



ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR MEETING
FEBRUARY 13, 2018 – 5:30 p.m.

AGENDA

- I. CALL TO ORDER ..... Mary Thompson, President
II. INVOCATION ..... Chaplain Farrell Ard
III. PLEDGE OF ALLEGIANCE ..... Mary Thompson
IV. MISSION/VISION/VALUES OF MEDICAL CENTER HEALTH SYSTEM ..... Mary Thompson
V. FEBRUARY 2018 EMPLOYEES OF THE MONTH ..... Rick Napper
• Clinical: Lindsay Rumold, Clinical Pharmacy Specialist, Pharmacy
• Non-Clinical: Pat Hoppman, Performance Improvement Coordinator, Laboratory Administration
• Nurse: Zhensheng Wang, RN, 9 Central
VI. MCHS 2017 UNITED WAY CAMPAIGN UPDATE ..... Jacqui Gore/Hank Herrick
VII. REVIEW OF MINUTES ..... Mary Thompson, p.4-8
Regular Meeting – January 9, 2018
VIII. COMMITTEE REPORTS
A. Finance Committee ..... David Dunn, p.9-84
1. Quarterly Investment Report - Quarter 1, FY 2018
2. Quarterly Investment Officer’s Certification
3. Financial Report for Three Months Ended December 31, 2017
B. Joint Conference Committee ..... Fernando Boccalandro, MD, p.85-90
1. Medical Staff or AHP Initial Appointment/Reappointment
2. Change in Clinical Privileges/or Scope of Practice/or Supervisor
3. Change in Medical Staff or AHP Staff Status
4. Change in Medical Staff or AHP Staff Category
5. Change in Medical Staff Bylaws/Policy/Privilege Criteria
C. Executive Committee ..... Mary Thompson
Xtend Agreement for Revenue Cycle Services

- IX. TTUHSC AT THE PERMIAN BASIN REPORT..... Gary Ventolini, M.D.**
- X. TTUHSC GRADUATE MEDICAL EDUCATION 2015-2017 REPORT.....John D. Bauer, M.D.**
- XI. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT ..... Rick Napper**
  - A. Electronic Medical Records Update..... Rick Napper, p.91-100**
  - B. Organization Chart Update ..... Rick Napper, p.101**
  - C. Texas Hospital Association Annual Conference Update..... Rick Napper**
  - D. Cejka Executive Search Agreement..... Rick Napper, p.102**
- XII. EXECUTIVE SESSION**

Meeting held in closed session as to (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code, that are related to items (2) and (3) of Executive Session; (2) Update on negotiation for health care product lines and services, pursuant to Section 551.085 of the Texas Government Code; and (3) Receive information pursuant to Chapter 161 of the Texas Health and Safety Code.
- XIII. MCH PROCARE PROVIDER AGREEMENT .....Julian Beseril**
- XIV. ADJOURNMENT ..... Mary Thompson**

*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 in such closed or executive meeting or session 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  
JANUARY 9, 2018 – 5:30 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

Mary Thompson, President  
David Dunn, Vice President  
Mary Lou Anderson  
Bryn Dodd  
Don Hallmark  
Ben Quiroz

**MEMBERS ABSENT:**

Richard Herrera

**OTHERS PRESENT:**

Rick Napper, President/Chief Executive Officer  
Tony Ruiz, Senior Vice President/Chief Operating Officer  
Robert Abernethy, Interim Sr. V.P./Chief Financial Officer  
Chad Dunavan, Vice President/Chief Nursing Officer  
Gary Barnes, Senior Vice President/Chief Information Officer  
Dr. Fernando Bocalandro, Chief of Staff  
Dr. Donald Davenport, Vice Chief of Staff  
Ron Griffin, Vice President/Chief Legal Counsel  
Jan Ramos, ECHD Board Secretary  
Dr. Gary Ventolini, TTUHSC Permian Basin  
Various other interested members of the  
Medical Staff, Employees, and Citizens

**I. CALL TO ORDER**

Mary Thompson, 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.

Ms. Thompson noted that ECHD Board member Richard Herrera's absence from the meeting was considered excused because of medical treatments.

**II. INVOCATION**

Chaplain Farrell Ard offered the invocation.

**III. PLEDGE OF ALLEGIANCE**

Mary Thompson led the Pledge of Allegiance to the United States and Texas flags.

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

Bryn Dodd presented the Mission, Vision and Values of Medical Center Health System.

#### **V. 2017 EMPLOYEES OF THE YEAR**

Mr. Napper introduced the 2017 Employees of the Year as follows:

- Dr. H.E. Hestand Humanitarian Award: Jesus (Jesse) Dominguez, Service Coordinator, Cath Lab
- Florence Nightingale Award: Albino Gelera, Advanced Nurse Practitioner, Palliative Care
- Chaplain Jimmy Wilson Service Excellence Award: Lisa Enriquez, Benefits Coordinator, Human Resources

#### **VI. JANUARY 2018 EMPLOYEES OF THE MONTH**

Mr. Napper introduced the January 2018 Employees of the Month as follows:

- Clinical: Yolanda Munoz, Medical Assistant, MCH ProCare Vascular Surgery
- Non-Clinical: Joe McBride, Sr. Financial System Analyst, Information Technology
- Nurse: Donna Sitchon, Clinical RN, Neo Natal ICU

#### **VII. REVIEW OF MINUTES**

##### **Regular Meeting – December 5, 2017**

David Dunn moved and Mary Lou Anderson seconded the motion to accept the minutes of the Regular ECHD Board meeting held December 5, 2017 and the Special Meeting held November 16, 2017 as presented. The motion carried.

#### **VIII. COMMITTEE REPORTS**

##### **A. Finance Committee**

1. Financials for month ended November 30, 2017

David Dunn moved and Mary Lou Anderson seconded the motion to approve the financial report for the period ended November 30, 2017, as recommended to the ECHD Board of Directors by the Finance Committee. The motion carried.

2. Capital Expense Request - PremierConnect Budgeting and Financial Reporting Solution

David Dunn moved and Mary Lou Anderson seconded the motion to approve the PremierConnect Budgeting and Financial Reporting Solution as presented to the Finance Committee. The agreement was approved by the Finance Committee, contingent on the agreement containing a provision regarding transfer of knowledge to system staff, and after obtaining references from other institutions.

Mary Thompson noted that in the future she would like to have a Request for Proposal issued with responses from three vendors. The motion carried.

**B. Executive Committee**

Mary Thompson reported that the Executive Committee met on December 15, 2017, and approved a resolution that appointed Robert Abernethy, Senior Vice President/Chief Financial Officer as the ECHD Investment Officer.

Bryn Dodd moved and Don Hallmark seconded the motion to ratify the resolution by the Executive Committee, appointing Robert Abernethy as ECHD Investment Officer. The motion carried.

**IX. TTUHSC AT THE PERMIAN BASIN REPORT**

Dr. Ventolini provided the TTUHSC at the Permian Basin Report for informational purposes only. No action was taken.

**X. NEW COMMITTEE ASSIGNMENT**

Rick Napper explained a new committee he has formed, the Physician Transaction Review Committee (PTRC). This committee will review all physician recruitment and physician practice purchase agreements. Mr. Napper requested two ECHD Board members be included in this committee. Mary Thompson, ECHD Board President, appointed herself and Bryn Dodd to the PTRC.

**XI. REPLACEMENT COMMITTEE MEMBER FOR BYLAWS COMMITTEE AND MCH/TECH COORDINATING COMMITTEE**

With the resignation of Adela Vasquez, a position was vacated on the Bylaws Committee and the MCH/Tech Coordinating Committees. Mary Thompson, ECHD Board President, appointed Richard Herrera as the replacement on both committees.

**XII. INTERLOCAL AGREEMENT/REQUEST TO SEE PROPERTY**

Don Hallmark presented a "Request for a decision from the Ector County Hospital 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". With approval, this property in Goldsmith will be sold for \$8,000.00 of which the Ector County Hospital District will receive approximately \$135.45. The advantage to the District is that upon sale, the property will return to the tax rolls.

Don Hallmark moved and David Dunn seconded the motion to approve the Interlocal agreement. The motion carried.

**XIII. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT**

**A. President/Chief Executive Officer Transition Update**

Rick Napper, President/Chief Executive Officer presented an update on his transition. This included his focus on the following seven areas of emphasis:

- Organizational Structure
- Finance
- Revenue Cycle
- Supply Chain Management
- Managed Care
- Labor/Productivity
- Service Line Management

He also gave an update on the number of meetings and introductions he has had during his first three weeks at Medical Center Health System. This presentation was for informational purposes only. No action was taken.

#### **B. Investment Policy Annual Review and Approval**

Robert Abernethy presented the Ector County Hospital District's investment policy for annual review and reaffirmation. There were no changes proposed to the policy and it remains in compliance with the Public Funds Investment Act.

David Dunn moved and Mary Lou Anderson seconded the motion to reaffirm the investment policy as presented. The motion carried.

#### **C. MRO Release of Information (ROI) Online® Agreement**

Marva Rothmeier presented the MRO Release of Information (ROI) Online® Agreement. MRO will provide ROI services for MCHS and MCH ProCare, processing requests for copies of Protected Health Information (PHI) as defined by HIPAA. This will reduce the backlog of requests, reduce the time necessary to receive records, and increase patient satisfaction.

Ben Quiroz moved and David Dunn seconded the motion to approve the MRO Release of Information (ROI) Online® Agreement. The motion carried.

### **XIV. EXECUTIVE SESSION**

Mary Thompson stated that the Board would go into Executive Session for the Meeting held in closed session as to (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code, including litigation update on *Chauncie Davis v. MCH*; *Elisha Washington v. MCH*; *John Presley v. MCH*, et al. and any potential/contemplated litigation claims, (2) Deliberate and discuss the purchase, exchange, lease, or value of real property pursuant to Section 551.072 of the Texas Government Code, (3) Provide an update on the employment of a Chief Medical Officer and Vice President of Strategy and Business Development pursuant to Section 551.074 of the Texas Government Code, (4) Update on negotiation for health care product lines and services, pursuant to Section 551.085 of the Texas Government Code.

Those present during Executive Session to deliberate related to **Section 551.071**, **Section 551.072**, **Section 551.074** and **Section 551.085** included Mary Thompson, David Dunn, Mary Lou Anderson, Bryn Dodd, Don Hallmark, Ben Quiroz, Rick Napper, Robert Abernethy, Ron Griffin, Robbi Banks, and Jan Ramos.

**Executive Session began at 6:20 pm.**  
**Executive Session ended at 7:46 p.m.**

No action was taken during Executive Session.

**XV. ADJOURNMENT**

There being no further business to come before the Board, Mary Thompson adjourned the meeting at 7:46 p.m.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Jan Ramos". The signature is written in black ink and is positioned above a horizontal line.

Jan Ramos, Secretary  
Ector County Hospital District Board of Directors





**ECTOR COUNTY HOSPITAL DISTRICT  
Investment Portfolio  
Charles Brown, Hilltop Securities Independent Network Inc.  
December 31, 2017**

*All prices and values reflected in this report are captured from the Hilltop Securities statements dated 12/29/2017.*

*"This report is given as a courtesy to our clients. Hilltop Securities makes no warranties as to the completeness or accuracy of this information and specifically disclaims any liability arising from your use or reliance on this information. Hilltop Securities does not offer tax advice. You are solely responsible for the accuracy of cost basis and gain/loss information reported to tax authorities."*

**ECTOR COUNTY HOSPITAL DISTRICT**

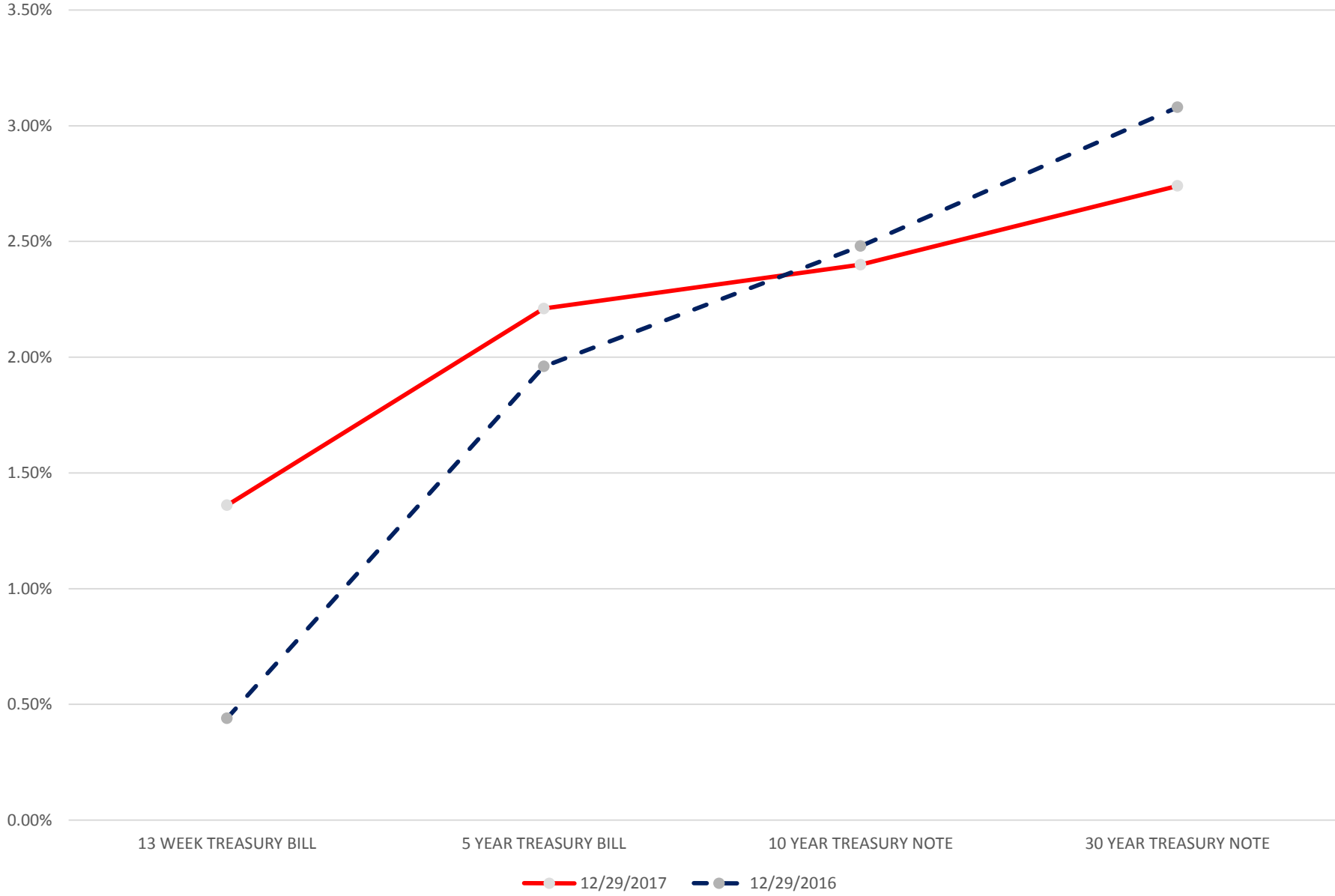
December 31, 2017

**Yield Summary**

<b>SECTOR</b>	<b>PAR VALUE</b>	<b>Weighted Avg Yield</b>	<b>Market Value</b>	<b>Gain/Loss</b>
US AGENCY	\$ 10,000,000.00	1.73%	\$ 9,825,000.00	\$ (175,000.00)
SHORT-TERM INVESTMENTS	\$ 7,514,565.39	0.39%	\$ 7,514,565.39	\$ -
<b>TOTAL</b>	<b>\$ 17,514,565.39</b>	<b>1.150%</b>	<b>\$ 17,339,565.39</b>	<b>\$ (175,000.00)</b>

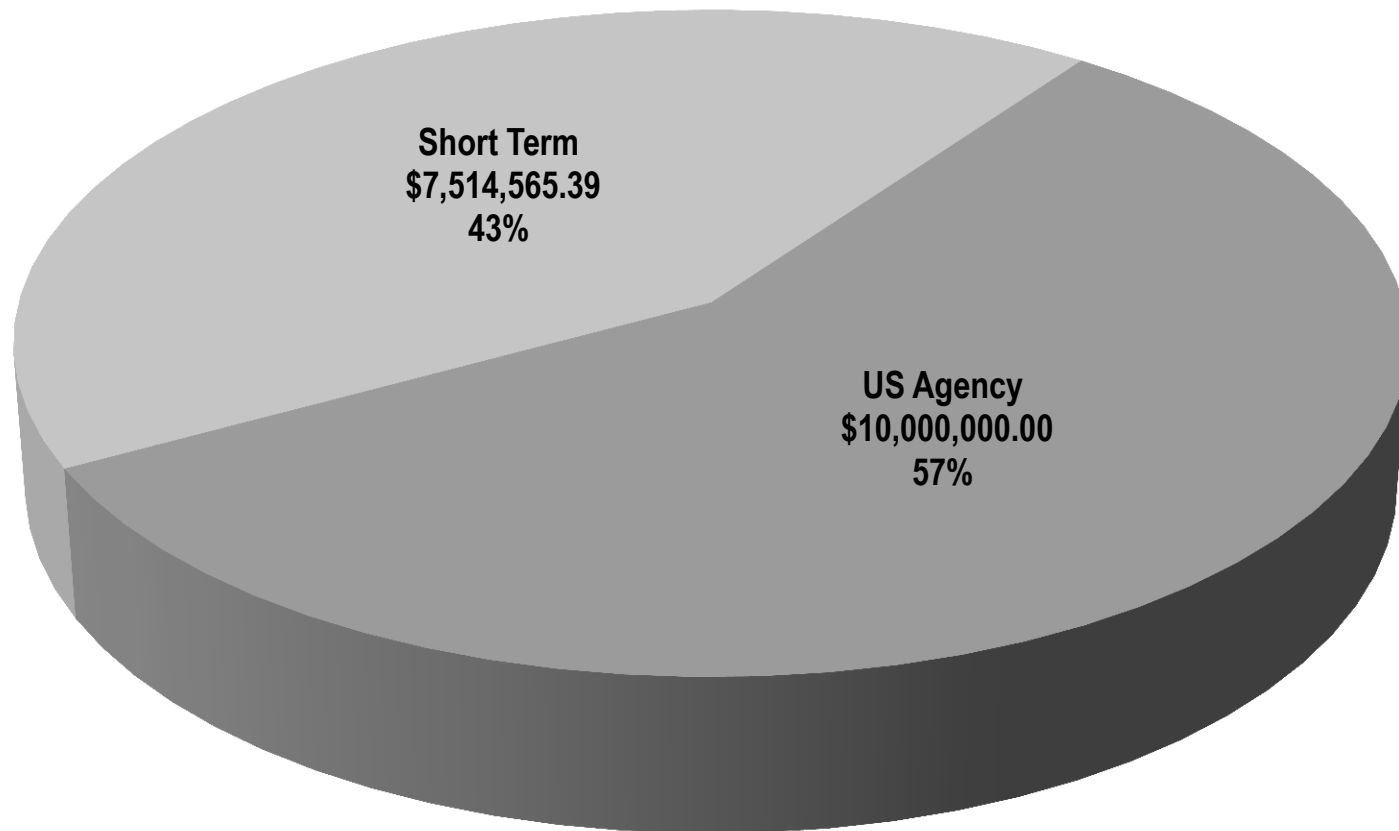
	<b>12/29/2017</b>	<b>12/29/2016</b>
<b>13 WEEK TREASURY BILL</b>	1.36%	0.44%
<b>5 YEAR TREASURY BILL</b>	2.21%	1.96%
<b>10 YEAR TREASURY NOTE</b>	2.40%	2.48%
<b>30 YEAR TREASURY NOTE</b>	2.74%	3.08%

# Yield Summary



# Distribution by Asset Type

Shown at Book Value



**ECTOR COUNTY HOSPITAL DISTRICT**

December 31, 2017

**Maturity Distribution 1-5 Years**

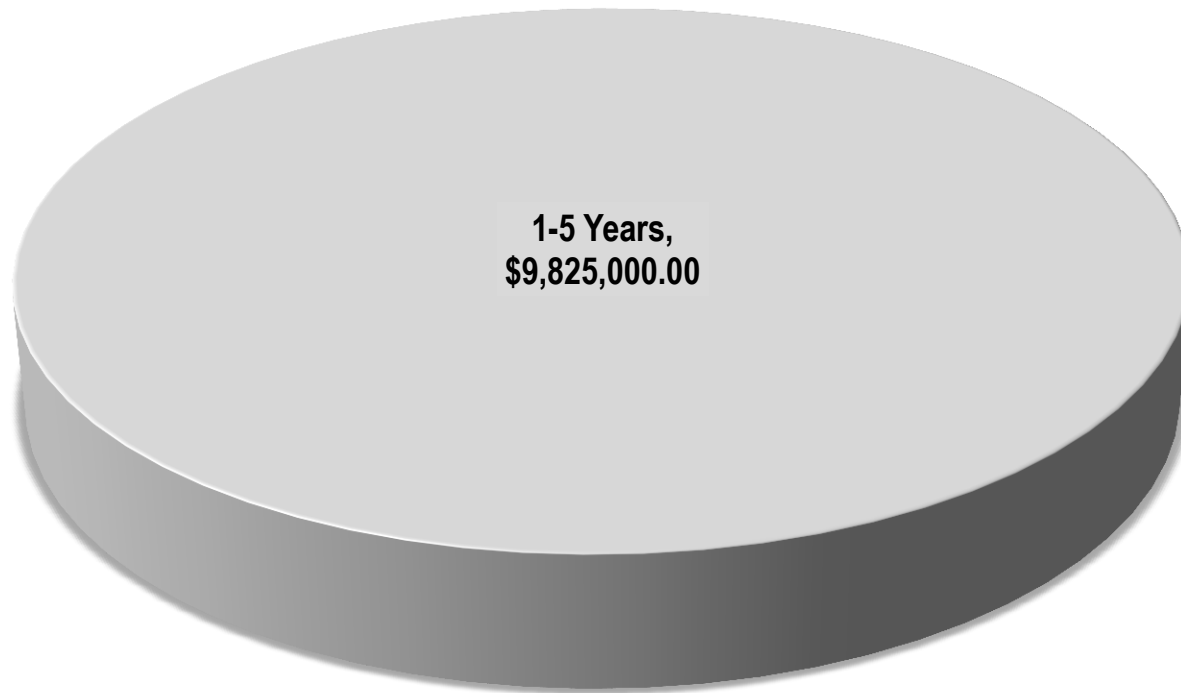
CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME	GAIN (LOSS)
3136G35L0	DP4-FNMA	6/30/2021	1.730%	1.730%	\$ 2,000,000.00	\$ 2,000,000.00	\$ 1,965,000.00	\$ 34,600.00	\$ (35,000.00)
3136G3SLO	FND-FNMA	6/30/2021	1.730%	1.730%	\$ 8,000,000.00	\$ 8,000,000.00	\$ 7,860,000.00	\$ 138,400.00	\$ (140,000.00)
					\$10,000,000.00	\$ 10,000,000.00	\$ 9,825,000.00	\$ 173,000.00	\$ (175,000.00)

Weighted Avg Life	3.49
Weighted Avg Yield	1.73%

PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME	GAIN (LOSS)
\$ 10,000,000.00	\$ 10,000,000.00	\$ 9,825,000.00	\$ 173,000.00	\$ (175,000.00)

# Distribution by Maturity

US Agency Shown at Market Value



**ECTOR COUNTY HOSPITAL DISTRICT**

December 31, 2017

**Safekeeping**

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Dispro 4 (339788818)</b>					
3136G35L0	DP4-FNMA		1.730%	\$ 2,000,000.00	\$ 1,965,000.00
Money Market	DP4-Dreyfus		0.390%	\$ 161,786.02	\$ 161,786.02
<b>TOTAL</b>				<b>\$ 2,161,786.02</b>	<b>\$ 2,126,786.02</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Funded Depreciation (339814498)</b>					
3136G35L0	FND-FNMA	6/30/2021	1.730%	\$ 8,000,000.00	\$ 7,860,000.00
Money Market	FND-Dep Dreyfus		0.390%	\$ 216,405.75	\$ 216,405.75
<b>TOTAL</b>				<b>\$ 8,216,405.75</b>	<b>\$ 8,076,405.75</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Funded Workers Comp (339818296)</b>					
Money Market	FWC-Dreyfus		0.390%	\$ 201,574.84	\$ 201,574.84
<b>TOTAL</b>				<b>\$ 201,574.84</b>	<b>\$ 201,574.84</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Professional Liability (339767185)</b>					
Money Market	Prof Liab-Dreyfus		0.390%	\$ 915,371.12	\$ 915,371.12
<b>TOTAL</b>				<b>\$ 915,371.12</b>	<b>\$ 915,371.12</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location Designated Funds (339801057)</b>					
Money Market	DES-Dreyfus		0.390%	\$ 3,119,587.93	\$ 3,119,587.93
<b>TOTAL</b>				<b>\$ 3,119,587.93</b>	<b>\$ 3,119,587.93</b>

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	PAR VALUE	MARKET VALUE
<b>Safekeeping Location General Liability (339809022)</b>					
Money Market	GEN Liab-Dreyfus		0.390%	\$ 2,899,839.73	\$ 2,899,839.73
<b>TOTAL</b>				<b>\$ 2,899,839.73</b>	<b>\$ 2,899,839.73</b>

<b>GRAND TOTAL</b>				<b>\$ 17,514,565.39</b>	<b>\$ 17,339,565.39</b>
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**ECTOR COUNTY HOSPITAL DISTRICT**

December 31, 2017

**Short Term Investments**

CUSIP	DESCRIPTION	MATURITY	COUPON (%)	YIELD (%)	ORIGINAL FACE	PAR VALUE	BOOK VALUE	MARKET VALUE	ANNUAL INCOME
Money Market	DP4-Dreyfus		0.390%	0.390%	\$ 161,786.02	\$ 161,786.02	\$ 161,786.02	\$ 161,786.02	\$ 630.97
Money Market	FND-Dep Dreyfus		0.390%	0.390%	\$ 216,405.75	\$ 216,405.75	\$ 216,405.75	\$ 216,405.75	\$ 843.98
Money Market	FWC-Dreyfus		0.390%	0.390%	\$ 201,574.84	\$ 201,574.84	\$ 201,574.84	\$ 201,574.84	\$ 786.14
Money Market	Prof Liab-Dreyfus		0.390%	0.390%	\$ 915,371.12	\$ 915,371.12	\$ 915,371.12	\$ 915,371.12	\$ 3,569.95
Money Market	DES-Dreyfus		0.390%	0.390%	\$ 3,119,587.93	\$ 3,119,587.93	\$ 3,119,587.93	\$ 3,119,587.93	\$ 12,166.39
Money Market	GEN-Liab Dreyfus		0.390%	0.390%	\$ 2,899,839.73	\$ 2,899,839.73	\$ 2,899,839.73	\$ 2,899,839.73	\$ 11,309.37
<b>Weighted Avg Life</b>		0.00			<b>\$ 7,514,565.39</b>	<b>\$ 7,514,565.39</b>	<b>7,514,565.39</b>	<b>7,514,565.39</b>	<b>\$ 23,906.80</b>
<b>Weighted Avg Yield</b>		0.390%							



**ECTOR COUNTY HOSPITAL DISTRICT**

December 31, 2017

**Outstanding Bonded Debt**

***2010-B Build America Bonds***

Amount	MAT/Call		
\$1,690,000	9/15/2018		
\$1,753,000	9/15/2019		
\$1,820,000	9/15/2020		
\$10,333,000	9/15/2025	CALL	9/15/2020
\$29,058,000	9/15/2035	CALL	9/15/2020



**MEMORANDUM**

TO: Ricky Napper, President and C.E.O.  
FROM: Robert Abernethy, Sr. Vice President and C.F.O.  
RE: **Quarterly Investment Report – First Quarter 2018**  
DATE: February 6, 2018

The Investment Report of Ector County Hospital District for the first quarter ended December 31, 2018 will be presented at the Finance Committee meeting February 13, 2018. This report was prepared in order to provide the Hospital President / CEO and the Board of Directors information as required under the Public Funds Act. No investments were purchased during the first quarter of fiscal 2018.

