$ 27,564,089</b>	<b>-2.6%</b>	<b>\$ 24,782,311</b>	<b>8.3%</b>	<b>\$ 26,841,353</b>	<b>\$ 27,564,089</b>	<b>-2.6%</b>	<b>\$ 24,782,311</b>	<b>8.3%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 5,562,655	\$ 5,594,338	-0.6%	\$ 5,787,959	-3.9%	\$ 5,562,655	\$ 5,594,338	-0.6%	\$ 5,787,959	-3.9%
Other Revenue	886,725	964,530	-8.1%	787,089	12.7%	886,725	964,530	-8.1%	787,089	12.7%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,449,380</b>	<b>\$ 6,558,868</b>	<b>-1.7%</b>	<b>\$ 6,575,048</b>	<b>-1.9%</b>	<b>\$ 6,449,380</b>	<b>\$ 6,558,868</b>	<b>-1.7%</b>	<b>\$ 6,575,048</b>	<b>-1.9%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 33,290,734</b>	<b>\$ 34,122,957</b>	<b>-2.4%</b>	<b>\$ 31,357,358</b>	<b>6.2%</b>	<b>\$ 33,290,734</b>	<b>\$ 34,122,957</b>	<b>-2.4%</b>	<b>\$ 31,357,358</b>	<b>6.2%</b>
<b>OPERATING EXPENSES</b>										
Salaries and Wages	\$ 13,904,756	\$ 13,991,365	-0.6%	\$ 12,626,105	10.1%	\$ 13,904,756	\$ 13,991,365	-0.6%	\$ 12,626,105	10.1%
Benefits	2,885,088	3,031,931	-4.8%	3,176,805	-9.2%	2,885,088	3,031,931	-4.8%	3,176,805	-9.2%
Temporary Labor	1,361,634	960,074	41.8%	1,084,340	25.6%	1,361,634	960,074	41.8%	1,084,340	25.6%
Physician Fees	1,481,421	1,199,217	23.5%	807,900	83.4%	1,481,421	1,199,217	23.5%	807,900	83.4%
Texas Tech Support	1,016,932	1,083,333	-6.1%	1,001,319	1.6%	1,016,932	1,083,333	-6.1%	1,001,319	1.6%
Purchased Services	4,759,104	5,611,109	-15.2%	4,230,092	12.5%	4,759,104	5,611,109	-15.2%	4,230,092	12.5%
Supplies	5,006,692	5,326,640	-6.0%	5,081,104	-1.5%	5,006,692	5,326,640	-6.0%	5,081,104	-1.5%
Utilities	300,516	373,214	-19.5%	285,763	5.2%	300,516	373,214	-19.5%	285,763	5.2%
Repairs and Maintenance	669,662	752,589	-11.0%	709,847	-5.7%	669,662	752,589	-11.0%	709,847	-5.7%
Leases and Rent	110,595	117,611	-6.0%	99,598	11.0%	110,595	117,611	-6.0%	99,598	11.0%
Insurance	137,962	183,559	-24.8%	136,988	0.7%	137,962	183,559	-24.8%	136,988	0.7%
Interest Expense	238,624	250,498	-4.7%	262,103	-9.0%	238,624	250,498	-4.7%	262,103	-9.0%
ECHDA	456,678	279,009	63.7%	269,401	69.5%	456,678	279,009	63.7%	269,401	69.5%
Other Expense	158,947	443,175	-64.1%	207,008	-23.2%	158,947	443,175	-64.1%	207,008	-23.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 32,488,610</b>	<b>\$ 33,603,324</b>	<b>-3.3%</b>	<b>\$ 29,978,373</b>	<b>8.4%</b>	<b>\$ 32,488,610</b>	<b>\$ 33,603,324</b>	<b>-3.3%</b>	<b>\$ 29,978,373</b>	<b>8.4%</b>
Depreciation/Amortization	\$ 1,539,382	\$ 1,607,409	-4.2%	\$ 1,670,543	-7.9%	\$ 1,539,382	\$ 1,607,409	-4.2%	\$ 1,670,543	-7.9%
(Gain) Loss on Sale of Assets	272	-	0.0%	-	0.0%	272	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 34,028,264</b>	<b>\$ 35,210,733</b>	<b>-3.4%</b>	<b>\$ 31,648,916</b>	<b>7.5%</b>	<b>\$ 34,028,264</b>	<b>\$ 35,210,733</b>	<b>-3.4%</b>	<b>\$ 31,648,916</b>	<b>7.5%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (737,530)</b>	<b>\$ (1,087,776)</b>	<b>32.2%</b>	<b>\$ (291,557)</b>	<b>-153.0%</b>	<b>\$ (737,530)</b>	<b>\$ (1,087,776)</b>	<b>-32.2%</b>	<b>\$ (291,557)</b>	<b>153.0%</b>
Operating Margin	-2.22%	-3.19%	-30.5%	-0.93%	138.3%	-2.22%	-3.19%	-30.5%	-0.93%	138.3%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 90,529	\$ 84,831	6.7%	\$ 146,544	-38.2%	\$ 90,529	\$ 84,831	6.7%	\$ 146,544	-38.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	20,833	-100.0%	300,000	-100.0%	-	20,833	-100.0%	300,000	-100.0%
Build America Bonds Subsidy	75,422	79,277	-4.9%	84,413	-10.7%	75,422	79,277	-4.9%	84,413	-10.7%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (571,579)</b>	<b>\$ (902,835)</b>	<b>-36.7%</b>	<b>\$ 239,400</b>	<b>-338.8%</b>	<b>\$ (571,579)</b>	<b>\$ (902,835)</b>	<b>-36.7%</b>	<b>\$ 239,400</b>	<b>-338.8%</b>
Unrealized Gain/(Loss) on Investments	\$ 720	\$ (6,622)	0.0%	-	-	\$ 720	\$ (6,622)	0.0%	-	-
Investment in Subsidiaries	21,916	59,747	-63.3%	25,998	-15.7%	21,916	59,747	-63.3%	25,998	-15.7%
<b>CHANGE IN NET POSITION</b>	<b>\$ (548,943)</b>	<b>\$ (849,710)</b>	<b>-35.4%</b>	<b>\$ 265,399</b>	<b>-306.8%</b>	<b>\$ (548,943)</b>	<b>\$ (849,710)</b>	<b>35.4%</b>	<b>\$ 265,398</b>	<b>306.8%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
HOSPITAL OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Routine Revenue	51,604,529	\$ 56,629,688	-8.9%	\$ 52,323,594	-1.4%	\$ 51,604,529	\$ 56,629,688	-8.9%	\$ 52,323,594	-1.4%
Outpatient Revenue	52,155,320	46,872,376	11.3%	46,330,344	12.6%	52,155,320	46,872,376	11.3%	46,330,344	12.6%
<b>TOTAL PATIENT REVENUE</b>	<b>103,759,849</b>	<b>\$ 103,501,665</b>	<b>0.2%</b>	<b>\$ 98,653,939</b>	<b>5.2%</b>	<b>\$ 103,759,849</b>	<b>\$ 103,501,665</b>	<b>0.2%</b>	<b>\$ 98,653,939</b>	<b>5.2%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	66,634,557	\$ 62,122,109	7.3%	\$ 74,835,945	-11.0%	\$ 66,634,557	\$ 62,122,109	7.3%	\$ 74,835,945	-11.0%
Policy Adjustments	78,209	215,298	-63.7%	547,010	-85.7%	78,209	215,298	-63.7%	547,010	-85.7%
Uninsured Discount	7,739,109	7,923,561	-2.3%	6,329,206	22.3%	7,739,109	7,923,561	-2.3%	6,329,206	22.3%
Indigent Care	1,829,199	1,544,307	18.4%	1,609,812	13.6%	1,829,199	1,544,307	18.4%	1,609,812	13.6%
Provision for Bad Debts	5,430,491	9,582,392	-43.3%	(3,993,993)	-236.0%	5,430,491	9,582,392	-43.3%	(3,993,993)	-236.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>81,711,565</b>	<b>\$ 81,387,667</b>	<b>0.4%</b>	<b>\$ 79,327,980</b>	<b>3.0%</b>	<b>\$ 81,711,565</b>	<b>\$ 81,387,667</b>	<b>0.4%</b>	<b>\$ 79,327,980</b>	<b>3.0%</b>
	<b>78.75%</b>	<b>78.63%</b>		<b>80.41%</b>		<b>78.75%</b>	<b>78.63%</b>		<b>80.41%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	1,097,298	\$ 960,141	14.3%	\$ (9,608)	-11521.3%	\$ 1,097,298	\$ 960,141	14.3%	\$ (9,608)	-11521.3%
DSRIP	479,459	479,459	0.0%	971,658	-50.7%	479,459	479,459	0.0%	971,658	-50.7%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>1,576,757</b>	<b>\$ 1,439,600</b>	<b>9.5%</b>	<b>\$ 962,051</b>	<b>63.9%</b>	<b>\$ 1,576,757</b>	<b>\$ 1,439,600</b>	<b>9.5%</b>	<b>\$ 962,051</b>	<b>63.9%</b>
<b>NET PATIENT REVENUE</b>	<b>23,625,041</b>	<b>\$ 23,553,598</b>	<b>0.3%</b>	<b>\$ 20,288,009</b>	<b>16.4%</b>	<b>\$ 23,625,041</b>	<b>\$ 23,553,598</b>	<b>0.3%</b>	<b>\$ 20,288,009</b>	<b>16.4%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	5,562,655	\$ 5,594,338	-0.6%	\$ 5,787,959	-3.9%	\$ 5,562,655	\$ 5,594,338	-0.6%	\$ 5,787,959	-3.9%
Other Revenue	678,605	772,696	-12.2%	605,560	12.1%	678,605	772,696	-12.2%	605,560	12.1%
<b>TOTAL OTHER REVENUE</b>	<b>6,241,260</b>	<b>\$ 6,367,034</b>	<b>-2.0%</b>	<b>\$ 6,393,519</b>	<b>-2.4%</b>	<b>\$ 6,241,260</b>	<b>\$ 6,367,034</b>	<b>-2.0%</b>	<b>\$ 6,393,519</b>	<b>-2.4%</b>
<b>NET OPERATING REVENUE</b>	<b>29,866,301</b>	<b>\$ 29,920,632</b>	<b>-0.2%</b>	<b>\$ 26,681,528</b>	<b>11.9%</b>	<b>\$ 29,866,301</b>	<b>\$ 29,920,632</b>	<b>-0.2%</b>	<b>\$ 26,681,528</b>	<b>11.9%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	10,024,061	\$ 9,982,919	0.4%	\$ 8,741,519	14.7%	\$ 10,024,061	\$ 9,982,919	0.4%	\$ 8,741,519	14.7%
Benefits	2,540,452	2,661,422	-4.5%	2,845,614	-10.7%	2,540,452	2,661,422	-4.5%	2,845,614	-10.7%
Temporary Labor	739,443	194,863	279.5%	579,247	27.7%	739,443	194,863	279.5%	579,247	27.7%
Physician Fees	1,248,408	1,023,021	22.0%	659,496	89.3%	1,248,408	1,023,021	22.0%	659,496	89.3%
Texas Tech Support	1,016,932	1,083,333	-6.1%	1,001,319	1.6%	1,016,932	1,083,333	-6.1%	1,001,319	1.6%
Purchased Services	4,533,931	5,118,508	-11.4%	3,920,209	15.7%	4,533,931	5,118,508	-11.4%	3,920,209	15.7%
Supplies	4,837,868	5,167,060	-6.4%	4,920,708	-1.7%	4,837,868	5,167,060	-6.4%	4,920,708	-1.7%
Utilities	297,106	369,954	-19.7%	281,715	5.5%	297,106	369,954	-19.7%	281,715	5.5%
Repairs and Maintenance	669,631	751,683	-10.9%	709,847	-5.7%	669,631	751,683	-10.9%	709,847	-5.7%
Leases and Rentals	(57,129)	(51,246)	11.5%	(74,432)	-23.2%	(57,129)	(51,246)	11.5%	(74,432)	-23.2%
Insurance	89,908	134,783	-33.3%	88,251	1.9%	89,908	134,783	-33.3%	88,251	1.9%
Interest Expense	238,624	250,498	-4.7%	262,103	-9.0%	238,624	250,498	-4.7%	262,103	-9.0%
ECHDA	456,678	279,009	63.7%	269,401	69.5%	456,678	279,009	63.7%	269,401	69.5%
Other Expense	85,744	345,452	-75.2%	169,948	-49.5%	85,744	345,452	-75.2%	169,948	-49.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>26,721,656</b>	<b>\$ 27,311,259</b>	<b>-2.2%</b>	<b>\$ 24,374,945</b>	<b>9.6%</b>	<b>\$ 26,721,656</b>	<b>\$ 27,311,259</b>	<b>-2.2%</b>	<b>\$ 24,374,945</b>	<b>9.6%</b>
Depreciation/Amortization	1,521,042	1,588,546	-4.2%	1,650,227	-7.8%	1,521,042	1,588,546	-4.2%	1,650,227	-7.8%
(Gain)/Loss on Disposal of Assets	272	-	0.0%	-	0.0%	272	-	100.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	<b>28,242,970</b>	<b>\$ 28,899,805</b>	<b>-2.3%</b>	<b>\$ 26,025,172</b>	<b>8.5%</b>	<b>\$ 28,242,970</b>	<b>\$ 28,899,805</b>	<b>-2.3%</b>	<b>\$ 26,025,172</b>	<b>8.5%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>1,623,331</b>	<b>\$ 1,020,827</b>	<b>59.0%</b>	<b>\$ 656,356</b>	<b>-147.3%</b>	<b>\$ 1,623,331</b>	<b>\$ 1,020,827</b>	<b>59.0%</b>	<b>\$ 656,356</b>	<b>147.3%</b>
Operating Margin	5.44%	3.41%	59.3%	2.46%	121.0%	5.44%	3.41%	59.3%	2.46%	121.0%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	90,529	\$ 84,831	6.7%	\$ 146,544	-38.2%	\$ 90,529	\$ 84,831	6.7%	\$ 146,544	-38.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	20,833	-100.0%	300,000	-100.0%	-	20,833	-100.0%	300,000	-100.0%
Build America Bonds Subsidy	75,422	79,277	-4.9%	84,413	-10.7%	75,422	79,277	-4.9%	84,413	-10.7%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>1,789,282</b>	<b>\$ 1,205,768</b>	<b>48.4%</b>	<b>\$ 1,187,314</b>	<b>50.7%</b>	<b>\$ 1,789,282</b>	<b>\$ 1,205,768</b>	<b>48.4%</b>	<b>\$ 1,187,314</b>	<b>50.7%</b>
Procure Capital Contribution	(2,360,861)	(2,108,603)	12.0%	(947,914)	149.1%	(2,360,861)	(2,108,603)	12.0%	(947,913)	149.1%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>(571,579)</b>	<b>\$ (902,835)</b>	<b>-36.7%</b>	<b>\$ 239,400</b>	<b>-338.8%</b>	<b>\$ (571,579)</b>	<b>\$ (902,835)</b>	<b>-36.7%</b>	<b>\$ 239,400</b>	<b>-338.8%</b>
Unrealized Gain/(Loss) on Investments	720	(6,622)	-110.9%	-	0.0%	720	(6,622)	-110.9%	-	0.0%
Investment in Subsidiaries	21,916	59,747	-63.3%	25,998	-15.7%	21,916	59,747	-63.3%	25,998	-15.7%
<b>CHANGE IN NET POSITION</b>	<b>(548,943)</b>	<b>\$ (849,710)</b>	<b>35.4%</b>	<b>\$ 265,398</b>	<b>306.8%</b>	<b>\$ (548,943)</b>	<b>\$ (849,710)</b>	<b>35.4%</b>	<b>\$ 265,399</b>	<b>306.8%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
PROCARE OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 9,342,646	\$ 12,014,208	-22.2%	\$ 11,593,426	-19.4%	\$ 9,342,646	\$ 12,014,208	-22.2%	\$ 11,593,426	-19.4%
<b>TOTAL PATIENT REVENUE</b>	\$ 9,342,646	\$ 12,014,208	-22.2%	\$ 11,593,426	-19.4%	\$ 9,342,646	\$ 12,014,208	-22.2%	\$ 11,593,426	-19.4%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 4,521,743	\$ 5,966,610	-24.2%	\$ 3,268,522	38.3%	\$ 4,521,743	\$ 5,966,610	-24.2%	\$ 3,268,522	38.3%
Policy Adjustments	311,743	1,367,854	-77.2%	4,154,925	-92.5%	311,743	1,367,854	-77.2%	4,154,925	-92.5%
Uninsured Discount	376,436	347,642	8.3%	425,327	-11.5%	376,436	347,642	8.3%	425,327	-11.5%
Indigent	57,520	11,519	399.3%	25,791	123.0%	57,520	11,519	399.3%	25,791	123.0%
Provision for Bad Debts	858,892	310,092	177.0%	99,560	762.7%	858,892	310,092	177.0%	99,560	762.7%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 6,126,334	\$ 8,003,717	-23.5%	\$ 7,974,125	-23.2%	\$ 6,126,334	\$ 8,003,717	-23.5%	\$ 7,974,125	-23.2%
	65.57%	66.62%		68.78%		65.57%	66.62%		68.78%	
Medicaid Supplemental Payments	\$ -	\$ -		\$ 875,000	-100.0%	\$ -	\$ -		\$ 875,000	-100.0%
<b>NET PATIENT REVENUE</b>	\$ 3,216,312	\$ 4,010,491	-19.8%	\$ 4,494,302	-28.4%	\$ 3,216,312	\$ 4,010,491	-19.8%	\$ 4,494,302	-28.4%
						34.4%				
<b>OTHER REVENUE</b>										
Other Income	\$ 208,121	\$ 191,834	8.5%	\$ 181,529	14.6%	\$ 208,121	\$ 191,834	8.5%	\$ 181,529	14.6%
<b>TOTAL OTHER REVENUE</b>	\$ 208,121	\$ 191,834	8.5%	\$ 181,529	14.6%	\$ 208,121	\$ 191,834	8.5%	\$ 181,529	14.6%
<b>NET OPERATING REVENUE</b>	\$ 3,424,433	\$ 4,202,325	-18.5%	\$ 4,675,830	-26.8%	\$ 3,424,433	\$ 4,202,325	-18.5%	\$ 4,675,830	-26.8%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 3,880,695	\$ 4,008,446	-3.2%	\$ 3,884,586	-0.1%	\$ 3,880,695	\$ 4,008,446	-3.2%	\$ 3,884,586	-0.1%
Benefits	344,636	370,509	-7.0%	331,191	4.1%	344,636	370,509	-7.0%	331,191	4.1%
Temporary Labor	622,191	765,211	-18.7%	505,093	23.2%	622,191	765,211	-18.7%	505,093	23.2%
Physician Fees	233,013	176,196	32.2%	148,404	57.0%	233,013	176,196	32.2%	148,404	57.0%
Purchased Services	225,173	492,601	-54.3%	309,883	-27.3%	225,173	492,601	-54.3%	309,883	-27.3%
Supplies	168,824	159,580	5.8%	160,395	5.3%	168,824	159,580	5.8%	160,395	5.3%
Utilities	3,410	3,260	4.6%	4,048	-15.8%	3,410	3,260	4.6%	4,048	-15.8%
Repairs and Maintenance	31	906	-96.6%	-	0.0%	31	906	-96.6%	-	0.0%
Leases and Rentals	167,725	168,857	-0.7%	174,030	-3.6%	167,725	168,857	-0.7%	174,030	-3.6%
Insurance	48,055	48,776	-1.5%	48,737	-1.4%	48,055	48,776	-1.5%	48,737	-1.4%
Other Expense	73,203	97,723	-25.1%	37,059	97.5%	73,203	97,723	-25.1%	37,059	97.5%
<b>TOTAL OPERATING EXPENSES</b>	\$ 5,766,954	\$ 6,292,065	-8.3%	\$ 5,603,428	2.9%	\$ 5,766,954	\$ 6,292,065	-8.3%	\$ 5,603,428	2.9%
Depreciation/Amortization	\$ 18,340	\$ 18,863	-2.8%	\$ 20,316	-9.7%	\$ 18,340	\$ 18,863	-2.8%	\$ 20,316	-9.7%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 5,785,294	\$ 6,310,928	-8.3%	\$ 5,623,744	2.9%	\$ 5,785,294	\$ 6,310,928	-8.3%	\$ 5,623,744	2.9%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (2,360,861)	\$ (2,108,603)	-12.0%	\$ (947,914)	149.1%	\$ (2,360,861)	\$ (2,108,603)	-12.0%	\$ (947,914)	-149.1%
Operating Margin	-68.94%	-50.18%	37.4%	-20.27%	240.1%	-68.94%	-50.18%	37.4%	-20.27%	240.1%
MCH Contribution	\$ 2,360,861	\$ 2,108,603	12.0%	\$ 947,914	149.1%	\$ 2,360,861	\$ 2,108,603	12.0%	\$ 947,914	149.1%
<b>CAPITAL CONTRIBUTION</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	10,819	10,106	7.06%	10,479	3.24%	10,819	10,106	7.06%	10,479	3.24%
Total Hospital Visits	5,298	4,877	8.63%	5,120	3.48%	5,298	4,877	8.63%	5,120	3.48%
Total Procedures	13,521	11,562	16.94%	13,984	-3.31%	13,521	11,562	16.94%	13,984	-3.31%
Total Surgeries	962	785	22.55%	978	-1.64%	962	785	22.55%	978	-1.64%
Total Provider FTE's	80.1	91.4	-12.36%	84.5	-5.21%	80.1	87.0	-7.93%	84.5	-5.21%
Total Staff FTE's	120.7	136.3	-11.45%	121.2	-0.41%	120.7	130.0	-7.15%	121.2	-0.41%
Total Administrative FTE's	11.2	13.0	-13.85%	12.1	-7.44%	11.2	13.0	-13.85%	12.1	-7.44%
Total FTE's	212.0	240.7	-11.92%	217.8	-2.66%	212.0	230.0	-7.83%	217.8	-2.66%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 393,909	\$ 457,102	-13.8%	\$ 384,086	2.6%	\$ 393,909	\$ 457,102	-13.8%	\$ 384,086	2.6%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 393,909</b>	<b>\$ 457,102</b>	<b>-13.8%</b>	<b>\$ 384,086</b>	<b>2.6%</b>	<b>\$ 393,909</b>	<b>\$ 457,102</b>	<b>-13.8%</b>	<b>\$ 384,086</b>	<b>2.6%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ (450)	\$ 32,507	-101.4%	\$ 11,575	-103.9%	\$ (450)	\$ 32,507	-101.4%	\$ 11,575	-103.9%
Self Pay Adjustments	(136)	6,784	-102.0%	2,579	-105.3%	(136)	6,784	-102.0%	2,579	-105.3%
Bad Debts	303,780	206,218	47.3%	270,070	12.5%	303,780	206,218	47.3%	270,070	12.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 303,195</b>	<b>\$ 245,509</b>	<b>23.5%</b>	<b>\$ 284,225</b>	<b>6.7%</b>	<b>\$ 303,195</b>	<b>\$ 245,509</b>	<b>23.5%</b>	<b>\$ 284,225</b>	<b>6.7%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 90,714</b>	<b>\$ 211,593</b>	<b>-57.1%</b>	<b>\$ 99,862</b>	<b>-9.2%</b>	<b>\$ 90,714</b>	<b>\$ 211,593</b>	<b>-57.1%</b>	<b>\$ 99,862</b>	<b>-9.2%</b>
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 15,209	\$ 7,846	0.0%	\$ -	0.0%	\$ 15,209	\$ 7,846	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 15,209</b>	<b>\$ 7,846</b>	<b>93.8%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 15,209</b>	<b>\$ 7,846</b>	<b>93.8%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 105,924</b>	<b>\$ 219,439</b>	<b>-51.7%</b>	<b>\$ 99,862</b>	<b>6.1%</b>	<b>\$ 105,924</b>	<b>\$ 219,439</b>	<b>-51.7%</b>	<b>\$ 99,862</b>	<b>6.1%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 77,921	\$ 94,421	-17.5%	\$ 87,858	-11.3%	\$ 77,921	\$ 94,421	-17.5%	\$ 87,858	-11.3%
Benefits	19,748	25,172	-21.5%	28,600	-31.0%	19,748	25,172	-21.5%	28,600	-31.0%
Physician Services	72,118	114,964	-37.3%	97,199	-25.8%	72,118	114,964	-37.3%	97,199	-25.8%
Cost of Drugs Sold	10,872	9,045	20.2%	(1,349)	-906.0%	10,872	9,045	20.2%	(1,349)	-906.0%
Supplies	5,989	5,978	0.2%	5,056	18.5%	5,989	5,978	0.2%	5,056	18.5%
Utilities	3,502	3,676	-4.7%	3,418	2.5%	3,502	3,676	-4.7%	3,418	2.5%
Repairs and Maintenance	625	1,892	-67.0%	675	-7.4%	625	1,892	-67.0%	675	-7.4%
Leases and Rentals	495	391	26.7%	351	41.1%	495	391	26.7%	351	41.1%
Other Expense	3,341	1,848	80.8%	1,000	234.1%	3,341	1,848	80.8%	1,000	234.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 194,612</b>	<b>\$ 257,387</b>	<b>-24.4%</b>	<b>\$ 222,807</b>	<b>-12.7%</b>	<b>\$ 194,612</b>	<b>\$ 257,387</b>	<b>-24.4%</b>	<b>\$ 222,807</b>	<b>-12.7%</b>
Depreciation/Amortization	\$ 4,744	\$ 5,203	-8.8%	\$ 5,121	-7.4%	\$ 4,744	\$ 5,203	-8.8%	\$ 5,121	-7.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 199,355</b>	<b>\$ 262,590</b>	<b>-24.1%</b>	<b>\$ 227,928</b>	<b>-12.5%</b>	<b>\$ 199,355</b>	<b>\$ 262,590</b>	<b>-24.1%</b>	<b>\$ 227,928</b>	<b>-12.5%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (93,432)</b>	<b>\$ (43,151)</b>	<b>116.5%</b>	<b>\$ (128,066)</b>	<b>-27.0%</b>	<b>\$ (93,432)</b>	<b>\$ (43,151)</b>	<b>116.5%</b>	<b>\$ (128,066)</b>	<b>-27.0%</b>
Operating Margin	-88.21%	-19.66%	348.6%	-128.24%	-31.2%	-88.21%	-19.66%	348.6%	-128.24%	-31.2%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,139	1,198	-4.9%	1,027	10.9%	1,139	1,198	-4.9%	1,027	10.9%
Dental Visits	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>Total Visits</b>	<b>1,139</b>	<b>1,198</b>	<b>-4.9%</b>	<b>1,027</b>	<b>10.9%</b>	<b>1,139</b>	<b>1,198</b>	<b>-4.9%</b>	<b>1,027</b>	<b>10.9%</b>
Average Revenue per Office Visit	345.84	381.55	-9.4%	373.99	-7.5%	345.84	381.55	-9.4%	373.99	-7.5%
Hospital FTE's (Salaries and Wages)	18.9	24.2	-22.1%	22.8	-17.3%	18.9	24.2	-22.1%	22.8	-17.3%
Clinic FTE's - (Physician Services)	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY  
OCTOBER 2019**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%
<b>TOTAL PATIENT REVENUE</b>	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%	\$ 238,188	\$ 155,693	53.0%	\$ 316,063	-24.6%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 32,546	\$ (48,088)	-167.7%	\$ 52,950	-38.5%	\$ 32,546	\$ (48,088)	-167.7%	\$ 52,950	-38.5%
Self Pay Adjustments	30,902	(7,631)	-504.9%	10,356	198.4%	30,902	(7,631)	-504.9%	10,356	198.4%
Bad Debts	55,983	229,312	-75.6%	197,446	-71.6%	55,983	229,312	-75.6%	197,446	-71.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 119,430	\$ 173,593	-31.2%	\$ 260,752	-54.2%	\$ 119,430	\$ 173,593	-31.2%	\$ 260,752	-54.2%
	50.14%	111.50%		82.50%		50.14%	111.50%		82.50%	
<b>NET PATIENT REVENUE</b>	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%	\$ 118,758	\$ (17,900)	-763.5%	\$ 55,311	114.7%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 35,367	\$ 33,273	6.3%	\$ 34,689	2.0%	\$ 35,367	\$ 33,273	6.3%	\$ 34,689	2.0%
Benefits	8,963	8,871	1.0%	11,292	-20.6%	8,963	8,871	1.0%	11,292	-20.6%
Physician Services	51,369	62,368	-17.6%	59,939	-14.3%	51,369	62,368	-17.6%	59,939	-14.3%
Cost of Drugs Sold	3,712	1,678	121.2%	80	4551.2%	3,712	1,678	121.2%	80	4551.2%
Supplies	1,937	3,655	-47.0%	9,127	-78.8%	1,937	3,655	-47.0%	9,127	-78.8%
Utilities	3,506	2,874	22.0%	2,721	28.9%	3,506	2,874	22.0%	2,721	28.9%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	7	-100.0%	-	0.0%	-	7	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 104,853	\$ 112,726	-7.0%	\$ 117,847	-11.0%	\$ 104,853	\$ 112,726	-7.0%	\$ 117,847	-11.0%
Depreciation/Amortization	\$ 32,118	\$ 40,639	-21.0%	\$ 40,117	-19.9%	\$ 32,118	\$ 40,639	-21.0%	\$ 40,117	-19.9%
<b>TOTAL OPERATING COSTS</b>	\$ 136,972	\$ 153,365	-10.7%	\$ 157,964	-13.3%	\$ 136,972	\$ 153,365	-10.7%	\$ 157,964	-13.3%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (18,214)	\$ (171,265)	-89.4%	\$ (102,653)	-82.3%	\$ (18,214)	\$ (171,265)	-89.4%	\$ (102,653)	-82.3%
Operating Margin	-15.34%	956.79%	-101.6%	-185.59%	-91.7%	-15.34%	956.79%	-101.6%	-185.59%	-91.7%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	613	463	32.4%	661	-7.3%	613	463	32.4%	661	-7.3%
Optometry Visits	-	-	0.0%	260	-100.0%	-	-	0.0%	260	-100.0%
Total Visits	613	463	32.4%	921	-33.4%	613	463	32.4%	921	-33.4%
Average Revenue per Office Visit	388.56	336.27	15.6%	343.17	13.2%	388.56	336.27	15.6%	343.17	13.2%
Hospital FTE's (Salaries and Wages)	9.7	9.1	6.8%	10.3	-5.4%	9.7	9.1	6.8%	10.3	-5.4%
Clinic FTE's - (Physician Services)	-	-	0.0%	1.0	-100.0%	-	-	0.0%	9.7	-100.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
OCTOBER 2019**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 39,816,015	38.4%	\$ 44,809,111	45.4%	\$ 39,816,015	38.4%	\$ 44,809,111	45.4%
Medicaid	9,919,634	9.6%	8,196,678	8.3%	9,919,634	9.6%	8,196,678	8.3%
Commercial	29,808,946	28.7%	25,225,368	25.6%	29,808,946	28.7%	25,225,368	25.6%
Self Pay	19,190,898	18.5%	16,942,623	17.2%	19,190,898	18.5%	16,942,623	17.2%
Other	5,024,357	4.8%	3,480,159	3.5%	5,024,357	4.8%	3,480,159	3.5%
<b>TOTAL</b>	<b>\$ 103,759,849</b>	<b>100.0%</b>	<b>\$ 98,653,939</b>	<b>100.0%</b>	<b>\$ 103,759,849</b>	<b>100.0%</b>	<b>\$ 98,653,939</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 7,681,531	38.4%	\$ 6,706,765	36.5%	\$ 7,681,531	38.4%	\$ 6,706,765	36.5%
Medicaid	3,092,804	15.5%	1,873,795	10.2%	3,092,804	15.5%	1,873,795	10.2%
Commercial	7,257,841	36.3%	7,632,025	41.5%	7,257,841	36.3%	7,632,025	41.5%
Self Pay	1,399,274	7.0%	1,310,634	7.1%	1,399,274	7.0%	1,310,634	7.1%
Other	561,536	2.8%	863,229	4.7%	561,536	2.8%	863,229	4.7%
<b>TOTAL</b>	<b>\$ 19,992,985</b>	<b>100.0%</b>	<b>\$ 18,386,449</b>	<b>100.0%</b>	<b>\$ 19,992,985</b>	<b>100.0%</b>	<b>\$ 18,386,449</b>	<b>100.0%</b>
TOTAL NET REVENUE	22,048,284		19,325,958		22,048,283		19,325,959	
% OF GROSS REVENUE	21.2%		19.6%		21.2%		19.6%	
VARIANCE	(2,055,299)		(939,510)		(2,055,298)		(939,510)	
% VARIANCE TO CASH COLLECTIONS	-9.3%		-4.9%		-9.3%		-4.9%	