To the best of my knowledge, as of December 31, 2018 the investment portfolio is in compliance with the Public Funds Act and with the Districts Investment Policy.




Robert Abernethy  
Investment Officer



**Medical Center Health System**  
Your One Source for Health

DATE: February 2, 2018

TO: Board of Directors  
Ector County Hospital District

FROM: Robert Abernethy   
Interim Senior Vice President and Chief Financial Officer

Subject: Financial Report for the month ended December 31, 2017

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Attached are the Financial Statements for the month ended December 31, 2017 and a high level summary of the months activity.

Operating Results - Hospital Operations:

For the month ended December, earnings before interest depreciation and amortization (EBIDA) was a surplus of \$588K comparing favorably to the budget of <\$33K> by 1,867.7%. Inpatient (I/P) revenue was above budget by \$3.5M driven by increased admissions, patient days, deliveries, and associated ancillary tests as compared to budget. Outpatient (O/P) revenue was below budget by \$3.9M due to decreased Cath Lab and OP surgical volumes. Net Patient Revenue was \$2.0M or 10.9% above the budget of \$18.5M due to increased cash collections. Net operating revenue was \$2.5M, or 10.4%, above budget due to an increase in sales tax receipts, and improved cash collections.

Operating expenses for the month were over budget by \$1.9M due to unfavorable salaries, wages, and contract labor by \$447K caused by missed staffing targets. Physician Services expenses were \$1.1M over budget due to reclassing of physician call pay from purchased services. Supplies expense was also over budget by \$271K due primarily to increased inpatient census. Favorable repairs and maintenance expenses by \$52K helped to partially offset the unfavorable variances. For the three months ended December, EBIDA is <\$813K> or -518.5% compared to the budget of \$0.2M.

Operating Results - ProCare (501a) Operations:

For the month of December the net loss from operations before capital contributions was \$974K compared to a budgeted loss of \$1.3M. Net operating revenue was above budget by \$251K due to Increased Hospital Visits, procedures, and surgical volumes. Total operating costs were below budget by \$91K. The favorable variance was caused by a salaries, wages, benefits, and temporary labor \$203K that were partially offset by

increased of purchased services by \$78K, and supplies of \$64K. Purchased services variance caused by \$54K expense to Conifer Health for October 2017 to December 2017 auditing expenses, and \$46K due from MCH not received due to closure of the dental program at the FHC in October. After MCH capital contributions of \$1.2M for the month and \$4.5M YTD, ProCare showed a positive contribution of \$219K for the month, and a positive contribution of \$805K YTD.

Operating Results - Family Health Center Operations:

For the month of December

the net loss from operations by location:

- Clements: \$233K loss compared to a budgeted loss of \$159K. Net revenue was unfavorable by \$126K due to closure of dental services in October. Operating costs were \$60K favorable to budget due decreased physician services used from ProCare.
- West University: \$143K loss compared to a budgeted loss of \$84K. Net revenue was unfavorable by \$108K due to decreased cash collections and was partially offset by \$49K in favorable operating costs related to decreased physician utilization.

Blended Operating Results - Ector County Hospital District:

For the month of December EBIDA was \$830K compared to a budget of \$84K that was created by an accumulation of the variances previously described. On a YTD basis, EBIDA was \$65K vs. budgeted \$33K.

Volume:

Total admissions for the month 1,160 or 8.8% above budget and 7.1% above last year. YTD admissions were 3,354 or at budget and 3.8% above last year. Patient days for the month were 5,610 or 8.2% above budget and 4.4% above last year. YTD patient days were 16,439, or 3.0% above budget and 3.2% above last year. Due to the preceding, total average length of stay (ALOS) was 4.8 for the month and 4.9 YTD. Observation days were above budget by 2.1% and above prior year by 4.9%. YTD observation days were above budget by 0.9% above budget and above prior year by 9.6%

Emergency room visits for the month 4,213 resulting in an decrease compared to budget of 1.1% and an increase as compared to last year of 9.0%. YTD emergency room visits were 12,665 resulting in an increase compared to budget of 8.3% and an increase to prior year of 8.3%. Total O/P occasions of service for the month were 21.3% below budget for the month and 21.1% below last year that was caused by a change in counting methodology between Cerner and McKesson. Cerner is counting an O/P occasion of service by registrations and McKesson counted O/P occasions of services by visits. We are currently in the process of building a report to count actual O/P visits in order to report comparable stats.

Revenues:

I/P revenues were above budget for the month by \$3.5M due to increased admissions, patient days, deliveries and the resulting IP ancillary services. O/P revenues were below budget for the month by \$3.9K as a result of decreased OP volumes in Cath Lab and OP Surgeries. Total patient revenue was below budget by \$463K, or 0.5%, and total revenue deductions were \$2.5M below budget. This resulted in increased net patient revenue by \$2.0M compared to budget.

Operating Expenses:

Total operating expenses for the month were 8.7% above budget. Major unfavorable variances include salaries and wages by \$379K, benefits, \$140K, contract labor by \$68K, physician fees by \$1.1M, and supplies by \$271K. Salaries, wages, and contract labor unfavorable variance was caused by missed staffing targets in multiple departments. Physician fees unfavorable variance due to YTD reclass of TTUHC subsidy from purchased services. Unfavorable supplies expense was caused by increased cost of joint and other implants of \$216K, as well as numerous individually smaller variances.

ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
DECEMBER 2017

	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	1,139	1,039	9.6%	1,053	8.2%	3,277	3,269	0.2%	3,127	4.8%
Neonatal ICU (NICU)	21	27	-22.2%	30	-30.0%	77	84	-8.3%	103	-25.2%
<b>Total Admissions</b>	<b>1,160</b>	<b>1,066</b>	<b>8.8%</b>	<b>1,083</b>	<b>7.1%</b>	<b>3,354</b>	<b>3,353</b>	<b>0.0%</b>	<b>3,230</b>	<b>3.8%</b>
<b>Patient Days</b>										
Adult & Pediatric	4,400	3,968	10.9%	4,094	7.5%	12,519	12,138	3.1%	12,391	1.0%
ICU	432	423	2.1%	472	-8.5%	1,259	1,311	-4.0%	1,239	1.6%
CCU	394	383	2.9%	433	-9.0%	1,164	1,187	-1.9%	1,103	5.5%
NICU	384	412	-6.7%	377	1.9%	1,497	1,328	12.7%	1,309	14.4%
<b>Total Patient Days</b>	<b>5,610</b>	<b>5,185</b>	<b>8.2%</b>	<b>5,376</b>	<b>4.4%</b>	<b>16,439</b>	<b>15,964</b>	<b>3.0%</b>	<b>16,042</b>	<b>2.5%</b>
Observation (Obs) Days	691	677	2.1%	659	4.9%	2,116	2,098	0.9%	1,931	9.6%
Nursery Days	234	214	9.3%	237	-1.3%	727	664	9.5%	707	2.8%
<b>Total Occupied Beds / Bassinets</b>	<b>6,535</b>	<b>6,076</b>	<b>7.5%</b>	<b>6,272</b>	<b>4.2%</b>	<b>19,282</b>	<b>18,726</b>	<b>3.0%</b>	<b>18,680</b>	<b>3.2%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	4.59	4.59	-0.1%	4.75	-3.4%	4.56	4.48	1.8%	4.71	-3.2%
NICU	18.29	15.25	19.9%	12.57	45.5%	19.44	15.81	23.0%	12.71	53.0%
<b>Total ALOS</b>	<b>4.84</b>	<b>4.86</b>	<b>-0.6%</b>	<b>4.96</b>	<b>-2.6%</b>	<b>4.90</b>	<b>4.76</b>	<b>2.9%</b>	<b>4.97</b>	<b>-1.3%</b>
<b>Average Daily Census</b>	<b>181.0</b>	<b>167.3</b>	<b>8.2%</b>	<b>173.4</b>	<b>4.4%</b>	<b>178.7</b>	<b>173.5</b>	<b>3.0%</b>	<b>174.4</b>	<b>2.5%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.5011</b>	<b>1.4657</b>	<b>2.4%</b>	<b>1.4204</b>	<b>5.7%</b>	<b>1.5135</b>	<b>1.4657</b>	<b>3.3%</b>	<b>1.4091</b>	<b>7.4%</b>
<b>Medicare</b>										
Admissions	498	457	9.0%	430	15.8%	1,356	1,353	0.2%	1,255	8.0%
Patient Days	2,495	3,447	-27.6%	2,239	11.4%	6,966	10,664	-34.7%	7,035	-1.0%
Average Length of Stay	5.01	7.54	-33.6%	5.21	-3.8%	5.14	7.88	-34.8%	5.61	-8.4%
Case Mix Index	1.6656			1.6572	0.5%	1.6441			1.7111	-3.9%
<b>Medicaid</b>										
Admissions	121	111	9.0%	160	-24.4%	382	383	-0.3%	453	-15.7%
Patient Days	633	585	8.2%	667	-5.1%	2,049	1,995	2.7%	2,051	-0.1%
Average Length of Stay	5.23	5.27	-0.7%	4.17	25.5%	5.36	5.21	3.0%	4.53	18.5%
Case Mix Index	1.0700			1.0391	3.0%	1.1464			0.8939	28.2%
<b>Commercial</b>										
Admissions	285	262	8.8%	253	12.6%	873	875	-0.2%	792	10.2%
Patient Days	1,234	1,141	8.2%	1,115	10.7%	4,009	3,900	2.8%	3,630	10.4%
Average Length of Stay	4.33	4.35	-0.6%	4.41	-1.8%	4.59	4.46	3.0%	4.58	0.2%
Case Mix Index	1.4732			1.2908	14.1%	1.5658			1.4522	7.8%
<b>Self Pay</b>										
Admissions	238	219	8.7%	186	28.0%	664	662	0.3%	561	18.4%
Patient Days	1,160	1,072	8.2%	1,062	9.2%	3,072	2,970	3.4%	3,182	-3.5%
Average Length of Stay	4.87	4.89	-0.4%	5.71	-14.6%	4.63	4.49	3.1%	5.67	-18.4%
Case Mix Index	1.3663			1.3446	1.6%	1.3334			1.2295	8.5%
<b>All Other</b>										
Admissions	18	17	5.9%	54	-66.7%	79	80	-1.3%	169	-53.3%
Patient Days	88	81	8.6%	293	-70.0%	343	335	2.4%	821	-58.2%
Average Length of Stay	4.89	4.76	2.6%	5.43	-9.9%	4.34	4.19	3.7%	4.86	-10.6%
Case Mix Index	1.8484			1.6228	13.9%	1.7656			1.6795	5.1%
<b>Radiology</b>										
InPatient	4,201	3,338	25.9%	3,925	7.0%	12,552	10,348	21.3%	10,936	14.8%
OutPatient	6,625	6,754	-1.9%	6,744	-1.8%	23,356	20,937	11.6%	21,273	9.8%
<b>Cath Lab</b>										
InPatient	262	398	-34.2%	201	30.3%	905	1,234	-26.7%	775	16.8%
OutPatient	124	418	-70.3%	268	-53.7%	728	1,296	-43.8%	927	-21.5%
<b>Laboratory</b>										
InPatient	68,128	54,559	24.9%	57,317	18.9%	199,916	169,133	18.2%	168,015	19.0%
OutPatient	42,926	40,024	7.3%	33,833	26.9%	142,456	124,075	14.8%	102,661	38.8%
NonPatient	8,536	2,170	293.4%	7,453	14.5%	16,421	6,727	144.1%	23,301	-29.5%
<b>Other</b>										
Deliveries	151	133	13.7%	139	8.6%	472	412	14.7%	431	9.5%
<b>Surgical Cases</b>										
InPatient	295	298	-1.0%	308	-4.2%	942	924	1.9%	960	-1.9%
OutPatient	563	584	-3.6%	625	-9.9%	1,756	1,810	-3.0%	1,778	-1.2%
<b>Total Surgical Cases</b>	<b>858</b>	<b>882</b>	<b>-2.7%</b>	<b>933</b>	<b>-8.0%</b>	<b>2,698</b>	<b>2,734</b>	<b>-1.3%</b>	<b>2,738</b>	<b>-1.5%</b>
<b>GI Procedures (Endo)</b>										
InPatient	111	101	9.9%	123	-9.8%	298	313	-4.8%	283	5.3%
OutPatient	320	243	31.7%	249	28.5%	887	753	17.8%	757	17.2%
<b>Total GI Procedures</b>	<b>431</b>	<b>344</b>	<b>25.3%</b>	<b>372</b>	<b>15.9%</b>	<b>1,185</b>	<b>1,066</b>	<b>11.2%</b>	<b>1,040</b>	<b>13.9%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
DECEMBER 2017**

	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	4,213	4,260	-1.1%	3,865	9.0%	12,665	11,693	8.3%	11,697	8.3%
Observation Days	691	677	2.1%	659	4.9%	2,116	2,098	0.9%	1,931	9.6%
Other O/P Occasions of Service	16,176	21,845	-26.0%	22,183	-27.1%	53,019	67,719	-21.7%	69,120	-23.3%
<b>Total O/P Occasions of Svc.</b>	<b>21,080</b>	<b>26,782</b>	<b>-21.3%</b>	<b>26,707</b>	<b>-21.1%</b>	<b>67,800</b>	<b>81,510</b>	<b>-16.8%</b>	<b>82,748</b>	<b>-18.1%</b>
<b>Hospital Operations</b>										
Manhours Paid	280,428	258,478	8.5%	278,665	0.6%	848,267	783,151	8.3%	835,279	1.6%
FTE's	1,583.1	1,459.1	8.5%	1,573.1	0.6%	1,613.6	1,489.7	8.3%	1,588.8	1.6%
Adjusted Patient Days	9,755	9,728	0.3%	9,931	-1.8%	29,872	29,994	-0.4%	29,769	0.3%
Hours / Adjusted Patient Day	28.75	26.57	8.2%	28.06	2.4%	28.40	26.11	8.8%	28.06	1.2%
Occupancy - Actual Beds	51.9%	47.9%	8.2%	49.7%	4.4%	51.2%	49.7%	3.0%	50.0%	2.5%
FTE's / Adjusted Occupied Bed	5.0	4.7	8.2%	4.9	2.4%	5.0	4.6	8.8%	4.9	1.2%
<b>InPatient Rehab Unit</b>										
Admissions	32	33	-3.0%	43	-25.6%	88	99	-11.1%	120	-26.7%
Patient Days	384	405	-5.2%	535	-28.2%	1,170	1,215	-3.7%	1,387	-15.6%
Average Length of Stay	12.0	12.3	-2.2%	12.4	-3.6%	13.3	12.3	8.3%	11.6	15.0%
Manhours Paid	6,109	5,398	13.2%	7,240	-15.6%	17,609	17,201	2.4%	19,681	-10.5%
FTE's	34.5	30.5	13.2%	40.9	-15.6%	33.5	32.7	2.4%	37.4	-10.5%
<b>Center for Primary Care - Clements</b>										
Total Medical Visits	900	1,123	-19.9%	1,229	-26.8%	2,770	2,980	-7.0%	3,855	-28.1%
Total Dental Visits	-	607	-100.0%	562	-100.0%	350	1,980	-82.3%	1,862	-81.2%
Manhours Paid	510	769	-33.6%	924	-44.8%	1,831	2,281	-19.7%	2,760	-33.6%
FTE's	2.9	4.3	-33.6%	5.2	-44.8%	3.5	4.3	-19.7%	5.2	-33.6%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	550	778	-29.3%	534	3.0%	1,785	2,283	-21.8%	1,962	-9.0%
Total Optometry	228	263	-13.3%	250	-8.8%	821	753	9.1%	717	14.5%
Manhours Paid	169	169	0.6%	182	-6.8%	512	500	2.3%	512	-0.2%
FTE's	1.0	1.0	0.6%	1.0	-6.8%	1.0	1.0	2.3%	1.0	-0.2%
<b>Total ECHD Operations</b>										
Total Admissions	1,192	1,099	8.5%	1,126	5.9%	3,442	3,452	-0.3%	3,350	2.7%
Total Patient Days	5,994	5,590	7.2%	5,911	1.4%	17,609	17,179	2.5%	17,429	1.0%
Total Patient and Obs Days	6,685	6,267	6.7%	6,570	1.8%	19,725	19,277	2.3%	19,360	1.9%
Total FTE's	1,621.4	1,494.9	8.5%	1,620.2	0.1%	1,651.5	1,527.7	8.1%	1,632.5	1.2%
FTE's / Adjusted Occupied Bed	4.8	4.4	9.1%	4.6	4.8%	4.7	4.4	8.1%	4.6	2.3%
<b>Total Adjusted Patient Days</b>	<b>10,423</b>	<b>10,487</b>	<b>-0.6%</b>	<b>10,919</b>	<b>-4.5%</b>	<b>31,999</b>	<b>32,278</b>	<b>-0.9%</b>	<b>32,347</b>	<b>-1.1%</b>
<b>Hours / Adjusted Patient Day</b>	<b>27.56</b>	<b>25.25</b>	<b>9.1%</b>	<b>26.28</b>	<b>4.8%</b>	<b>27.13</b>	<b>24.88</b>	<b>9.0%</b>	<b>26.53</b>	<b>2.3%</b>
<b>Outpatient Factor</b>	<b>1.7389</b>	<b>1.8759</b>	<b>-7.3%</b>	<b>1.8473</b>	<b>-5.9%</b>	<b>1.8172</b>	<b>1.8790</b>	<b>-3.3%</b>	<b>1.8559</b>	<b>-2.1%</b>
<b>Blended O/P Factor</b>	<b>2.0168</b>	<b>2.1307</b>	<b>-5.3%</b>	<b>2.1281</b>	<b>-5.2%</b>	<b>2.0919</b>	<b>2.1319</b>	<b>-1.9%</b>	<b>2.1443</b>	<b>-2.4%</b>
<b>Total Adjusted Admissions</b>	<b>2,073</b>	<b>2,052</b>	<b>1.0%</b>	<b>2,080</b>	<b>-0.4%</b>	<b>6,252</b>	<b>6,475</b>	<b>-3.4%</b>	<b>6,217</b>	<b>0.6%</b>
<b>Hours / Adjusted Admisssion</b>	<b>138.57</b>	<b>129.03</b>	<b>7.4%</b>	<b>137.98</b>	<b>0.4%</b>	<b>138.86</b>	<b>124.03</b>	<b>12.0%</b>	<b>138.04</b>	<b>0.6%</b>
<b>FTE's - Hospital Contract</b>	<b>61.2</b>	<b>54.8</b>	<b>11.7%</b>	<b>63.6</b>	<b>-3.8%</b>	<b>65.3</b>	<b>56.6</b>	<b>15.4%</b>	<b>64.4</b>	<b>1.4%</b>
<b>FTE's - Mgmt Services</b>	<b>43.8</b>	<b>49.9</b>	<b>-12.2%</b>	<b>46.9</b>	<b>-6.6%</b>	<b>46.7</b>	<b>49.9</b>	<b>-6.4%</b>	<b>51.2</b>	<b>-8.8%</b>
<b>Total FTE's (including Contract)</b>	<b>1,726.4</b>	<b>1,599.6</b>	<b>7.9%</b>	<b>1,730.7</b>	<b>-0.2%</b>	<b>1,763.5</b>	<b>1,634.2</b>	<b>7.9%</b>	<b>1,748.2</b>	<b>0.9%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>5.1</b>	<b>4.7</b>	<b>8.6%</b>	<b>4.9</b>	<b>4.5%</b>	<b>5.1</b>	<b>4.7</b>	<b>7.9%</b>	<b>5.0</b>	<b>2.0%</b>
<b>Urgent Care Visits</b>										
Health & Wellness	-	-	0.0%	-	0.0%	-	-	0.0%	396	-100.0%
Golder	-	-	0.0%	457	-100.0%	-	-	0.0%	1,307	-100.0%
JBS Clinic	1,229	929	32.3%	878	40.0%	3,209	2,609	23.0%	2,463	30.3%
West University	912	504	81.0%	412	121.4%	2,238	1,601	39.8%	1,336	67.5%
42nd Street	847	447	89.5%	355	138.6%	1,929	1,469	31.3%	561	243.9%
<b>Total Urgent Care Visits</b>	<b>2,988</b>	<b>1,880</b>	<b>58.9%</b>	<b>2,102</b>	<b>42.2%</b>	<b>7,376</b>	<b>5,679</b>	<b>29.9%</b>	<b>6,063</b>	<b>21.7%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	580	407	42.5%	335	73.1%	1,431	1,080	32.5%	893	60.2%
West Clinic	484	277	74.7%	228	112.3%	1,136	668	70.1%	542	109.6%
<b>Total Wal-Mart Visits</b>	<b>1,064</b>	<b>684</b>	<b>55.6%</b>	<b>563</b>	<b>89.0%</b>	<b>2,567</b>	<b>1,748</b>	<b>46.9%</b>	<b>1,435</b>	<b>78.9%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
DECEMBER 2017**