**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
OCTOBER 2019**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 58,376	14.8%	\$ 65,640	17.1%	\$ 58,376	14.8%	\$ 65,640	17.1%
Medicaid	166,675	42.4%	140,953	36.6%	166,675	42.4%	140,953	36.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	77,515	19.7%	74,785	19.5%	77,515	19.7%	74,785	19.5%
Self Pay	91,183	23.1%	100,823	26.3%	91,183	23.1%	100,823	26.3%
Other	160	0.0%	1,884	0.5%	160	0.0%	1,884	0.5%
<b>TOTAL</b>	<b>\$ 393,909</b>	<b>100.0%</b>	<b>\$ 384,086</b>	<b>100.0%</b>	<b>\$ 393,909</b>	<b>100.0%</b>	<b>\$ 384,086</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 38,893	27.7%	\$ 4,704	5.7%	\$ 38,893	27.7%	\$ 4,704	5.7%
Medicaid	52,230	37.2%	33,303	40.6%	52,230	37.2%	33,303	40.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	21,716	15.5%	26,747	32.6%	21,716	15.5%	26,747	32.6%
Self Pay	27,091	19.3%	17,288	21.1%	27,091	19.3%	17,288	21.1%
Other	612	0.4%	73	0.1%	612	0.4%	73	0.1%
<b>TOTAL</b>	<b>140,542</b>	<b>100.1%</b>	<b>\$ 82,115</b>	<b>100.1%</b>	<b>\$ 140,542</b>	<b>100.1%</b>	<b>\$ 82,115</b>	<b>100.1%</b>
TOTAL NET REVENUE	90,714		99,862		90,714		99,862	
% OF GROSS REVENUE	23.0%		26.0%		23.0%		26.0%	
VARIANCE	49,828		(17,747)		49,828		(17,747)	
% VARIANCE TO CASH COLLECTIONS	54.9%		-17.8%		54.9%		-17.8%	

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
OCTOBER 2019**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 52,655	22.1%	\$ 47,836	15.1%	\$ 52,655	22.1%	\$ 47,836	15.1%
Medicaid	62,415	26.2%	\$ 142,440	45.1%	62,415	26.2%	142,440	45.1%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	49,684	20.9%	\$ 65,768	20.8%	49,684	20.9%	65,768	20.8%
Self Pay	73,042	30.6%	\$ 60,019	19.0%	73,042	30.6%	60,019	19.0%
Other	391	0.2%	\$ -	0.0%	391	0.2%	-	0.0%
<b>TOTAL</b>	<b>\$ 238,188</b>	<b>100.0%</b>	<b>\$ 316,063</b>	<b>100.0%</b>	<b>\$ 238,188</b>	<b>100.0%</b>	<b>\$ 316,063</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 15,834	27.3%	\$ 11,548	25.7%	\$ 15,834	27.3%	\$ 11,548	25.7%
Medicaid	15,008	25.9%	6,823	15.2%	15,008	25.9%	6,823	15.2%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	13,740	23.7%	18,747	41.7%	13,740	23.7%	18,747	41.7%
Self Pay	12,969	22.3%	7,870	17.5%	12,969	22.3%	7,870	17.5%
Other	488	0.8%	-	0.0%	488	0.8%	-	0.0%
<b>TOTAL</b>	<b>58,039</b>	<b>100.0%</b>	<b>\$ 44,988</b>	<b>100.0%</b>	<b>\$ 58,040</b>	<b>100.0%</b>	<b>\$ 44,988</b>	<b>100.0%</b>
TOTAL NET REVENUE	118,758		55,311		118,758		55,311	
% OF GROSS REVENUE	49.9%		17.5%		49.9%		17.5%	
VARIANCE	(60,719)		(10,324)		(60,718)		(10,324)	
% VARIANCE TO CASH COLLECTIONS	-51.1%		-18.7%		-51.1%		-18.7%	

**ECTOR COUNTY HOSPITAL DISTRICT  
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY  
OCTOBER 2019**

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 9,328,183	\$ -	\$ 9,328,183
Payroll	-	-	-
Worker's Comp Claims	-	-	-
Group Medical	-	-	-
Flex Benefits	-	-	-
Mission Fitness	313,295	-	313,295
Petty Cash	8,950	-	8,950
Dispro	0.20	10,732	10,732
Debt Service	-	-	-
Tobacco Settlement	-	-	-
General Liability	-	171,650	171,650
Professional Liability	-	50,943	50,943
Funded Worker's Compensation	-	57,674	57,674
Funded Depreciation	-	9,276,706	9,276,706
Designated Funds	-	205,404	205,404
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 9,650,429	\$ 9,773,108	\$ <b>19,423,537</b>

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 5,300,000	\$ 5,300,000
Funded Depreciation	-	28,000,000	28,000,000
Funded Worker's Compensation	-	2,200,000	2,200,000
General Liability	-	2,800,000	2,800,000
Professional Liability	-	3,000,000	3,000,000
Designated Funds	30,802	3,000,000	3,030,802
Allowance for Change in Market Values	<hr/>	(68,997)	(68,997)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 30,802	\$ 44,231,003	\$ <b>44,261,805</b>
Total Unrestricted Cash and Investments			\$ <b>63,685,342</b>

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 3,822,315	\$ -	\$ 3,822,315
Assets Held By Trustee - Debt Payment Reserves	33,719	-	33,719
Assets Held In Endowment-Board Designated	-	6,285,946	6,285,946
Restricted TPC, LLC-Equity Stake	522,753	-	522,753
Restricted MCH West Texas Services-Equity Stake	2,254,441	-	2,254,441
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 6,633,227	\$ 6,285,946	\$ <b>12,919,173</b>

Total Cash & Investments			<hr/> <b>\$ 76,604,516</b> <hr/>
--------------------------	--	--	----------------------------------

**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
OCTOBER 2019**

	<b>Hospital</b>	<b>Procure</b>	<b>Blended</b>
<b>Cash Flows from Operating Activities and Nonoperating Revenue:</b>			
Excess of Revenue over Expenses	\$ (548,943)	\$ -	\$ (548,943)
Noncash Expenses:			
Depreciation and Amortization	\$ 1,521,862	\$ 13,029	1,534,891
Unrealized Gain/Loss on Investments	\$ 720	\$ -	720
Accretion (Bonds)	\$ -	\$ -	-
Changes in Assets and Liabilities			
Patient Receivables, Net	\$ (1,444,257)	\$ 211,191	(1,233,066)
Taxes Receivable/Deferred	\$ (1,107,009)	\$ (6,452)	(1,113,461)
Inventories, Prepaids and Other	\$ (1,102,290)	\$ 91,688	(1,010,602)
Accounts Payable	\$ 2,133,331	\$ (33,291)	2,100,041
Accrued Expenses	\$ 613,761	\$ (1,477,873)	(864,113)
Due to Third Party Payors	\$ 30,792	\$ -	30,792
Accrued Post Retirement Benefit Costs	\$ 600,000	\$ -	600,000
Net Cash Provided by Operating Activities	\$ 697,968	\$ (1,201,708)	\$ (503,740)
<b>Cash Flows from Investing Activities:</b>			
Investments	\$ 943	\$ -	\$ 943
Acquisition of Property and Equipment	\$ (1,504,690)	\$ -	(1,504,690)
Net Cash used by Investing Activities	\$ (1,503,747)	\$ -	\$ (1,503,747)
<b>Cash Flows from Financing Activities:</b>			
Intercompany Activities	\$ (1,201,758)	\$ 1,201,758	-
Net Repayment of Long-term Debt/Bond Issuance	\$ (270,880)	\$ -	(270,880)
Net Cash used by Financing Activities	\$ (1,472,637)	\$ 1,201,758	\$ (270,880)
Net Increase (Decrease) in Cash	\$ (2,278,417)	\$ 50	\$ (2,278,367)
Beginning Cash & Cash Equivalents @ 9/30/2019	\$ 34,621,128	\$ 4,700	\$ 34,625,828
Ending Cash & Cash Equivalents @ 10/31/2019	\$ 32,342,711	\$ 4,750	\$ 32,347,461
<hr/>			
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 19,423,537	\$ 4,750	\$ 19,428,287
Restricted Assets	\$ 12,919,173	\$ -	12,919,173
Ending Cash & Cash Equivalents @ 10/31/2019	\$ 32,342,711	\$ 4,750	\$ 32,347,461

**ECTOR COUNTY HOSPITAL DISTRICT**  
**TAX COLLECTIONS**  
**FISCAL 2020**

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<b><u>AD VALOREM</u></b>					
OCTOBER	\$ 357,473	\$ 1,510,369	\$ (1,152,896)	\$ 347,199	\$ 10,274
SUB TOTAL	357,473	1,510,369	(1,152,896)	347,199	10,274
TOTAL	<u>\$ 357,473</u>	<u>\$ 1,510,369</u>	<u>\$ (1,152,896)</u>	<u>\$ 347,199</u>	<u>\$ 10,274</u>
<b><u>SALES</u></b>					
OCTOBER	\$ 4,204,814	\$ 4,083,969	\$ 120,845	\$ 4,584,041	\$ (379,228)
SUB TOTAL	4,204,814	4,083,969	120,845	4,584,041	(379,228)
TOTAL	<u>\$ 4,204,814</u>	<u>\$ 4,083,969</u>	<u>\$ 120,845</u>	<u>\$ 4,584,041</u>	<u>\$ (379,228)</u>
TAX REVENUE	<u>\$ 4,562,287</u>	<u>\$ 5,594,338</u>	<u>\$ (1,032,051)</u>	<u>\$ 4,931,240</u>	<u>\$ (368,953)</u>

**ECTOR COUNTY HOSPITAL DISTRICT  
MEDICAID SUPPLEMENTAL PAYMENTS  
FISCAL YEAR 2020**

<b>CASH ACTIVITY</b>	<b>TAX (IGT) ASSESSED</b>	<b>GOVERNMENT PAYOUT</b>	<b>BURDEN ALLEVIATION</b>	<b>NET INFLOW</b>
<b>DSH</b>				
1st Qtr	\$ (563,677)	\$ 1,441,261		\$ 877,584
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSH TOTAL</b>	<b>\$ (563,677)</b>	<b>\$ 1,441,261</b>		<b>\$ 877,584</b>
<b>UC</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UC TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>Regional UPL (Community Benefit)</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>REGIONAL UPL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>DSRIP</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSRIP UPL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>UHRIP</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UHRIP TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>GME</b>				
1st Qtr	\$ -	\$ -		-
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
<b>GME TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>MCH Cash Activity</b>	<b>\$ (563,677)</b>	<b>\$ 1,441,261</b>		<b>\$ 877,584</b>
<b>ProCare Cash Activity</b>			\$ -	\$ -
<b>Blended Cash Activity</b>	<b>\$ (563,677)</b>	<b>\$ 1,441,261</b>	<b>\$ -</b>	<b>\$ 877,584</b>

<b>INCOME STATEMENT ACTIVITY:</b>	<b>MCH</b>	<b>PROCARE</b>	<b>BLENDED</b>
<b>FY 2020 Accrued / (Deferred) Adjustments:</b>			
DSH Accrual	\$ 807,714	\$ -	\$ 807,714
Uncompensated Care Accrual	732,344	-	732,344
Regional UPL Accrual	-	-	-
URIP	(442,760)	-	(442,760)
GME	-	-	-
Regional UPL Benefit	-	-	-
<b>Medicaid Supplemental Payments</b>	<b>1,097,298</b>	<b>-</b>	<b>1,097,298</b>
DSRIP Accrual	479,459	-	479,459
<b>Total Adjustments</b>	<b>\$ 1,576,757</b>	<b>\$ -</b>	<b>\$ 1,576,757</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY  
AS OF OCTOBER 31, 2019**

<b>ITEM</b>	<b>CIP BALANCE AS OF 9/30/2019</b>	<b>OCTOBER "+" ADDITIONS</b>	<b>OCTOBER "- " ADDITIONS</b>	<b>OCTOBER TRANSFERS</b>	<b>CIP BALANCE AS OF 10/31/2019</b>	<b>ADD: AMOUNTS CAPITALIZED</b>	<b>PROJECT TOTAL</b>	<b>BUDGETED AMOUNT</b>	<b>UNDER/(OVER) APRVD/BUDGET</b>
<i>RENOVATIONS</i>									
ISOLATION ROOM RENOVATIONS	161,782	-	-	-	161,782	-	161,782	151,650	(10,132)
I PROCARE ADMIN RENOVATION	131,162	101,698	-	-	232,860	-	232,860	298,800	65,940
I ER RENOVATION	86,338	2,950	-	(89,288)	-	-	-	125,000	125,000
I ICU/CCU UPGRADES	112,334	103,823	-	-	216,157	-	216,157	500,000	283,843
I DIABETES CENTER	-	-	-	-	-	-	-	150,000	150,000
I ODP MOB UPGRADES	-	-	-	-	-	-	-	150,000	150,000
<b>SUB-TOTAL</b>	<b>\$ 491,616</b>	<b>\$ 208,471</b>	<b>\$ -</b>	<b>\$ (89,288)</b>	<b>\$ 610,799</b>	<b>\$ -</b>	<b>\$ 610,799</b>	<b>\$ 1,375,450</b>	<b>\$ 764,651</b>
<i>MINOR BUILDING IMPROVEMENT</i>									
I 9C TELEMETRY UPGRADE	29,967	24	-	(29,991)	-	-	-	45,000	45,000
I DRAINAGE REPAIRS	17,915	-	-	-	17,915	-	17,915	45,000	27,085
I SECURITY FENCING	-	-	-	-	-	-	-	45,000	45,000
I ER RESTROOMS	7,338	2,626	-	-	9,965	-	9,965	45,000	35,035
I 9 CENTRAL 4 CENTRAL RESTROOMS	4,642	836	-	-	5,478	-	5,478	30,000	24,522
I PATHOLOGY RENOVATION	3,600	1,888	-	-	5,488	-	5,488	20,000	14,512
I L&D SLEEP ROOM	5,000	3,565	-	-	8,565	-	8,565	45,000	36,435
I REFRACTORY BOILER UPGRADE	-	-	-	-	-	-	-	30,000	30,000
I REHAB EXPANSION	-	-	-	-	-	-	-	25,000	25,000
<b>SUB-TOTAL</b>	<b>\$ 68,462</b>	<b>\$ 8,939</b>	<b>\$ -</b>	<b>\$ (29,991)</b>	<b>\$ 47,411</b>	<b>\$ -</b>	<b>\$ 47,411</b>	<b>\$ 330,000</b>	<b>\$ 282,589</b>
<i>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</i>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 150,158	\$ 1,091,267	\$ (135,054)	\$ -	\$ 1,106,371	\$ -	\$ 1,106,371	\$ 1,500,000	\$ 393,629
<b>SUB-TOTAL</b>	<b>\$ 150,158</b>	<b>\$ 1,091,267</b>	<b>\$ (135,054)</b>	<b>\$ -</b>	<b>\$ 1,106,371</b>	<b>\$ -</b>	<b>\$ 1,106,371</b>	<b>\$ 1,500,000</b>	<b>\$ 393,629</b>
<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 710,236</b>	<b>\$ 1,308,677</b>	<b>\$ (135,054)</b>	<b>\$ (119,279)</b>	<b>\$ 1,764,580</b>	<b>\$ -</b>	<b>\$ 1,764,580</b>	<b>\$ 3,205,450</b>	<b>\$ 1,440,870</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
CAPITAL PROJECT & EQUIPMENT EXPENDITURES  
OCTOBER 2019**

<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>		
ER RENOVATION	BUILDING	\$ 89,288
9C TELEMETRY UPGRADE	BUILDING	29,991
<b>TOTAL PROJECT TRANSFERS</b>		<b>\$ 119,279</b>
<b>EQUIPMENT PURCHASES</b>		
None		\$ -
<b>TOTAL EQUIPMENT PURCHASES</b>		<b>\$ -</b>
<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>		<b>\$ 119,279</b>



**ECTOR COUNTY HOSPITAL DISTRICT  
FISCAL 2020 CAPITAL EQUIPMENT  
CONTINGENCY FUND  
OCTOBER 2019**

<b>MONTH/ YEAR</b>	<b>DESCRIPTION</b>	<b>DEPT NUMBER</b>	<b>BUDGETED AMOUNT</b>	<b>P.O AMOUNT</b>	<b>ACTUAL AMOUNT</b>	<b>TO/(FROM) CONTINGENCY</b>
	<b>Available funds from budget</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
Oct-19	IER RENOVATION	6850	125,000	-	89,288	35,712
Oct-19	I9C TELEMETRY UPGRADE	6190	45,000	-	29,991	15,009
Oct-19	I Imaging (X-Ray)	7260	-	-	186,900	(186,900)
Oct-19	I Anesthesia CareAware	7370	-	-	57,166	(57,166)
Oct-19	I Cart	6620	-	-	4,876	(4,876)
Oct-19	I Savi Scout Surgical Guidance System	7240	-	-	65,000	(65,000)
Oct-19	I Walter Lorenz Surgical Assist Arm	6620	-	-	45,320	(45,320)
Oct-19	I Portable Monitors	6850	-	-	20,744	(20,744)
Oct-19	I Bio-Console 560 Speed Controller System	6620	-	-	15,000	(15,000)
			<b>\$ 770,000</b>	<b>\$ -</b>	<b>\$ 514,286</b>	<b>\$ 255,714</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER  
OCTOBER 2019**

	<b>CURRENT YEAR</b>	<b>PRIOR YEAR</b>		<b>CURRENT YEAR CHANGE</b>
		<b>HOSPITAL AUDITED</b>	<b>PRO CARE AUDITED</b>	
AR DISPRO/UPL	\$ (69,870)	\$ -	\$ -	\$ (69,870)
AR UNCOMPENSATED CARE	5,165,210	4,432,866	-	732,344
AR DSRIP	1,320,221	840,762	-	479,459
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	1,771,039	2,213,798	-	(442,760)
AR GME	(147,966)	(147,966)	-	-
AR BAB REVENUE	157,539	82,117	-	75,422
AR PHYSICIAN GUARANTEES	203,882	210,927	-	(7,045)
AR ACCRUED INTEREST	294,444	220,763	-	73,681
AR OTHER:	1,992,941	1,966,337	45,727	(19,124)
Procure On-Call Fees	-	-	-	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	1,992,941	1,966,337	45,727	(19,124)
AR DUE FROM THIRD PARTY PAYOR	3,057,222	2,974,341	-	82,881
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<b>\$ 14,554,280</b>	<b>\$ 13,603,565</b>	<b>\$ 45,727</b>	<b>\$ 904,988</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S  
OCTOBER 2019**

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR
9 CENTRAL	4.9	2.3	118.7%	1.7	194.9%	4.9	2.3	118.7%	1.7	194.9%
STERILE PROCESSING	3.3	-	0.0%	4.8	-31.7%	3.3	-	0.0%	4.8	-31.7%
PM&R - PHYSICAL	3.2	2.0	59.1%	-	0.0%	3.2	2.0	59.1%	-	0.0%
OPERATING ROOM	3.0	-	0.0%	-	0.0%	3.0	-	0.0%	-	0.0%
CARDIOPULMONARY	2.8	-	0.0%	1.4	106.6%	2.8	-	0.0%	1.4	106.6%
7 CENTRAL	2.7	0.0	23534.0%	-	0.0%	2.7	0.0	23534.0%	-	0.0%
6 Central	2.3	0.3	572.1%	0.1	3105.3%	2.3	0.3	572.1%	0.1	3105.3%
IMAGING - DIAGNOSTICS	2.2	-	0.0%	-	0.0%	2.2	-	0.0%	-	0.0%
INTENSIVE CARE UNIT 4 (CCU)	1.7	0.3	415.3%	1.0	64.5%	1.7	0.3	415.3%	1.0	64.5%
5 CENTRAL	1.7	0.2	592.6%	-	0.0%	1.7	0.2	592.6%	-	0.0%
4 CENTRAL	1.5	0.1	2884.7%	0.1	2049.0%	1.5	0.1	2884.7%	0.1	2049.0%
MEDICAL STAFF	1.1	0.5	118.4%	-	0.0%	1.1	0.5	118.4%	-	0.0%
4 EAST	1.0	0.3	188.1%	-	0.0%	1.0	0.3	188.1%	-	0.0%
8 CENTRAL	0.9	0.1	631.9%	-	0.0%	0.9	0.1	631.9%	-	0.0%
LABOR AND DELIVERY	0.9	0.1	1666.3%	-	0.0%	0.9	0.1	1666.3%	-	0.0%
EMERGENCY DEPARTMENT	0.5	-	0.0%	-	0.0%	0.5	-	0.0%	-	0.0%
6 West	0.4	0.2	121.5%	-	0.0%	0.4	0.2	121.5%	-	0.0%
PM&R - SPEECH	0.3	0.2	17.4%	-	0.0%	0.3	0.2	17.4%	-	0.0%
INPATIENT REHAB	0.1	-	0.0%	1.2	-93.8%	0.1	-	0.0%	1.2	-93.8%
INTENSIVE CARE UNIT 2	0.1	0.2	-70.5%	1.1	-93.3%	0.1	0.2	-70.5%	1.1	-93.3%
FINANCIAL ACCOUNTING	-	-	0.0%	0.9	-100.0%	-	-	0.0%	0.9	-100.0%
IT OPERATIONS	-	-	0.0%	1.1	-100.0%	-	-	0.0%	1.1	-100.0%
TRAUMA SERVICE	-	-	0.0%	0.2	-100.0%	-	-	0.0%	0.2	-100.0%
IMAGING - NUCLEAR MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - OCCUPATIONAL	-	1.0	-100.0%	0.9	-100.0%	-	1.0	-100.0%	0.9	-100.0%
IMAGING - ULTRASOUND	-	0.2	-100.0%	-	0.0%	-	0.2	-100.0%	-	0.0%
INPATIENT REHAB - THERAPY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
FOOD SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
ADMINISTRATION	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PATIENT ACCOUNTING	-	-	0.0%	0.6	-100.0%	-	-	0.0%	0.6	-100.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
NEO-NATAL INTENSIVE CARE	-	0.2	-100.0%	0.1	-100.0%	-	0.2	-100.0%	0.1	-100.0%
PHARMACY DRUGS/I.V. SOLUTIONS	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 WEST	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CARDIOPULMONARY - NICU	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
ENGINEERING	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PERFORMANCE IMPROVEMENT (QA)	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
HUMAN RESOURCES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
OP SURGERY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
RECOVERY ROOM	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - CHEMISTRY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - MICROBIOLOGY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - TRANFUSION SERVICES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>SUBTOTAL</b>	<b>34.4</b>	<b>8.3</b>	<b>314.1%</b>	<b>15.1</b>	<b>128.1%</b>	<b>34.4</b>	<b>8.3</b>	<b>314.1%</b>	<b>15.1</b>	<b>128.1%</b>
<b>TRANSITION LABOR</b>										
LABORATORY - CHEMISTRY	3.4	3.0	12.9%	2.4	40.9%	3.4	3.0	12.9%	2.4	40.9%
INTENSIVE CARE UNIT 4 (CCU)	2.7	-	0.0%	5.0	-46.4%	2.7	-	0.0%	5.0	-46.4%
7 CENTRAL	2.3	0.1	2642.1%	3.9	-40.4%	2.3	0.1	2642.1%	3.9	-40.4%
NEO-NATAL INTENSIVE CARE	1.4	0.1	1810.6%	6.3	-77.6%	1.4	0.1	1810.6%	6.3	-77.6%
PM&R - OCCUPATIONAL	1.1	1.0	8.6%	1.1	0.5%	1.1	1.0	8.6%	1.1	0.5%
INPATIENT REHAB - THERAPY	1.0	1.0	1.2%	-	0.0%	1.0	1.0	1.2%	-	0.0%
INTENSIVE CARE UNIT 2	0.8	0.1	1127.5%	2.4	-68.3%	0.8	0.1	1127.5%	2.4	-68.3%
4 EAST	0.5	-	0.0%	2.1	-76.9%	0.5	-	0.0%	2.1	-76.9%
8 CENTRAL	-	-	0.0%	2.3	-100.0%	-	-	0.0%	2.3	-100.0%
INPATIENT REHAB	-	1.0	-100.0%	3.3	-100.0%	-	1.0	-100.0%	3.3	-100.0%
OPERATING ROOM	-	2.0	-100.0%	2.1	-100.0%	-	2.0	-100.0%	2.1	-100.0%
6 Central	-	-	0.0%	1.3	-100.0%	-	-	0.0%	1.3	-100.0%
LABORATORY - HEMATOLOGY	-	-	0.0%	1.2	-100.0%	-	-	0.0%	1.2	-100.0%
EMERGENCY DEPARTMENT	-	-	0.0%	1.0	-100.0%	-	-	0.0%	1.0	-100.0%
5 CENTRAL	-	-	0.0%	0.9	-100.0%	-	-	0.0%	0.9	-100.0%
9 CENTRAL	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.1	-100.0%
4 CENTRAL	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.1	-100.0%
LABOR AND DELIVERY	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.1	-100.0%
6 West	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 WEST	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
OP SURGERY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - PHYSICAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>SUBTOTAL</b>	<b>13.2</b>	<b>8.3</b>	<b>59.5%</b>	<b>35.6</b>	<b>-63.0%</b>	<b>13.2</b>	<b>8.3</b>	<b>59.5%</b>	<b>35.6</b>	<b>-63.0%</b>
<b>GRAND TOTAL</b>	<b>47.6</b>	<b>16.6</b>	<b>187.1%</b>	<b>50.7</b>	<b>-6.1%</b>	<b>47.6</b>	<b>16.6</b>	<b>187.1%</b>	<b>50.7</b>	<b>-6.1%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY  
OCTOBER 2019**

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
RT TEMPORARY LABOR	\$ 79,238	\$ -	\$ 79,238	100.0%	\$ 33,480	136.7%	\$ 79,238	\$ -	\$ 79,238	100.0%	\$ 33,480	136.7%
IMCU9 TEMPORARY LABOR	84,027	28,137	55,890	198.6%	18,998	342.3%	84,027	28,137	55,890	198.6%	18,998	342.3%
PT TEMPORARY LABOR	53,443	29,561	23,882	80.8%	-	100.0%	53,443	29,561	23,882	80.8%	-	100.0%
ALL OTHER	388,373	66,113	322,260	487.4%	123,895	213.5%	388,373	66,113	322,260	487.4%	123,895	213.5%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 605,081</b>	<b>\$ 123,811</b>	<b>\$ 481,270</b>	<b>388.7%</b>	<b>\$ 176,373</b>	<b>243.1%</b>	<b>\$ 605,081</b>	<b>\$ 123,811</b>	<b>\$ 481,270</b>	<b>388.7%</b>	<b>\$ 176,373</b>	<b>243.1%</b>
ALL OTHER	134,361	71,052	63,309	89.1%	402,874	-66.6%	134,361	71,052	63,309	89.1%	402,874	-66.6%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 134,361</b>	<b>\$ 71,052</b>	<b>\$ 63,309</b>	<b>89.1%</b>	<b>\$ 402,874</b>	<b>-66.6%</b>	<b>\$ 134,361</b>	<b>\$ 71,052</b>	<b>\$ 63,309</b>	<b>89.1%</b>	<b>\$ 402,874</b>	<b>-66.6%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 739,443</b>	<b>\$ 194,863</b>	<b>\$ 544,580</b>	<b>279.5%</b>	<b>\$ 579,247</b>	<b>27.7%</b>	<b>\$ 739,443</b>	<b>\$ 194,863</b>	<b>\$ 544,580</b>	<b>279.5%</b>	<b>\$ 579,247</b>	<b>27.7%</b>
HIM CODING SERVICES	\$ 472,931	\$ 314,604	\$ 158,327	50.3%	\$ 610,756	-22.6%	\$ 472,931	\$ 314,604	\$ 158,327	50.3%	\$ 610,756	-22.6%
ADMIN LEGAL FEES	109,364	39,583	69,781	176.3%	142,089	-23.0%	109,364	39,583	69,781	176.3%	142,089	-23.0%
COMPLIANCE CONSULTING FEES	56,184	10,112	46,072	455.6%	5,553	911.8%	56,184	10,112	46,072	455.6%	5,553	911.8%
ECHDA OTHER PURCH SVCS	224,370	191,395	32,975	17.2%	-	100.0%	224,370	191,395	32,975	17.2%	-	100.0%
PA ELIGIBILITY FEES	58,792	34,846	23,946	68.7%	-	100.0%	58,792	34,846	23,946	68.7%	-	100.0%
HR RECRUITING FEES	53,014	33,788	19,226	56.9%	44,624	18.8%	53,014	33,788	19,226	56.9%	44,624	18.8%
HISTOLOGY SERVICES	51,611	35,737	15,874	44.4%	34,931	47.7%	51,611	35,737	15,874	44.4%	34,931	47.7%
LD OTHER PURCH SVCS	100,264	86,542	13,722	15.9%	90,012	11.4%	100,264	86,542	13,722	15.9%	90,012	11.4%
UC-CPC JBS PARKWAY PURCH SVCS-OTHER	60,187	51,689	8,498	16.4%	53,339	12.8%	60,187	51,689	8,498	16.4%	53,339	12.8%
PRIMARY CARE WEST OTHER PURCH SVCS	51,369	62,368	(10,999)	-17.6%	59,939	-14.3%	51,369	62,368	(10,999)	-17.6%	59,939	-14.3%
SERV EXC SURVEY SERVICES	67,070	85,407	(18,337)	-21.5%	69,099	-2.9%	67,070	85,407	(18,337)	-21.5%	69,099	-2.9%
ADM CONSULTANT FEES	52,001	85,417	(33,416)	-39.1%	49,399	5.3%	52,001	85,417	(33,416)	-39.1%	49,399	5.3%
FHC OTHER PURCH SVCS	70,980	114,964	(43,984)	-38.3%	96,999	-26.8%	70,980	114,964	(43,984)	-38.3%	96,999	-26.8%
DIALYSIS SERVICES	88,577	133,999	(45,422)	-33.9%	107,038	-17.2%	88,577	133,999	(45,422)	-33.9%	107,038	-17.2%
PA E-SCAN DATA SYSTEM	84,443	151,904	(67,461)	-44.4%	40,004	111.1%	84,443	151,904	(67,461)	-44.4%	40,004	111.1%
PT ACCTS COLLECTION FEES	\$ 553,189	\$ 1,014,884	\$ (461,695)	-45.5%	\$ 155,380	256.0%	\$ 553,189	\$ 1,014,884	\$ (461,695)	-45.5%	\$ 155,380	256.0%
ALL OTHERS	2,379,586	2,671,269	(291,683)	-10.9%	2,361,047	0.8%	2,379,586	2,671,269	(291,683)	-10.9%	2,361,047	0.8%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 4,533,931</b>	<b>\$ 5,118,508</b>	<b>\$ (584,577)</b>	<b>-11.4%</b>	<b>\$ 3,920,209</b>	<b>15.7%</b>	<b>\$ 4,533,931</b>	<b>\$ 5,118,508</b>	<b>\$ (584,577)</b>	<b>-11.4%</b>	<b>\$ 3,920,209</b>	<b>15.7%</b>

Ector County Hospital District  
 Debt Service Coverage Calculation  
 OCTOBER 2019

Average Annual Debt Service Requirements of 110%:

	FYTD			Annualized
	ProCare	ECHD	Consolidated	Consolidated
Change in net position	-	(548,943)	(548,943)	(6,587,312)
Deficiency of revenues over expenses	-	(548,943)	(548,943)	(6,587,312)
Depreciation/amortization	18,340	1,521,042	1,539,382	18,472,583
GASB 68	-	600,000	600,000	7,200,000
Interest expense	-	238,624	238,624	2,863,485
(Gain) or loss on fixed assets	-	-	-	-
Unusual / infrequent / extraordinary items	-	-	-	-
Unrealized (gains) / losses on investments	-	(720)	(720)	(6,640)
Consolidated net revenues	18,340	1,810,003	1,828,343	21,940,116

**Note:** Average annual debt service requirements is defined to mean the greater of the following 2 calculations:

1.) Average annual debt service of future maturities

	Bonds	BAB Subsidy	Total	110%
2020	3,703,513.46	1,014,199.56	4,717,713.02	5,189,484.33
2021	3,703,965.62	975,673.80	4,679,639.42	5,147,603.37
2022	3,703,363.82	930,657.44	4,634,021.26	5,097,423.38
2023	3,704,094.49	883,666.27	4,587,760.76	5,046,536.84
2024	3,703,936.71	834,581.31	4,538,518.02	4,992,369.83
2025	3,703,757.92	783,331.19	4,487,089.11	4,935,798.02
2026	3,703,381.35	729,820.73	4,433,202.08	4,876,522.29
2027	3,702,861.24	670,848.36	4,373,709.60	4,811,080.56
2028	3,703,256.93	609,138.35	4,312,395.28	4,743,634.81
2029	3,702,288.56	544,540.00	4,246,828.56	4,671,511.42
2030	3,701,769.56	476,952.84	4,178,722.40	4,596,594.64
2031	3,701,420.06	406,226.18	4,107,646.24	4,518,410.86
2032	3,701,960.19	332,209.33	4,034,169.52	4,437,586.47
2033	3,701,063.45	254,726.47	3,955,789.92	4,351,368.91
2034	3,700,496.62	173,652.02	3,874,148.64	4,261,563.50
2035	3,700,933.18	88,810.18	3,789,743.36	4,168,717.70
	3,702,628.95	606,814.63	4,309,443.57	

OR

2.)

Next Year Debt Service - sum of principal and interest due in the next fiscal year:

	Bonds	
Debt Service	4,717,713	← higher of the two

Covenant Computation

Current FYTD		
38.8%	(needs to be 110% or higher)	465.1%

Liquidity Requirement

Cash on Hand Requirement	
2020	80
2021+	100

OCTOBER 2019

Consolidated operating costs	34,028,264
Less depreciation and amortization	(1,539,382)
Less other non cash expenses:	
GASB 68 - from above	(600,000)
GASB 75 - from above	-

Adjusted expenses	31,888,882
-------------------	------------

**Expenses per day 1,028,674**

Unrestricted cash and cash equivalents	19,428,287
Internally designated noncurrent cash and investments	44,278,052
Assets held in endowment, board designated	6,285,946
<b>Total cash for calculation</b>	<b>69,992,285</b>

**Days cash on hand 68.04**



# Financial Presentation

For the Month Ended

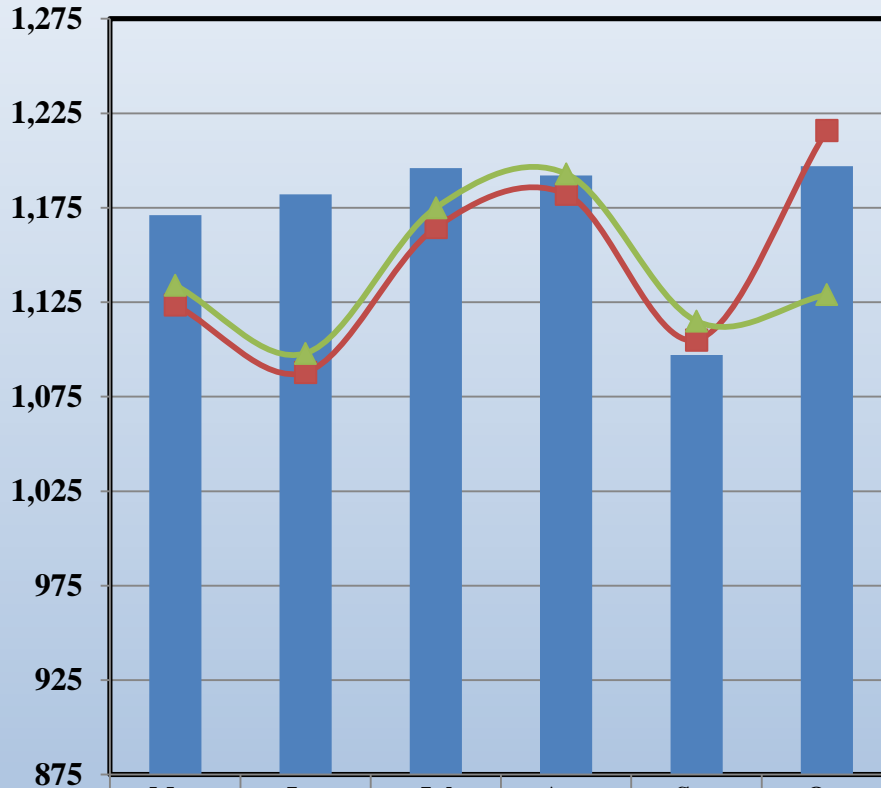
October 31, 2019

# Volume



# Admissions

*Total – Adults and NICU*



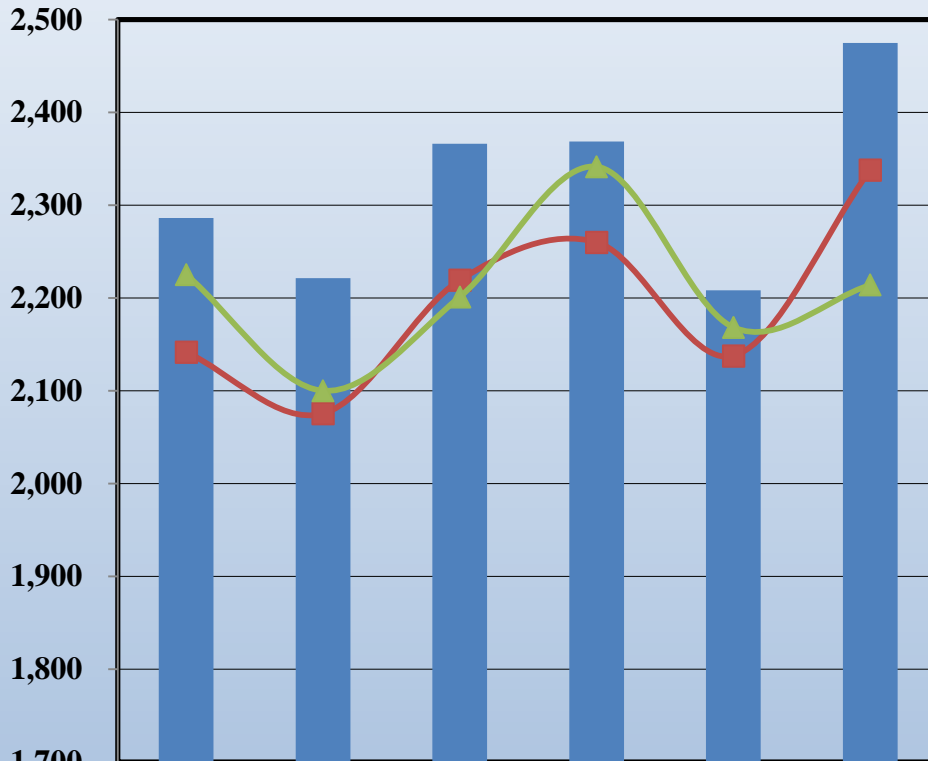
Act	1,171	1,182	1,196	1,192	1,097	1,197
Bud	1,124	1,088	1,165	1,182	1,105	1,216
Prior	1,134	1,098	1,175	1,193	1,115	1,129

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
<b>Month</b>	<b>1,197</b>	<b>1,216</b>	<b>1,129</b>
<b>Var %</b>		<b>-1.6%</b>	<b>6.0%</b>
<b>Year-To-Date</b>	<b>1,197</b>	<b>1,216</b>	<b>1,129</b>
<b>Var %</b>		<b>-1.6%</b>	<b>6.0%</b>
<b>Annualized</b>	<b>14,170</b>	<b>13,594</b>	<b>13,621</b>
<b>Var %</b>		<b>4.2%</b>	<b>4.0%</b>



# Adjusted Admissions

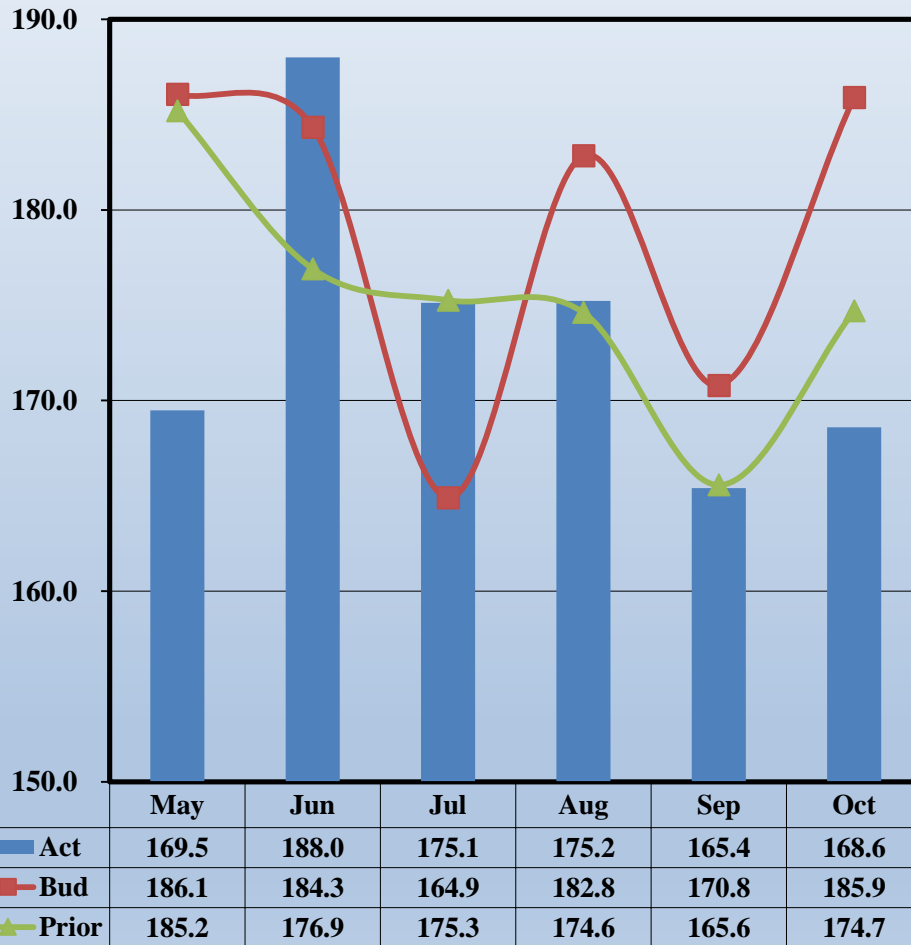
*Including Acute & Rehab Unit*



	May	Jun	Jul	Aug	Sep	Oct
Act	2,286	2,221	2,366	2,369	2,208	2,475
Bud	2,142	2,075	2,219	2,260	2,138	2,338
Prior	2,225	2,100	2,201	2,342	2,168	2,214

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	2,475	2,338	2,214
Var %		5.9%	11.8%
Year-To-Date	2,475	2,338	2,214
Var %		5.9%	11.8%
Annualized	27,515	25,909	25,917
Var %		6.2%	6.2%