	<u>HOSPITAL</u>	<u>PRO CARE</u>	<u>ECTOR COUNTY HOSPITAL DISTRICT</u>
<b>ASSETS</b>			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 24,801,227	\$ 1,542,550	\$ 26,343,777
Investments	9,867,875	-	9,867,875
Patient Accounts Receivable - Gross	260,938,506	44,583,777	305,522,283
Less: 3rd Party Allowances	(101,875,963)	(26,196,571)	(128,072,534)
Bad Debt Allowance	(115,116,237)	(10,627,862)	(125,744,099)
Net Patient Accounts Receivable	43,946,306	7,759,344	51,705,650
Taxes Receivable	7,736,606	-	7,736,606
Accounts Receivable - Other	29,851,799	5,136,253	34,988,052
Inventories	6,936,866	258,891	7,195,757
Prepaid Expenses	4,472,535	259,629	4,732,164
Total Current Assets	<u>127,613,213</u>	<u>14,956,667</u>	<u>142,569,881</u>
CAPITAL ASSETS:			
Property and Equipment	455,840,278	520,697	456,360,975
Construction in Progress	2,158,039	-	2,158,039
	<u>457,998,317</u>	<u>520,697</u>	<u>458,519,014</u>
Less: Accumulated Depreciation and Amortization	(259,698,793)	(297,807)	(259,996,600)
Total Capital Assets	<u>198,299,523</u>	<u>222,890</u>	<u>198,522,414</u>
INTANGIBLE ASSETS / GOODWILL - NET	93,865	284,242	378,107
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	5,624,230	-	5,624,230
Restricted Assets Held in Endowment	6,204,799	-	6,204,799
Restricted TPC, LLC	557,915	-	557,915
Restricted MCH West Texas Services	2,031,367	-	2,031,367
Pension, Deferred Outflows of Resources	32,980,722	-	32,980,722
Assets whose use is Limited	-	36,595	36,595
TOTAL ASSETS	<u>\$ 373,405,634</u>	<u>\$ 15,500,394</u>	<u>\$ 388,906,028</u>
<b>LIABILITIES AND FUND BALANCE</b>			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 4,637,900	\$ -	\$ 4,637,900
Self-Insurance Liability - Current Portion	3,587,777	-	3,587,777
Accounts Payable	39,010,726	6,819,956	45,830,681
Accrued Interest	853,964	-	853,964
Accrued Salaries and Wages	5,434,519	4,881,643	10,316,162
Accrued Compensated Absences	3,802,229	217,853	4,020,081
Due to Third Party Payors	1,013,661	-	1,013,661
Deferred Revenue	(1,429,927)	858,615	(571,312)
Total Current Liabilities	<u>56,910,848</u>	<u>12,778,066</u>	<u>69,688,914</u>
ACCRUED POST RETIREMENT BENEFITS	73,696,682	-	73,696,682
SELF-INSURANCE LIABILITIES - Less Current Portion	1,927,389	-	1,927,389
LONG-TERM DEBT - Less Current Maturities	49,119,332	-	49,119,332
Total Liabilities	<u>181,654,251</u>	<u>12,778,066</u>	<u>194,432,317</u>
FUND BALANCE	<u>191,751,383</u>	<u>2,722,328</u>	<u>194,473,711</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 373,405,634</u>	<u>\$ 15,500,394</u>	<u>\$ 388,906,028</u>



**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
DECEMBER 2017**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
<b>ASSETS</b>				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 26,343,777	\$ 28,728,655	\$ 3,182,405	\$ (5,567,283)
Investments	9,867,875	9,944,475	-	(76,600)
Patient Accounts Receivable - Gross	305,522,283	268,504,213	31,937,883	5,080,187
Less: 3rd Party Allowances	(128,072,534)	(111,292,583)	(19,277,473)	2,497,521
Bad Debt Allowance	<u>(125,744,099)</u>	<u>(117,203,578)</u>	<u>(5,362,604)</u>	<u>(3,177,917)</u>
Net Patient Accounts Receivable	51,705,650	40,008,052	7,297,806	4,399,792
Taxes Receivable	7,736,606	7,746,010	-	(9,404)
Accounts Receivable - Other	34,988,052	21,217,306	3,400,671	10,370,075
Inventories	7,195,757	6,963,047	239,016	(6,307)
Prepaid Expenses	<u>4,732,164</u>	<u>4,004,947</u>	<u>345,688</u>	<u>381,529</u>
Total Current Assets	<u>142,569,881</u>	<u>118,612,493</u>	<u>14,465,586</u>	<u>9,491,801</u>
CAPITAL ASSETS:				
Property and Equipment	456,360,975	452,939,678	517,888	2,903,409
Construction in Progress	<u>2,158,039</u>	<u>3,407,537</u>	<u>-</u>	<u>(1,249,498)</u>
	458,519,014	456,347,215	517,888	1,653,911
Less: Accumulated Depreciation and Amortization	<u>(259,996,600)</u>	<u>(254,542,327)</u>	<u>(285,754)</u>	<u>(5,168,519)</u>
Total Capital Assets	<u>198,522,414</u>	<u>201,804,888</u>	<u>232,134</u>	<u>(3,514,608)</u>
INTANGIBLE ASSETS / GOODWILL - NET	378,107	115,702	315,368	(52,963)
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	5,624,230	4,673,001	-	951,229
Restricted Assets Held in Endowment	6,204,799	6,224,654	-	(19,855)
Restricted MCH West Texas Services	2,031,367	1,985,952	-	45,414
Pension, Deferred Outflows of Resources	32,980,722	32,980,722	-	-
Assets whose use is Limited	<u>36,595</u>	<u>-</u>	<u>15,603</u>	<u>20,992</u>
TOTAL ASSETS	<u>\$ 388,906,028</u>	<u>\$ 366,955,326</u>	<u>\$ 15,028,691</u>	<u>\$ 6,922,011</u>
<b>LIABILITIES AND FUND BALANCE</b>				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 4,637,900	\$ 4,637,900	\$ -	\$ -
Self-Insurance Liability - Current Portion	3,587,777	3,587,777	-	-
Accounts Payable	45,830,681	29,210,624	5,605,329	11,014,728
Accrued Interest	853,964	49,802	-	804,162
Accrued Salaries and Wages	10,316,162	2,932,806	6,391,578	991,779
Accrued Compensated Absences	4,020,081	4,316,028	255,178	(551,124)
Due to Third Party Payors	1,013,661	1,158,950	-	(145,289)
Deferred Revenue	<u>(571,312)</u>	<u>653,546</u>	<u>859,437</u>	<u>(2,084,295)</u>
Total Current Liabilities	<u>69,688,914</u>	<u>46,547,432</u>	<u>13,111,522</u>	<u>10,029,960</u>
ACCRUED POST RETIREMENT BENEFITS	73,696,682	70,043,873	-	3,652,809
SELF-INSURANCE LIABILITIES - Less Current Portion	1,927,389	1,927,389	-	-
LONG-TERM DEBT - Less Current Maturities	49,119,332	49,892,633	-	(773,301)
Total Liabilities	<u>194,432,317</u>	<u>168,411,327</u>	<u>13,111,522</u>	<u>12,909,468</u>
FUND BALANCE	<u>194,473,711</u>	<u>198,543,999</u>	<u>1,917,169</u>	<u>(5,987,457)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 388,906,028</u>	<u>\$ 366,955,326</u>	<u>\$ 15,028,691</u>	<u>\$ 6,922,010</u>

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED OPERATIONS SUMMARY  
DECEMBER 2017**

	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	\$ 50,794,911	\$ 47,330,516	7.3%	\$ 45,338,464	12.0%	\$ 148,967,591	\$ 143,626,008	3.7%	\$ 132,765,516	12.2%
Outpatient Revenue	51,647,390	53,515,596	-3.5%	51,147,019	1.0%	162,651,764	162,574,677	0.0%	151,918,340	7.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 102,442,301</b>	<b>\$ 100,846,112</b>	<b>1.6%</b>	<b>\$ 96,485,484</b>	<b>6.2%</b>	<b>\$ 311,619,355</b>	<b>\$ 306,200,685</b>	<b>1.8%</b>	<b>\$ 284,683,855</b>	<b>9.5%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 70,315,631	\$ 59,228,562	18.7%	\$ 53,678,477	31.0%	\$ 206,382,113	\$ 180,422,622	14.4%	\$ 165,199,392	24.9%
Policy Adjustments	155,149	6,507,130	-97.6%	7,195,828	-97.8%	11,782,989	19,841,238	-40.6%	19,145,088	-38.5%
Uninsured Discount	4,990,247	3,202,152	55.8%	3,972,519	25.6%	16,241,026	9,763,045	66.4%	9,455,559	71.8%
Indigent	278,138	2,178,549	-87.2%	2,440,358	-88.6%	964,956	6,633,920	-85.5%	6,813,647	-85.8%
Provision for Bad Debts	4,047,507	9,339,070	-56.7%	8,373,695	-51.7%	13,782,443	28,455,912	-51.6%	22,115,878	-37.7%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 79,786,673</b>	<b>\$ 80,455,463</b>	<b>-0.8%</b>	<b>\$ 75,660,877</b>	<b>5.5%</b>	<b>\$ 249,153,528</b>	<b>\$ 245,116,737</b>	<b>1.6%</b>	<b>\$ 222,729,565</b>	<b>11.9%</b>
	<b>77.88%</b>	<b>79.78%</b>		<b>78.42%</b>		<b>79.95%</b>	<b>80.05%</b>		<b>78.24%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 1,156,242	\$ 1,156,242	0.0%	\$ 264,242	337.6%	\$ 3,468,727	3,468,727	0.0%	\$ 859,506	303.6%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	2,773,262	3,000,000	-7.6%	3,000,000	-7.6%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 2,156,242</b>	<b>\$ 2,156,242</b>	<b>0.0%</b>	<b>\$ 1,264,242</b>	<b>70.6%</b>	<b>\$ 6,241,989</b>	<b>\$ 6,468,727</b>	<b>-3.5%</b>	<b>\$ 3,859,506</b>	<b>61.7%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 24,811,870</b>	<b>\$ 22,546,891</b>	<b>10.0%</b>	<b>\$ 22,088,849</b>	<b>12.3%</b>	<b>\$ 68,707,817</b>	<b>\$ 67,552,675</b>	<b>1.7%</b>	<b>\$ 65,813,797</b>	<b>4.4%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 5,129,080	\$ 4,474,525	14.6%	\$ 3,318,759	54.5%	\$ 15,259,846	\$ 13,769,257	10.8%	\$ 10,486,337	45.5%
Other Revenue	727,512	922,731	-21.2%	713,153	2.0%	2,311,273	2,669,098	-13.4%	2,447,918	-5.6%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 5,856,592</b>	<b>\$ 5,397,257</b>	<b>8.5%</b>	<b>\$ 4,031,912</b>	<b>45.3%</b>	<b>\$ 17,571,119</b>	<b>\$ 16,438,355</b>	<b>6.9%</b>	<b>\$ 12,934,255</b>	<b>35.8%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 30,668,462</b>	<b>\$ 27,944,148</b>	<b>9.7%</b>	<b>\$ 26,120,761</b>	<b>17.4%</b>	<b>\$ 86,278,936</b>	<b>\$ 83,991,031</b>	<b>2.7%</b>	<b>\$ 78,748,051</b>	<b>9.6%</b>
<b>OPERATING EXPENSES</b>										
Salaries and Wages	\$ 12,450,345	\$ 12,299,742	1.2%	\$ 12,706,303	-2.0%	\$ 38,542,762	\$ 37,454,006	2.9%	\$ 37,882,184	1.7%
Benefits	3,998,151	3,899,620	2.5%	3,363,718	18.9%	11,411,026	11,386,837	0.2%	9,985,524	14.3%
Temporary Labor	1,031,097	895,812	15.1%	1,129,687	-8.7%	3,069,082	2,797,423	9.7%	2,924,855	4.9%
Physician Fees	3,341,449	2,270,338	47.2%	335,050	897.3%	7,163,925	6,754,526	6.1%	1,067,936	570.8%
Purchased Services	2,394,812	2,263,146	5.8%	2,292,407	4.5%	6,445,840	6,602,389	-2.4%	6,842,751	-5.8%
Supplies	4,754,142	4,419,286	7.6%	4,803,514	-1.0%	14,652,442	13,409,874	9.3%	13,863,480	5.7%
Utilities	384,322	318,315	20.7%	316,261	21.5%	1,001,831	916,003	9.4%	982,427	2.0%
Repairs and Maintenance	1,099,301	1,152,920	-4.7%	1,084,996	1.3%	2,921,407	3,554,244	-17.8%	3,050,627	-4.2%
Leases and Rent	125,359	135,507	-7.5%	(17,544)	-814.6%	361,673	399,702	-9.5%	381,973	-5.3%
Insurance	137,912	114,443	20.5%	164,877	-16.4%	385,630	344,030	12.1%	394,900	-2.3%
Interest Expense	279,470	275,225	1.5%	263,627	6.0%	831,409	827,164	0.5%	790,882	5.1%
ECHDA	36,957	45,325	-18.5%	22,274	65.9%	86,014	134,742	-36.2%	89,509	-3.9%
Other Expense	151,864	194,696	-22.0%	192,587	-21.1%	497,587	648,192	-23.2%	545,543	-8.8%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 30,185,182</b>	<b>\$ 28,284,374</b>	<b>6.7%</b>	<b>\$ 26,657,759</b>	<b>13.2%</b>	<b>\$ 87,370,626</b>	<b>\$ 85,229,132</b>	<b>2.5%</b>	<b>\$ 78,802,590</b>	<b>10.9%</b>
Depreciation/Amortization	\$ 1,721,273	\$ 1,907,251	-9.8%	\$ 1,649,707	4.3%	\$ 5,221,482	\$ 5,750,964	-9.2%	\$ 4,964,542	5.2%
(Gain) Loss on Sale of Assets	-	-	0.0%	-	0.0%	(452)	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 31,906,456</b>	<b>\$ 30,191,625</b>	<b>5.7%</b>	<b>\$ 28,307,465</b>	<b>12.7%</b>	<b>\$ 92,591,656</b>	<b>\$ 90,980,096</b>	<b>1.8%</b>	<b>\$ 83,767,132</b>	<b>10.5%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (1,237,993)</b>	<b>\$ (2,247,477)</b>	<b>-44.9%</b>	<b>\$ (2,186,704)</b>	<b>-43.4%</b>	<b>\$ (6,312,720)</b>	<b>\$ (6,989,066)</b>	<b>-9.7%</b>	<b>\$ (5,019,081)</b>	<b>25.8%</b>
Operating Margin	-4.04%	-8.04%	-49.8%	-8.37%	-51.8%	-7.32%	-8.32%	-12.1%	-6.37%	14.8%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 28,658	\$ 25,163	13.9%	\$ 26,277	9.1%	\$ 78,761	\$ 73,711	6.9%	\$ 91,295	-13.7%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	-
Donations	-	-	-	3,180	-100.0%	923	-	-	9,755	-90.5%
Build America Bonds Subsidy	84,410	84,323	0.1%	84,233	0.2%	252,969	252,969	0.0%	252,698	0.1%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (1,124,925)</b>	<b>\$ (2,137,992)</b>	<b>-47.4%</b>	<b>\$ (2,073,015)</b>	<b>-45.7%</b>	<b>\$ (5,980,068)</b>	<b>\$ (6,662,386)</b>	<b>-10.2%</b>	<b>\$ (4,665,334)</b>	<b>28.2%</b>
Unrealized Gain/(Loss) on Investments	\$ (52,622)	\$ -	0.0%	\$ (283,107)	-81.4%	\$ (52,622)	\$ -	0.0%	\$ (423,757)	-87.6%
Investment in Subsidiaries	6,807	39,019	-82.6%	12,026	-43.4%	45,233	117,058	-61.4%	25,554	77.0%
<b>CHANGE IN NET POSITION</b>	<b>\$ (1,170,741)</b>	<b>\$ (2,098,973)</b>	<b>-44.2%</b>	<b>\$ (2,344,096)</b>	<b>-50.1%</b>	<b>\$ (5,987,458)</b>	<b>\$ (6,545,328)</b>	<b>-8.5%</b>	<b>\$ (5,063,537)</b>	<b>18.2%</b>
EBIDA	\$ 830,003	\$ 83,503	894.0%	\$ (430,762)	-292.7%	\$ 65,433	\$ 32,800	99.5%	\$ 691,887	-90.5%

**ECTOR COUNTY HOSPITAL DISTRICT  
HOSPITAL OPERATIONS SUMMARY  
DECEMBER 2017**

	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	\$ 50,794,911	\$ 47,330,516	7.3%	\$ 45,338,464	12.0%	\$ 148,967,591	\$ 143,626,008	3.7%	\$ 132,765,516	12.2%
Outpatient Revenue	37,532,013	41,459,016	-9.5%	38,414,784	-2.3%	121,730,275	126,243,104	-3.6%	113,635,055	7.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 88,326,924</b>	<b>\$ 88,789,533</b>	<b>-0.5%</b>	<b>\$ 83,753,249</b>	<b>5.5%</b>	<b>\$ 270,697,866</b>	<b>\$ 269,869,111</b>	<b>0.3%</b>	<b>\$ 246,400,570</b>	<b>9.9%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 60,825,310	\$ 51,795,766	17.4%	\$ 45,154,775	34.7%	\$ 180,970,100	\$ 158,033,554	14.5%	\$ 139,972,290	29.3%
Policy Adjustments	(4,229)	6,227,135	-100.1%	6,869,649	-100.1%	10,929,999	18,999,549	-42.5%	18,890,685	-42.1%
Uninsured Discount	4,933,628	2,903,560	69.9%	3,670,547	34.4%	15,975,964	8,859,025	80.3%	8,044,965	98.6%
Indigent Care	222,116	1,973,828	-88.7%	2,281,592	-90.3%	766,913	6,022,326	-87.3%	6,326,512	-87.9%
Provision for Bad Debts	3,134,278	8,682,701	-63.9%	7,397,003	-57.6%	8,863,229	26,491,703	-66.5%	20,415,810	-56.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 69,111,103</b>	<b>\$ 71,582,989</b>	<b>-3.5%</b>	<b>\$ 65,373,566</b>	<b>5.7%</b>	<b>\$ 217,506,206</b>	<b>\$ 218,406,157</b>	<b>-0.4%</b>	<b>\$ 193,650,262</b>	<b>12.3%</b>
	<b>78.24%</b>	<b>80.62%</b>		<b>78.05%</b>		<b>80.35%</b>	<b>80.93%</b>		<b>78.59%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 281,242	\$ 281,242	0.0%	\$ (610,758)	-146.0%	\$ 843,727	\$ 843,727	0.0%	\$ (1,765,494)	-147.8%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	2,773,262	3,000,000	-7.6%	3,000,000	-7.6%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 1,281,242</b>	<b>\$ 1,281,242</b>	<b>0.0%</b>	<b>\$ 389,242</b>	<b>229.2%</b>	<b>\$ 3,616,989</b>	<b>\$ 3,843,727</b>	<b>-5.9%</b>	<b>\$ 1,234,506</b>	<b>193.0%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 20,497,064</b>	<b>\$ 18,487,786</b>	<b>10.9%</b>	<b>\$ 18,768,925</b>	<b>9.2%</b>	<b>\$ 56,808,649</b>	<b>\$ 55,306,681</b>	<b>2.7%</b>	<b>\$ 53,984,814</b>	<b>5.2%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 5,129,080	\$ 4,474,525	14.6%	\$ 3,318,759	54.5%	\$ 15,259,846	\$ 13,769,257	10.8%	\$ 10,486,337	45.5%
Other Revenue	588,907	779,611	-24.5%	608,535	-3.2%	1,889,934	2,263,398	-16.5%	2,054,091	-8.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 5,717,987</b>	<b>\$ 5,254,137</b>	<b>8.8%</b>	<b>\$ 3,927,294</b>	<b>45.6%</b>	<b>\$ 17,149,780</b>	<b>\$ 16,032,655</b>	<b>7.0%</b>	<b>\$ 12,540,428</b>	<b>36.8%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 26,215,050</b>	<b>\$ 23,741,923</b>	<b>10.4%</b>	<b>\$ 22,696,219</b>	<b>15.5%</b>	<b>\$ 73,958,430</b>	<b>\$ 71,339,336</b>	<b>3.7%</b>	<b>\$ 66,525,242</b>	<b>11.2%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 8,542,669	\$ 8,163,284	4.6%	\$ 8,487,376	0.7%	\$ 26,479,678	\$ 24,963,896	6.1%	\$ 26,481,879	0.0%
Benefits	3,467,318	3,327,541	4.2%	2,680,858	29.3%	10,119,810	10,013,428	1.1%	8,420,026	20.2%
Temporary Labor	748,342	680,359	10.0%	951,837	-21.4%	2,230,944	2,081,228	7.2%	2,322,799	-4.0%
Physician Fees	3,169,948	2,086,854	51.9%	50,270	6205.8%	6,661,569	6,239,647	6.8%	215,581	2990.1%
Purchased Services	2,377,862	2,323,853	2.3%	2,476,032	-4.0%	6,684,895	6,907,714	-3.2%	7,182,504	-6.9%
Supplies	4,561,455	4,290,222	6.3%	4,656,335	-2.0%	14,123,710	13,008,637	8.6%	13,439,020	5.1%
Utilities	380,606	314,345	21.1%	312,920	21.6%	991,004	904,298	9.6%	970,212	2.1%
Repairs and Maintenance	1,099,071	1,151,608	-4.6%	1,083,160	1.5%	2,918,255	3,550,308	-17.8%	3,047,137	-4.2%
Leases and Rentals	(62,401)	(51,573)	21.0%	(98,797)	-36.8%	(206,924)	(162,292)	27.5%	(167,575)	23.5%
Insurance	89,761	64,092	40.0%	117,333	-23.5%	247,814	192,277	28.9%	252,401	-1.8%
Interest Expense	279,470	275,225	1.5%	263,627	6.0%	831,409	827,164	0.5%	790,882	5.1%
ECHDA	36,957	45,325	-18.5%	22,274	65.9%	86,014	134,742	-36.2%	89,509	-3.9%
Other Expense	89,713	118,060	-24.0%	129,181	-30.6%	299,054	395,947	-24.5%	346,342	-13.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 24,780,770</b>	<b>\$ 22,789,197</b>	<b>8.7%</b>	<b>\$ 21,132,407</b>	<b>17.3%</b>	<b>\$ 71,467,231</b>	<b>\$ 69,056,994</b>	<b>3.5%</b>	<b>\$ 63,390,715</b>	<b>12.7%</b>
Depreciation/Amortization	\$ 1,698,392	\$ 1,882,106	-9.8%	\$ 1,621,564	4.7%	\$ 5,148,114	\$ 5,672,634	-9.2%	\$ 4,880,114	5.5%
(Gain)/Loss on Disposal of Assets	-	-	0.0%	-	0.0%	(452)	-	100.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 26,479,163</b>	<b>\$ 24,671,303</b>	<b>7.3%</b>	<b>\$ 22,753,971</b>	<b>16.4%</b>	<b>\$ 76,614,893</b>	<b>\$ 74,729,628</b>	<b>2.5%</b>	<b>\$ 68,270,828</b>	<b>12.2%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (264,112)</b>	<b>\$ (929,380)</b>	<b>-71.6%</b>	<b>\$ (57,752)</b>	<b>357.3%</b>	<b>\$ (2,656,463)</b>	<b>\$ (3,390,291)</b>	<b>-21.6%</b>	<b>\$ (1,745,586)</b>	<b>52.2%</b>
Operating Margin	-1.01%	-3.91%	-74.3%	-0.25%	295.9%	-3.59%	-4.75%	-24.4%	-2.62%	36.9%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 28,658	\$ 25,163	13.9%	\$ 26,277	9.1%	\$ 78,761	\$ 73,711	6.9%	\$ 91,295	-13.7%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Donations	-	-	0.0%	3,180	-100.0%	923	-	-	9,755	-90.5%
Build America Bonds Subsidy	84,410	84,323	0.1%	84,233	0.2%	252,969	252,969	0.0%	252,698	0.1%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ (151,044)</b>	<b>\$ (819,894)</b>	<b>-81.6%</b>	<b>\$ 55,937</b>	<b>-370.0%</b>	<b>\$ (2,323,811)</b>	<b>\$ (3,063,611)</b>	<b>-24.1%</b>	<b>\$ (1,391,838)</b>	<b>67.0%</b>
Procure Capital Contribution	(1,192,685)	(1,409,738)	-15.4%	(937,272)	27.3%	(4,461,415)	(3,358,958)	32.8%	(3,216,183)	38.7%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (1,343,728)</b>	<b>\$ (2,229,632)</b>	<b>-39.7%</b>	<b>\$ (881,335)</b>	<b>52.5%</b>	<b>\$ (6,785,226)</b>	<b>\$ (6,422,569)</b>	<b>5.6%</b>	<b>\$ (4,608,021)</b>	<b>47.2%</b>
Unrealized Gain/(Loss) on Investments	\$ (52,622)	\$ -	0.0%	\$ (283,107)	-81.4%	\$ (52,622)	\$ -	0.0%	\$ (423,757)	-87.6%
Investment in Subsidiaries	6,807	39,019	-82.6%	12,026	-43.4%	45,233	117,058	-61.4%	25,554	77.0%
<b>CHANGE IN NET POSITION</b>	<b>\$ (1,389,544)</b>	<b>\$ (2,190,612)</b>	<b>-36.6%</b>	<b>\$ (1,152,415)</b>	<b>20.6%</b>	<b>\$ (6,792,616)</b>	<b>\$ (6,305,511)</b>	<b>7.7%</b>	<b>\$ (5,006,224)</b>	<b>35.7%</b>
EBIDA	\$ 588,318	\$ (33,282)	-1867.7%	\$ 732,776	-19.7%	\$ (813,093)	\$ 194,287	-518.5%	\$ 664,771	-222.3%

**ECTOR COUNTY HOSPITAL DISTRICT  
PROCARE OPERATIONS SUMMARY  
DECEMBER 2017**

	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	\$ 14,115,377	\$ 12,056,579	17.1%	\$ 12,732,235	10.9%	\$ 40,921,489	\$ 36,331,574	12.6%	\$ 38,283,285	6.9%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 14,115,377</b>	<b>\$ 12,056,579</b>	<b>17.1%</b>	<b>\$ 12,732,235</b>	<b>10.9%</b>	<b>\$ 40,921,489</b>	<b>\$ 36,331,574</b>	<b>12.6%</b>	<b>\$ 38,283,285</b>	<b>6.9%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 9,490,321	\$ 7,432,796	27.7%	\$ 8,523,702	11.3%	\$ 25,412,013	\$ 22,389,068	13.5%	\$ 25,227,102	0.7%
Policy Adjustments	159,378	279,996	-43.1%	326,179	-51.1%	852,990	841,688	1.3%	254,403	235.3%
Uninsured Discount	56,620	298,592	-81.0%	301,972	-81.3%	265,063	904,020	-70.7%	1,410,595	-81.2%
Indigent	56,023	204,721	-72.6%	158,766	-64.7%	198,043	611,594	-67.6%	487,134	-59.3%
Provision for Bad Debts	913,229	656,370	39.1%	976,692	-6.5%	4,919,214	1,964,209	150.4%	1,700,068	189.4%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 10,675,570</b>	<b>\$ 8,872,474</b>	<b>20.3%</b>	<b>\$ 10,287,311</b>	<b>3.8%</b>	<b>\$ 31,647,322</b>	<b>\$ 26,710,580</b>	<b>18.5%</b>	<b>\$ 29,079,303</b>	<b>8.8%</b>
	75.63%	73.59%		80.80%		77.34%	73.52%		75.96%	
Medicaid Supplemental Payments	\$ 875,000	\$ 875,000	0.0%	\$ 875,000	0.0%	2,625,000	2,625,000	0.0%	\$ 2,625,000	0.0%
<b>NET PATIENT REVENUE</b>	<b>\$ 4,314,806</b>	<b>\$ 4,059,105</b>	<b>6.3%</b>	<b>\$ 3,319,924</b>	<b>30.0%</b>	<b>\$ 11,899,167</b>	<b>\$ 12,245,994</b>	<b>-2.8%</b>	<b>\$ 11,828,982</b>	<b>0.6%</b>
<b>OTHER REVENUE</b>										
Other Income	\$ 138,605	\$ 143,120	-3.2%	\$ 104,618	32.5%	\$ 421,339	\$ 405,700	3.9%	\$ 393,827	7.0%
<b>TOTAL OTHER REVENUE</b>										
<b>NET OPERATING REVENUE</b>	<b>\$ 4,453,412</b>	<b>\$ 4,202,225</b>	<b>6.0%</b>	<b>\$ 3,424,542</b>	<b>30.0%</b>	<b>\$ 12,320,506</b>	<b>\$ 12,651,694</b>	<b>-2.6%</b>	<b>\$ 12,222,809</b>	<b>0.8%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 3,907,677	\$ 4,136,458	-5.5%	\$ 4,218,926	-7.4%	\$ 12,063,084	\$ 12,490,110	-3.4%	\$ 11,400,305	5.8%
Benefits	530,833	572,079	-7.2%	682,861	-22.3%	1,291,216	1,373,409	-6.0%	1,565,498	-17.5%
Temporary Labor	282,756	215,452	31.2%	177,851	59.0%	838,138	716,195	17.0%	602,057	39.2%
Physician Fees	171,501	183,484	-6.5%	284,780	-39.8%	502,356	514,879	-2.4%	852,354	-41.1%
Purchased Services	16,951	(60,708)	-127.9%	(183,625)	-109.2%	(239,056)	(305,325)	-21.7%	(339,753)	-29.6%
Supplies	192,687	129,063	49.3%	147,179	30.9%	528,732	401,237	31.8%	424,460	24.6%
Utilities	3,715	3,970	-6.4%	3,341	11.2%	10,826	11,705	-7.5%	12,215	-11.4%
Repairs and Maintenance	230	1,312	-82.4%	1,835	-87.4%	3,153	3,936	-19.9%	3,490	-9.7%
Leases and Rentals	187,760	187,080	0.4%	81,253	131.1%	568,597	561,994	1.2%	549,548	3.5%
Insurance	48,151	50,351	-4.4%	47,544	1.3%	137,816	151,753	-9.2%	142,500	-3.3%
Other Expense	62,151	76,637	-18.9%	63,407	-2.0%	198,534	252,245	-21.3%	199,200	-0.3%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 5,404,412</b>	<b>\$ 5,495,178</b>	<b>-1.7%</b>	<b>\$ 5,525,352</b>	<b>-2.2%</b>	<b>\$ 15,903,395</b>	<b>\$ 16,172,138</b>	<b>-1.7%</b>	<b>\$ 15,411,875</b>	<b>3.2%</b>
Depreciation/Amortization	\$ 22,881	\$ 25,145	-9.0%	\$ 28,143	-18.7%	\$ 73,368	\$ 78,330	-6.3%	\$ 84,429	-13.1%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 5,427,293</b>	<b>\$ 5,520,323</b>	<b>-1.7%</b>	<b>\$ 5,553,494</b>	<b>-2.3%</b>	<b>\$ 15,976,763</b>	<b>\$ 16,250,469</b>	<b>-1.7%</b>	<b>\$ 15,496,304</b>	<b>3.1%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (973,881)</b>	<b>\$ (1,318,098)</b>	<b>-26.1%</b>	<b>\$ (2,128,953)</b>	<b>-54.3%</b>	<b>\$ (3,656,257)</b>	<b>\$ (3,598,775)</b>	<b>1.6%</b>	<b>\$ (3,273,495)</b>	<b>11.7%</b>
Operating Margin	-21.87%	-31.37%	-30.3%	-62.17%	-64.8%	-29.68%	-28.45%	4.3%	-26.78%	10.8%
MCH Contribution	\$ 1,192,685	\$ 1,318,098	-9.5%	\$ 937,272	27.3%	\$ 4,461,415	\$ 3,598,775	24.0%	\$ 3,216,183	38.7%
<b>CAPITAL CONTRIBUTION</b>	<b>\$ 218,803</b>	<b>\$ -</b>	<b>-100.0%</b>	<b>\$ (1,191,681)</b>	<b>-118.4%</b>	<b>\$ 805,159</b>	<b>\$ -</b>	<b>-100.0%</b>	<b>\$ (57,313)</b>	<b>-1504.9%</b>
EBIDA	\$ 241,684	\$ 25,145	861.2%	\$ (1,163,538)	-120.8%	\$ 878,526	\$ 78,330	1021.6%	\$ 27,116	3139.9%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	8,955	9,313	-3.84%	9,026	-0.79%	29,609	28,048	5.57%	26,927	9.96%
Total Hospital Visits	4,929	4,792	2.86%	4,093	20.43%	14,213	14,427	-1.48%	12,652	12.34%
Total Procedures	57,603	49,933	15.36%	44,033	30.82%	179,507	152,409	17.78%	147,000	22.11%
Total Surgeries	953	876	8.79%	901	5.77%	2,620	2,436	7.55%	2,480	5.65%
Total Provider FTE's	85.7	88.4	-3.08%	85.2	0.59%	86.1	88.4	-2.63%	91.7	-6.11%
Total Staff FTE's	129.2	133.9	-3.51%	121.5	6.34%	129.8	133.9	-3.06%	134.3	-3.35%
Total Administrative FTE's	27.6	38.0	-27.37%	34.5	-20.00%	29.7	38.0	-21.84%	35.5	-16.34%
Total FTE's	242.5	260.3	-6.85%	241.2	0.54%	245.6	260.3	-5.65%	261.5	-6.08%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY  
DECEMBER 2017**

	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	\$ 187,668	\$ 397,116	-52.7%	\$ 394,290	-52.4%	\$ 765,133	\$ 1,138,553	-32.8%	\$ 1,049,137	-27.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 187,668</b>	<b>\$ 397,116</b>	<b>-52.7%</b>	<b>\$ 394,290</b>	<b>-52.4%</b>	<b>\$ 765,133</b>	<b>\$ 1,138,553</b>	<b>-32.8%</b>	<b>\$ 1,049,137</b>	<b>-27.1%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 4,893	\$ 146,498	-96.7%	\$ 153,615	-96.8%	\$ 64,730	\$ 446,978	-85.5%	\$ 508,163	-87.3%
Self Pay Adjustments	(2,657)	953	-378.8%	(1,200)	121.5%	(9,907)	2,908	-440.7%	(15,927)	-37.8%
Bad Debts	148,009	86,506	71.1%	39,298	276.6%	560,390	263,937	112.3%	64,468	769.3%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 150,244</b>	<b>\$ 233,956</b>	<b>-35.8%</b>	<b>\$ 191,713</b>	<b>-21.6%</b>	<b>\$ 615,213</b>	<b>\$ 713,822</b>	<b>-13.8%</b>	<b>\$ 556,704</b>	<b>10.5%</b>
	<b>80.1%</b>	<b>58.9%</b>		<b>48.6%</b>		<b>80.4%</b>	<b>62.7%</b>		<b>53.1%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 37,424</b>	<b>\$ 163,160</b>	<b>-77.1%</b>	<b>\$ 202,577</b>	<b>-81.5%</b>	<b>\$ 149,920</b>	<b>\$ 424,731</b>	<b>-64.7%</b>	<b>\$ 492,433</b>	<b>-69.6%</b>
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ -	\$ 8,802	0.0%	\$ -	0.0%	\$ 10,595	\$ 26,407	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ 8,802</b>	<b>-100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 10,595</b>	<b>\$ 26,407</b>	<b>-59.9%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 37,424</b>	<b>\$ 171,962</b>	<b>-78.2%</b>	<b>\$ 202,577</b>	<b>-81.5%</b>	<b>\$ 160,515</b>	<b>\$ 451,138</b>	<b>-64.4%</b>	<b>\$ 492,433</b>	<b>-67.4%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 21,771	\$ 29,700	-26.7%	\$ 34,586	-37.1%	\$ 92,951	\$ 88,143	5.5%	\$ 106,111	-12.4%
Benefits	8,837	12,107	-27.0%	10,925	-19.1%	35,523	35,356	0.5%	33,739	5.3%
Physician Services	215,322	261,709	-17.7%	275,034	-21.7%	569,142	807,228	-29.5%	655,405	-13.2%
Cost of Drugs Sold	2,756	4,444	-38.0%	11,131	-75.2%	12,297	12,760	-3.6%	15,182	-19.0%
Supplies	3,886	8,099	-52.0%	5,927	-34.4%	15,199	63,468	-76.1%	28,297	-46.3%
Utilities	3,898	5,094	-23.5%	4,047	-3.7%	12,281	14,685	-16.4%	19,441	-36.8%
Repairs and Maintenance	7,977	2,667	199.1%	1,723	363.0%	15,671	8,001	95.9%	8,066	94.3%
Leases and Rentals	446	500	-10.8%	477	-6.6%	1,377	1,500	-8.2%	1,425	-3.4%
Other Expense	1,000	1,293	-22.7%	600	66.7%	3,000	3,331	-9.9%	3,279	-8.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 265,893</b>	<b>\$ 325,613</b>	<b>-18.3%</b>	<b>\$ 344,450</b>	<b>-22.8%</b>	<b>\$ 757,440</b>	<b>\$ 1,034,474</b>	<b>-26.8%</b>	<b>\$ 870,945</b>	<b>-13.0%</b>
Depreciation/Amortization	\$ 4,977	\$ 5,392	-7.7%	\$ 5,870	-15.2%	\$ 15,615	\$ 16,346	-4.5%	\$ 16,542	-5.6%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 270,870</b>	<b>\$ 331,005</b>	<b>-18.2%</b>	<b>\$ 350,320</b>	<b>-22.7%</b>	<b>\$ 773,054</b>	<b>\$ 1,050,820</b>	<b>-26.4%</b>	<b>\$ 887,487</b>	<b>-12.9%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (233,445)</b>	<b>\$ (159,042)</b>	<b>46.8%</b>	<b>\$ (147,743)</b>	<b>58.0%</b>	<b>\$ (612,540)</b>	<b>\$ (599,681)</b>	<b>2.1%</b>	<b>\$ (395,054)</b>	<b>55.1%</b>
Operating Margin	-623.78%	-92.49%	574.5%	-72.93%	755.3%	-381.61%	-132.93%	187.1%	-80.22%	375.7%
<b>EBIDA</b>	<b>\$ (228,468)</b>	<b>\$ (153,651)</b>	<b>48.7%</b>	<b>\$ (141,873)</b>	<b>61.0%</b>	<b>\$ (596,925)</b>	<b>\$ (583,335)</b>	<b>2.3%</b>	<b>\$ (378,512)</b>	<b>57.7%</b>

	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	900	1,123	-19.9%	1,229	-26.8%	2,770	2,980	-7.0%	3,855	-28.1%
Dental Visits	-	607	-100.0%	562	-100.0%	350	1,980	-82.3%	1,862	-81.2%
<b>Total Visits</b>	<b>900</b>	<b>1,730</b>	<b>-48.0%</b>	<b>1,791</b>	<b>-49.7%</b>	<b>3,120</b>	<b>4,960</b>	<b>-37.1%</b>	<b>5,717</b>	<b>-45.4%</b>
Average Revenue per Office Visit	208.52	229.55	-9.2%	220.15	-5.3%	245.23	229.55	6.8%	183.51	33.6%
Hospital FTE's (Salaries and Wages)	2.9	4.3	-33.6%	5.2	-44.8%	3.5	4.3	-19.7%	5.2	-33.6%
Clinic FTE's - (Physician Services)	17.5	21.9	-19.8%	21.4	-17.9%	19.5	21.9	-10.9%	23.0	-15.3%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY  
DECEMBER 2017**

	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	\$ 187,838	\$ 274,230	-31.5%	\$ 201,689	-6.9%	\$ 668,211	\$ 800,215	-16.5%	\$ 640,430	4.3%
<b>TOTAL PATIENT REVENUE</b>	\$ 187,838	\$ 274,230	-31.5%	\$ 201,689	-6.9%	\$ 668,211	\$ 800,215	-16.5%	\$ 640,430	4.3%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ (5,271)	\$ 92,446	-105.7%	\$ 84,141	-106.3%	\$ 28,574	\$ 282,060	-89.9%	\$ 162,388	-82.4%
Self Pay Adjustments	(1,223)	15,408	-107.9%	(1,308)	-6.5%	1,523	47,010	-96.8%	1,073	41.8%
Bad Debts	167,866	32,216	421.1%	87,318	92.2%	552,972	98,293	462.6%	257,034	115.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 161,372	\$ 140,069	15.2%	\$ 170,151	-5.2%	\$ 583,069	\$ 427,363	36.4%	\$ 420,496	38.7%
	85.91%	51.08%		84.36%		87.26%	53.41%		65.66%	
<b>NET PATIENT REVENUE</b>	\$ 26,466	\$ 134,162	-80.3%	\$ 31,538	-16.1%	\$ 85,142	\$ 372,852	-77.2%	\$ 219,935	-61.3%
<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>	\$ 26,466	\$ 134,162	-80.3%	\$ 31,538	-16.1%	\$ 85,142	\$ 372,852	-77.2%	\$ 219,935	-61.3%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 3,476	\$ 3,345	3.9%	\$ 3,562	-2.4%	\$ 10,210	\$ 9,926	2.9%	\$ 9,804	4.1%
Benefits	1,411	1,363	3.5%	1,125	25.4%	3,902	3,981	-2.0%	3,117	25.2%
Physician Services	108,101	162,304	-33.4%	171,738	-37.1%	324,938	477,890	-32.0%	431,733	-24.7%
Cost of Drugs Sold	2,390	2,116	12.9%	5,003	-52.2%	5,297	6,176	-14.2%	5,342	-0.8%
Supplies	10,584	5,935	78.3%	4,071	160.0%	20,464	17,347	18.0%	13,121	56.0%
Utilities	3,141	2,217	41.7%	2,132	47.4%	7,285	6,469	12.6%	7,576	-3.8%
Repairs and Maintenance	-	833	-100.0%	2,597	-100.0%	-	2,500	-100.0%	6,950	-100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 129,103	\$ 178,113	-27.5%	\$ 190,227	-32.1%	\$ 372,096	\$ 524,289	-29.0%	\$ 477,643	-22.1%
Depreciation/Amortization	\$ 40,154	\$ 39,985	0.4%	\$ 41,241	-2.6%	\$ 120,123	\$ 119,954	0.1%	\$ 123,723	-2.9%
<b>TOTAL OPERATING COSTS</b>	\$ 169,257	\$ 218,098	-22.4%	\$ 231,468	-26.9%	\$ 492,219	\$ 644,243	-23.6%	\$ 601,366	-18.1%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (142,791)	\$ (83,936)	70.1%	\$ (199,930)	-28.6%	\$ (407,076)	\$ (271,391)	50.0%	\$ (381,431)	6.7%
Operating Margin	-539.53%	-62.56%	762.4%	-633.93%	-14.9%	-478.11%	-72.79%	556.9%	-173.43%	175.7%
<b>EBIDA</b>	\$ (102,637)	\$ (43,952)	133.5%	\$ (158,689)	-35.3%	\$ (286,954)	\$ (151,437)	89.5%	\$ (257,708)	11.3%

	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	550	778	-29.3%	534	3.0%	1,785	2,283	-21.8%	1,962	-9.0%
Optometry Visits	228	263	-13.3%	250	-8.8%	821	753	9.1%	717	14.5%
Total Visits	778	1,041	-25.3%	784	-0.8%	2,606	3,036	-14.2%	2,679	-2.7%
Average Revenue per Office Visit	241.44	263.43	-8.3%	257.26	-6.1%	256.41	263.56	-2.7%	239.06	7.3%
Hospital FTE's (Salaries and Wages)	1.0	1.0	0.6%	1.0	-6.8%	1.0	1.0	2.3%	1.0	-0.2%
Clinic FTE's - (Physician Services)	13.2	12.9	2.9%	13.4	-0.9%	13.7	12.9	6.4%	16.2	-15.3%

**ECTOR COUNTY HOSPITAL DISTRICT  
DECEMBER 2017**

**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	\$ 34,269,502	38.8%	\$ 33,244,345	39.7%	\$ 102,955,912	37.9%	\$ 100,030,272	40.6%
Medicaid	7,590,063	8.6%	7,743,712	9.2%	23,439,546	8.7%	24,091,948	9.8%
Commercial	26,452,614	29.9%	23,112,161	27.6%	81,115,582	30.0%	69,769,098	28.3%
Self Pay	16,938,987	19.2%	11,533,244	13.8%	49,181,846	18.2%	30,734,645	12.5%
Other	3,075,759	3.5%	8,119,787	9.7%	14,004,980	5.2%	21,774,608	8.8%
<b>TOTAL</b>	<b>\$ 88,326,924</b>	<b>100.0%</b>	<b>\$ 83,753,249</b>	<b>100.0%</b>	<b>\$ 270,697,866</b>	<b>100.0%</b>	<b>\$ 246,400,570</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	\$ 6,707,101	36.0%	\$ 5,189,970	28.6%	\$ 20,952,033	38.0%	\$ 15,485,503	29.8%
Medicaid	1,479,788	7.9%	1,762,537	9.7%	4,575,590	8.3%	5,289,211	10.2%
Commercial	8,559,592	45.9%	8,656,760	47.8%	18,412,993	33.3%	23,655,172	45.6%
Self Pay	1,024,790	5.5%	1,174,891	6.5%	3,543,972	6.4%	3,814,489	7.3%
Other	882,592	4.7%	1,338,175	7.4%	7,751,689	14.0%	3,711,074	7.1%
<b>TOTAL</b>	<b>\$ 18,653,862.41</b>	<b>100.0%</b>	<b>\$ 18,122,333</b>	<b>100.0%</b>	<b>\$ 55,236,276</b>	<b>100.0%</b>	<b>\$ 51,955,448</b>	<b>100.0%</b>
TOTAL NET REVENUE	19,215,822		18,379,683		53,191,660		52,750,308	
% OF GROSS REVENUE	21.8%		21.9%		19.6%		21.4%	
VARIANCE	(561,959)		(257,350)		2,044,616		(794,860)	
% VARIANCE TO CASH COLLECTIONS	-2.9%		-1.4%		3.8%		-1.5%	

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
DECEMBER 2017**

**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	\$ 20,629	11.0%	\$ 35,418	9.0%	\$ 86,271	11.3%	\$ 109,052	10.4%
Medicaid	82,577	44.1%	139,313	35.3%	282,854	36.9%	323,226	30.8%
PHC	-	0.0%	103,997	26.3%	21,554	2.8%	326,605	31.1%
Commercial	40,030	21.3%	53,084	13.5%	149,696	19.6%	150,117	14.3%
Self Pay	43,998	23.4%	50,812	12.9%	222,785	29.1%	112,255	10.7%
Other	435	0.2%	11,666	3.0%	1,972	0.3%	27,882	2.7%
<b>TOTAL</b>	<b>\$ 187,668</b>	<b>100.0%</b>	<b>\$ 394,290</b>	<b>100.0%</b>	<b>\$ 765,133</b>	<b>100.0%</b>	<b>\$ 1,049,137</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	\$ 2,928	11.4%	\$ 11,917	7.0%	\$ 11,684	7.8%	\$ 39,955	9.0%
Medicaid	2,945	11.5%	94,368	55.3%	48,647	32.3%	224,807	50.7%
PHC	1,069	4.2%	17,899	10.5%	6,623	4.4%	53,583	12.1%
Commercial	6,900	27.0%	24,643	14.5%	34,640	23.0%	63,007	14.2%
Self Pay	11,731	45.8%	21,572	12.7%	48,829	32.4%	62,045	14.0%
Other	31	0.1%	-	0.0%	105	0.1%	49	0.0%
<b>TOTAL</b>	<b>\$ 25,604</b>	<b>100.0%</b>	<b>\$ 170,398</b>	<b>100.0%</b>	<b>\$ 150,527</b>	<b>100.0%</b>	<b>\$ 443,446</b>	<b>100.0%</b>
TOTAL NET REVENUE	37,424		202,577		149,920		492,433	
% OF GROSS REVENUE	19.9%		51.4%		19.6%		46.9%	
VARIANCE	(11,820)		(32,179)		607		(48,988)	
% VARIANCE TO CASH COLLECTIONS	-31.6%		-15.9%		0.4%		-9.9%	



**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
DECEMBER 2017**

**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	\$ 30,311	16.1%	\$ 39,651	19.7%	\$ 104,822	15.7%	\$ 119,581	18.7%
Medicaid	82,763	44.2%	79,764	39.5%	288,712	43.1%	255,659	39.9%
PHC	5,253	2.8%	28,828	14.3%	25,787	3.9%	98,872	15.4%
Commercial	36,686	19.5%	32,735	16.2%	114,132	17.1%	94,055	14.7%
Self Pay	32,180	17.1%	14,855	7.4%	132,328	19.8%	51,187	8.0%
Other	645	0.3%	5,857	2.9%	2,430	0.4%	21,077	3.3%
<b>TOTAL</b>	<b>\$ 187,838</b>	<b>100.0%</b>	<b>\$ 201,689</b>	<b>100.0%</b>	<b>\$ 668,211</b>	<b>100.0%</b>	<b>\$ 640,430</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	\$ 1,884	11.4%	\$ 31,708	56.4%	\$ 5,970.66	7.2%	\$ 46,170	28.8%
Medicaid	1,896	11.5%	2,399	4.3%	29,936	36.3%	41,832	26.1%
PHC	688	4.2%	3,138	5.6%	3,103	3.8%	10,461	6.5%
Commercial	4,441	27.0%	8,190	14.6%	17,079	20.7%	31,437	19.6%
Self Pay	7,549	45.8%	10,709	19.1%	26,290	31.9%	30,457	19.0%
Other	20	0.1%	60	0.1%	72	0.1%	125	0.1%
<b>TOTAL</b>	<b>\$ 16,478</b>	<b>100.0%</b>	<b>\$ 56,202</b>	<b>100.0%</b>	<b>\$ 82,452</b>	<b>100.0%</b>	<b>\$ 160,482</b>	<b>100.0%</b>
TOTAL NET REVENUE	26,466		31,538		85,142		219,935	
% OF GROSS REVENUE	14.1%		15.6%		12.7%		34.3%	
VARIANCE	(9,988)		24,664		(2,691)		(59,452)	
% VARIANCE TO CASH COLLECTIONS	-37.7%		78.2%		-3.2%		-27.0%	

**ECTOR COUNTY HOSPITAL DISTRICT  
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY  
DECEMBER 2017**

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 13,099,023	\$ -	\$ 13,099,023
Payroll	2,691	-	2,691
Worker's Comp Claims	10,620	-	10,620
UMR Group Medical	(306,313)	-	(306,313)
Flex Benefits	35,440	-	35,440
Mission Fitness	185,453	-	185,453
Petty Cash	9,420	-	9,420
Dispro	1,614	2,161,786	2,163,400
Debt Service	1,251,623	-	1,251,623
Tobacco Settlement	424	-	424
General Liability	-	2,899,840	2,899,840
Professional Liability	-	914,073	914,073
Funded Worker's Compensation	-	1,199,539	1,199,539
Funded Depreciation	-	216,406	216,406
Designated Funds	-	3,119,588	3,119,588
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 14,289,996	\$ 10,511,231	<b>\$ 24,801,227</b>