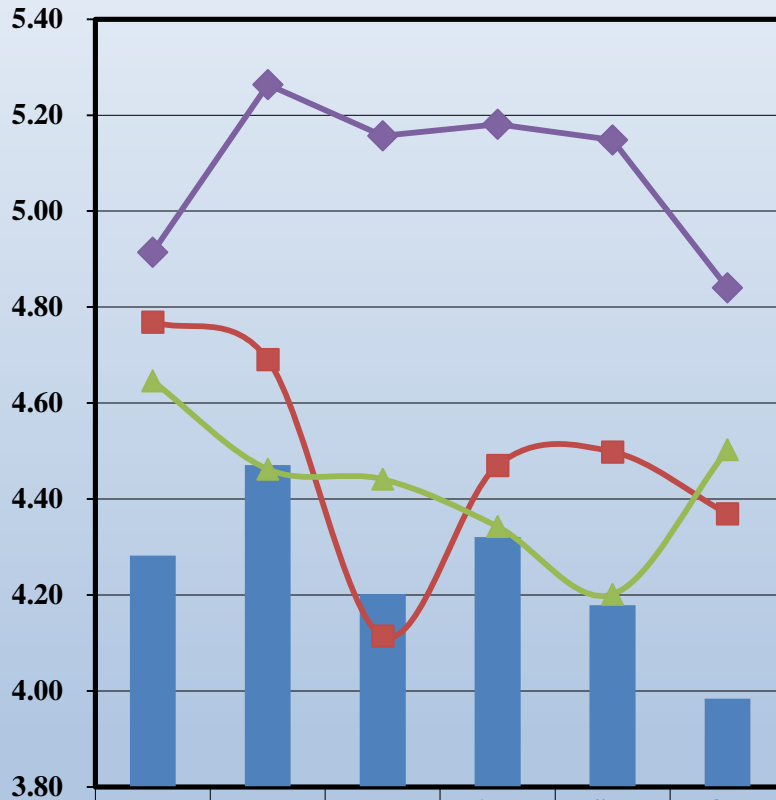
# Average Daily Census



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	168.6	185.9	174.7
Var %		-9.31%	-3.49%
Year-To-Date	168.6	185.9	174.7
Var %		-9.31%	-3.49%
Annualized	181.1	181.3	179.6
Var %		-0.11%	0.84%

# Average Length of Stay

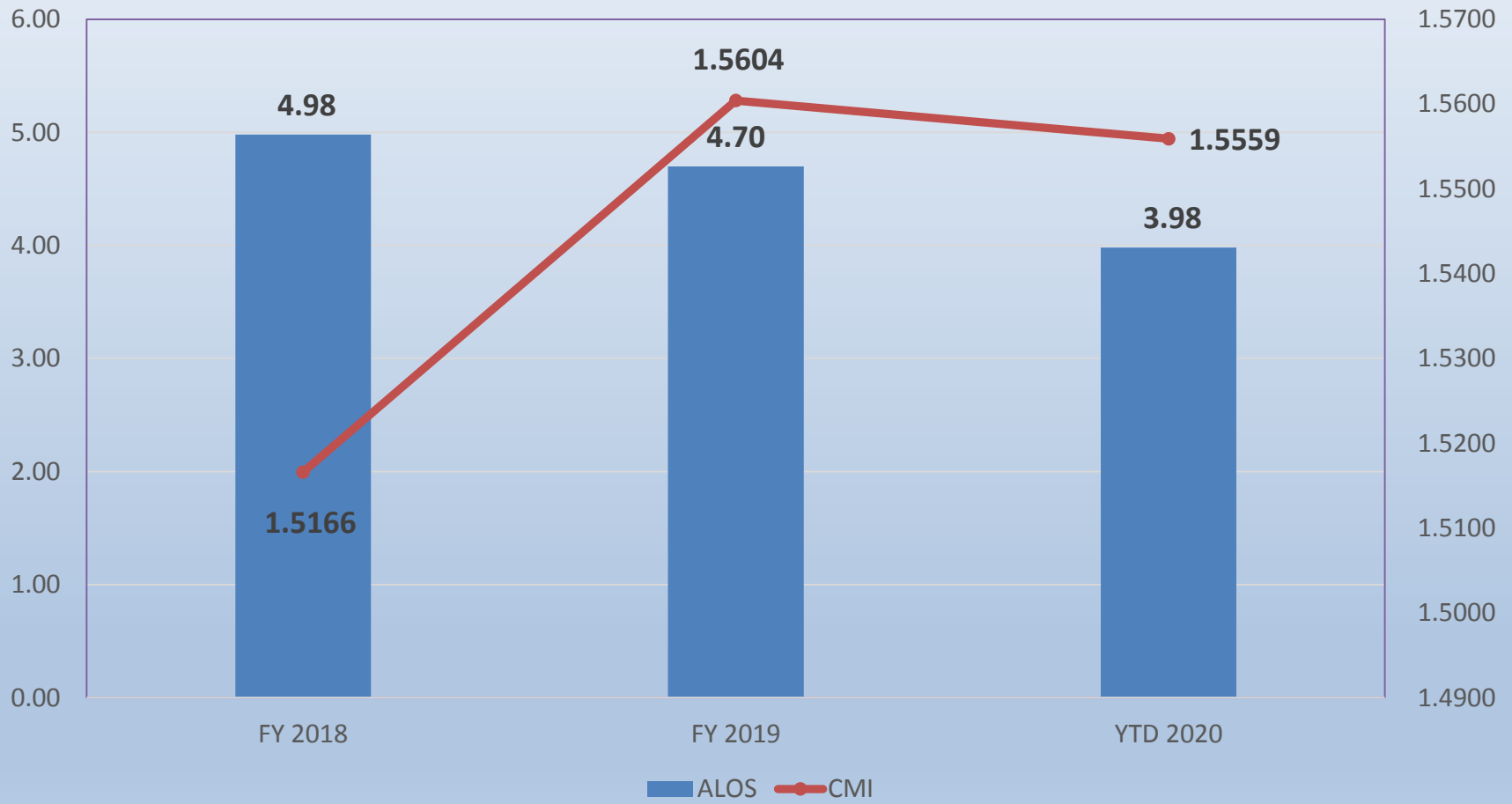
*Total – Adults and Pedi*



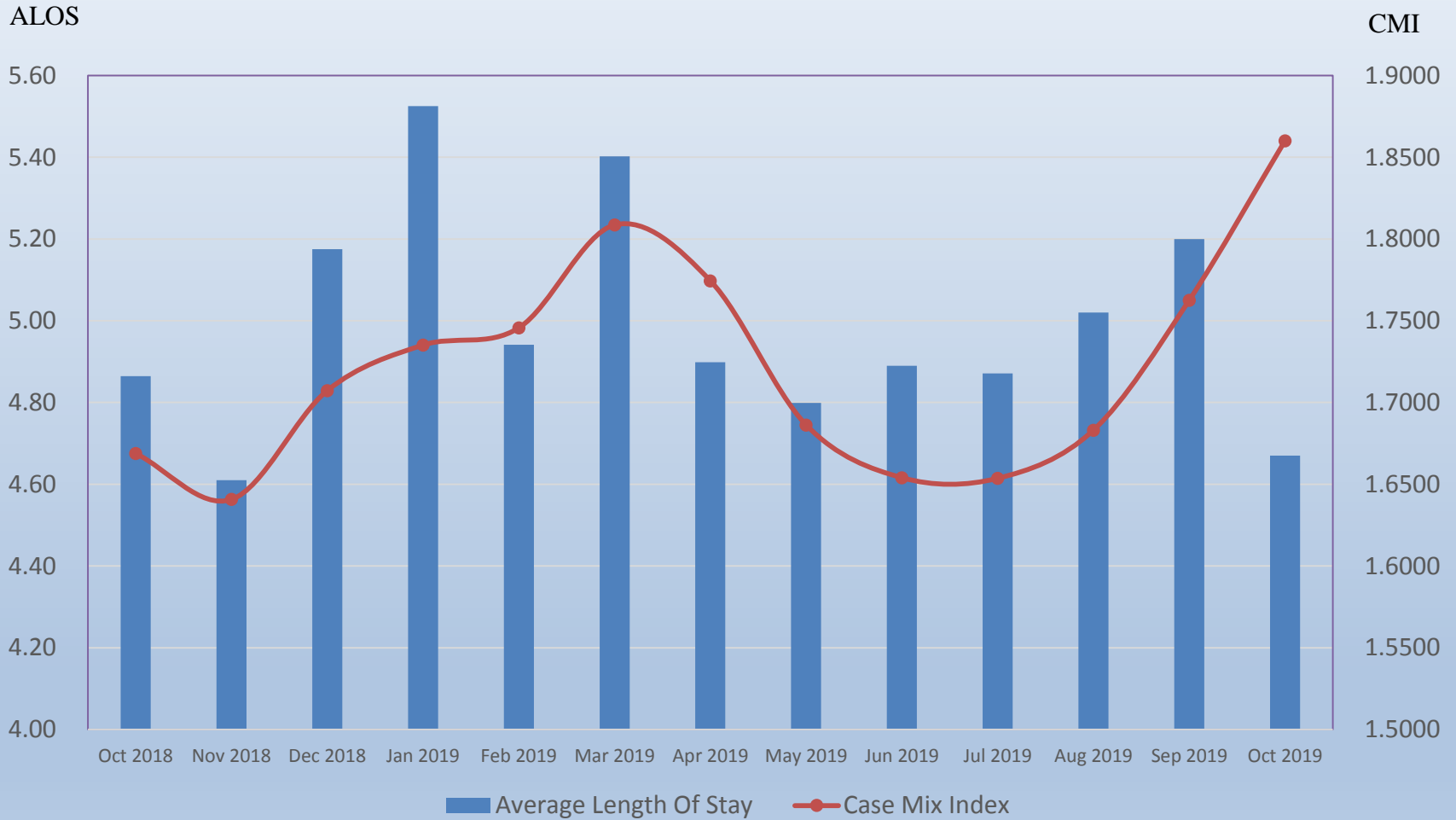
Act	4.28	4.47	4.20	4.32	4.18	3.98
Bud	4.77	4.69	4.11	4.47	4.50	4.37
PY ex OB	4.65	4.46	4.44	4.34	4.20	4.50
CY ex OB	4.91	5.26	5.16	5.18	5.15	4.84

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	3.98	4.37	4.50
Var %		-8.92%	-11.56%
Year-To-Date	3.98	4.37	4.50
Var %		-8.92%	-11.56%
Annualized	4.34	4.60	4.52
Var %		-5.65%	-3.98%

# Total Inpatient Cases ALOS with CMI



# Medicare ALOS and CMI 13 Month Trending

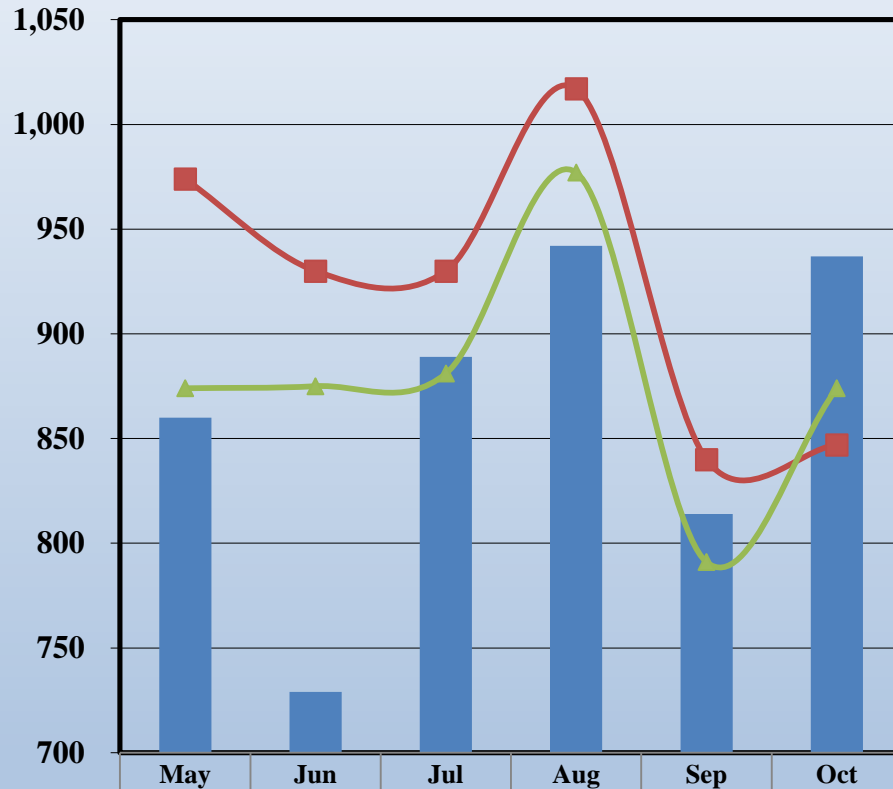


# Deliveries



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	191	179	156
Var %		6.7%	22.4%
Year-To-Date	191	179	156
Var %		6.7%	22.4%
Annualized	2,082	1,955	2,047
Var %		6.5%	1.7%

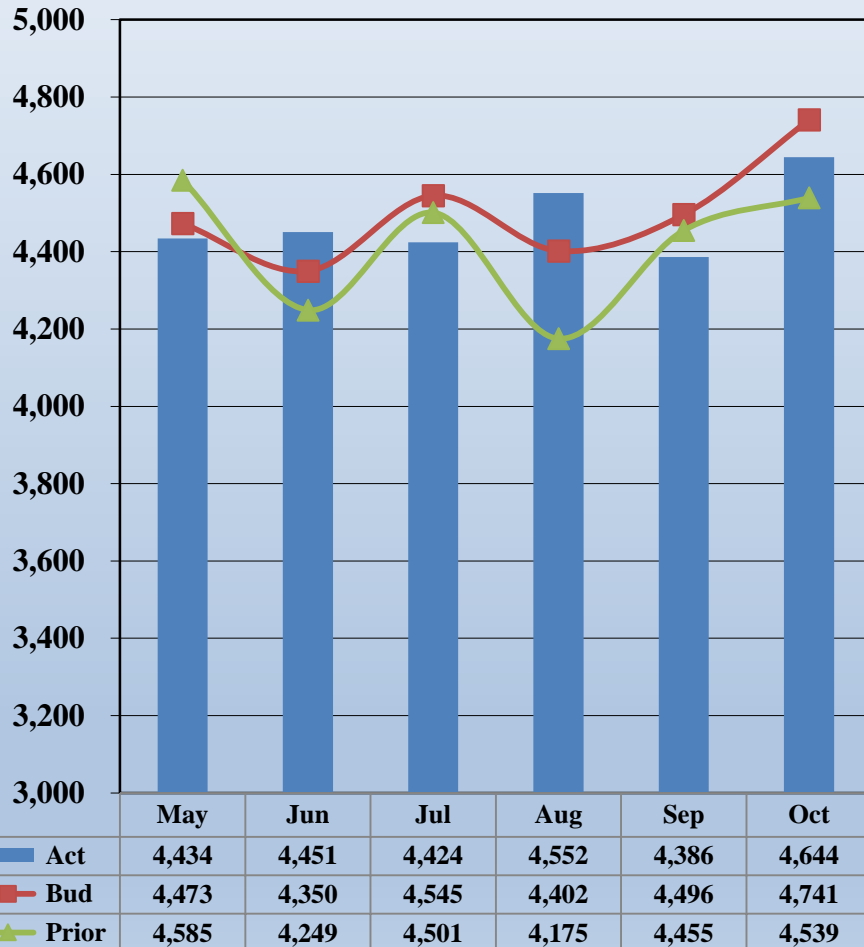
# Total Surgical Cases



Act	860	729	889	942	814	937
Bud	974	930	930	1,017	840	847
Prior	874	875	881	977	791	874

Month	937	847	874
Var %		10.6%	7.2%
Year-To-Date	937	847	874
Var %		10.6%	7.2%
Annualized	10,192	11,036	10,402
Var %		-7.6%	-2.0%

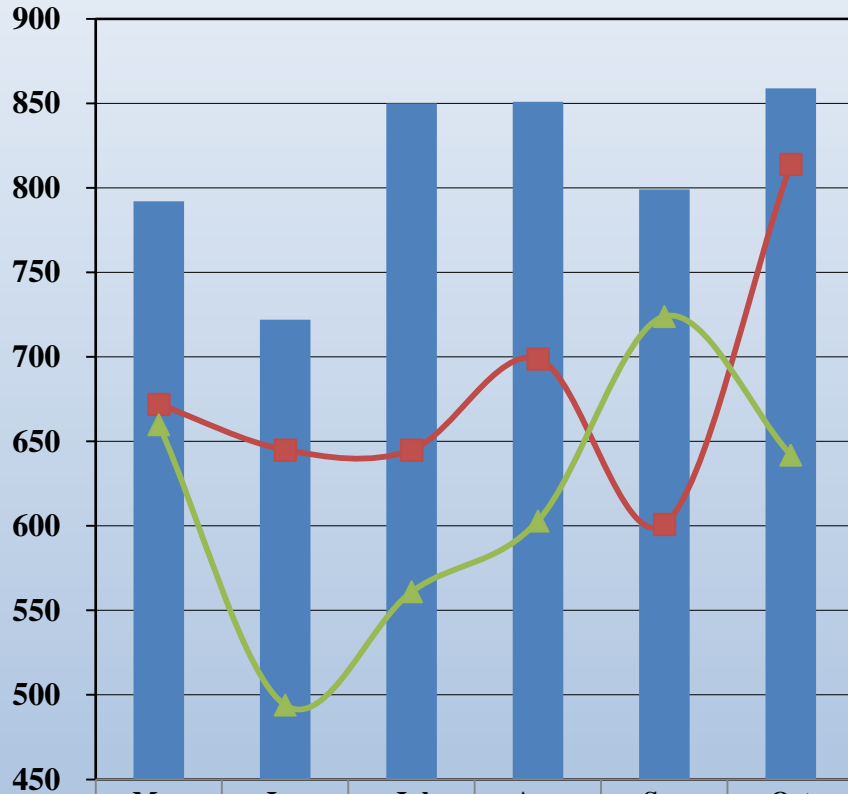
# Emergency Room Visits



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4,644	4,741	4,539
Var %		-2.0%	2.3%
Year-To-Date	4,644	4,741	4,539
Var %		-2.0%	2.3%
Annualized	54,607	53,446	53,119
Var %		2.2%	2.8%



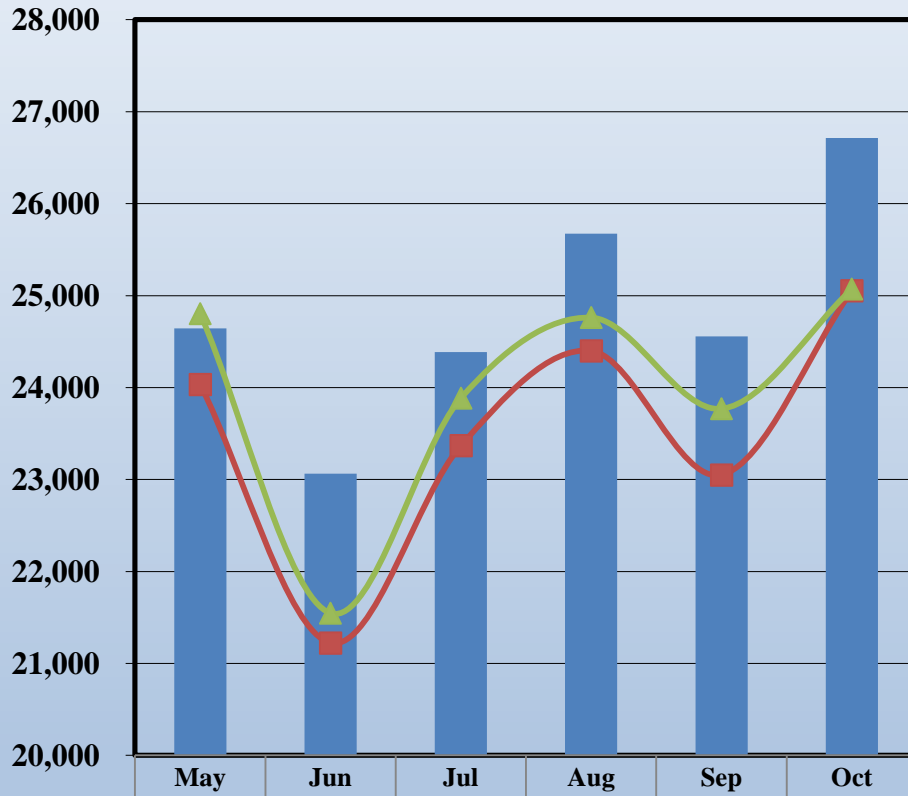
# Observation Days



	May	Jun	Jul	Aug	Sep	Oct
Act	792	722	850	851	799	859
Bud	672	645	645	699	601	814
Prior	660	494	561	603	724	642

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	859	814	642
Var %		5.5%	33.8%
Year-To-Date	859	814	642
Var %		5.5%	33.8%
Annualized	9,608	7,895	7,635
Var %		21.7%	25.8%

# Total Outpatient Occasions of Service

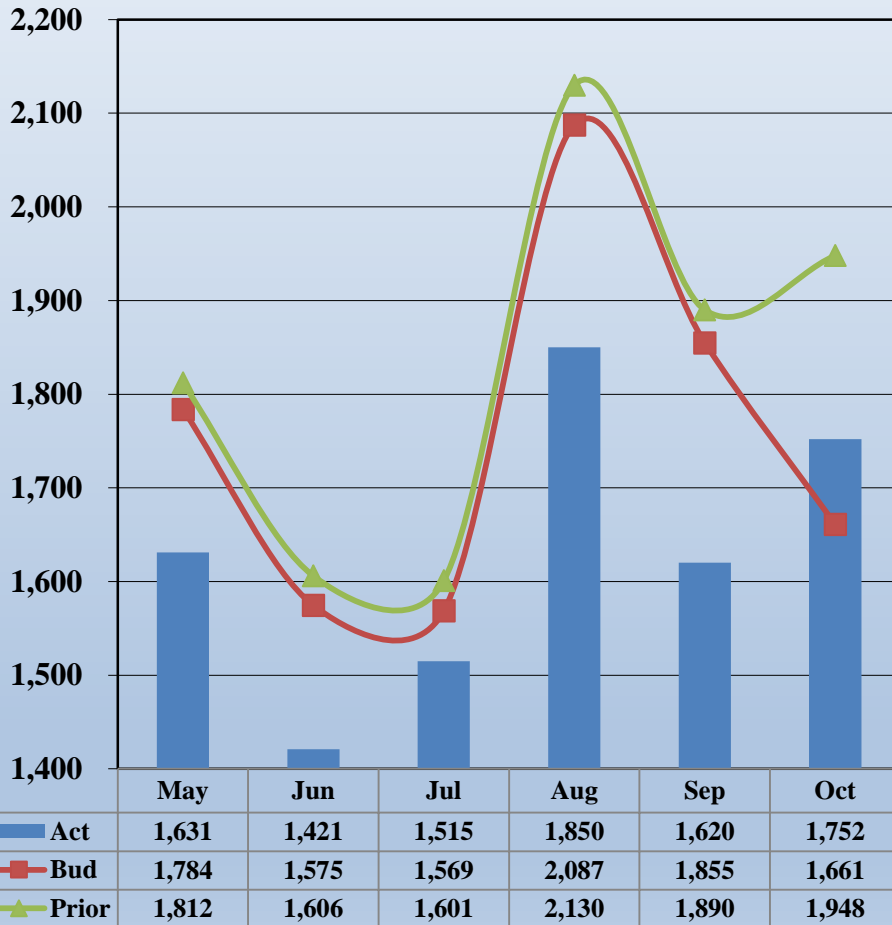


	May	Jun	Jul	Aug	Sep	Oct
Act	24,644	23,062	24,386	25,674	24,556	26,714
Bud	24,034	21,223	23,368	24,398	23,051	25,055
Prior	24,804	21,547	23,885	24,760	23,770	25,070

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	26,714	25,055	25,070
Var %		6.6%	6.6%
Year-To-Date	26,714	25,055	25,070
Var %		6.6%	6.6%
Annualized	296,626	273,281	279,910
Var %		8.5%	6.0%

# Center for Primary Care Total Visits

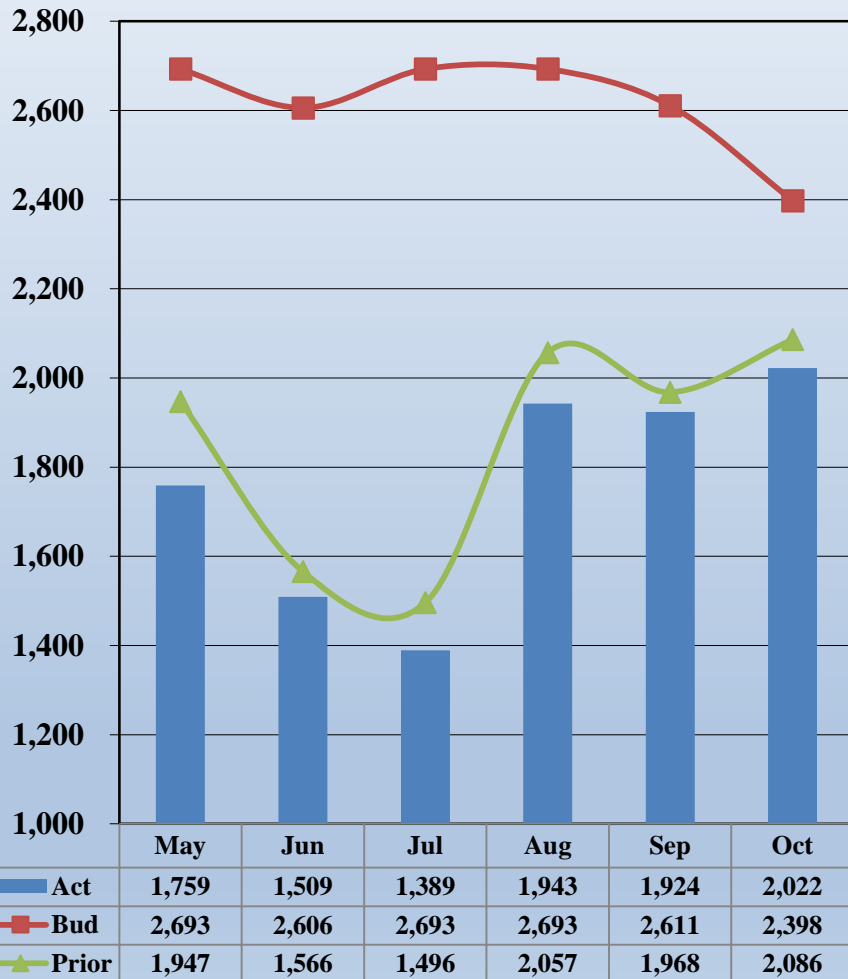
*(FQHC - Clements & West University)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,752	1,661	1,948
Var %		5.5%	-10.1%
Year-To-Date	1,752	1,661	1,948
Var %		5.5%	-10.1%
Annualized	20,740	21,505	22,142
Var %		-3.6%	-6.3%

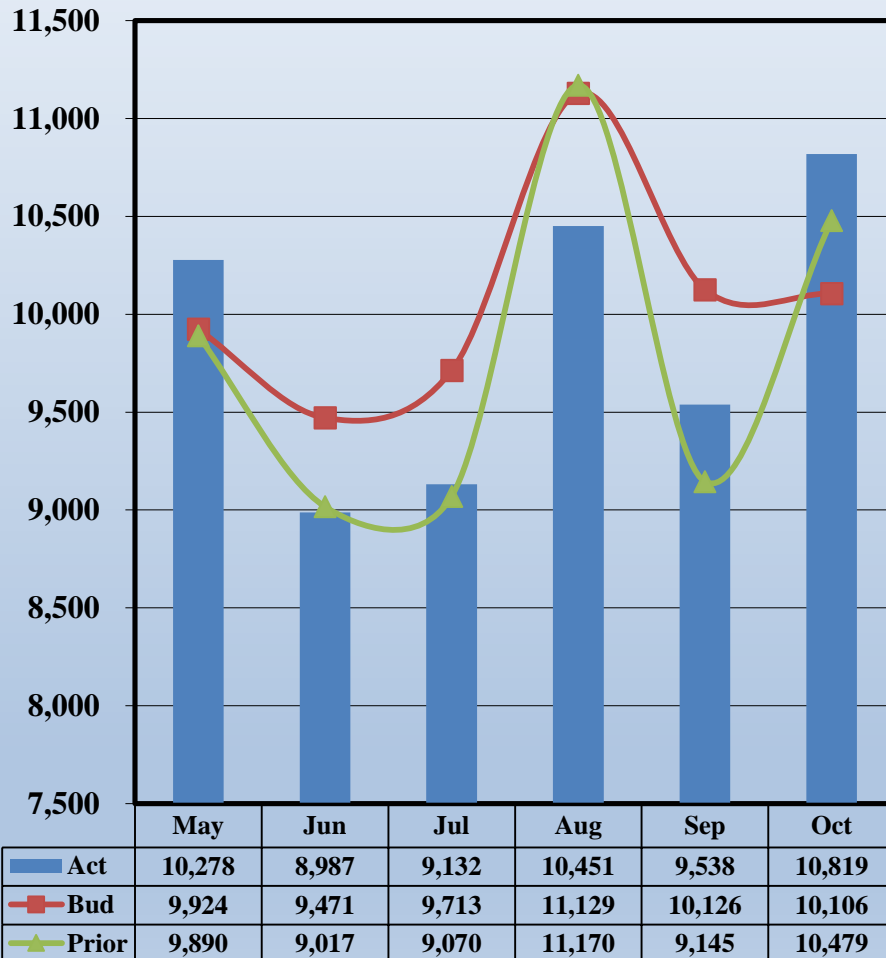
# Urgent Care Visits

(JBS Clinic, West University & 42<sup>nd</sup> Street)



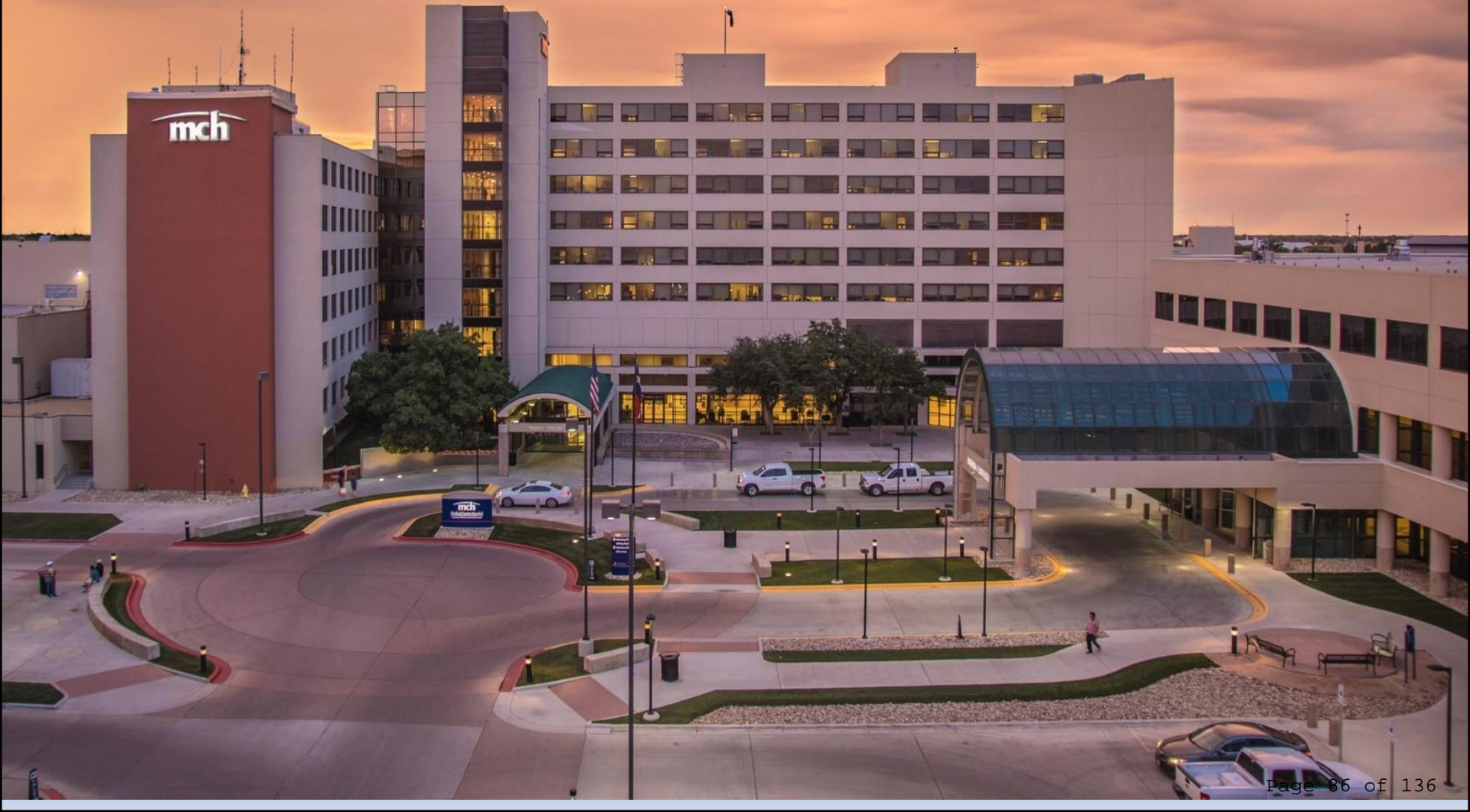
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	2,022	2,398	2,086
Var %		-15.7%	-3.1%
Year-To-Date	2,022	2,398	2,086
Var %		-15.7%	-3.1%
Annualized	25,457	31,418	27,811
Var %		-19.0%	-8.5%

# Total ProCare Office Visits



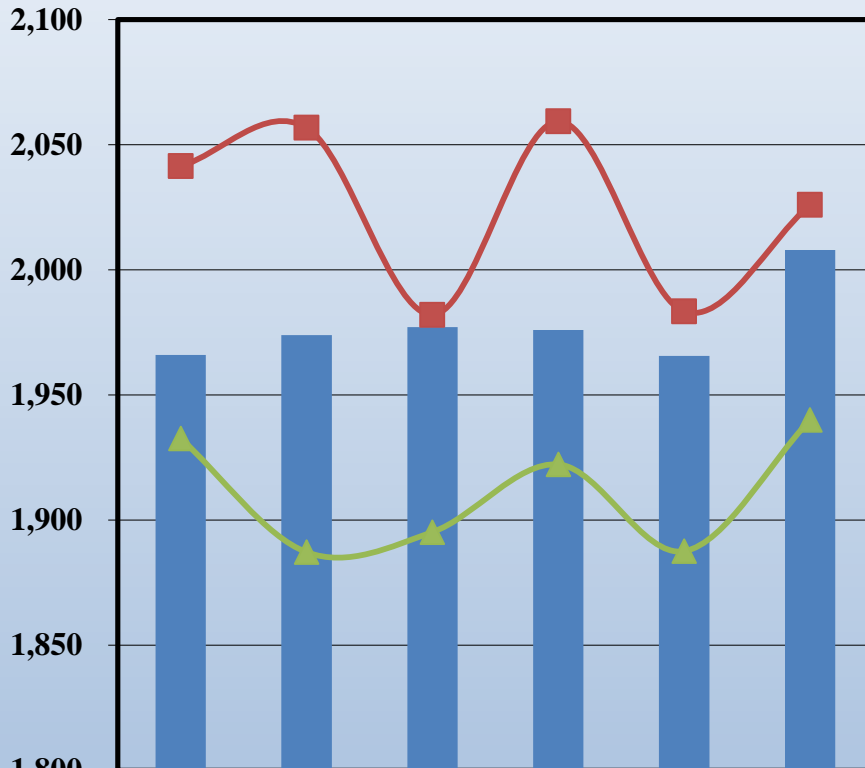
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	10,819	10,106	10,479
Var %		7.1%	3.2%
Year-To-Date	10,819	10,106	10,479
Var %		7.1%	3.2%
Annualized	119,570	120,952	118,902
Var %		-1.1%	0.6%

# Staffing



# Blended FTE's

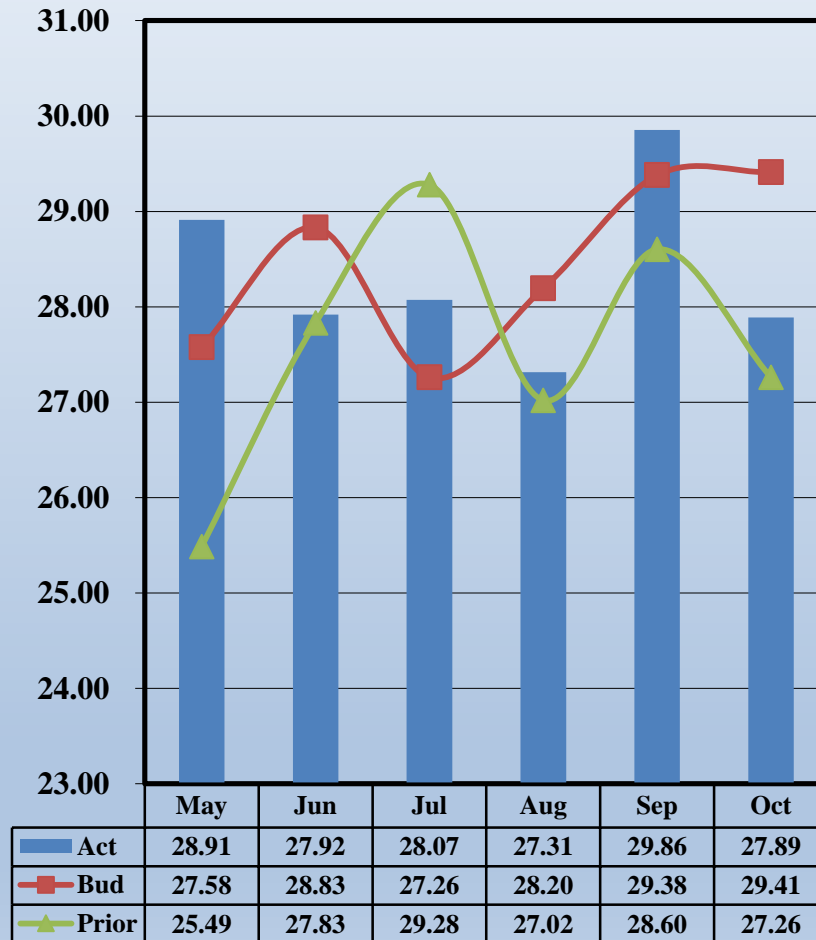
*Including Contract Labor and Management Services*



	May	Jun	Jul	Aug	Sep	Oct
Act	1,966	1,974	1,977	1,976	1,966	2,008
Bud	2,041	2,057	1,982	2,059	1,983	2,026
Prior	1,933	1,887	1,895	1,922	1,888	1,940

Month	2,008	2,026	1,940
Var %		-0.9%	3.5%
Year-To-Date	2,008	2,026	1,940
Var %		-0.9%	3.5%
Annualized	1,968	2,030	1,935
Var %		-3.1%	1.7%

# *Paid Hours per Adjusted Patient Day* *(Medical Center Hospital)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	27.89	29.41	27.26
Var %		-5.2%	2.3%
Year-To-Date	27.89	29.41	27.26
Var %		-5.2%	2.3%
Annualized	27.70	28.55	27.95
Var %		-3.0%	-0.9%