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 2,000,000	\$ 2,000,000
Funded Depreciation	-	8,000,000	8,000,000
Designated Funds	42,875	-	42,875
Allowance for Change in Market Values	-	(175,000)	(175,000)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 42,875	\$ 9,825,000	<b>\$ 9,867,875</b>
			<hr/>
Total Unrestricted Cash and Investments			<b>\$ 34,669,102</b>

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,672,916	\$ -	\$ 4,672,916
Assets Held By Trustee - Debt Payment Reserves	951,313	-	951,313
Assets Held In Endowment	-	6,204,799	6,204,799
Restricted TPC, LLC	557,915	-	557,915
Restricted MCH West Texas Services	2,031,367	-	2,031,367
	<hr/>	<hr/>	<hr/>
Total Restricted Assets	\$ 8,213,511	\$ 6,204,799	<b>\$ 14,418,310</b>

Total Cash & Investments			<b>\$ 49,087,413</b>
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**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
DECEMBER 2017**

	<b>Hospital</b>	<b>Procure</b>	<b>Blended</b>
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (6,792,616)	\$ 805,159	\$ (5,987,457)
Noncash Expenses:			
Depreciation and Amortization	5,178,303	43,179	5,221,482
Unrealized Gain/Loss on Investments	(52,622)	-	(52,622)
Accretion (Bonds)	-	-	-
Changes in Assets and Liabilities			
Patient Receivables, Net	(3,938,254)	(461,538)	(4,399,792)
Taxes Receivable/Deferred	(2,074,069)	(822)	(2,074,891)
Inventories, Prepaids and Other	(9,075,899)	(1,669,398)	(10,745,297)
Accounts Payable	9,800,101	1,214,626	11,014,728
Accrued Expenses	2,792,077	(1,568,252)	1,223,824
Due to Third Party Payors	(145,289)	-	(145,289)
Accrued Post Retirement Benefit Costs	3,652,809	-	3,652,809
Net Cash Provided by Operating Activities	\$ (655,459)	\$ (1,637,046)	\$ (2,292,506)
Cash Flows from Investing Activities:			
Investments	\$ 129,222	\$ -	\$ 129,222
Acquisition of Property and Equipment	(1,850,033)	(2,809)	(1,852,842)
Cerner Project Costs	198,931	-	198,931
Net Cash used by Investing Activities	\$ (1,521,879)	\$ (2,809)	\$ (1,524,688)
Cash Flows from Financing Activities:			
Net Repayment of Long-term Debt/Bond Issuance	\$ (773,301)	\$ -	\$ (773,301)
Net Cash used by Financing Activities	\$ (773,301)	\$ -	\$ (773,301)
Net Increase (Decrease) in Cash	\$ (2,950,639)	\$ (1,639,856)	\$ (4,590,495)
Beginning Cash & Cash Equivalents @ 9/30/2017	\$ 42,170,177	\$ 3,182,405	\$ 45,352,582
Ending Cash & Cash Equivalents @ 12/31/2017	\$ 39,219,537	\$ 1,542,550	\$ 40,762,087
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 24,801,227	\$ 1,542,550	\$ 26,343,777
Restricted Assets	14,418,310	-	14,418,310
Ending Cash & Cash Equivalents @ 12/31/2017	\$ 39,219,537	\$ 1,542,550	\$ 40,762,087

**ECTOR COUNTY HOSPITAL DISTRICT**  
**TAX COLLECTIONS**  
**FISCAL 2018**

	<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	\$ 276,462	\$ 1,300,000	\$ (1,023,538)	\$ 249,105	\$ 27,357
NOVEMBER	584,006	1,300,000	(715,994)	924,056	(340,049)
DECEMBER	1,135,578	1,300,000	(164,422)	2,885,709	(1,750,131)
SUB TOTAL	<u>1,996,046</u>	<u>3,900,000</u>	<u>(13,603,954)</u>	<u>4,058,870</u>	<u>(2,062,824)</u>
ACCRUAL	-	-	-	-	-
TOTAL	<u>\$ 1,996,046</u>	<u>\$ 3,900,000</u>	<u>\$ (13,603,954)</u>	<u>\$ 4,058,870</u>	<u>\$ (2,062,824)</u>
<b><u>SALES</u></b>					
OCTOBER	\$ 3,753,619	\$ 3,217,497	\$ 536,122	\$ 2,339,047	\$ 1,414,571
NOVEMBER	3,777,148	3,477,235	299,912	2,839,057	938,091
DECEMBER	3,829,080	3,174,525	654,555	2,324,023	1,505,057
TOTAL	<u>\$ 11,359,846</u>	<u>\$ 6,694,732</u>	<u>\$ 1,490,589</u>	<u>\$ 7,502,127</u>	<u>\$ 3,857,719</u>
TAX REVENUE	<u>\$ 13,355,892</u>	<u>\$ 10,594,732</u>	<u>\$ (12,113,365)</u>	<u>\$ 11,560,997</u>	<u>\$ 1,794,896</u>

**ECTOR COUNTY HOSPITAL DISTRICT  
MEDICAID SUPPLEMENTAL PAYMENTS  
FISCAL YEAR 2018**

<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	\$ (2,484,655)	\$ 5,762,187		\$ 3,277,532
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSH TOTAL</b>	<b>\$ (2,484,655)</b>	<b>\$ 5,762,187</b>		<b>\$ 3,277,532</b>
<b>UC</b>				
1st Qtr	\$ (555,750)	\$ 1,268,257		712,507
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UC TOTAL</b>	<b>\$ (555,750)</b>	<b>\$ 1,268,257</b>		<b>\$ 712,507</b>
<b>Regional UPL (Community Benefit)</b>				
1st Qtr	\$ (3,062,308)	-		\$ (3,062,308)
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>REGIONAL UPL TOTAL</b>	<b>\$ (3,062,308)</b>	<b>\$ -</b>		<b>\$ (3,062,308)</b>
<b>DSRIP</b>				
1st Qtr	\$ (7,327,897)	-		\$ (7,327,897)
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSRIP UPL TOTAL</b>	<b>\$ (7,327,897)</b>	<b>\$ -</b>		<b>\$ (7,327,897)</b>
<b>MCH Cash Activity</b>	<b>\$ (13,430,610)</b>	<b>\$ 7,030,444</b>		<b>\$ (6,400,167)</b>
<b>ProCare Cash Activity</b>			\$ 2,625,000	<b>\$ 2,625,000</b>
<b>Blended Cash Activity</b>	<b>\$ (13,430,610)</b>	<b>\$ 7,030,444</b>	<b>\$ 2,625,000</b>	<b>\$ (3,775,167)</b>

**INCOME STATEMENT ACTIVITY:**

**FY 2018 Accrued / (Deferred) Adjustments:**

	<b>MCH</b>	<b>PROCARE</b>	<b>BLENDED</b>
DSH Accrual	\$ 981,296	\$ -	\$ 981,296
Uncompensated Care Accrual	2,233,329	-	2,233,329
Regional UPL Accrual	(2,370,898)	-	(2,370,898)
Nursing Home UPL	-	-	-
Regional UPL Benefit	-	2,625,000	2,625,000
<b>Medicaid Supplemental Payments</b>	<b>843,727</b>	<b>2,625,000</b>	<b>3,468,727</b>
DSRIP Accrual	2,773,262	-	2,773,262
<b>Total Adjustments</b>	<b>\$ 3,616,989</b>	<b>\$ 2,625,000</b>	<b>\$ 6,241,989</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY  
AS OF DECEMBER 31, 2017**

RE NUMBER	ITEM	A	B	C	D	E=A+B+C+D	F	G=E+F	H	H-G
		CIP BALANCE AS OF 12/1/2017	December "+" ADDITIONS	December "- " ADDITIONS	December TRANSFERS	CIP BALANCE AS OF 12/31/2017	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) BOARD APRVD/BUDGET
RE17-1313	ED WAITING RENOVATION	\$ 1,575	\$ -	\$ -	\$ -	\$ 1,575	\$ -	\$ 1,575	\$ 20,000	\$ 18,425
	<b>SUB-TOTAL</b>	<b>\$ 1,575</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,575</b>	<b>\$ -</b>	<b>\$ 1,575</b>	<b>\$ 20,000</b>	<b>\$ 18,425</b>
	<i>MINOR BUILDING IMPROVEMENT</i>									
RE14-1221	FAMILY HEALTH CLINIC IMPROVEMENT	\$ 21,208	\$ -	\$ -	\$ (21,208)	\$ -	\$ -	\$ -	\$ 45,000	\$ 45,000
RE15-1259	PBX - FLOORING REMEDIATION (MAIN HOSPITAL 1ST FLOOR)	13,030	-	-	-	13,030	-	13,030	45,000	31,970
RE16-1282	PROCARE ENT	896,785	588	-	(898,554)	(1,181)	-	(1,181)	896,000	897,181
RE16-1291	SUITE 401 WSMP	(21,674)	-	-	(21,674)	(43,348)	-	(43,348)	75,000	118,348
RE17-1303	ONE DOCTORS PLACE	11,892	-	-	-	11,892	-	11,892	45,000	33,108
RE17-1305	OR ROOF REPAIR	20,776	-	-	-	20,776	-	20,776	45,000	24,224
RE17-1308	OR MED ROOM MODIFICATION	80,255	-	-	(81,456)	(1,201)	-	(1,201)	40,000	41,201
RE17-1309	750 WEST 5TH FLOORING PROJECT	17,057	-	-	(17,057)	-	-	-	15,000	15,000
RE17-1312	ANCILLARY STERILE STORAGE	11,132	3,844	-	-	14,976	-	14,976	25,000	10,024
RE17-1314	GOLDER SITE SIGNAGE	3,983	-	-	-	3,983	-	3,983	20,000	16,018
RE18-1316	PHARMACY CLEAN ROOM	556	4,667	-	-	5,223	-	5,223	25,000	19,777
	<b>SUB-TOTAL</b>	<b>\$ 1,055,000</b>	<b>\$ 9,099</b>	<b>\$ -</b>	<b>\$ (1,039,949)</b>	<b>\$ 24,149</b>	<b>\$ -</b>	<b>\$ 24,149</b>	<b>\$ 1,276,000</b>	<b>\$ 1,251,851</b>
	<i>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</i>									
	VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 2,221,622	\$ 13,207	\$ -	\$ (102,515)	\$ 2,132,314	\$ -	\$ 2,132,314	\$ 2,500,000	\$ 367,686
	<b>SUB-TOTAL</b>	<b>\$ 2,221,622</b>	<b>\$ 13,207</b>	<b>\$ -</b>	<b>\$ (102,515)</b>	<b>\$ 2,132,314</b>	<b>\$ -</b>	<b>\$ 2,132,314</b>	<b>\$ 2,500,000</b>	<b>\$ 367,686</b>
	<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 3,278,196</b>	<b>\$ 22,306</b>	<b>\$ -</b>	<b>\$ (1,142,464)</b>	<b>\$ 2,158,039</b>	<b>\$ -</b>	<b>\$ 2,158,038</b>	<b>\$ 3,796,000</b>	<b>\$ 1,637,962</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
CAPITAL PROJECT & EQUIPMENT EXPENDITURES  
DECEMBER 2017**

<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>		
Family Health Clinic Improvement	Building and Equipment	\$ 21,208
ProCare ENT	Building and Equipment	898,555
Suite 401 WSMP	Building	21,674
OR Medroom Modification	Building	81,456
750 W 5th - Flooring Project	Building	17,057
Suite 300 WSMP - Partial	Building	\$ 2,750
Compliance Area Remodel - Partial	Building and Equipment	\$ 600
<b>TOTAL PROJECT TRANSFERS</b>		<b>\$ 1,043,299</b>
<b>EQUIPMENT PURCHASES</b>		
Cerner	Hardware/Software	\$ 85,737
Furniture for Pediatric Renovation	Equipment	\$ 11,070
42nd Street Computer Equipment	Equipment	\$ 953
HVAC Repair Temp Humidity Control	Equipment	\$ 1,406
<b>TOTAL EQUIPMENT PURCHASES</b>		<b>\$ 99,165</b>
<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>		<b>\$ 1,142,464</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FISCAL 2018 CAPITAL EQUIPMENT  
CONTINGENCY FUND  
DECEMBER 2017**

<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-17	Clear-Lead Mobile X-Ray Barriers	7290	-	-	4,095	(4,095)
Oct-17	AVL Equipment	9080	-	-	4,187	(4,187)
Nov-17	Dell Workstation	9070	-	-	2,799	(2,799)
Nov-17	Powermics	9070	-	-	11,500	(11,500)
Nov-17	Software	9070	-	-	3,375	(3,375)
Dec-17	Patient Services Refrigeration 2-door	8020	-	-	6,249	(6,249)
Dec-17	Patient Services Refrigerator-single door	8020	-	-	4,650	(4,650)
Dec-17	PowerMic Microphones	9070	-	-	11,500	(11,500)
Dec-17	Downtime PCs	9070	-	-	3,375	(3,375)
Dec-17	Downtime PCs	9070	-	-	2,799	(2,799)
Dec-17	Interface - THA Smart Ribbon	9070	-	-	34,008	(34,008)
			<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 88,537</b>	<b>\$ 511,463</b>



**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER  
DECEMBER 2017**

	<u>CURRENT YEAR</u>	<u>PRIOR YEAR</u>		<u>CURRENT YEAR CHANGE</u>
		<u>HOSPITAL UNAUDITED</u>	<u>PRO CARE UNAUDITED</u>	
AR DISPRO/UPL	\$ (3,564,493)	\$ -	\$ -	\$ (3,564,493)
AR UNCOMPENSATED CARE	3,501,586	712,507	-	2,789,079
AR DSRIP	17,257,959	6,930,062	-	10,327,897
AR NURSING HOME UPL	-	-	-	-
AR BAB REVENUE	337,111	84,142	-	252,969
AR PHYSICIAN GUARANTEES	793,539	652,652	-	140,887
AR ACCRUED INTEREST	173,474	129,868	-	43,605
AR OTHER:	8,443,460	4,590,224	3,400,671	452,565
Procure On-Call Fees	241,050	-	155,300	85,750
Procure A/R - FHC	614,571	-	339,398	275,174
Other Misc A/R	7,587,839	4,590,224	2,905,974	91,642
AR DUE FROM THIRD PARTY PAYOR	2,915,835	3,786,834	-	(870,998)
PROCARE-INTERCOMPANY RECEIVABLE	5,129,579	4,331,016	-	798,563
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<b>\$ 34,988,052</b>	<b>\$ 21,217,306</b>	<b>\$ 3,400,671</b>	<b>\$ 10,370,075</b>
PROCARE-INTERCOMPANY LIABILITY	\$ (5,129,579)	\$ -	\$ (4,331,016)	\$ (798,563)

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S  
DECEMBER 2017**

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	BUDGET			PRIOR		BUDGET			PRIOR	
	ACTUAL	BUDGET	VAR	PRIOR YR	YR VAR	ACTUAL	BUDGET	VAR	PRIOR YR	YR VAR
OPERATING ROOM	1.1	3.4	-66.7%	3.6	-68.7%	1.9	3.5	-47.2%	4.2	-55.4%
INTENSIVE CARE UNIT 2	1.2	1.0	24.6%	-	0.0%	1.7	1.0	65.4%	2.3	-23.2%
CARDIOPULMONARY	-	-	0.0%	-	0.0%	1.2	-	0.0%	-	0.0%
NEO-NATAL INTENSIVE CARE	1.3	2.0	-36.3%	0.9	34.6%	1.3	2.2	-38.1%	3.5	-61.7%
4 EAST	1.1	1.4	-23.1%	1.8	-42.6%	1.0	1.4	-27.2%	2.9	-64.7%
EMERGENCY DEPARTMENT	0.3	0.8	-57.1%	-	0.0%	0.8	0.7	9.9%	1.4	-42.5%
LABOR AND DELIVERY	2.7	2.0	36.7%	0.9	204.4%	2.1	2.0	6.0%	2.8	-24.5%
PM&R - PHYSICAL	-	0.4	-100.0%	-	0.0%	0.6	0.4	51.2%	-	0.0%
INPATIENT REHAB	1.8	0.7	178.0%	-	0.0%	1.3	0.7	91.3%	3.2	-58.6%
PHARMACY DRUGS/I.V. SOLUTIONS	0.5	-	0.0%	-	0.0%	0.8	-	0.0%	-	0.0%
PM&R - OCCUPATIONAL	0.8	0.3	135.6%	-	0.0%	0.7	0.3	95.8%	0.8	-17.5%
INTENSIVE CARE UNIT 4 (CCU)	0.6	1.4	-60.8%	-	0.0%	0.3	1.5	-77.8%	3.2	-89.8%
TRAUMA SERVICE	1.0	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%
5 WEST	0.1	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
6 Central	-	1.0	-100.0%	-	0.0%	0.0	1.0	-97.5%	2.2	-98.8%
7 CENTRAL	-	1.8	-100.0%	-	0.0%	-	1.8	-100.0%	4.0	-100.0%
PERFORMANCE IMPROVEMENT (QA)	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
9 CENTRAL	-	0.9	-100.0%	-	0.0%	-	0.9	-100.0%	2.1	-100.0%
8 CENTRAL	-	0.8	-100.0%	-	0.0%	-	0.8	-100.0%	1.8	-100.0%
STERILE PROCESSING	0.6	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
CHW - SPORTS MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	1.6	-100.0%
6 West	-	0.6	-100.0%	0.0	-100.0%	-	0.6	-100.0%	1.3	-100.0%
HUMAN RESOURCES	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PATIENT ACCOUNTING	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
4 CENTRAL	-	0.4	-100.0%	-	0.0%	-	0.4	-100.0%	1.0	-100.0%
FINANCIAL ACCOUNTING	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 CENTRAL	-	0.3	-100.0%	-	0.0%	-	0.3	-100.0%	0.7	-100.0%
OP SURGERY	-	0.1	-100.0%	-	0.0%	-	0.2	-100.0%	0.3	-100.0%
IMAGING - ULTRASOUND	-	0.1	-100.0%	0.3	-100.0%	-	0.1	-100.0%	0.1	-100.0%
CERNER	-	0.0	-100.0%	-	0.0%	-	0.0	-100.0%	-	0.0%
IMAGING - DIAGNOSTICS	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
ENGINEERING	-	-	0.0%	-	0.0%	0.3	-	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%
PM&R - SPEECH	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
MEDICAL STAFF	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>SUBTOTAL</b>	<b>13.1</b>	<b>19.3</b>	<b>-32.3%</b>	<b>7.6</b>	<b>72.0%</b>	<b>15.3</b>	<b>20.0</b>	<b>-23.6%</b>	<b>39.3</b>	<b>-61.2%</b>
<b>TRANSITION LABOR</b>										
INTENSIVE CARE UNIT 4 (CCU)	11.3	5.1	122.6%	6.2	83.4%	10.6	5.3	100.7%	4.1	156.3%
7 CENTRAL	6.0	4.0	49.7%	7.6	-21.3%	6.0	4.1	46.4%	2.9	105.5%
8 CENTRAL	3.5	2.5	37.8%	2.5	37.8%	3.7	2.6	42.0%	1.6	135.8%
INTENSIVE CARE UNIT 2	2.8	3.0	-5.4%	5.4	-47.9%	3.3	3.1	8.0%	2.5	32.5%
6 Central	3.1	2.7	15.9%	4.2	-26.6%	3.4	2.8	23.1%	2.1	62.4%
NEO-NATAL INTENSIVE CARE	2.8	1.9	52.1%	2.9	-1.9%	3.2	2.0	59.1%	1.0	230.9%
INPATIENT REHAB	3.6	2.0	82.8%	4.7	-23.2%	3.4	2.1	63.5%	1.6	112.3%
LABORATORY - CHEMISTRY	1.8	1.1	68.1%	-	0.0%	1.9	1.1	71.4%	-	0.0%
EMERGENCY DEPARTMENT	2.2	2.5	-12.1%	2.8	-20.7%	2.2	2.3	-3.0%	1.1	97.9%
4 EAST	2.6	2.3	13.8%	4.1	-36.5%	2.6	2.3	9.2%	1.4	87.4%
OPERATING ROOM	2.2	0.6	265.2%	2.4	-7.9%	2.1	0.6	229.4%	1.2	76.9%
5 CENTRAL	2.1	1.8	18.2%	2.3	-8.7%	1.9	1.8	3.7%	1.5	24.2%
9 CENTRAL	0.2	2.1	-89.3%	4.0	-94.4%	0.6	2.1	-71.7%	1.3	-54.6%
LABORATORY - HEMATOLOGY	1.1	0.3	249.7%	-	0.0%	1.2	0.3	274.7%	-	0.0%
PM&R - PHYSICAL	0.8	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%
4 CENTRAL	0.4	0.9	-60.2%	1.1	-69.0%	0.8	0.9	-11.0%	0.4	112.3%
CHW - SPORTS MEDICINE	0.3	0.6	-56.9%	1.8	-85.2%	0.7	0.6	11.1%	0.6	18.1%
OP SURGERY	1.1	0.8	43.3%	1.1	-2.1%	1.0	0.8	29.5%	0.7	42.6%
PM&R - OCCUPATIONAL	0.3	0.4	-33.3%	1.0	-74.1%	0.3	0.4	-33.0%	0.3	-19.4%
6 West	0.1	0.7	-79.9%	1.3	-89.2%	0.1	0.7	-86.5%	0.4	-77.7%
LABOR AND DELIVERY	0.1	0.5	-85.3%	0.7	-90.1%	0.1	0.5	-84.9%	0.2	-69.9%
CERNER	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 WEST	-	0.1	-100.0%	0.1	-100.0%	-	0.1	-100.0%	0.0	-100.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>SUBTOTAL</b>	<b>48.2</b>	<b>35.5</b>	<b>35.6%</b>	<b>56.0</b>	<b>-14.1%</b>	<b>50.0</b>	<b>36.6</b>	<b>36.5%</b>	<b>25.1</b>	<b>99.5%</b>
<b>GRAND TOTAL</b>	<b>61.2</b>	<b>54.8</b>	<b>11.7%</b>	<b>63.6</b>	<b>-3.8%</b>	<b>65.3</b>	<b>56.6</b>	<b>15.4%</b>	<b>64.4</b>	<b>1.4%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY  
DECEMBER 2017**

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
ICU2 TEMPORARY LABOR	\$ 17,461	\$ 759	\$ 16,701	2199.4%	\$ (24,210)	-172.1%	\$ 66,769	\$ 2,353	\$ 64,416	2737.5%	\$ 5,067	1217.8%
RT TEMPORARY LABOR	19,000	-	19,000	100.0%	-	100.0%	56,930	-	56,930	100.0%	-	100.0%
L & D TEMPORARY LABOR	37,433	12,660	24,773	195.7%	(15,255)	-345.4%	80,232	37,572	42,660	113.5%	22,572	255.5%
OR TEMPORARY LABOR	7,818	46,091	(38,273)	-83.0%	29,901	-73.9%	59,597	142,882	(83,285)	-58.3%	150,369	-60.4%
ALL OTHER	\$ 90,391	\$ 92,869	\$ (2,477)	-2.7%	\$ (385,705)	-123.4%	\$ 264,005	\$ 278,670	\$ (14,665)	-5.3%	\$ 385,994	-31.6%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 172,103</b>	<b>\$ 152,380</b>	<b>\$ 19,723</b>	<b>12.9%</b>	<b>\$ (395,269)</b>	<b>-143.5%</b>	<b>\$ 527,534</b>	<b>\$ 461,478</b>	<b>\$ 66,056</b>	<b>14.3%</b>	<b>\$ 564,001</b>	<b>-6.5%</b>
ICU4 TRANSITION LABOR	\$ 150,552	\$ 84,066	\$ 66,485	79.1%	\$ 96,072	56.7%	\$ 386,850	\$ 260,454	\$ 126,396	48.5%	\$ 266,449	45.2%
OR TRANSITION LABOR	24,830	9,233	15,598	168.9%	43,768	-43.3%	70,487	28,621	41,867	146.3%	63,618	10.8%
8C TRANSITION LABOR	45,400	33,413	11,987	35.9%	48,655	-6.7%	128,193	102,379	25,814	25.2%	85,436	50.0%
REHAB TRANSITION LABOR	47,829	29,798	18,031	60.5%	145,892	-67.2%	126,304	92,079	34,225	37.2%	145,892	-13.4%
6C TRANSITION LABOR	32,123	42,606	(10,484)	-24.6%	101,225	-68.3%	110,841	130,526	(19,685)	-15.1%	146,181	-24.2%
5C TRANSITION LABOR	20,407	26,558	(6,151)	-23.2%	36,607	-44.3%	63,276	81,395	(18,119)	-22.3%	83,090	-23.8%
ICU2 TRANSITION LABOR	41,709	47,554	(5,845)	-12.3%	146,369	-71.5%	118,245	147,363	(29,118)	-19.8%	189,031	-37.4%
4E TRANSITION LABOR	28,110	43,573	(15,463)	-35.5%	168,079	-83.3%	83,981	134,033	(50,052)	-37.3%	168,079	-50.0%
ALL OTHER	185,279	211,178	(25,900)	-12.3%	560,438	-66.9%	615,234	642,901	(27,667)	-4.3%	611,020	0.7%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 576,239</b>	<b>\$ 527,980</b>	<b>\$ 48,259</b>	<b>9.1%</b>	<b>\$ 1,347,106</b>	<b>-57.2%</b>	<b>\$ 1,703,411</b>	<b>\$ 1,619,750</b>	<b>\$ 83,660</b>	<b>5.2%</b>	<b>\$ 1,758,797</b>	<b>-3.1%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 748,342</b>	<b>\$ 680,359</b>	<b>\$ 67,982</b>	<b>10.0%</b>	<b>\$ 951,837</b>	<b>-21.4%</b>	<b>\$ 2,230,944</b>	<b>\$ 2,081,228</b>	<b>\$ 149,716</b>	<b>7.2%</b>	<b>\$ 2,322,799</b>	<b>-4.0%</b>
ADM BOND AMENDMENT FEES	\$ 129,467	\$ -	\$ 129,467	100.0%	\$ -	100.0%	\$ 129,467	\$ -	\$ 129,467	100.0%	\$ -	100.0%
SERV EXC SURVEY SERVICES	83,477	46,667	36,810	78.9%	106,107	-21.3%	248,813	140,000	108,813	77.7%	218,070	14.1%
PA E-SCAN DATA SYSTEM	114,692	36,079	78,613	217.9%	35,014	227.6%	197,356	108,238	89,119	82.3%	141,475	39.5%
UC-CPC 42ND STREET PURCH SVCS-OTHER	67,510	30,177	37,333	123.7%	40,201	67.9%	171,861	99,171	72,690	73.3%	75,681	127.1%
PT ACCTS COLLECTION FEES	83,846	75,499	8,348	11.1%	184,557	-54.6%	296,682	233,461	63,221	27.1%	337,232	-12.0%
PI FEES ( TRANSITION NURSE PROGRAM)	33,542	22,904	10,639	46.4%	30,973	8.3%	129,216	68,712	60,504	88.1%	107,425	20.3%
ADM CONSULTANT FEES	50,811	32,583	18,228	55.9%	25,633	98.2%	154,743	97,750	56,993	58.3%	174,026	-11.1%
ADM CONTRACT STRYKER	37,597	19,898	17,699	89.0%	-	100.0%	108,456	61,528	46,928	76.3%	26,704	306.1%
PRO OTHER PURCH SVCS	23,402	16,742	6,660	39.8%	16,742	39.8%	78,761	32,287	46,474	143.9%	32,287	143.9%
OR FEES ( PERFUSION SERVICES )	25,861	29,472	(3,611)	-12.3%	36,275	-28.7%	84,932	43,065	41,867	97.2%	53,006	60.2%
CARDIOVASCULAR SERVICES	3,000	12,500	(9,500)	-76.0%	32,500	-90.8%	79,095	37,500	41,595	110.9%	71,590	10.5%
IT INFORMATION SOLUTIONS SVCS	85,284	28,284	57,000	201.5%	50,098	70.2%	229,428	188,517	40,911	21.7%	333,910	-31.3%
HISTOLOGY SERVICES	44,002	36,850	7,152	19.4%	35,607	23.6%	138,753	102,074	36,679	35.9%	98,630	40.7%
CREDIT CARD FEES	23,774	10,145	13,629	134.3%	10,957	117.0%	55,398	34,658	20,740	59.8%	37,432	48.0%
PA ELIGIBILITY FEES	76,809	31,172	45,638	146.4%	33,211	131.3%	87,950	74,105	13,845	18.7%	78,953	11.4%
UC-WEST CLINIC - PURCH SVCS-OTHER	29,673	24,437	5,235	21.4%	50,034	-40.7%	90,195	77,627	12,568	16.2%	146,771	-38.5%
CREDIT CARD FEES	15,019	18,867	(3,849)	-20.4%	18,700	-19.7%	50,515	63,828	(13,313)	-20.9%	63,260	-20.1%
ADMIN LEGAL FEES	17,033	42,276	(25,243)	-59.7%	66,524	-74.4%	92,082	126,828	(34,746)	-27.4%	181,500	-49.3%
HK SVC CONTRACT PURCH SVC	63,809	70,951	(7,143)	-10.1%	50,860	25.5%	183,319	219,949	(36,630)	-16.7%	150,790	21.6%
PHARMACY SERVICES	14,670	31,911	(17,241)	-54.0%	17,644	-16.9%	53,944	94,215	(40,271)	-42.7%	66,501	-18.9%
HIM CODING SERVICES	79,054	137,187	(58,133)	-42.4%	113,706	-30.5%	185,352	337,117	(151,765)	-45.0%	279,417	-33.7%
PRIMARY CARE WEST OTHER PURCH SVCS	108,101	162,304	(54,203)	-33.4%	171,738	-37.1%	324,938	477,890	(152,952)	-32.0%	431,733	-24.7%
FHC OTHER PURCH SVCS	213,747	259,709	(45,961)	-17.7%	273,459	-21.8%	563,917	801,228	(237,311)	-29.6%	651,055	-13.4%
ALL OTHERS	953,684	1,147,242	(193,558)	-16.9%	1,075,495	-11.3%	2,949,723	3,387,969	(438,245)	-12.9%	3,425,057	-13.9%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 2,377,862</b>	<b>\$ 2,323,853</b>	<b>\$ 54,008</b>	<b>2.3%</b>	<b>\$ 2,476,032</b>	<b>-4.0%</b>	<b>\$ 6,684,895</b>	<b>\$ 6,907,714</b>	<b>\$ (222,819)</b>	<b>-3.2%</b>	<b>\$ 7,182,504</b>	<b>-6.9%</b>

Ector County Hospital District  
 Debt Service Coverage Calculation  
 DECEMBER 2017

Average Annual Debt Service Requirements of 110%:

	FYTD			Annualized
	ProCare	ECHD	Consolidated	Consolidated
Decrease in net position	805,159	(6,792,616)	(5,987,458)	(23,949,833)
Deficiency of revenues over expenses	805,159	(6,792,616)	(5,987,458)	(23,949,833)
Depreciation/amortization	73,368	5,148,114	5,221,482	20,885,927
GASB 68	-	1,217,696	1,217,696	14,612,352
Interest expense	-	831,409	831,409	3,325,636
(Gain) or loss on fixed assets	-	(452)	(452)	(1,806)
Unusual / infrequent / extraordinary items	-	-	-	-
Unrealized (gains) / losses on investments	-	52,622	52,622	210,490
Consolidated net revenues	878,526	456,774	1,335,299	15,082,765

**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%
2018	3,704,144.87	1,084,539.55	4,788,684.42	5,267,552.87
2019	3,704,003.09	1,050,540.12	4,754,543.21	5,229,997.53
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
	3,702,789.51	658,006.32	4,360,795.82	

OR

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

	Bonds
Debt Service	4,788,684

*higher of the two*

Current FYTD

27.9%

Covenant Computation

(needs to be 110% or higher)

315.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED RATIO ANALYSIS  
DECEMBER 31, 2017**

		YTD DECEMBER 2018	2016 S&P Comparison**	YTD September 2017	YTD September 2016	YTD September 2015
<b><u>Statement of Operations:</u></b>						
Salaries & Benefits/Net Pt Rev (%)	↓	72.7	55.7	75.5	69.1	68.6
Bad Debt Exp/Total Operating Revenue (%)	↓	29.7	N/A	31.6	34.6	33.4
Maximum Debt Service Coverage (x)	↑	4.8	2.7	1.6	7.1	7.9
Maximum Debt Service/Total Operating Revenue (%)	↓	1.3	N/A	1.4	1.7	1.8
Interest Coverage (x) <sup>1</sup>						
EBITDA Margin (%) <sup>1</sup>	↑	5.3	8.8	1.9	7.2	12.6
Operating Margin (%)	↑	-2.1	1.2	-6.8	-0.7	0.7
Profit Margin (%)	↑	-1.7	2.3	-5.5	-1.2	3.6
<b><u>Balance Sheet:</u></b>						
Average Age Net Fixed Assets (years)	↓	12.4	12.8	12.7	11.7	9.9
Cushion Ratio (x)	↓	9.6	13.4	11.3	22.4	25.5
Days' Cash on Hand	↓	37.9	167.3	50.0	120.2	143.9
Days in Accounts Receivable	↑	68.7	44.1	57.5	53.6	54.6
Cash Flow/Total Liabilities (%)	↑	7.7	11.3	1.6	9.4	22.6
Unrestricted Cash/Long-Term Debt (%)	↓	73.7	140.3	89.2	177.7	193.1
Long-Term Debt/Capitalization (%)	↑	21.4	38.3	21.0	18.0	18.6
Payment Period (days)	↑	68.7	N/A	65.5	57.9	51.0
<b><u>Other Ratios:</u></b>						
Inventory Turnover <sup>2</sup>	↓	9.6	17.0	10.5	12.0	12.2

**\*\*National medians based on Standard and Poors U.S. Not-For Profit Health Care Stand-Alone Ratios**

Note 1: EBITDA - Earnings before interest, taxes, depreciation, and amortization

Note 2: Inventory Turnover - this ratio is not reported by Standard & Poor's, Moodys or Fitch. The median of 17 was obtained by contacting several like size facilities within the VHA-SW group resulting in a range of 15 to 18.



# Financial Presentation

For the Month Ended

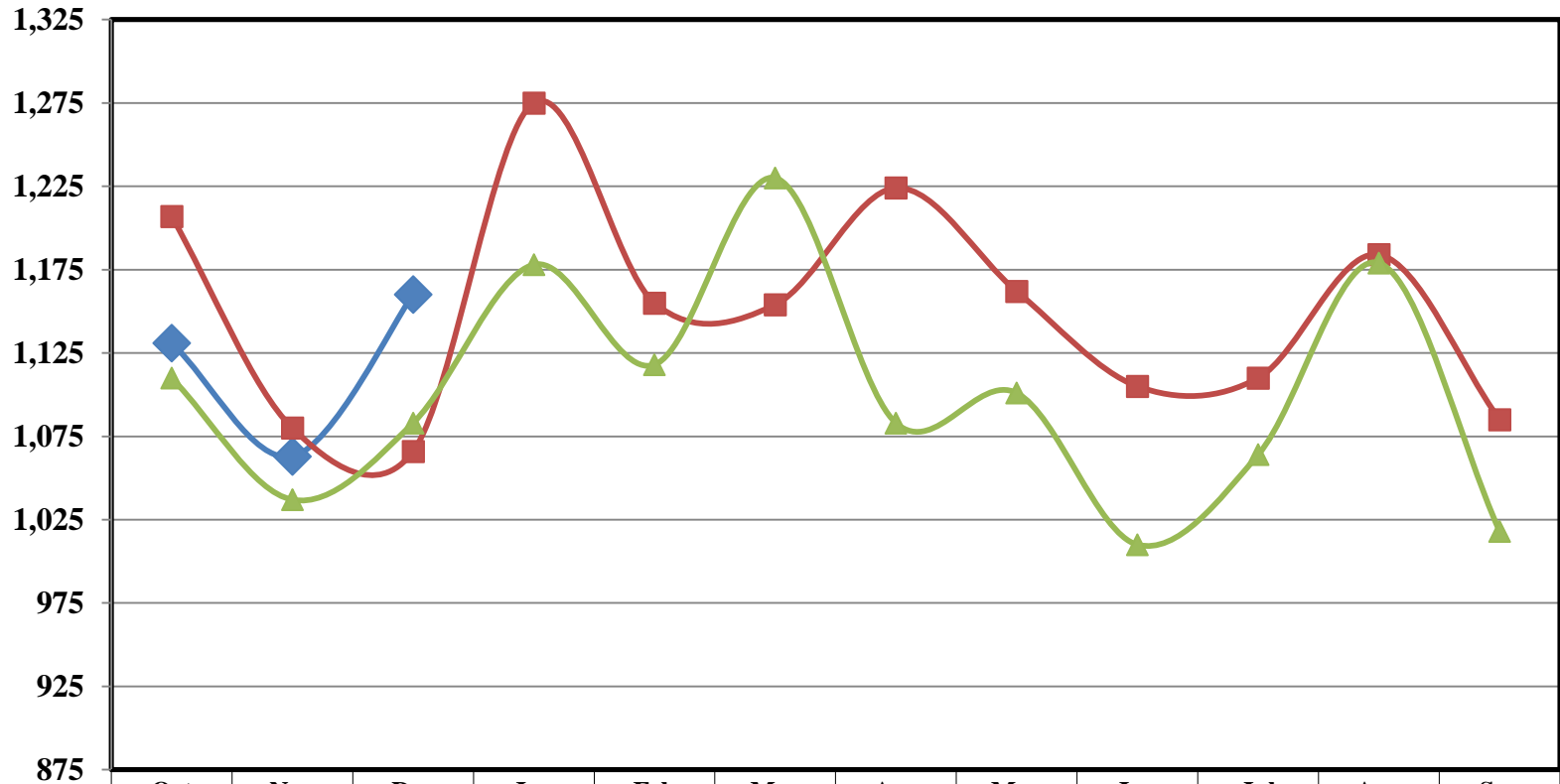
December 31, 2017

# Volume



# Admissions

Total – Adults and NICU

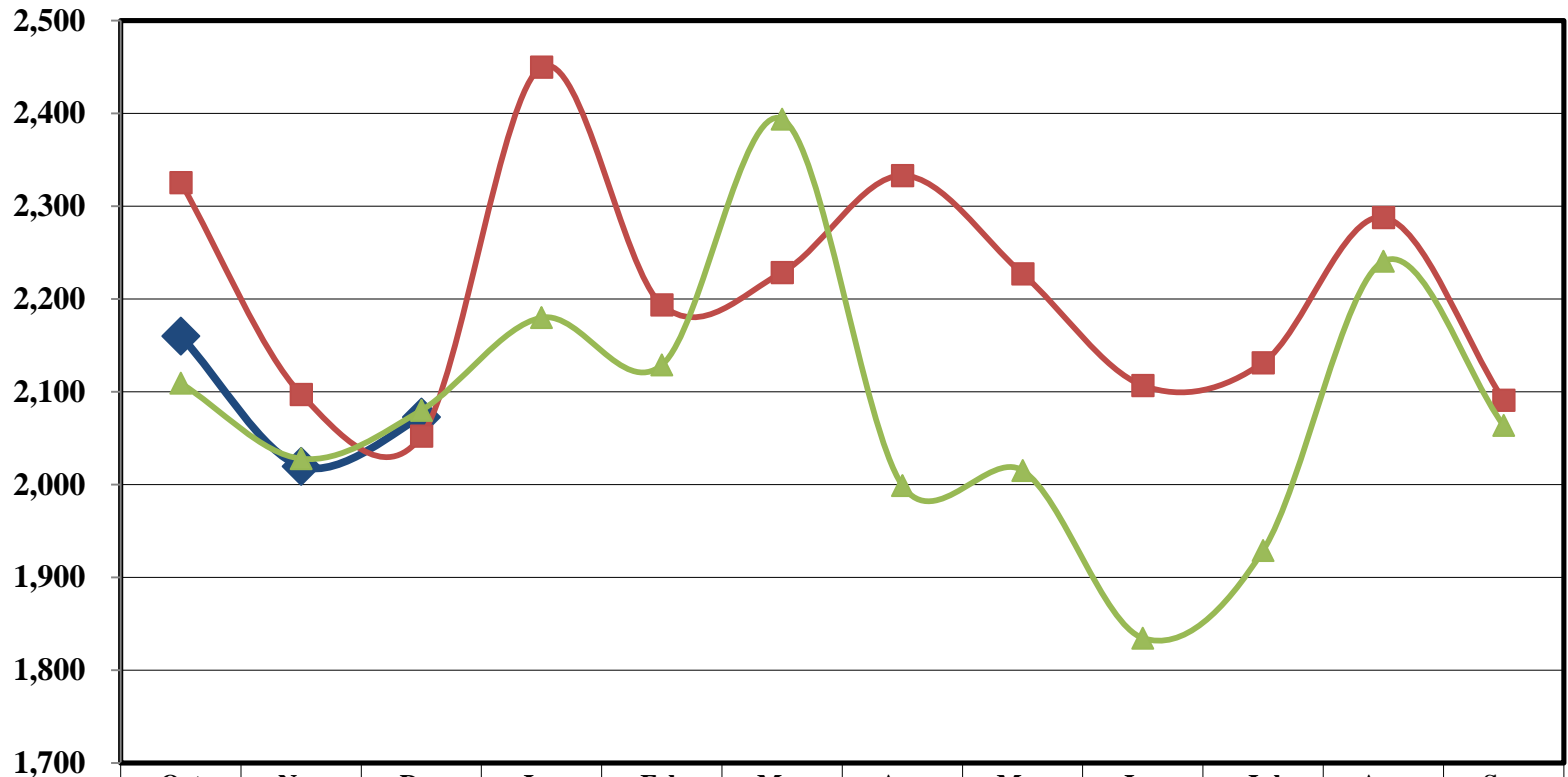


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	1,131	1,063	1,160									
■ FY 2018 Budget	1,207	1,080	1,066	1,275	1,155	1,154	1,224	1,162	1,105	1,110	1,184	1,085
▲ FY 2017	1,110	1,037	1,083	1,178	1,118	1,230	1,083	1,101	1,010	1,064	1,179	1,018



# Adjusted Admissions

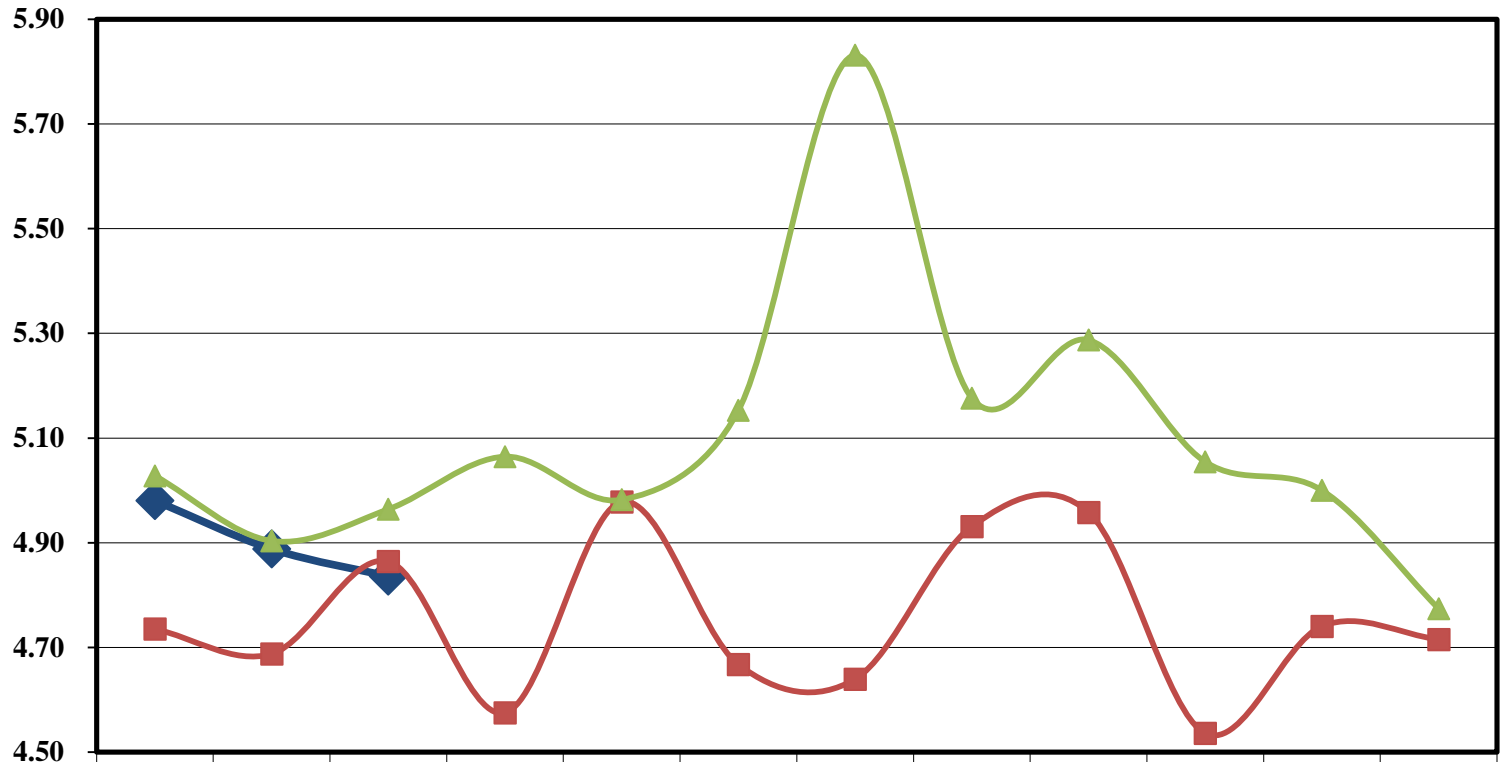
Including Acute & Rehab Unit



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>FY 2018</b>	2,160	2,020	2,073									
<b>FY 2018 Budget</b>	2,326	2,097	2,052	2,450	2,194	2,229	2,333	2,227	2,107	2,131	2,288	2,091
<b>FY 2017</b>	2,109	2,028	2,080	2,180	2,129	2,394	1,999	2,015	1,835	1,929	2,241	2,064