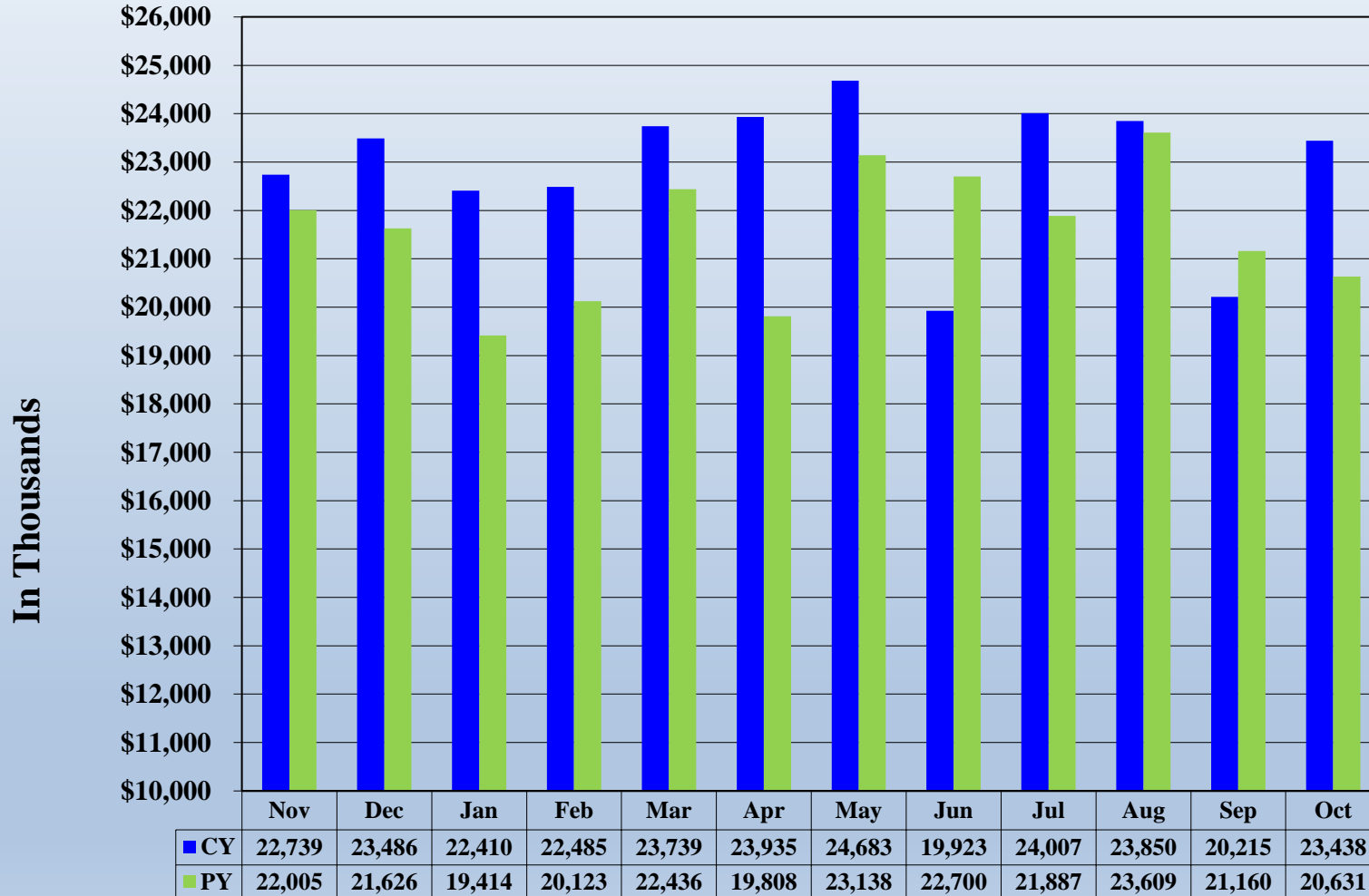
# Accounts Receivable



# Total AR Cash Receipts

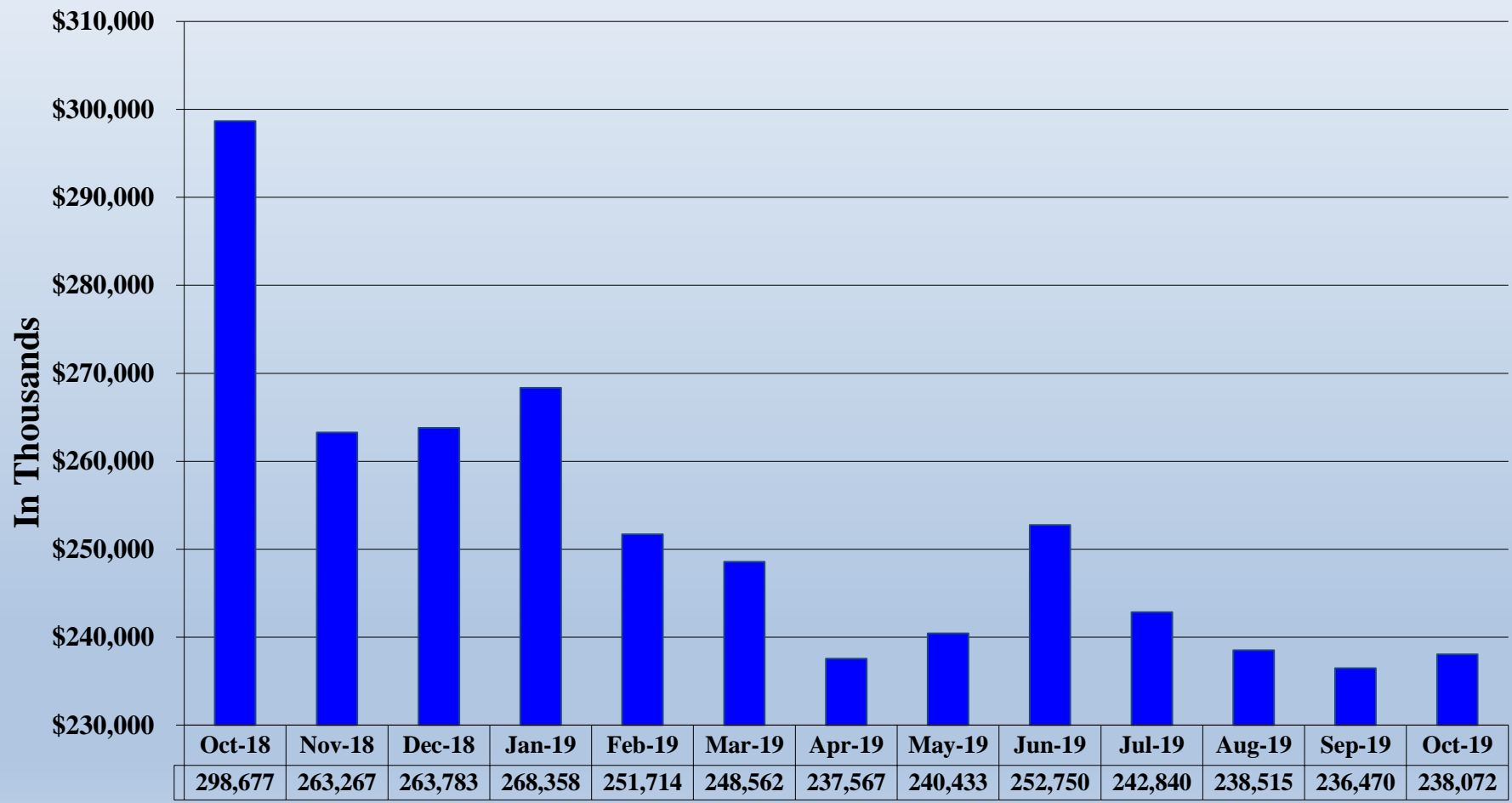
*Compared to Prior Twelve Months*

CY        \$ 274.9M  
 PY        \$ 258.5M  
 +\$ 16.4M + 6.3%



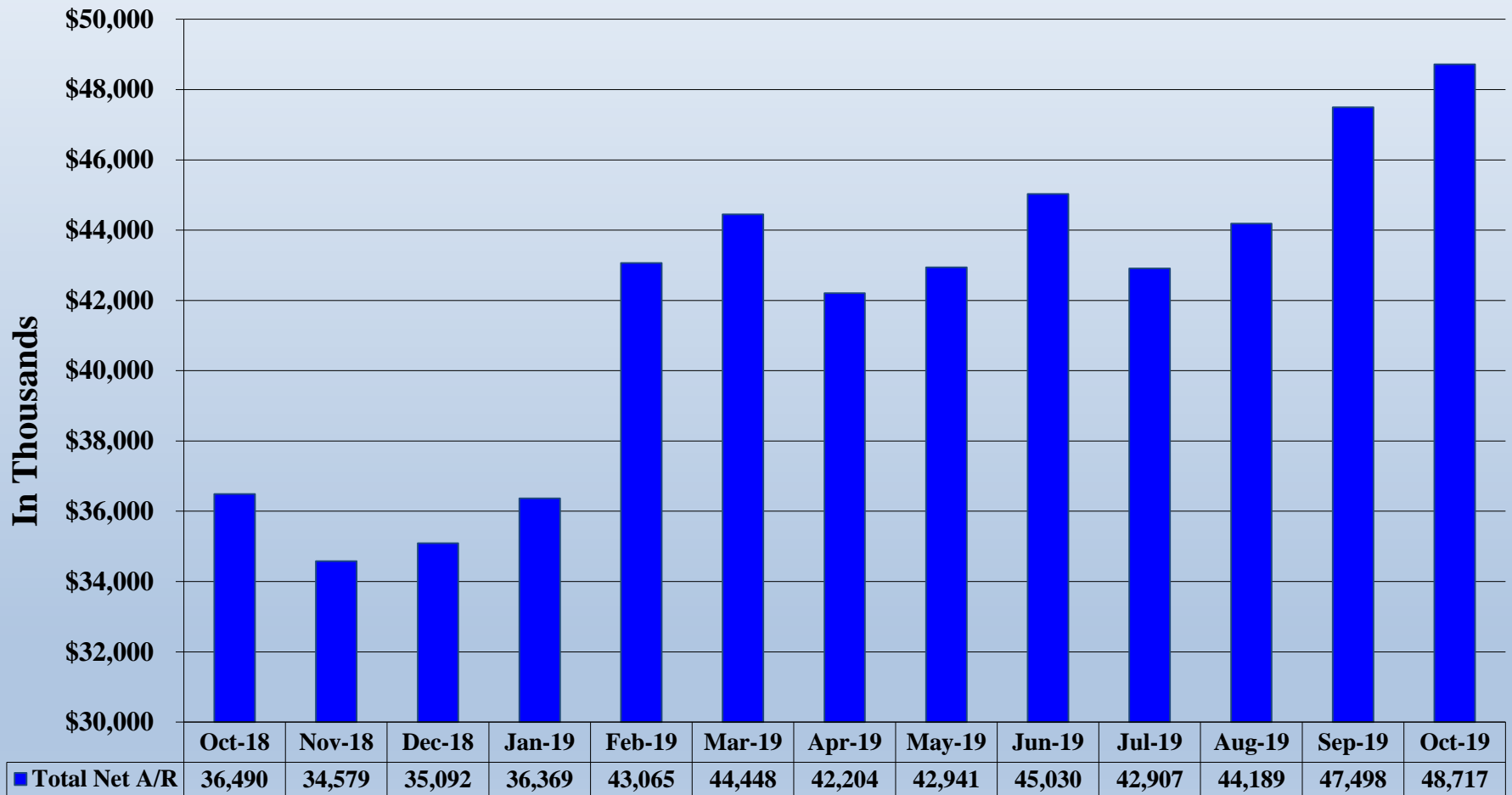
# Total Accounts Receivable – Gross

## Thirteen Month Trending



# Total Net Accounts Receivable

## Thirteen Month Trending

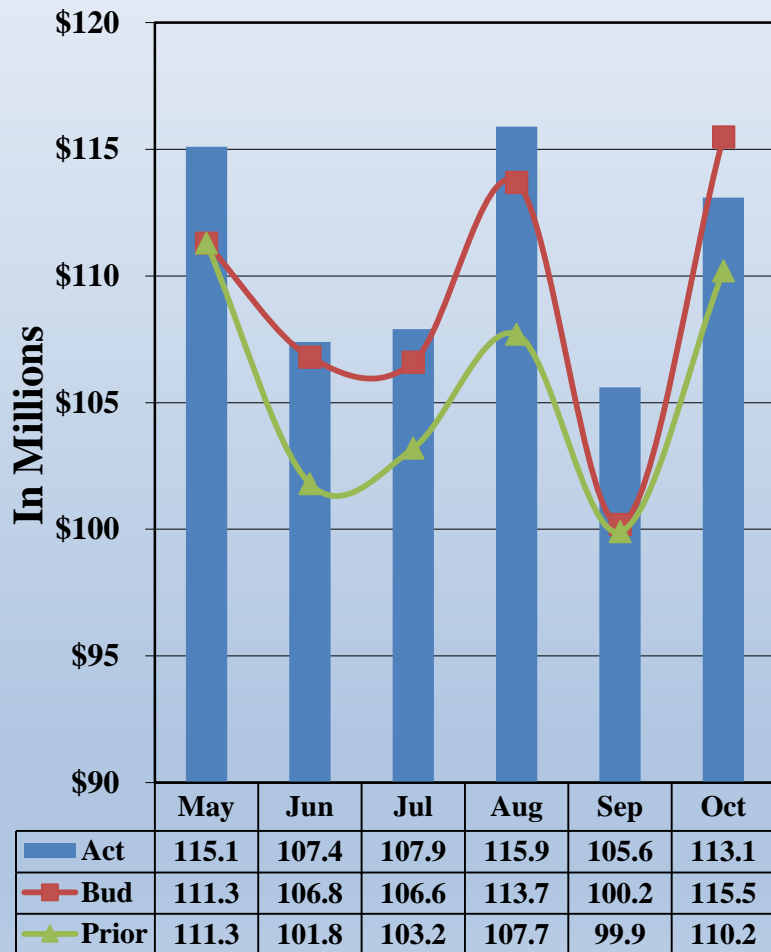


# Revenues & Revenue Deductions



# Total Patient Revenues

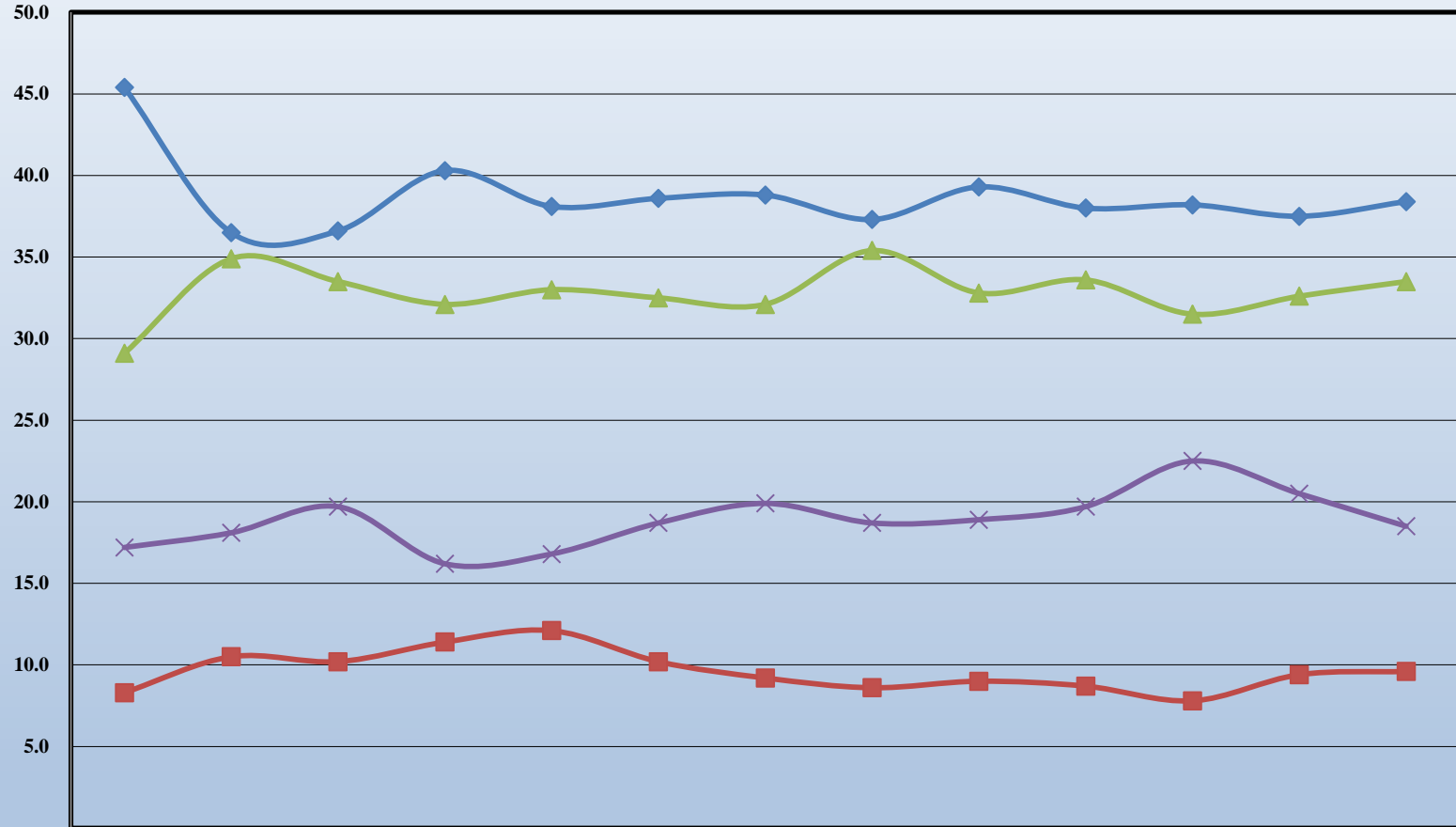
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	113.1	115.5	110.2
Var %		-2.1%	2.6%
Year-To-Date	113.1	115.5	110.2
Var %		-2.1%	2.6%
Annualized	1,339.0	1,290.6	1,260.7
Var %		3.8%	6.2%

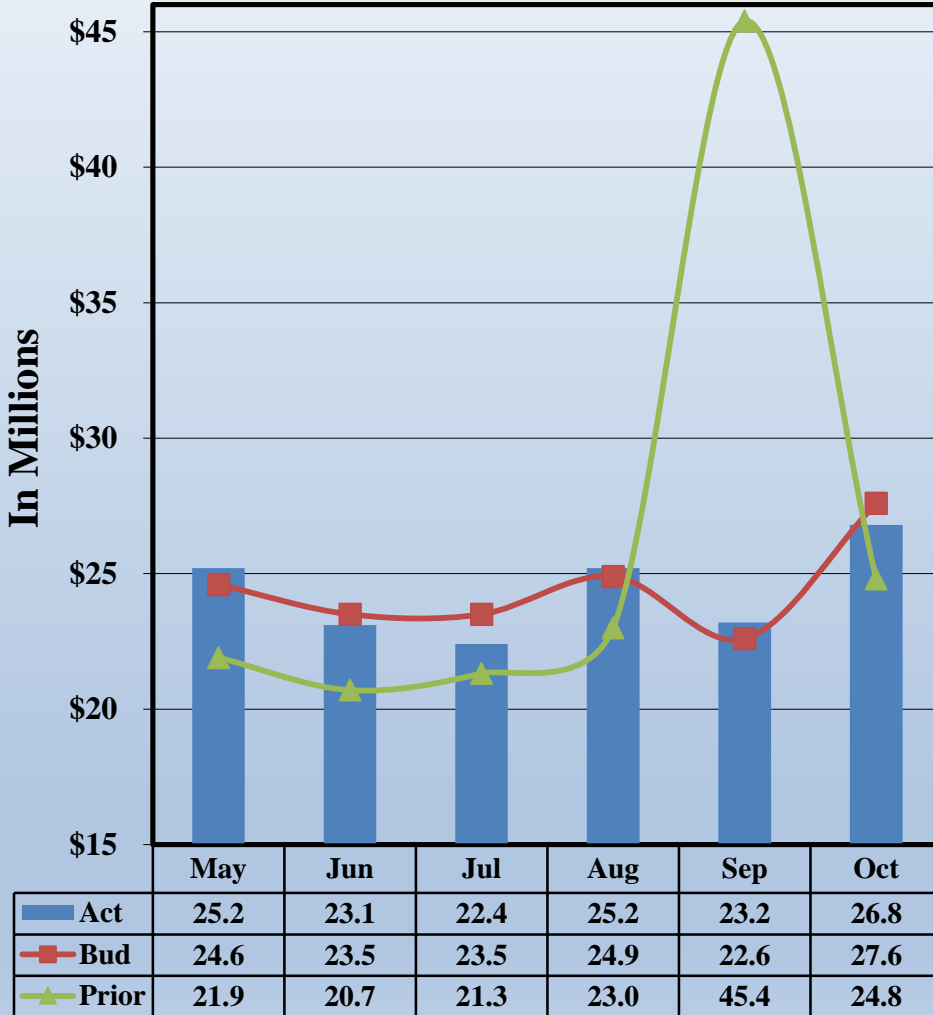
# Hospital Revenue Payor Mix

## 13 Month Trend



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Medicare	45.4	36.5	36.6	40.3	38.1	38.6	38.8	37.3	39.3	38.0	38.2	37.5	38.4
Medicaid	8.3	10.5	10.2	11.4	12.1	10.2	9.2	8.6	9.0	8.7	7.8	9.4	9.6
Third Party	29.1	34.9	33.5	32.1	33.0	32.5	32.1	35.4	32.8	33.6	31.5	32.6	33.5
Private	17.2	18.1	19.7	16.2	16.8	18.7	19.9	18.7	18.9	19.7	22.5	20.5	18.5

# Total Net Patient Revenues



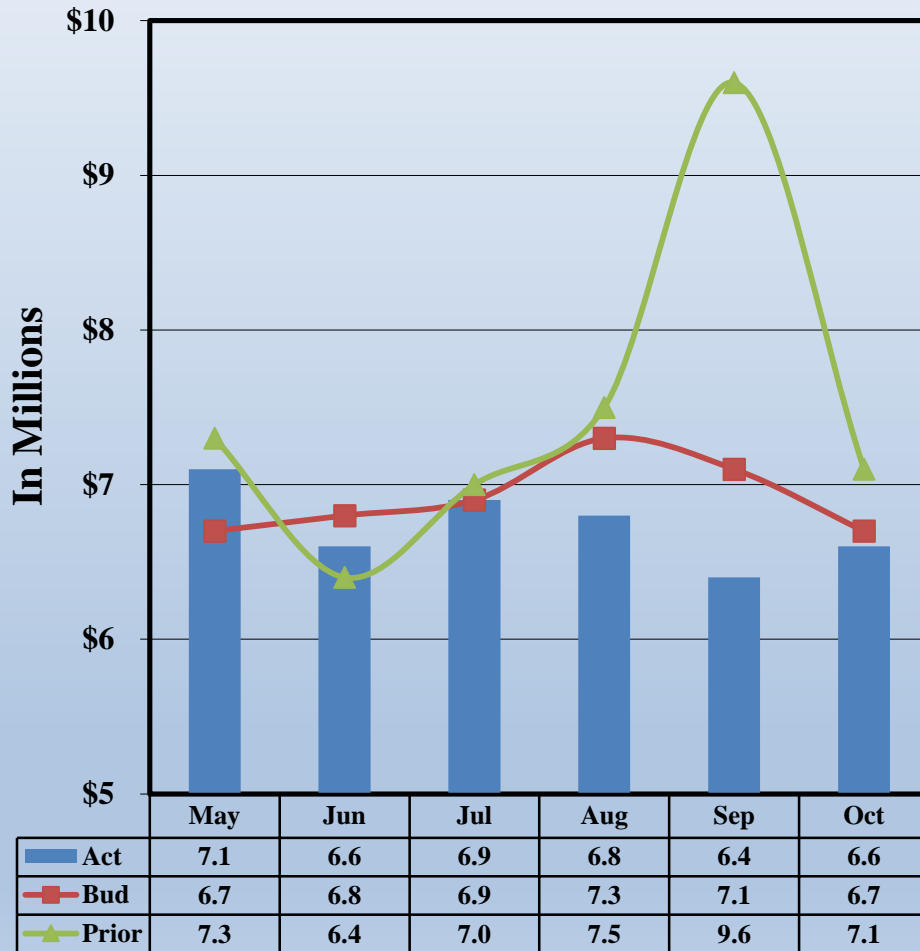
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	26.8	27.6	24.8
Var %		-2.9%	8.1%
Year-To-Date	26.8	27.6	24.8
Var %		-2.9%	8.1%
Annualized	299.5	287.7	316.5
Var %		4.1%	-5.4%



# Other Revenue

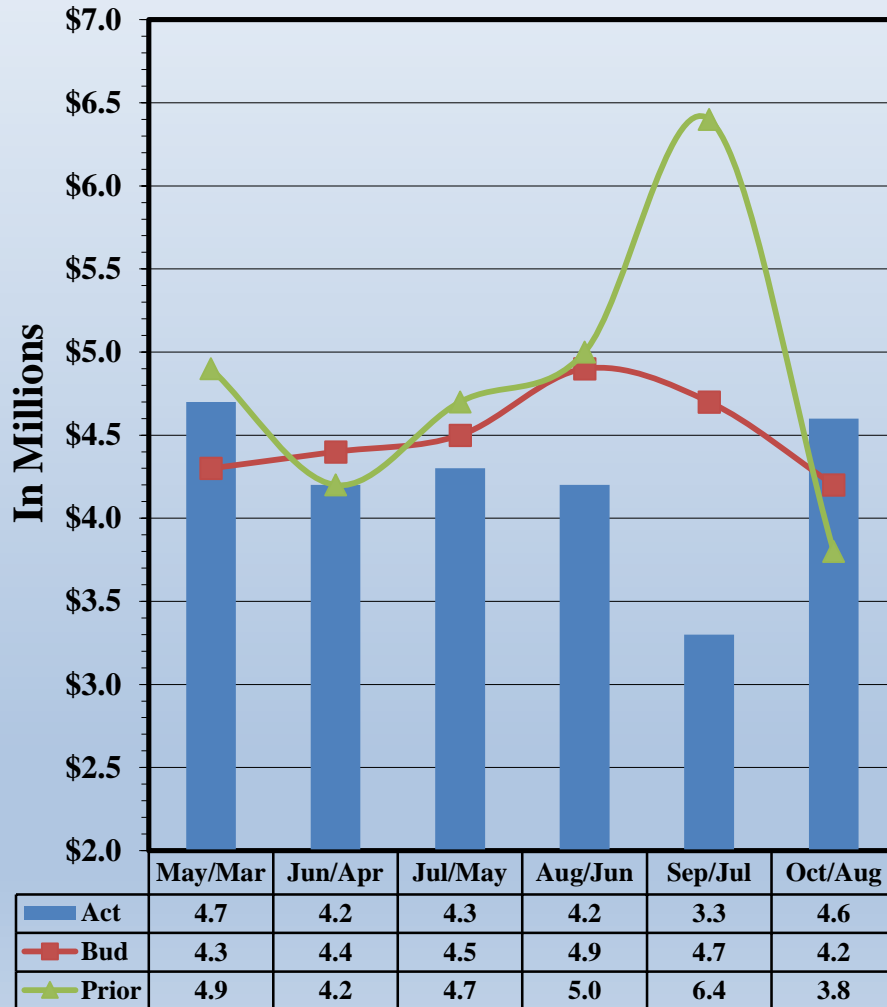
(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	6.6	6.7	7.1
Var %		-1.5%	-7.0%
Year-To-Date	6.6	6.7	7.1
Var %		-1.5%	-7.0%
Annualized	84.4	83.5	83.3
Var %		1.1%	1.3%

# Sales Tax Receipts



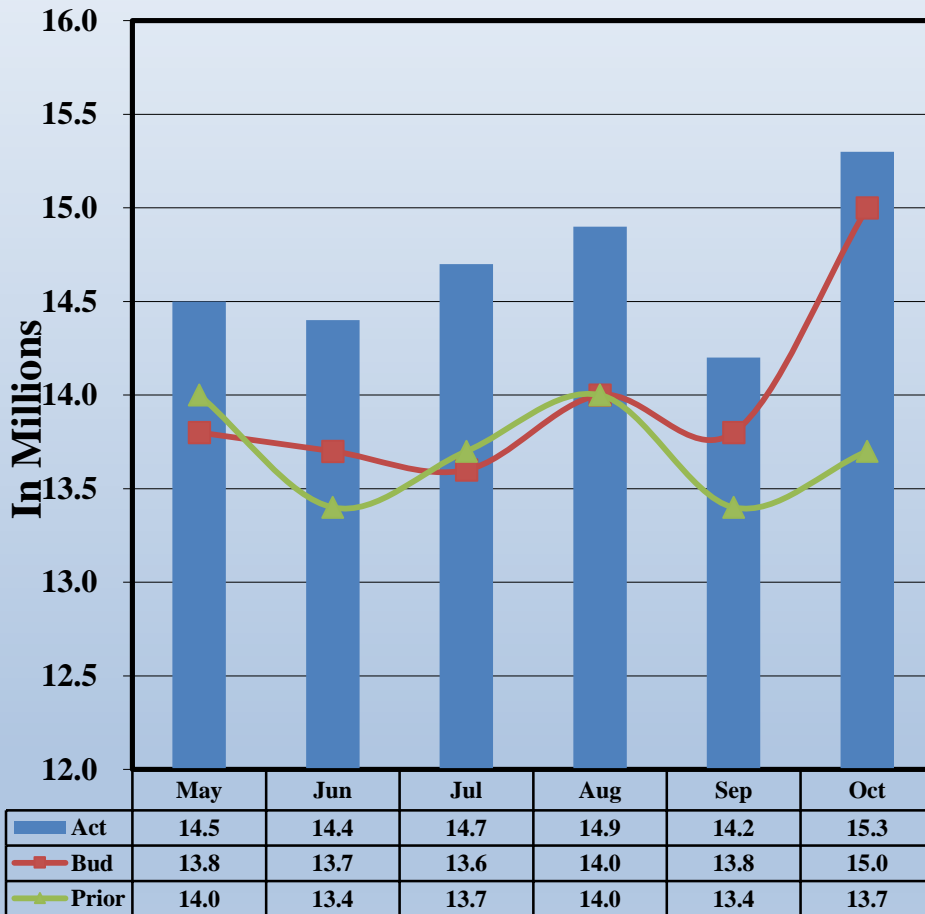
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4.6	4.2	3.8
Var %		9.5%	21.1%
Year-To-Date	4.6	4.2	3.8
Var %		9.5%	21.1%
Annualized	53.5	53.9	53.4
Var %		-0.7%	0.2%

# Operating Expenses



# Salaries, Wages & Contract Labor

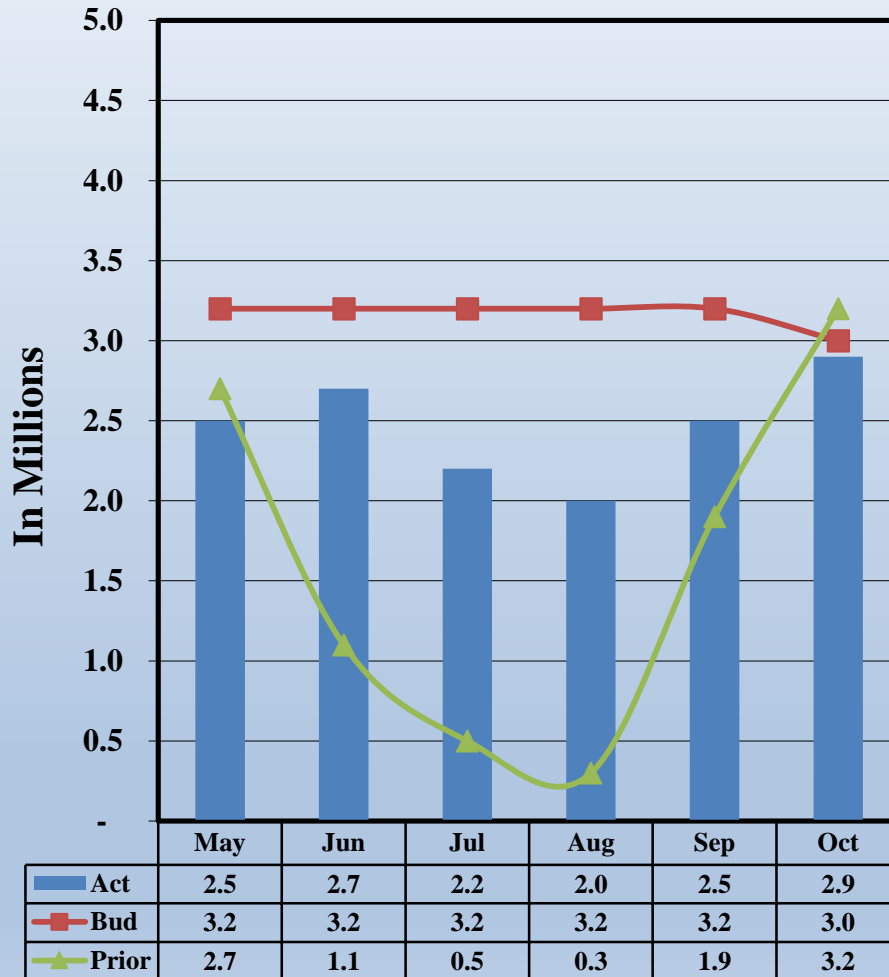
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
<b>Month</b>	<b>15.3</b>	<b>15.0</b>	<b>13.7</b>
<b>Var %</b>		<b>2.0%</b>	<b>11.7%</b>
<b>Year-To-Date</b>	<b>15.3</b>	<b>15.0</b>	<b>13.7</b>
<b>Var %</b>		<b>2.0%</b>	<b>11.7%</b>
<b>Annualized</b>	<b>173.9</b>	<b>165.3</b>	<b>164.3</b>
<b>Var %</b>		<b>5.2%</b>	<b>5.8%</b>

# *Employee Benefit Expense*

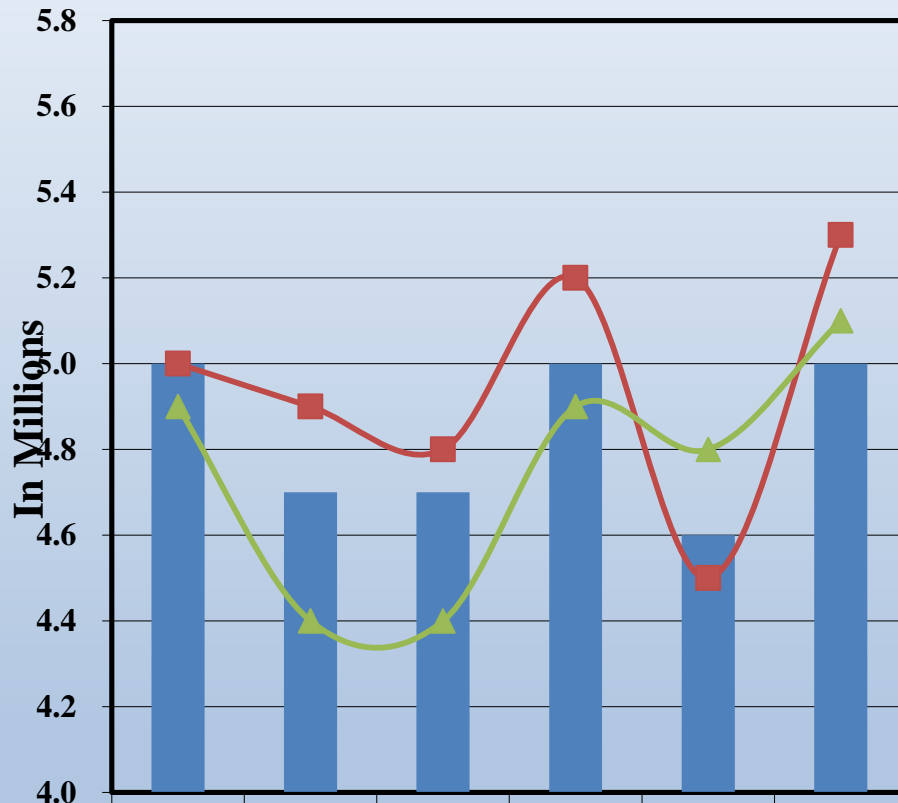
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	2.9	3.0	3.2
Var %		-3.3%	-9.4%
Year-To-Date	2.9	3.0	3.2
Var %		-3.3%	-9.4%
Annualized	32.0	38.7	32.0
Var %		-17.4%	0.0%

# Supply Expense

## *(Ector County Hospital District)*

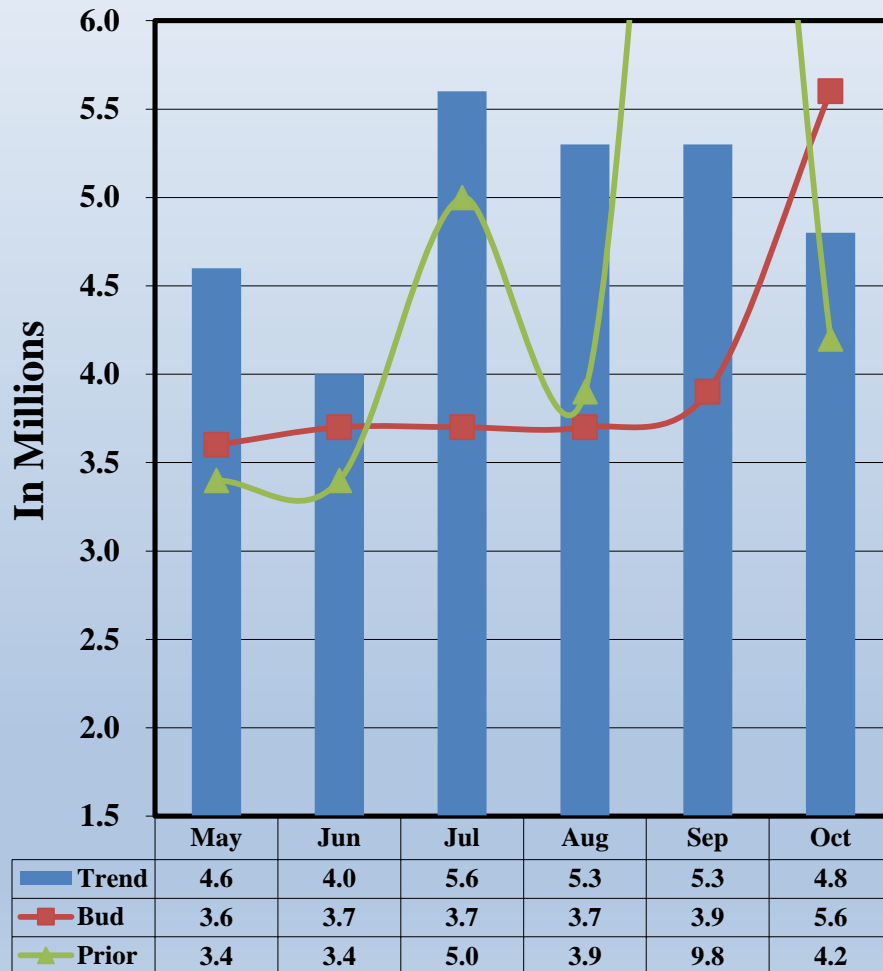


	May	Jun	Jul	Aug	Sep	Oct
Act	5.0	4.7	4.7	5.0	4.6	5.0
Bud	5.0	4.9	4.8	5.2	4.5	5.3
Prior	4.9	4.4	4.4	4.9	4.8	5.1

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	5.0	5.3	5.1
Var %		-5.7%	-2.0%
Year-To-Date	5.0	5.3	5.1
Var %		-5.7%	-2.0%
Annualized	59.0	58.6	56.4
Var %		0.7%	4.6%

# Purchased Services

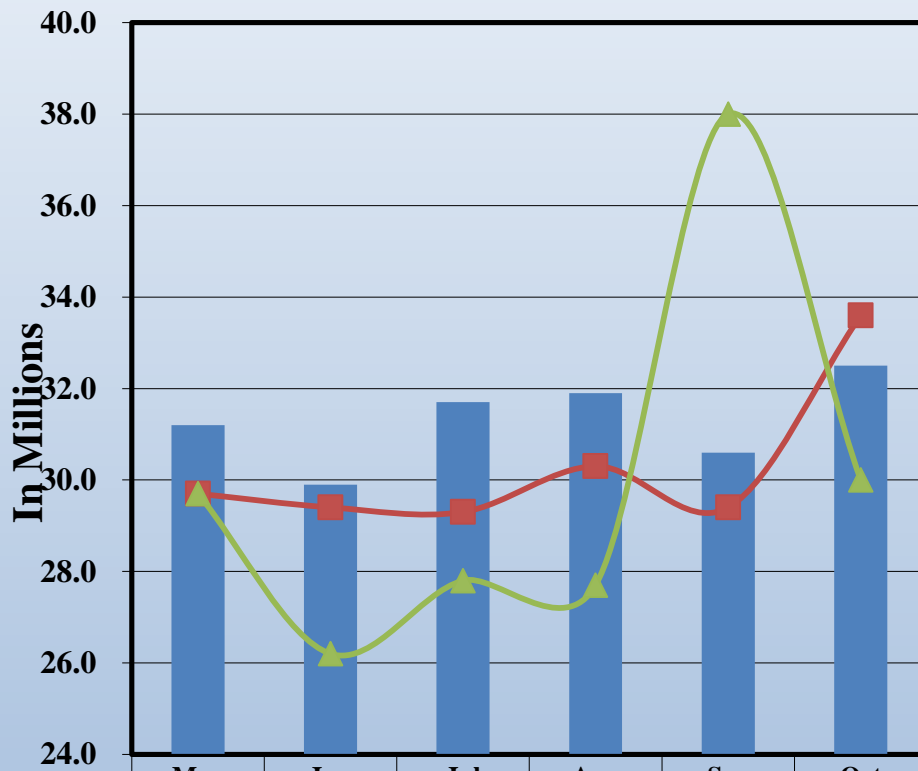
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
<b>Month</b>	<b>4.8</b>	<b>5.6</b>	<b>4.2</b>
<b>Var %</b>		<b>-14.3%</b>	<b>14.3%</b>
<b>Year-To-Date</b>	<b>4.8</b>	<b>5.6</b>	<b>4.2</b>
<b>Var %</b>		<b>-14.3%</b>	<b>14.3%</b>
<b>Annualized</b>	<b>57.7</b>	<b>46.6</b>	<b>43.5</b>
<b>Var %</b>		<b>23.8%</b>	<b>32.6%</b>

# Total Operating Expense

## *(Ector County Hospital District)*



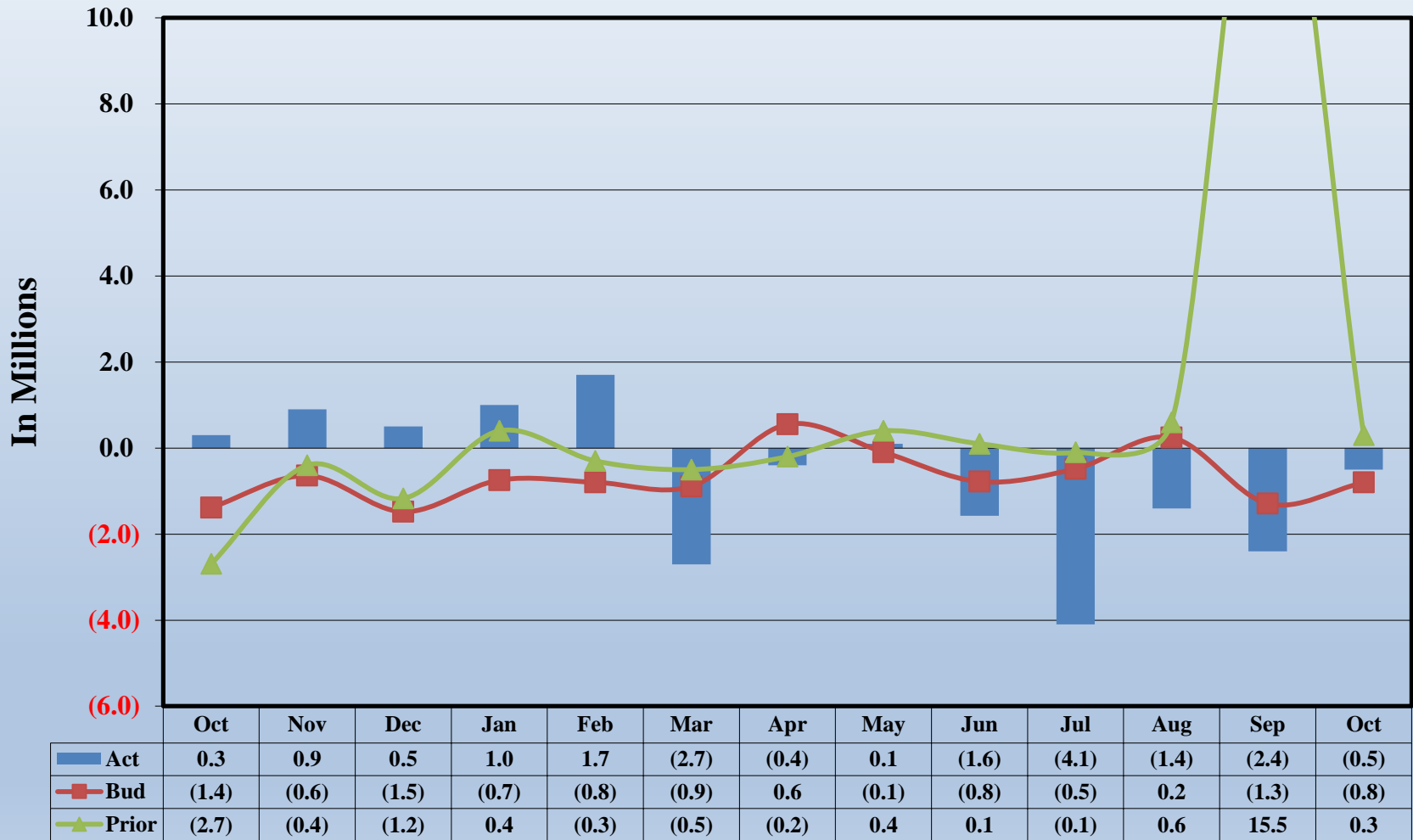
	May	Jun	Jul	Aug	Sep	Oct
Act	31.2	29.9	31.7	31.9	30.6	32.5
Bud	29.7	29.4	29.3	30.3	29.4	33.6
Prior	29.7	26.2	27.8	27.7	38.0	30.0

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	32.4	33.6	30.0
Var %		-3.6%	8.0%
Year-To-Date	32.4	33.6	30.0
Var %		-3.6%	8.0%
Annualized	375.2	358.4	351.6
Var %		4.7%	6.7%



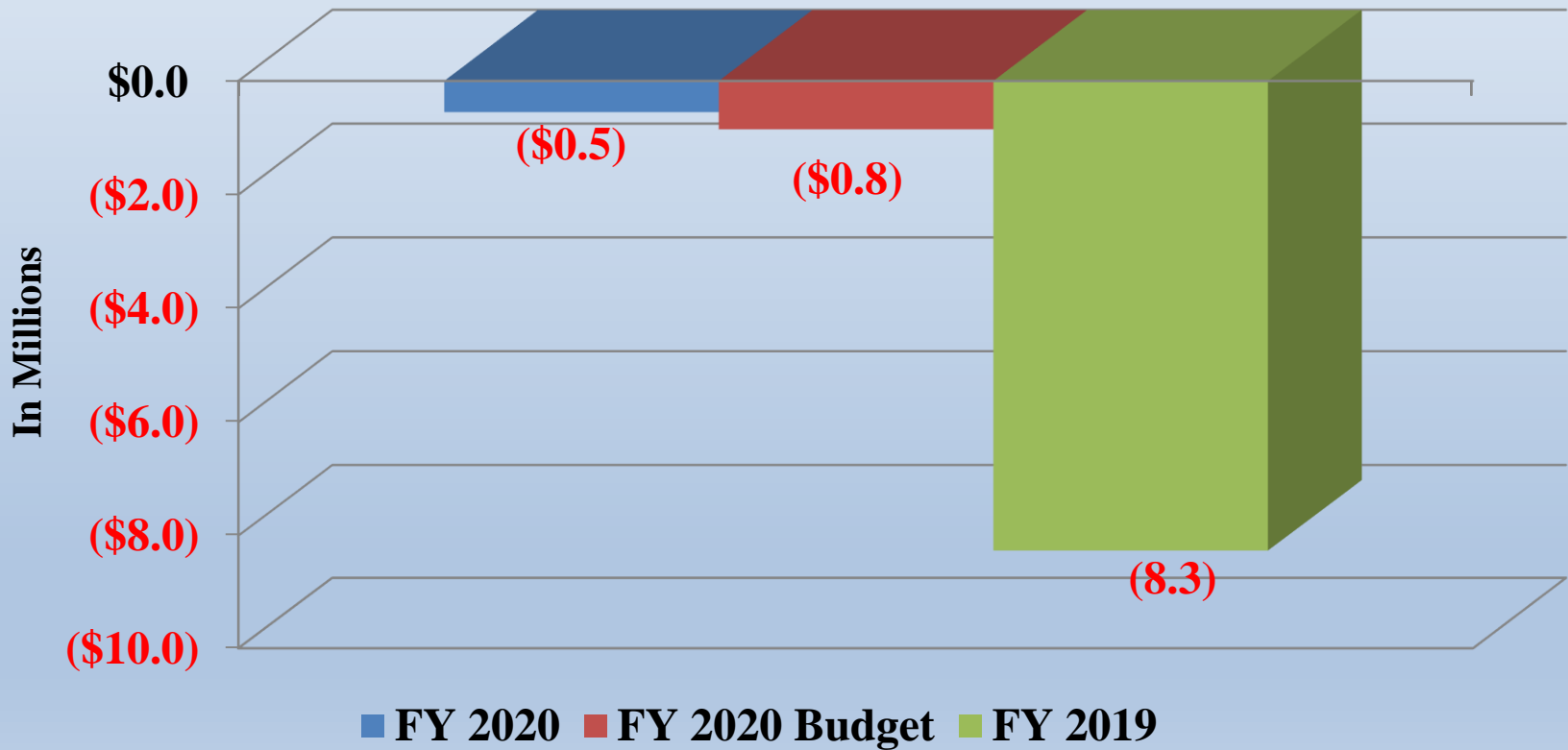
# *Change in Net Position*

## *Ector County Hospital District Operations*



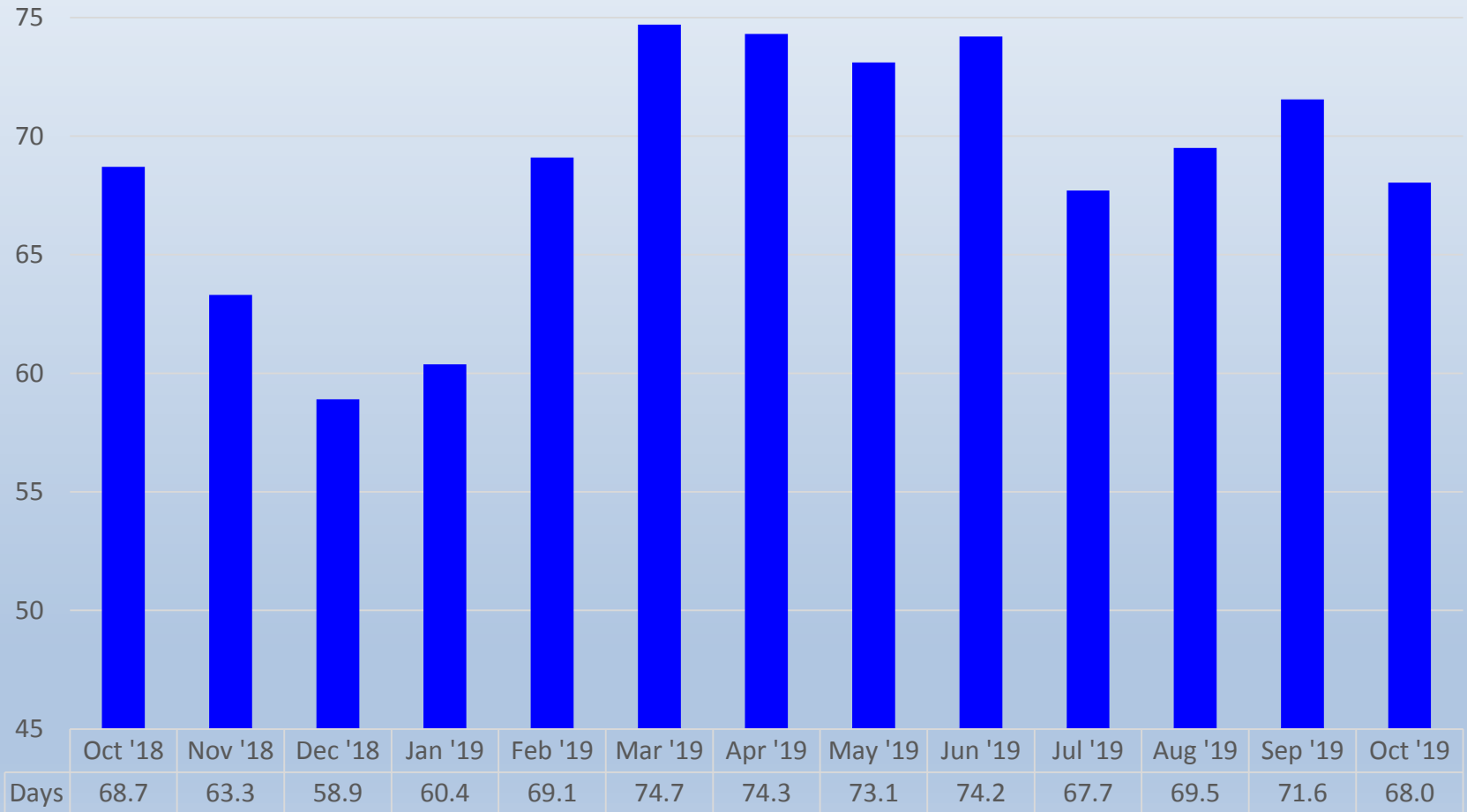
# Change in Net Position

## Ector County Hospital District Operations – Year to Date



# Days Cash on Hand

## *Thirteen Month Trending*



# Year-to-Date Debt Service Ratio

Must be Greater Than 110%



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct
DSR	721%	758%	760%	930%	838%	663%	654%	650%	575%	500%	437%	383%	465%

—●— DSR

mch





## **FY 2020 CAPITAL EQUIPMENT REQUEST**

Date: November 11, 2019

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / Chief Executive Officer  
Matt Collins, Chief Operating Officer

From: Rene Rodriguez RN, Divisional Director of The Center for Heart Disease  
Mark Gonzales RT(R), Cath Lab Supervisor

Re: Bayer MedRad Injector

<b>Total Cost</b>	<b>\$124, 472</b>
Budgeted Amount... Request #1057	\$124, 472

### **OBJECTIVE**

To replace current Bayer Med Rad injectors used daily in Cath Lab by Cardiologists and Vascular Surgeons for procedures in Labs 1 and 3 as well as replacing a portable injector often used when table injectors do not function. Parts and service are no longer available.

### **HISTORY**

Current equipment purchased in 2011. NBV = \$0

### **PURCHASE CONSIDERATIONS**

The request for 3 Medrad injectors is due to currently having end of life equipment that cannot be repaired due to obsolete parts. New injectors are needed to prevent disruptions in every day procedures in the Cath Lab.

### **FTE IMPACT**

No additional FTE(s) will be required.

### **INSTALLATION & TRAINING**

Provided by vendor.

### **WARRANTY AND SERVICE CONTRACT**

1 year warranty

**DISPOSITION OF EXISTING EQUIPMENT**

Dispose

**LIFE EXPECTANCY OF EQUIPMENT**

7 years

**MD BUYLINE INFORMATION**

Meets MD Buyline and Vizient pricing recommendation.

**COMMITTEE APPROVAL**

Cardiology Dpt. meeting	08/14	Approved
MEC	11/21	Approved
ECHD Board	12/03	Pending

## **FY 2020 CAPITAL EQUIPMENT Purchase**

Date: November 04, 2019

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / Chief Executive Officer  
Christin Timmons, Chief Nursing Officer

From: Vonda Lucero MSN, RN, CWON, Director Wound Care/Infusion Services

Re: Stryker Series III Medical/Surgical Beds

**Total Cost... (Budgeted) \$257,017.50**

### **OBJECTIVE**

Current med/surg beds have exceeded their full life expectancy and surpassed the full depreciation value. Since they are past the intended life expectancy the manufacturer no longer supports these items and it is becoming increasingly difficult to find repair parts. This is the beginning of a project to replace all beds that are more than 11 years old.

### **HISTORY**

Six years ago we replaced critical care beds, and then began purchasing trauma specific beds and a bariatric bed. We will now begin replacing med/ surg beds.

### **PURCHASE CONSIDERATIONS**

Currently all beds, stretchers, and most furniture is purchased through Stryker. To avoid staff confusion and due to increased discount for bulk purchases we chose to stay with Stryker.

### **FTE IMPACT**

No additional FTE(s) will be required.

### **INSTALLATION & TRAINING**

Provided by vendor.

### **WARRANTY AND SERVICE CONTRACT**

Two year warranty



**DISPOSITION OF EXISTING EQUIPMENT**

Maintain 8 in service as spare beds until completion of the replacement process.

**LIFE EXPECTANCY OF EQUIPMENT**

10 years

**MD BUYLINE INFORMATION**

Meets MD Buyline recommended pricing

**COMMITTEE APPROVAL**

Bed Management Committee		Approved
MEC	Nov 21	Pending
ECHD Board	Dec 3	Pending

## **FY 2020 CAPITAL EQUIPMENT REQUEST**

Date: October 14, 2019

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / Chief Executive Officer  
Christin Timmons, Chief Nursing Officer

From: Don Owens, RN, ACNO Surgical Services  
Cody McKee, RN, Director of Surgical Operations

Re: Stryker System 8 and Neuro Power Bundle

<b>Total Cost</b>	<b>\$639,143.00</b>
Budgeted Amount... CER 6620-20-01	\$583,313.00

### **OBJECTIVE**

To replace current System 7 and neuro drills and attachments used in orthopedic and neuro surgery daily that are all past end-of-life. Parts and service are no longer available.

### **HISTORY**

Current equipment purchased in 2011. NBV = \$0

### **PURCHASE CONSIDERATIONS**

Stryker power is the preferred tools for orthopedic and neuro surgery.

### **FTE IMPACT**

No additional FTE(s) will be required.

### **INSTALLATION & TRAINING**

Provided by vendor.

### **WARRANTY AND SERVICE CONTRACT**

1 year warranty

### **DISPOSITION OF EXISTING EQUIPMENT**

Dispose

### **LIFE EXPECTANCY OF EQUIPMENT**

7 years

**MD BUYLINE INFORMATION**

Meets MD Buyline and Vizient pricing recommendation.

**COMMITTEE APPROVAL**

Surgery Dept.	Nov. 18	Pending
FCC	Virtual	Pending
MEC	Nov. 21	Pending
Joint Conference	Nov. 26	Pending
ECHD Board	Dec. 3	Pending

## **FY 2020 CAPITAL EQUIPMENT REQUEST**

Date: November 15, 2019

To: Ector County Hospital District Board of Directors

Through: Russell Tippin Chief Executive Officer  
Christin Timmons, Chief Nursing Officer

From: Melanie Conant, RN, Director of LD/Postpartum

Re: Ultrasound Upgrade for Maternal Fetal Medicine/Attending  
Physician/Designation need

**Total Cost... (Unbudgeted) \$91,643**

### **OBJECTIVE**

It is important to the patients, physicians, and staff to have functional equipment located on the Labor and delivery unit with diagnostic capabilities at all times. We currently have two ultrasound machines (GE Logiq 200 and the Logiq P5), that are no longer available to be serviced per our Trimedx group due to their age and availability of parts. The second machine currently housed on the unit is a Voluson E8, which will be kept on the unit for the residents to use. The new Samsung WS80A will be available for MFM and other diagnostic studies.

### **HISTORY**

N/A

### **PURCHASE CONSIDERATIONS**

Availability of Cerner interface to allow images to go straight to the cart.

### **FTE IMPACT**

No additional FTE(s) will be required.

### **INSTALLATION & TRAINING**

Provided by vendor. 3 onsite training days included.

### **WARRANTY AND SERVICE CONTRACT**

All parts and labor warranted for 24 months

**DISPOSITION OF EXISTING EQUIPMENT**

Trade-In- \$3850. GE Logiq 200 and Logiq P5 with all probes and peripherals.