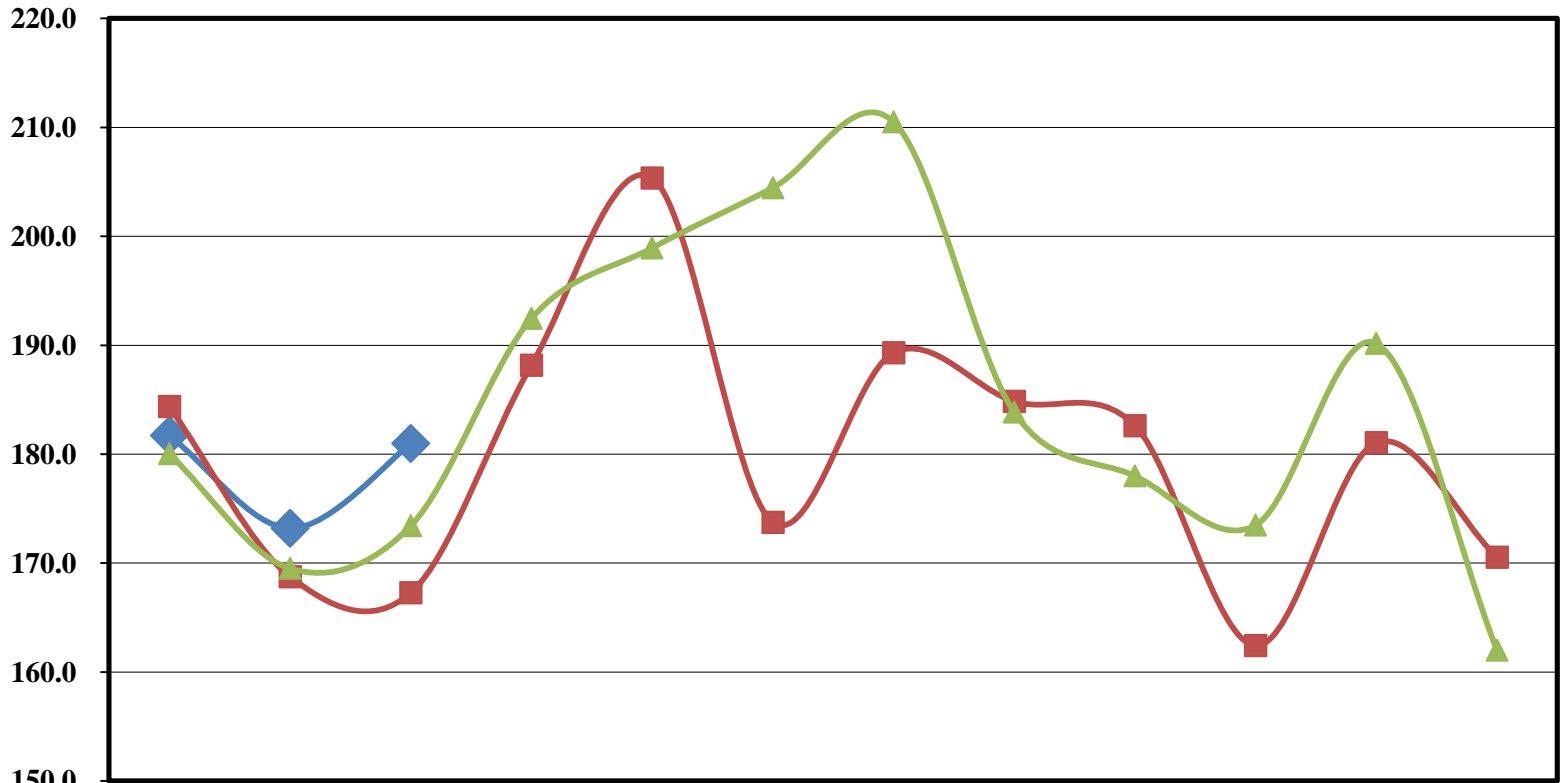
# Average Length of Stay

Total – Adults and NICU



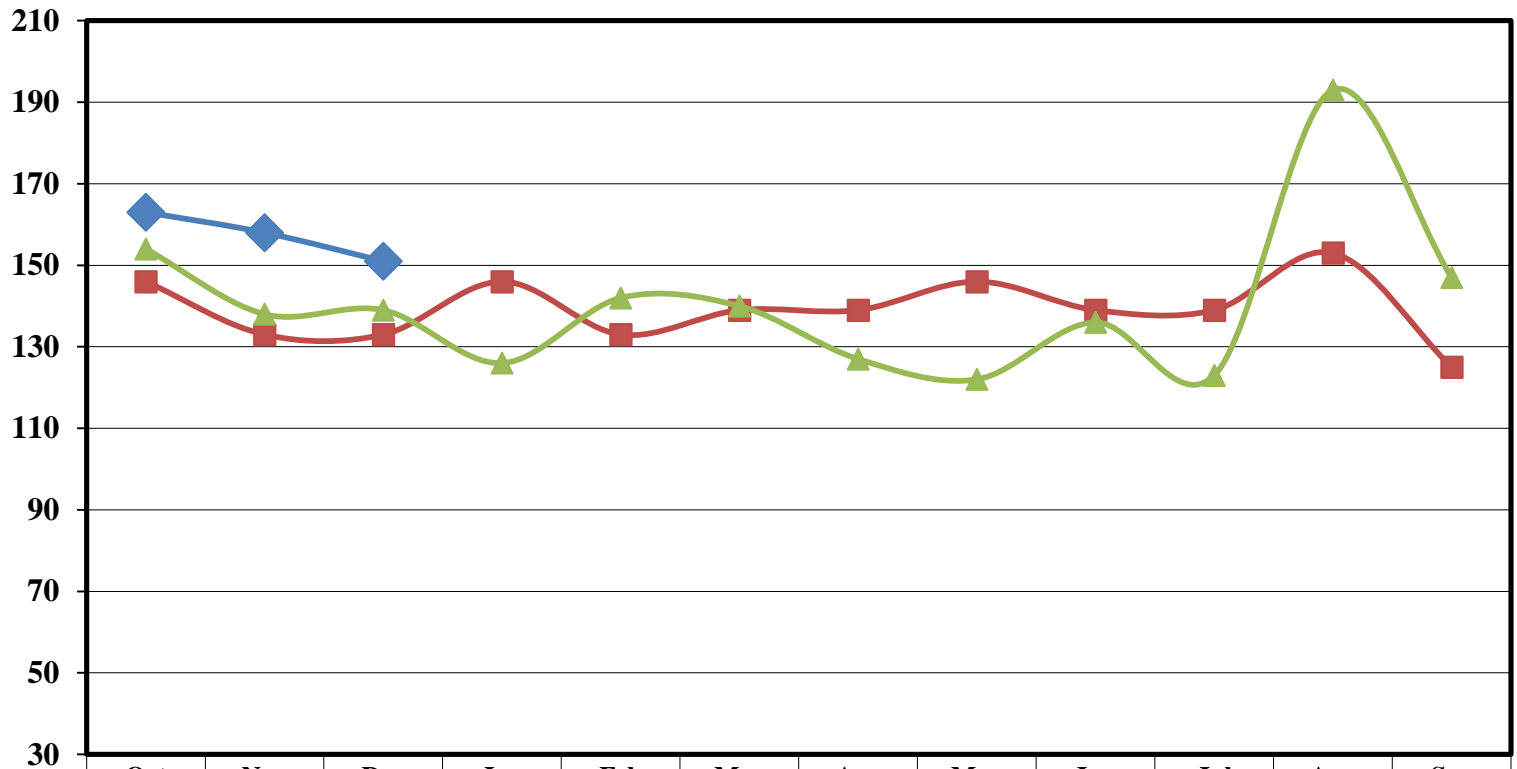
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	4.98	4.89	4.84									
■ FY 2018 Budget	4.74	4.69	4.86	4.58	4.98	4.67	4.64	4.93	4.96	4.54	4.74	4.72
▲ FY 2017	5.03	4.90	4.96	5.06	4.98	5.15	5.83	5.18	5.29	5.05	5.00	4.77

# Average Daily Census



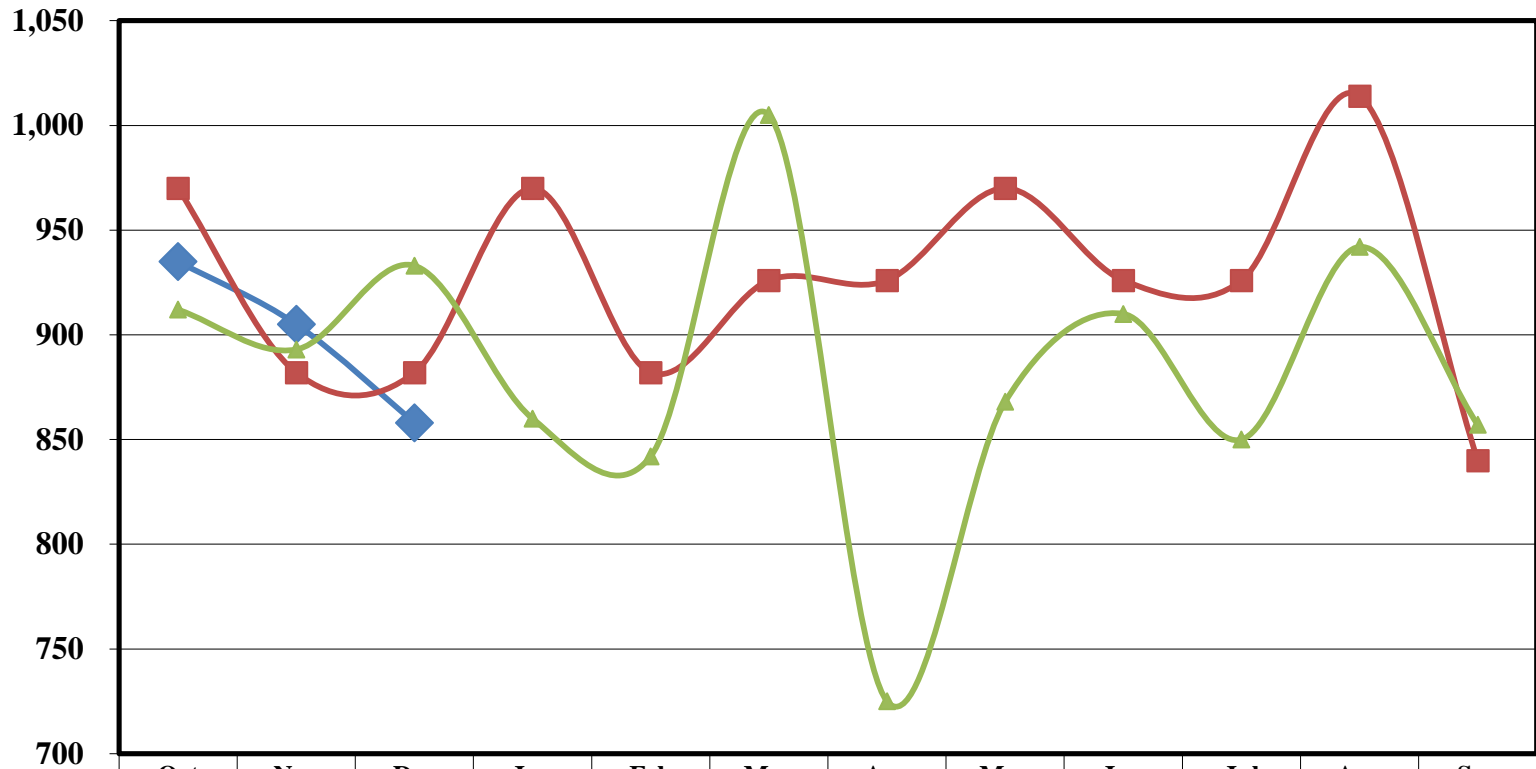
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	181.7	173.2	181.0									
■ FY 2018 Budget	184.4	168.8	167.3	188.2	205.4	173.8	189.3	184.8	182.6	162.4	181.1	170.5
▲ FY 2017	180.0	169.5	173.4	192.5	198.9	204.5	210.5	183.8	178.0	173.5	190.2	162.0

# Deliveries



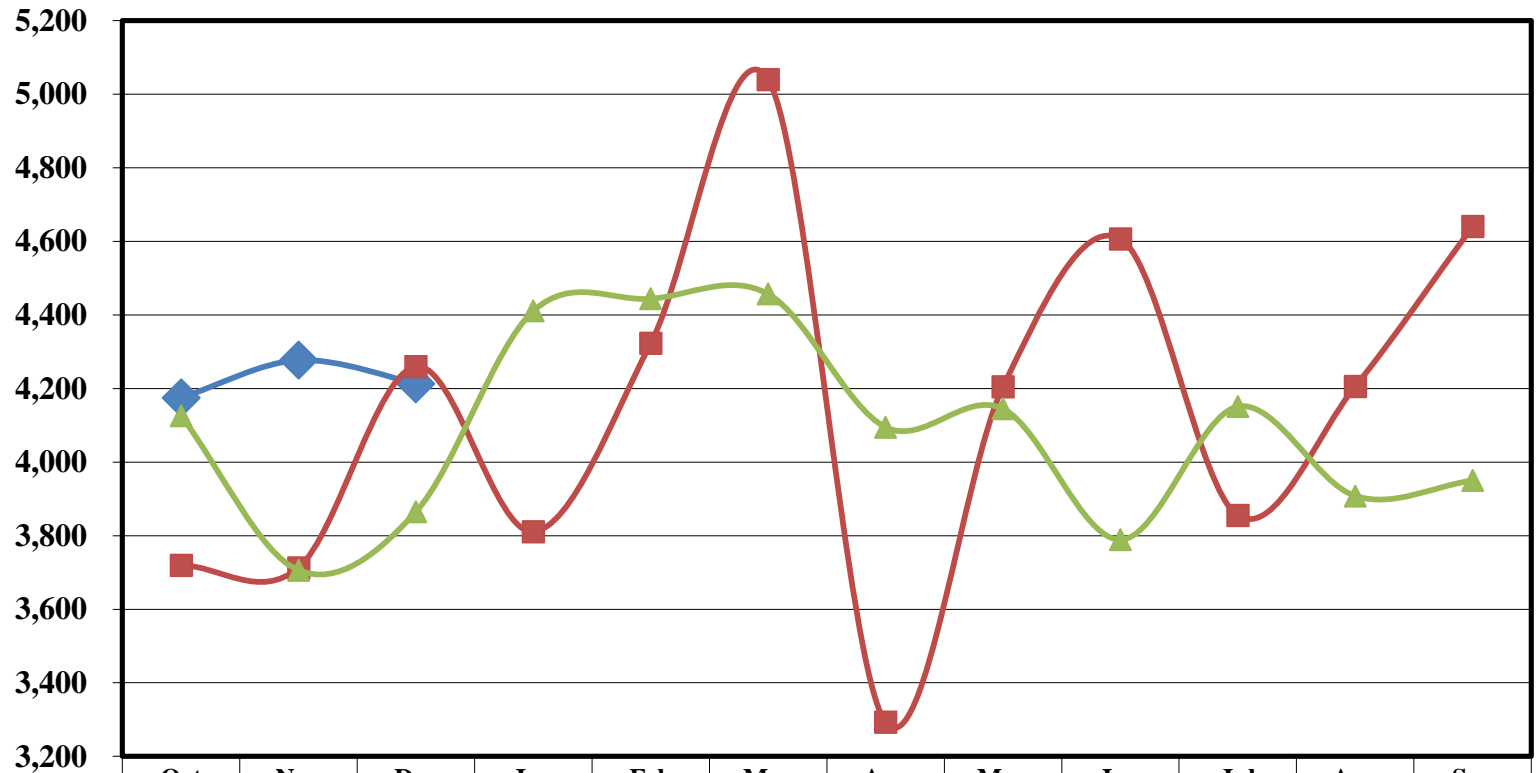
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	163	158	151									
■ FY 2018 Budget	146	133	133	146	133	139	139	146	139	139	153	125
▲ FY 2017	154	138	139	126	142	140	127	122	136	123	193	147

# Total Surgical Cases



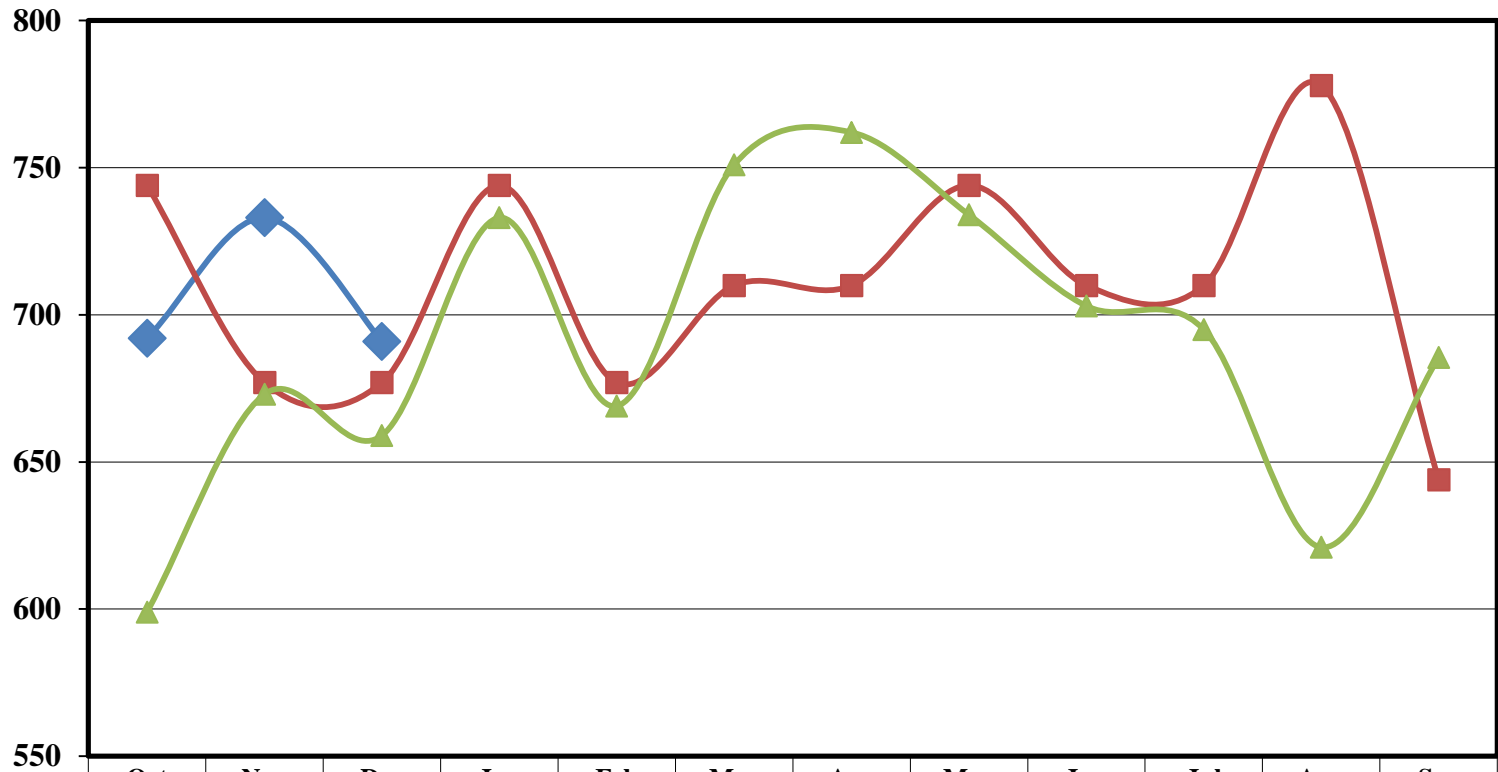
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">◆</span> FY 2018	935	905	858									
<span style="color: red;">■</span> FY 2018 Budget	970	882	882	970	882	926	926	970	926	926	1,014	840
<span style="color: green;">▲</span> FY 2017	912	893	933	860	842	1,005	725	868	910	850	942	857

# Emergency Room Visits



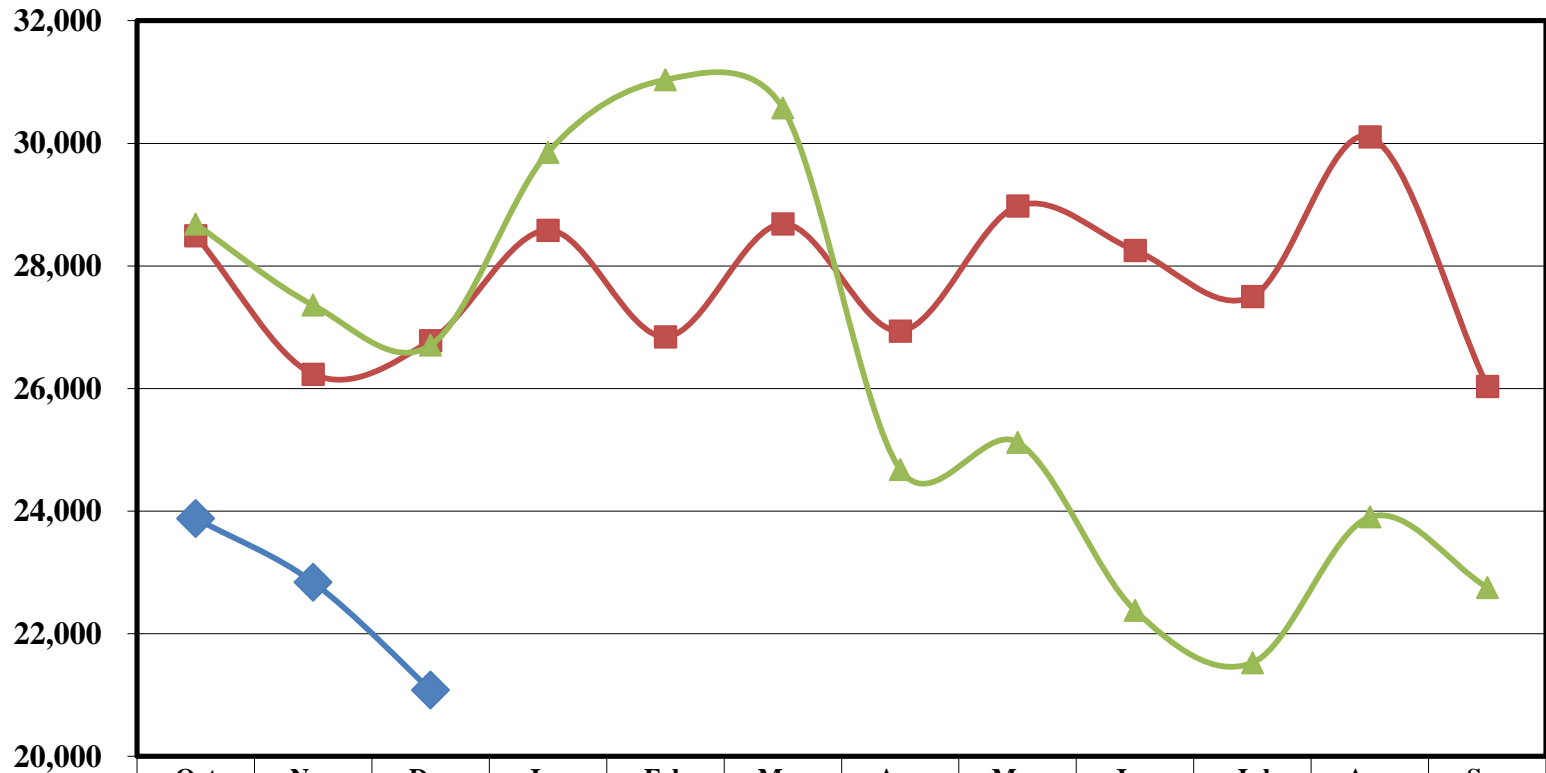
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">◆</span> FY 2018	4,175	4,277	4,213									
<span style="color: red;">■</span> FY 2018 Budget	3,720	3,713	4,260	3,811	4,323	5,040	3,293	4,205	4,607	3,855	4,206	4,641
<span style="color: green;">▲</span> FY 2017	4,126	3,706	3,865	4,411	4,444	4,457	4,095	4,145	3,789	4,151	3,908	3,950

# Observation Days



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	692	733	691									
■ FY 2018 Budget	744	677	677	744	677	710	710	744	710	710	778	644
▲ FY 2017	599	673	659	733	669	751	762	734	703	695	621	686

# Total Outpatient Occasions of Service

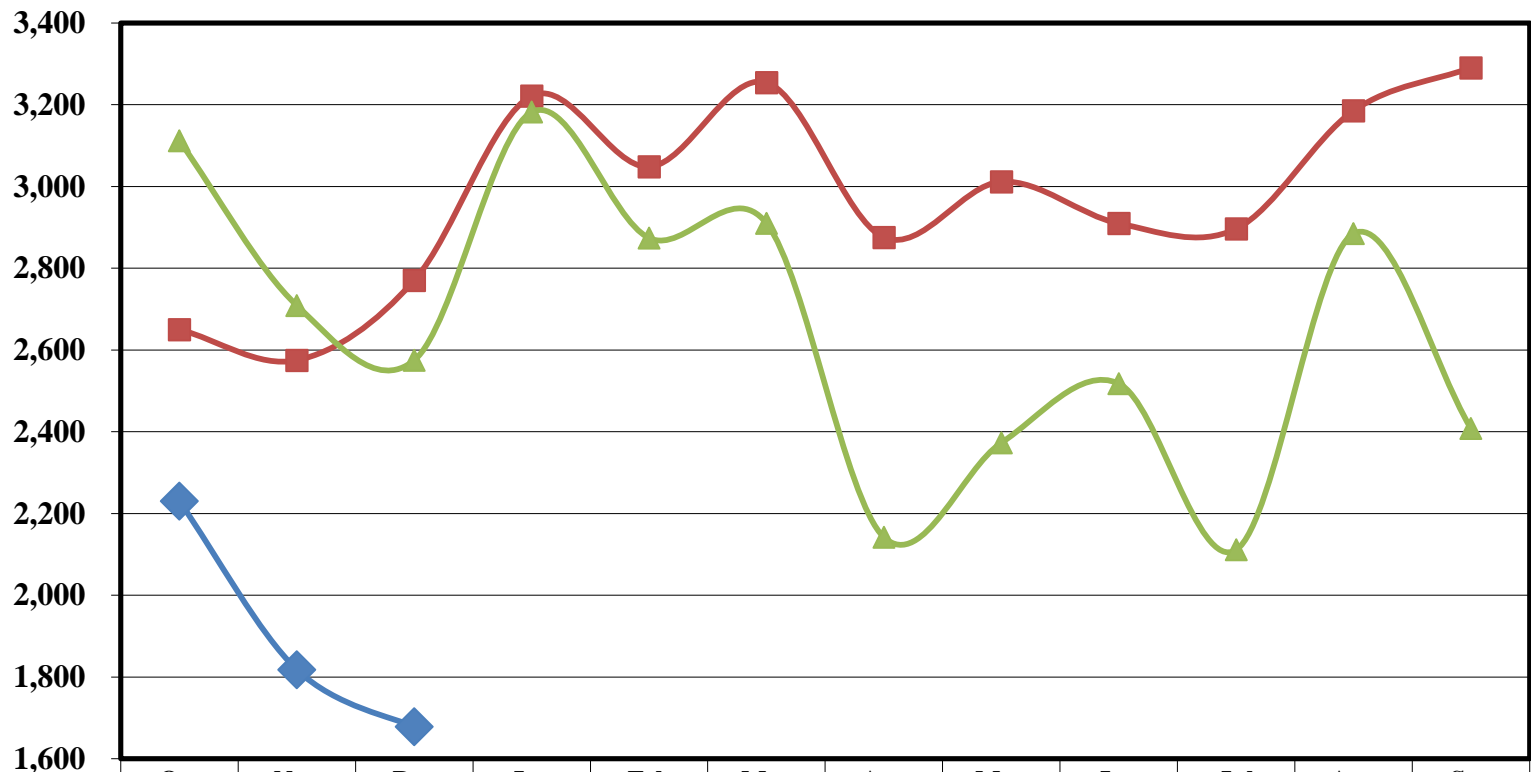


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	23,881	22,839	21,080									
■ FY 2018 Budget	28,493	26,235	26,782	28,584	26,845	28,687	26,940	28,978	28,254	27,502	30,105	26,037
▲ FY 2017	28,681	27,360	26,707	29,852	31,036	30,575	24,678	25,123	22,380	21,528	23,904	22,755