**LIFE EXPECTANCY OF EQUIPMENT**

7 Years

**MD BUYLINE INFORMATION**

MD Buyline Quote-Specific Savings **\$6,366.48**

	<u>LIST \$</u>	<u>QUOTED \$</u>	<u>OVERALL DISCOUNT</u>	<u>TARGET DISCOUNT</u>	<u>RECOMMENDED PURCHASE PRICE</u>
WS80A with Elite Package	\$212,206.00	\$95,493.00	55.00 %	58.00 %	\$89,126.52

**COMMITTEE APPROVAL**

MEC	Nov 21	Pending
ECHD Board	Aug 6	Pending

## **December Board Report**

### **Regional Services 11/2019**

#### **Ft Stockton**

- Met with CNO in Ft Stockton, Malia Granado and ED charge nurse Joel
- No issues with transfers at this time

#### **Pecos**

- Met with CEO Brenda Mckinney, CNO Faye Lease, and Dr Timothy Jones in Pecos
- Dr Timothy Jones requested to review/compare STEMI protocols, Rene reaching out to CNO
- No issues with transfers at this time

#### **Monahans**

- Met with CEO Leticia Rodriguez, CNO Shawn Nethery in Monahans
- Currently they are already working with Melanie on Maternal child education
- Dr. Day (General Surgeon) sending all abnormal colonoscopies to Procure GI clinic
- No issues with transfers at this time

#### **Kermit**

- Met with CEO Lorenzo Serrano and CNO William Null in Kermit
- Facility has new radiology suite, they are needing cardiologist to read cardiology ultrasounds, Brooke Bruington with OHI looking to see if any of the cardiologist would be interested in doing this
- Signed new contract with Delmare November 1, 2019 for transport
- No issues with transfers at this time

#### **Seminole**

- Met with CEO Larry Gray and CNO Megan Garner in Seminole
- No issues with transfers, Megan stated majority of patients go to Lubbock as they are auto accept

#### **Iraan**

- Met with CNO Connie Miles in Iraan
- First flight does all transfers
- Connie stated they are looking at ways to send records to ED electronically as they are needing to meet meaningful use measures, currently they are faxing.
- No issues with transfers

#### **Rankin**

- Met with CNO Tiana Wells in Rankin
- Send majority of patients to Midland unless on diversion, when they do send patients to MCH, she stated there are no issues with transfers

### McCamey

- Met with CNO Amanda Griswold and Dr Klein
- Amanda requested they would like more feedback for patients who are returning home. I have connected her with case management department nurse navigators.

### Big Spring

- Met with CNO Judy Roever, Mandy Pinkly RN nurse educator, and Jonetta Sweat RN ED Director
- ORMC now owns facility, they are a part of the Steward group. All transfers go to ORMC unless they are unable to care for patient then facility sends to MCH. No issues with transfers at this time
- No issues with transfers at this time

### Stanton

- Met with ACNO Tara Lopez in Stanton
- Contracted with MMH for all STEMI, stroke, and trauma transfers unless family refuses or MMH cannot care for patient, then transfers to MCH.
- Clinic expansion coming in 2020 also looking at building in house pharmacy
- No issues with MCH transfers at this time

Overall, majority of the facilities requested continuing education for trauma, STEMIs, strokes, and maternal child. I have connected them with the appropriate MCH coordinators and provided them all with the 2020 trauma class calendar. All facilities with swing beds are wanting to utilize this resource more for patients and wanting to assure they get their patients back in their county if possible. I have connected them with the case management director.

Moving forward myself and all the outreach coordinators will continue to meet biweekly to seek more opportunities to provide the regional partners education. After all initial meetings are completed with the remainder of the regional facilities I will be meeting with ground and flight transportation to seek opportunities in that area as well.

### **Upcoming Events to attend:**

JRAC:

12/19/2019

1/16/2020

MTALA conference:

1/8/2020

DATE: December 3, 2019

TO: Board of Directors  
Ector County Hospital District

FROM: Steve Ewing  
Chief Financial Officer

SUBJECT: Cerner RevWorks

---

During the last several months Cerner RevWorks has been implementing their systems, policies and procedures for their assumption of Hospital (acute) coding, billing and collection of patients' accounts effective November 1, 2019. Several of the MCHS directors were re-badged as Cerner employees in early September. One position not re-badged was Revenue Integrity, as the long-term plan is for this director to remain as an MCHS employee. In the short term, an Interim Revenue Integrity Project Manager is needed to remedy all the necessary functions of this position. The proposed contract amendment from Cerner is for a fee of \$166,400 per year. Proposed restructuring of the department will offset this new expense, plus reduce departmental expenses an additional \$210,000 per year.



DATE: December 3, 2019

TO: Board of Directors  
Ector County Hospital District

FROM: Steve Ewing  
Chief Financial Officer

SUBJECT: Additional Mid-Level for Emergency Department

---

Basin Emergency Physicians and MCHS have been in discussions to increase provider coverage during peak times within the Emergency Department. It has been proposed to increase mid-level coverage by 10 hours per day 365 days a year or 1.75 FTE's. Recent testing during the month of November yielded results suggesting better service times within the ED. Financial review of the incremental income and expenses associated with this additional coverage suggests an increase in needed subsidy of \$19,205 per month. It is proposed to increase the monthly subsidy by this amount of \$19,205 with Basin Emergency Physicians.

If further discussion or more detail is needed I will be available.

LINEBARGER GOGGAN BLAIR & SAMPSON, LLP

ATTORNEYS AT LAW

1301 EAST 8TH STREET, SUITE 200  
ODESSA, TEXAS 79761-4703

432/332-9047

FAX: 432/333-7012

Mark A. Flowers

November 9, 2019

Jan Ramos, Board Secretary  
Ector County Hospital District  
Board of Directors  
P.O. Box 7239  
Odessa, TX 79761

RE: REQUEST FOR A DECISION FROM THE BOARD OF DIRECTORS OF THE ECTOR COUNTY UTILITY DISTRICT TO SELL PROPERTY FOR LESS THAN MARKET VALUE SPECIFIED IN THE JUDGMENT OF FORECLOSURE AND ALSO LESS THAN THE TOTAL AMOUNT OF JUDGMENTS AGAINST THE PROPERTY

Dear Ms. Ramos:


Please place on the agenda of the next board meeting of the Ector County Utility District a request to sell 9510 West Westridge, Odessa, Texas, for \$1,000.00 to the Ector County Utility District.

The property is located at 9510 West Westridge, Odessa, and had an appraised value of \$222,196.00 when judgment was taken in 2013, but the 2018 value is \$213,525.00 as the property is being occupied by vagrants who continue to vandalize the property. ECUD wants to develop the property as outlined in the attached proposal submitted by their attorney, G. William Fowler.

I request that this be placed on the agenda to obtain a decision from the Board of Directors on whether to sell the above described property to the Ector County Utility District for less than the market value and the total judgment amount taken against the property by the taxing entities.

If you have any questions, please do not hesitate to call me at 332-9047, Ext 1551.

Sincerely,

  
Mark A. Flowers  
Attorney

Meeting Date: \_\_\_\_\_  
\_\_\_\_\_ Approved OR \_\_\_\_\_ Not Approved

G. WILLIAM FOWLER, P. C.

*Attorney at Law*

3800 East 42nd St., Suite 600

Odessa, Texas 79762

(432) 362-0366  
Telecopier (432) 362-0367

email: [bill@gwfpc.com](mailto:bill@gwfpc.com)  
\*Licensed in Texas and Oklahoma

*file no.*  
918.0074

October 25, 2019

Ector County  
Ector County ISD  
Odessa College  
Medical Center Hospital  
c/o Mark A. Flowers  
Linebarger Goggan Blair  
& Sampson, LLP  
1301 E. 8<sup>th</sup> Street, Suite 200  
Odessa, Texas 97761-4703

**RE: 9510 WEST WESTRIDGE, 4.265 ACRES MORE OR LESS, E2 OF LOT 13,  
BLOCK 8, WESTRIDGE SUB, ECTOR COUNTY, TEXAS  
ACCT. NO. 35500.00700.00000**

Dear Mr. Flowers:

On behalf of Ector County Utility District ("ECUD"), please present this proposal to each taxing authority named above. ECUD proposes to buy the property, make substantial improvements to the property, and later sell the property, after using it as an RV park. After the resale, the net proceeds from the sale would be paid to each taxing entities in accordance to each entity's percentage of back taxes due.

### **BACKGROUND**

In November 2018, Trower Realtors presented a contract to buy the property for \$42,500. Market value was \$222,196 when judgment was taken in 2013. All taxing authorities, except ECUD, accepted the proposal of selling the property for less than market value. The property did not sell.

ECUD did not accept the prospective buyer's offer because the Board saw a unique opportunity to purchase the property and develop the 4.265-acre tract into a RV Park for approximately 50 spaces. ECUD's infrastructure engineering consultants are receptive to the idea of offering infrastructure of 50 RV spaces at no cost to prospective bidders, during construction of ECUD water improvements ECUD could eliminate risk of paying excessive rental fees during the current oil boom.

ECUD's unique position exists because it has obtained Texas Water Development Board funding for its \$45,275,000 Water System Revenue Bond, Series 2019 to improve the ECUD water distribution system. These improvements will benefit all of Ector County. If potential bidders know that 50 RV spaces would be available to them rent free, while they complete their construction projects, their bids would be lower. ECUD would benefit by making available 50 RV spaces in the bid package so that the overall bids would be reduced.

### PROPOSAL

1. ECISD would purchase the property from Ector County, ECISD, Odessa College and Medical Center Hospital for \$1,000.00 and pay all closing costs.
2. ECUD will advance the cost, design and construct of a RV park for 50 spaces on the 4.265-acre tract. Estimated costs are calculated at \$200,000.00:

Land Purchase & Closing cost	\$ 1,500.00
Surveying, Design and County Approval	\$ 10,000.00
Clear land	\$ 20,000.00
Septic and drain-field Installation	\$ 39,000.00
Water Distribution Improvements	\$ 25,000.00
Electrical Improvements	\$ 75,000.00
<u>Road Construction</u>	<u>\$ 30,000.00</u>
Total	\$200,500.00

3. ECUD will operate the RV park at its sole cost and expense. 50 RV spaces will be made available to a successful contractor for their employees while they are working on ECUD's infrastructure improvements. The occupant contractor employers will pay for utilities.
4. After construction is completed, the RV Park would be sold and its net proceeds from the sale would be divided among the taxing authorities. ECUD would deduct actual costs, not to exceed \$200,500.00 to calculate the net proceeds for distribution. ECUD will complete its project and place the property up for sale no later than January 31, 2023.

Net proceeds would be divided as follows:

ECISD	54.9999509
Odessa College	23.0000106
Medical Center	6.0000138
Ector County	10.0000109
ECUD	<u>8.0000138</u>
Total	100%

5. When it's time to sell, ECUD will list the property with Trower Realtors and participates would be paid by the title company at closing. Each participant would approve the sale and net proceed calculations before distribution. Each participant would pay its share of all closing costs.
6. ECUD will clean up the property, temporarily use the property as a RV park. List the property for resale and ??? put the property into commercial use. Each taxing authority has a good opportunity for a stable income stream from future taxes.

Please present the proposal to each taxing entity as soon as possible. ECUD's loan was funded on October 22, 2019. Construction bids will be requested in December 2019 and construction is planned to start in June 2020. ECUD projects that construction will be completed by January 31, 2023.

If there are any questions, Tommy Ervin, ECUD President, can meet with each entity to discuss this project and address your questions.

Very truly yours,

**G. WILLIAM FOWLER, P.C.**

By: \_\_\_\_\_

  
G. William Fowler

Attorney for Ector County Utility District

GWF/dm  
*Encls.*

**PROPERTY OWNER NAME & MAILING ADDRESS**

PLEGDED PROPERTY II LLC  
 UNKNOWN-X  
 UNKNOWN TX 99999-9999



**ECAD ACCOUNT NUMBERS**

35500.00700.00000  
 R100019431

**EXEMPTIONS**

Undivided Interest: 1.0000000

10/13/1999

Vol: 1493 Page:308 Inst: \_\_\_\_\_

1301 E. 8TH ST  
 Odessa, TX 79761  
 (432) 332-6834  
[www.ectorcad.org](http://www.ectorcad.org)

**PROPERTY LEGAL DESCRIPTION**

WESTRIDGE 30  
 BLOCK 8  
 E/2 OF LOT 13

**TAXING ENTITIES CURRENT TAX RATE**

ECTOR COUNTY I S D	0.0111950
ECTOR COUNTY	0.0031828
ODESSA COLLEGE	0.0018717
ECTOR CO HOSPITAL DIST	0.0004978
ECTOR COUNTY UTILITY DIS	0.0009815

SITUS: 9510 W WESTRIDGE DR  
 SQFT: 185,783 ACRES: 4.2650

**BUILDING DETAIL**

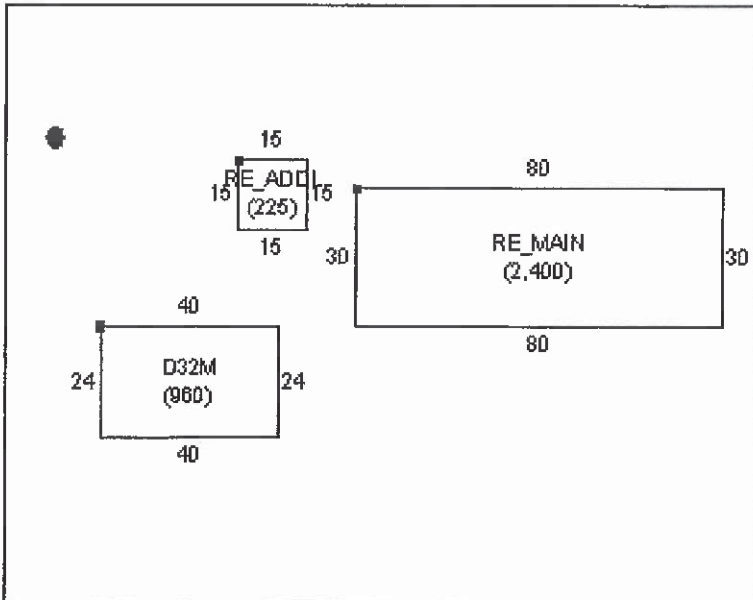
Description	Sq Ft	Year Built
F42M - RESIDENCE	2,400	2005
D32M - DET GARAGE	960	2005
REAL ESTATE - MAIN ADDL IMPF	225	2005

**PROPERTY VALUES**

This document is a WORKING PAPER ONLY. Values are not certified as official.




	2013 TAX YEAR	2012 TAX YEAR
PRODUCTIVITY		
LAND	63,166	31,583
IMPROVEMENT	204,388	191,427
PERSONAL PROPERTY	0	0
<b>TOTAL MARKET</b>	<b>267,554</b>	<b>223,010</b>
Less Limited Amount on 10% Homestead Increase	0	0
<b>APPRAISED VALUE</b>	<b>267,554</b>	<b>223,010</b>

T.O. ID: 00







-  Streets
-  Parcels
-  Current Selections
-  Neighborhoods



ECTOR COUNTY APPRAISAL  
 DISTRICT  
 1301 E 8TH STREET  
 ODESSA, TX, 79761-4722  
 (432) 332-6834

Disclaimer: This Map is for illustrative purposes only,  
 and is not suitable for parcel specific decision making.  
 The areas depicted here may contain error of content,  
 completeness and accuracy.





III

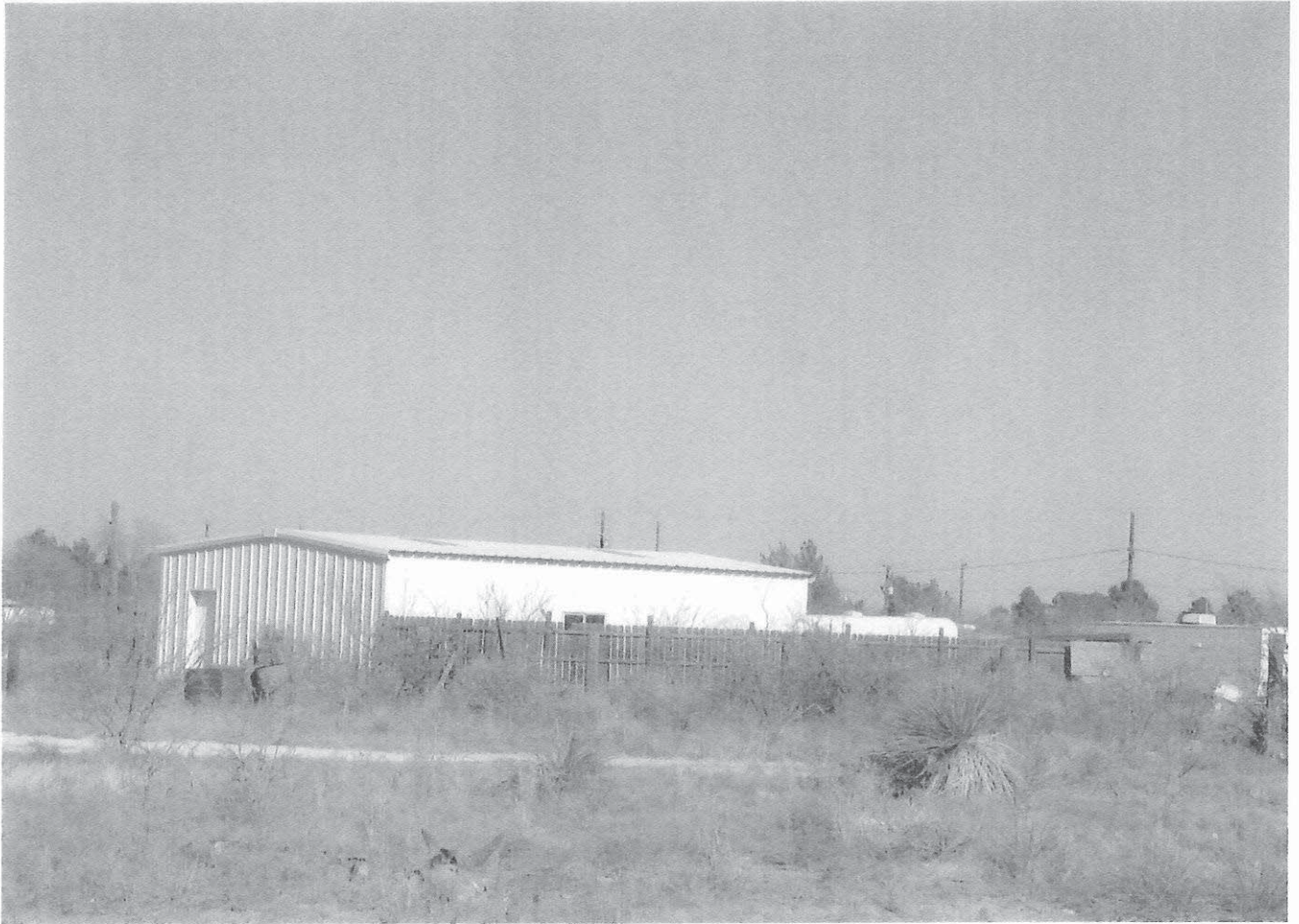
4

III









File Edit View Tools Window Help | Apr Yr 2018 | Prior Year | UNASSIGNED | 35500.00700.00000 | A

Print Alert Collect Notes Owner Land Impr Sketch Exempt Value Copy GIS Report Media ARB Sales NBHD Main Ext Permit History Navigator

0 Messages | Navigator | Navigator Options | Sales Method | Income Method | Economic Unit

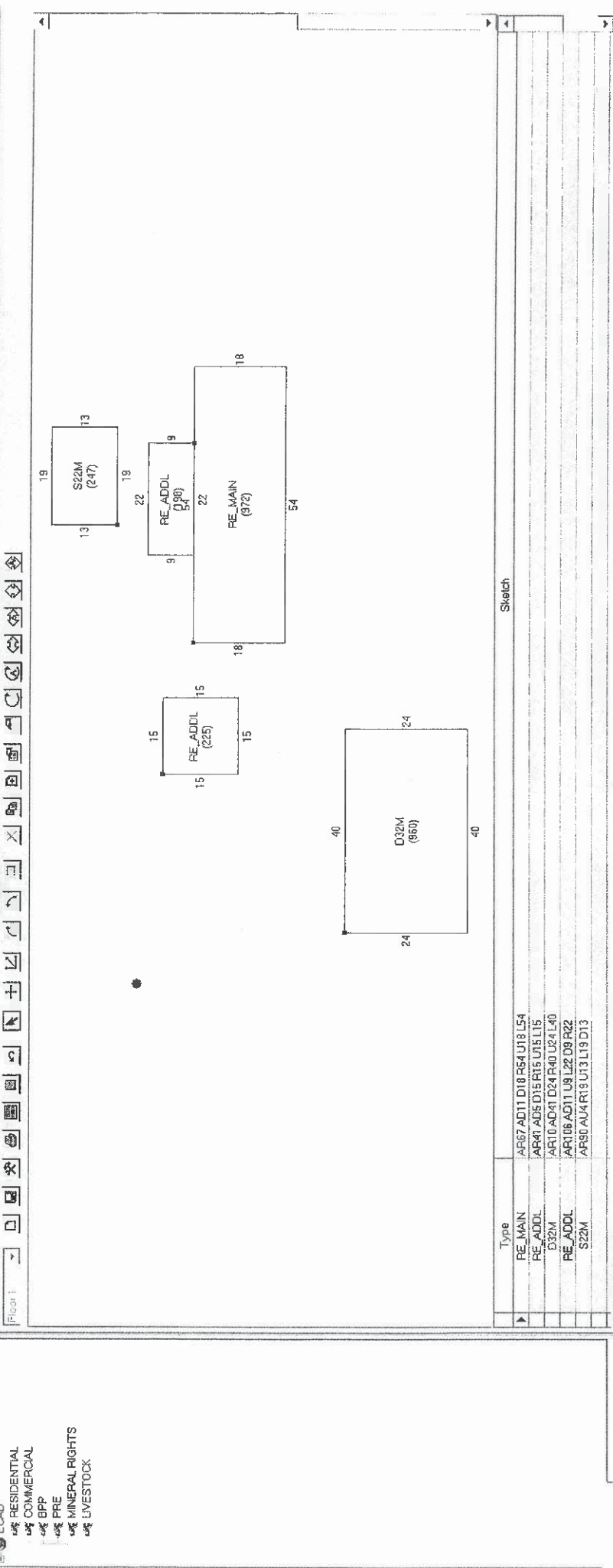
Search 510 W WESTRIDGE DR

Owner: ECTOR COUNTY TRUSTEE | Value: \$213,525 | COST: 2018 | ASM

Addr: 9510 W WESTRIDGE DR | Geo: 35500.00700.00000

TOA: R10001943100 | APPR: CUST | Alert

EXEMPT | LXX | LXY | P | AUD



Type	Area
RE_MAIN	AR67 AD11 D18 R54 U18 L54
RE_ADDL	AR41 AD5 D15 R15 U15 L15
D32M	AR10 AD41 D24 R40 L24 L40
RE_ADDL	AR106 AD11 U8 L22 D9 R22
S22M	AR90 AU4 R19 U13 L19 D13

AREA: 1,395.00

VIEW

Scale 1X

Navigation icons: Home, Back, Forward, Refresh, Print, etc.

DOCKED | AUTO 1810291013 | 10/29/2018 | 11:54 AM



**ECTOR COUNTY APPRAISAL DISTRICT**

Anita Campbell, RPA, RTA

Tax Assessor/Collector

1301 E. 8th Street

Odessa, TX 79761

(432) 332-6834

**ECTOR COUNTY TRUSTEE**

**1010 E 8TH ST**

**ODESSA, TX 79761-4634**

**PROPERTY TAX STATEMENT  
FOR ALL YEARS**



**Acct/Owner # 35500.00700.00000**

**Date 11/08/2019**

**Property Description**

WESTRIDGE

BLOCK 8

E/2 OF LOT 13

**Location**

**9510 W WESTRIDGE DR**

Jurisdictions billed on this statement

ECTOR COUNTY  
ECTOR COUNTY I S D  
ECTOR COUNTY UTILITY DIST  
ECTOR CO HOSPITAL DIST  
ODESSA COLLEGE

Please make check payable to:  
Ector County Appraisal District

1301 E. 8th Street  
Odessa, TX 79761-4703

Year	Tax	Penalty & Interest	Late Fee	Attorney Fee	Total Due
2013	\$3,351.31	\$2,748.07	\$0.00	\$1,219.88	\$7,319.26
2012	\$3,953.69	\$3,716.47	\$0.00	\$1,534.03	\$9,204.19
2011	\$4,009.93	\$4,250.53	\$0.00	\$1,652.09	\$9,912.55
2010	\$4,199.34	\$4,955.22	\$0.00	\$1,830.91	\$10,985.47
2009	\$4,273.66	\$5,555.76	\$0.00	\$1,965.88	\$11,795.30
2008	\$4,023.39	\$5,713.21	\$0.00	\$1,947.32	\$11,683.92
2007	\$3,504.20	\$5,396.47	\$0.00	\$1,780.13	\$10,680.80
2006	\$571.37	\$948.47	\$0.00	\$303.97	\$1,823.81
2004	\$423.23	\$804.14	\$0.00	\$245.47	\$1,472.84
2003	\$429.69	\$867.97	\$0.00	\$194.65	\$1,492.31
2002	\$425.68	\$910.96	\$0.00	\$200.50	\$1,537.14
2001	\$415.44	\$938.89	\$0.00	\$203.15	\$1,557.48
2000	\$420.76	\$1,001.41	\$0.00	\$213.33	\$1,635.50
1999	\$422.58	\$1,056.45	\$0.00	\$221.85	\$1,700.88

Amount Due:

\$82,801.45	If Paid By 11/30/2019
\$83,165.52	If Paid By 12/31/2019
\$83,529.51	If Paid By 1/31/2020
\$83,893.56	If Paid By 2/28/2020
\$84,257.61	If Paid By 3/31/2020
\$84,621.64	ECADPROD

FIRMNEW

Comments:

---

---

---

---