# Center for Primary Care Total Visits

(FQHC - Clements & West University)

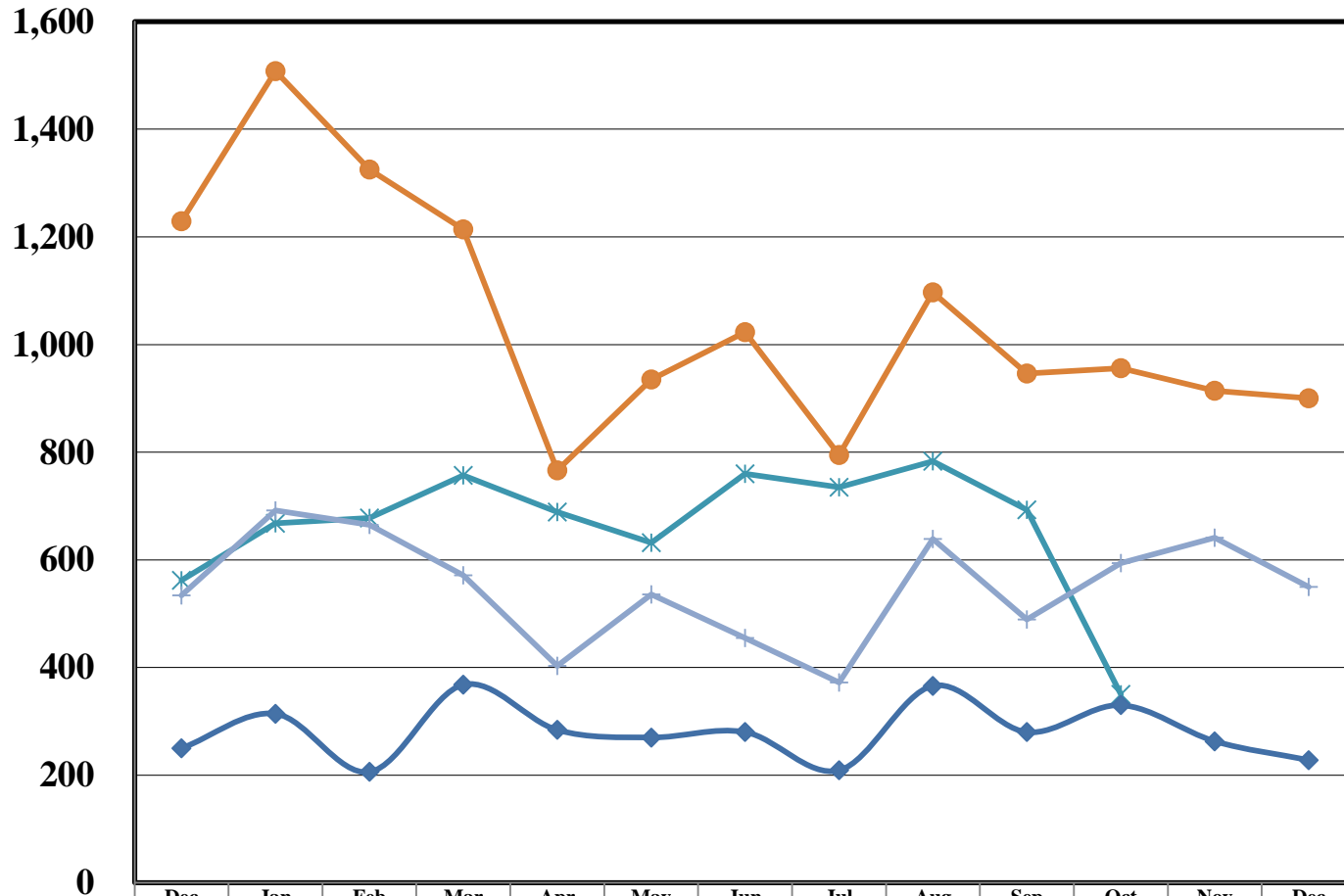


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,230	1,818	1,678									
FY 2018 Budget	2,650	2,575	2,771	3,222	3,048	3,254	2,876	3,012	2,910	2,897	3,185	3,291
FY 2017	3,112	2,709	2,575	3,182	2,874	2,910	2,142	2,373	2,518	2,111	2,885	2,408

# Center for Primary Care Visits

(FQHC - Clements and West University)

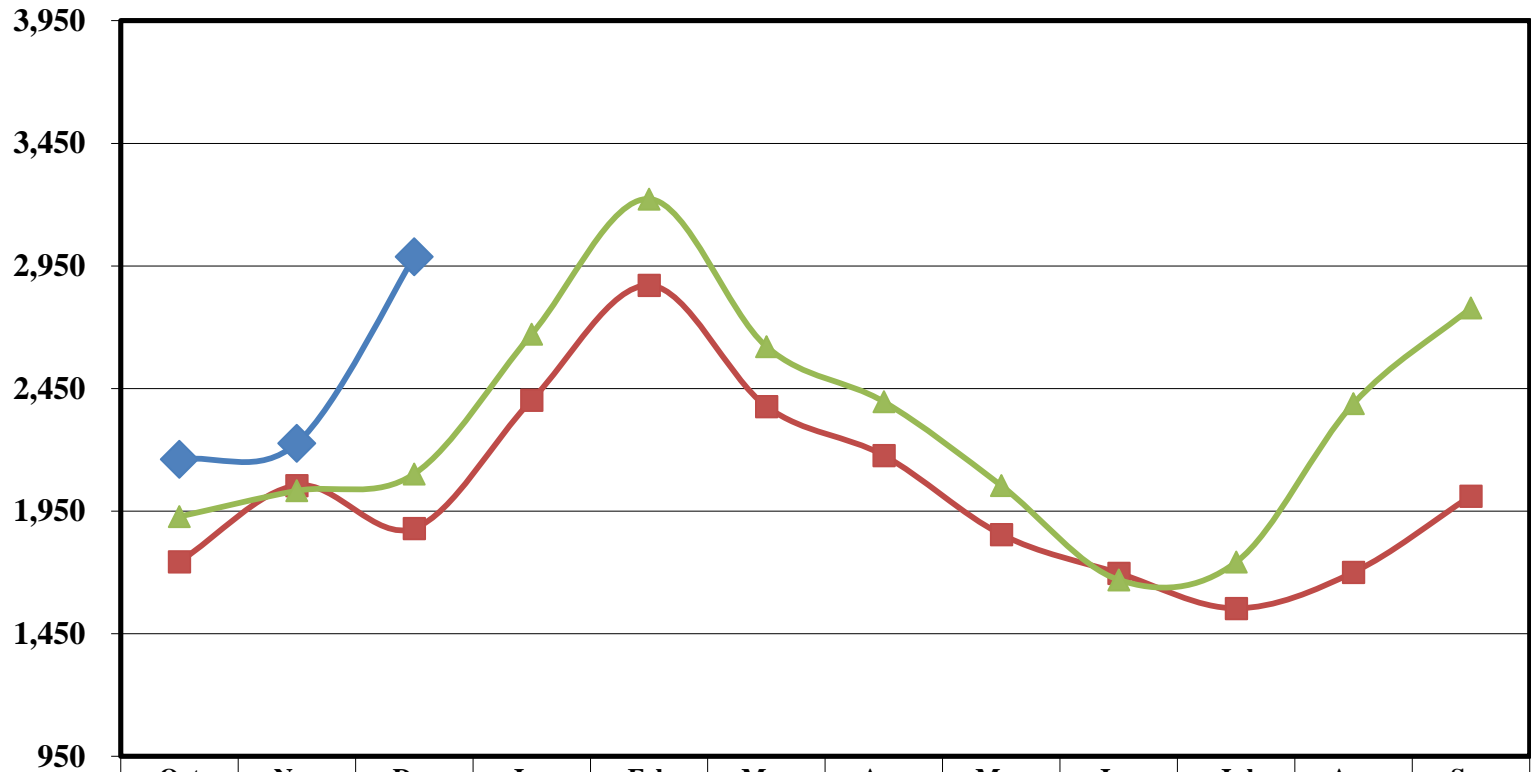
Thirteen Month Trending



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Clements Dental	562	668	678	757	689	632	760	735	783	693	350		
Clements Medical	1,229	1,508	1,325	1,214	766	935	1,023	795	1,097	946	956	914	900
W. University Medical	534	692	665	571	403	536	455	372	639	489	594	641	550
W. University Optometry	250	314	206	368	284	270	280	209	366	280	330	263	228

# Urgent Care Visits

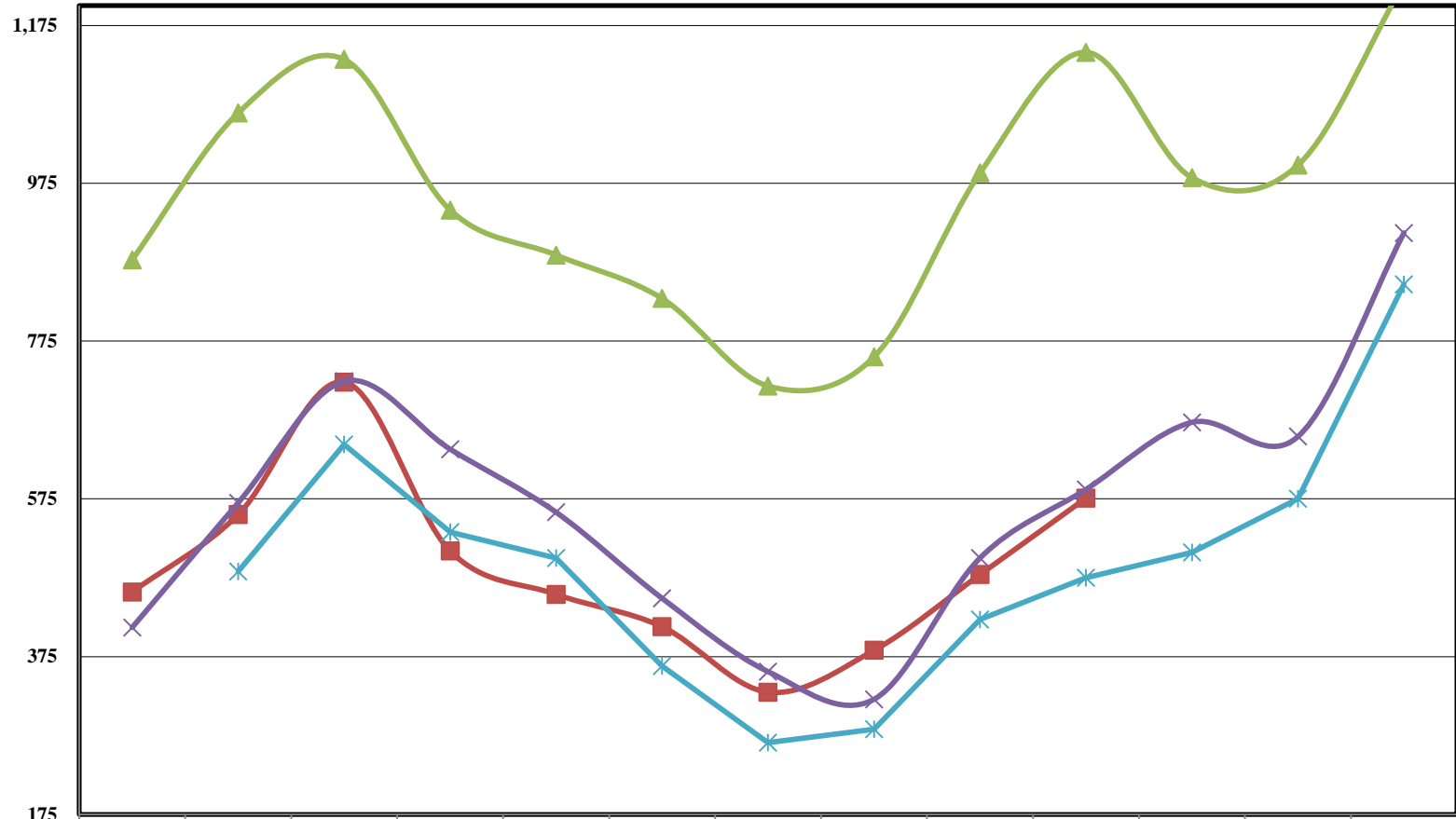
(Health and Wellness, Golder, JBS Clinic, West University & 42<sup>nd</sup> Street)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,161	2,227	2,988									
FY 2018 Budget	1,744	2,055	1,880	2,403	2,871	2,377	2,177	1,855	1,697	1,554	1,701	2,012
FY 2017	1,928	2,033	2,102	2,672	3,223	2,621	2,396	2,054	1,670	1,742	2,389	2,779

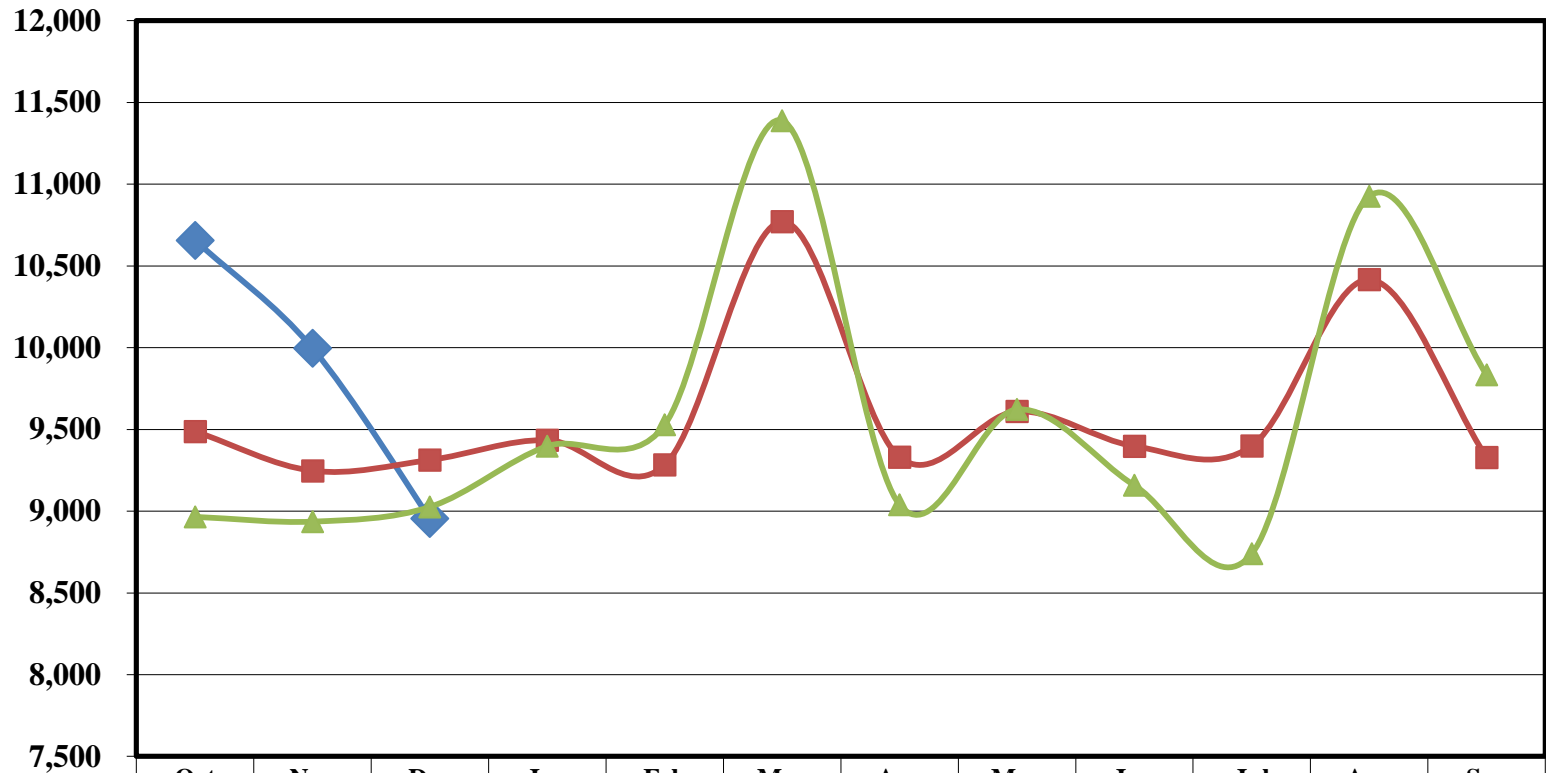
# Urgent Care Visits

(Health and Wellness, Golder, JBS Clinic, West University & 42<sup>nd</sup> Street)  
Thirteen Month Trending



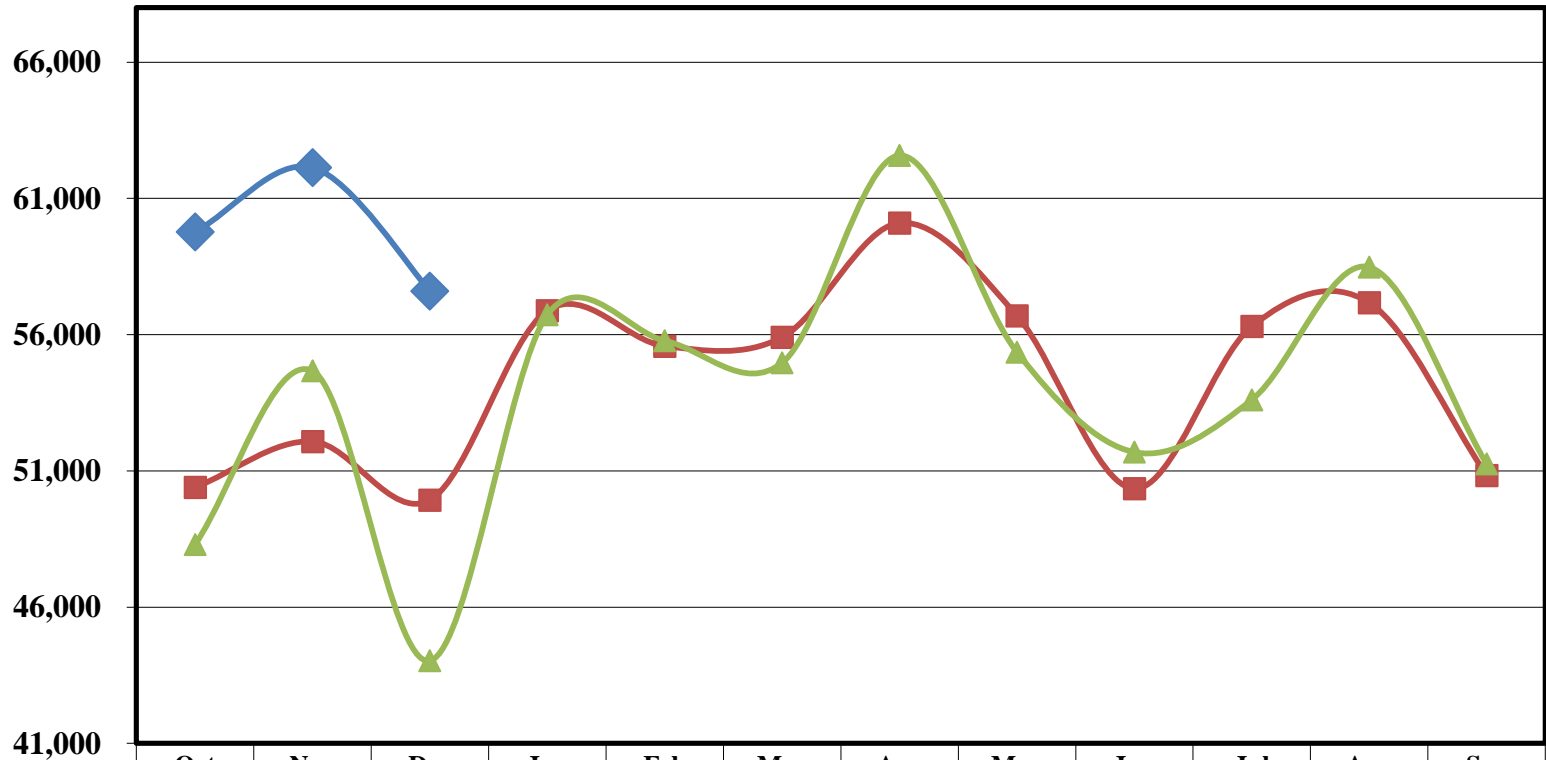
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Golder	457	555	723	509	454	413	330	383	479	576			
JBS Clinic	878	1,064	1,132	941	884	829	718	755	988	1,141	982	998	1,229
West University	412	570	724	638	558	449	356	321	500	587	672	654	912
42nd Street		483	644	533	500	363	266	283	422	475	507	575	847

# Total ProCare Office Visits



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	10,657	9,997	8,955									
■ FY 2018 Budget	9,488	9,247	9,313	9,435	9,283	10,771	9,330	9,610	9,398	9,400	10,417	9,328
▲ FY 2017	8,965	8,936	9,026	9,398	9,529	11,389	9,039	9,622	9,158	8,740	10,926	9,834

# Total ProCare Procedures



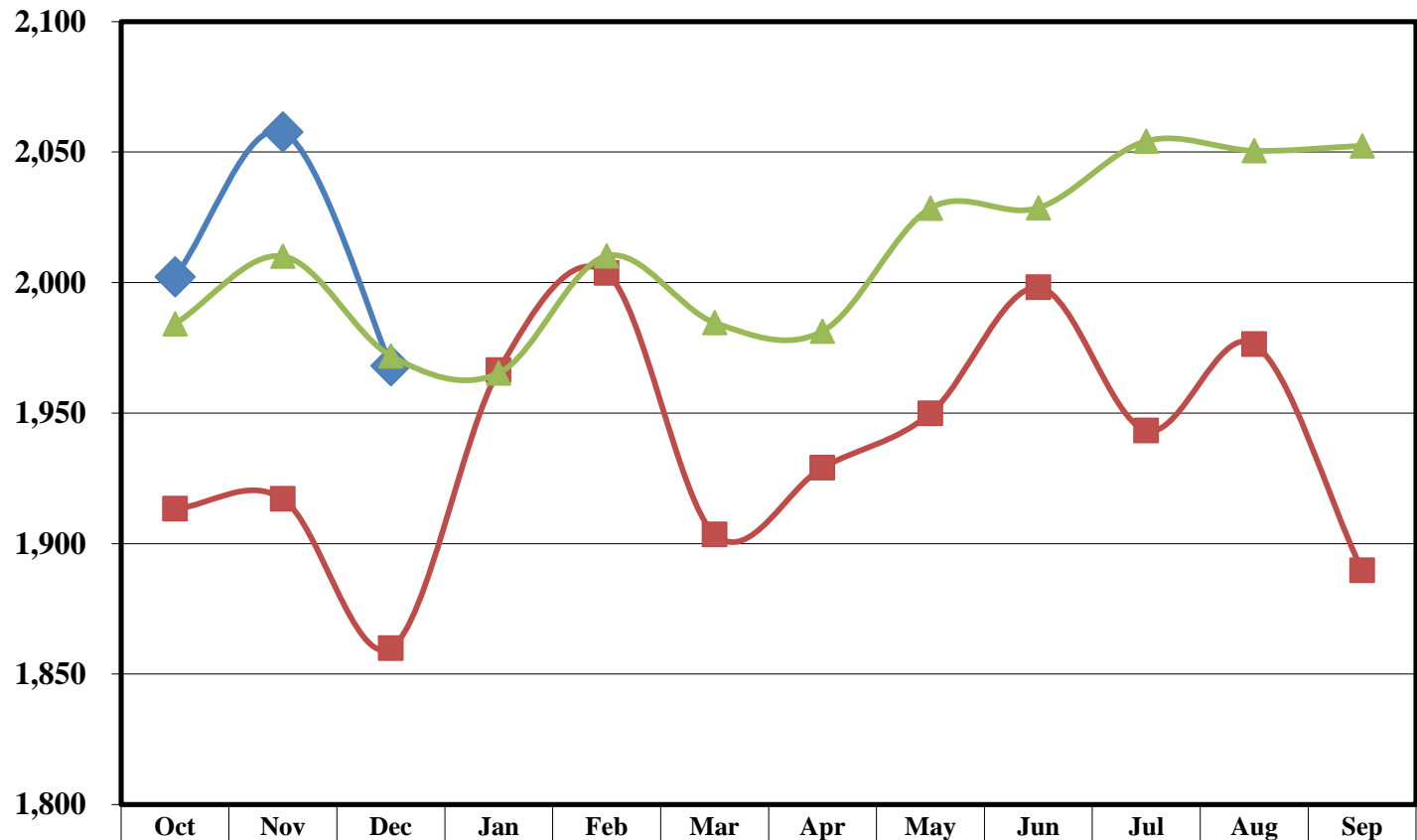
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2018	59,771	62,133	57,603									
■ FY 2018 Budget	50,395	52,081	49,933	56,886	55,583	55,907	60,100	56,695	50,350	56,304	57,171	50,838
▲ FY 2017	48,296	54,671	44,033	56,732	55,777	54,967	62,578	55,355	51,688	53,610	58,478	51,254

# Staffing



# Blended FTE's

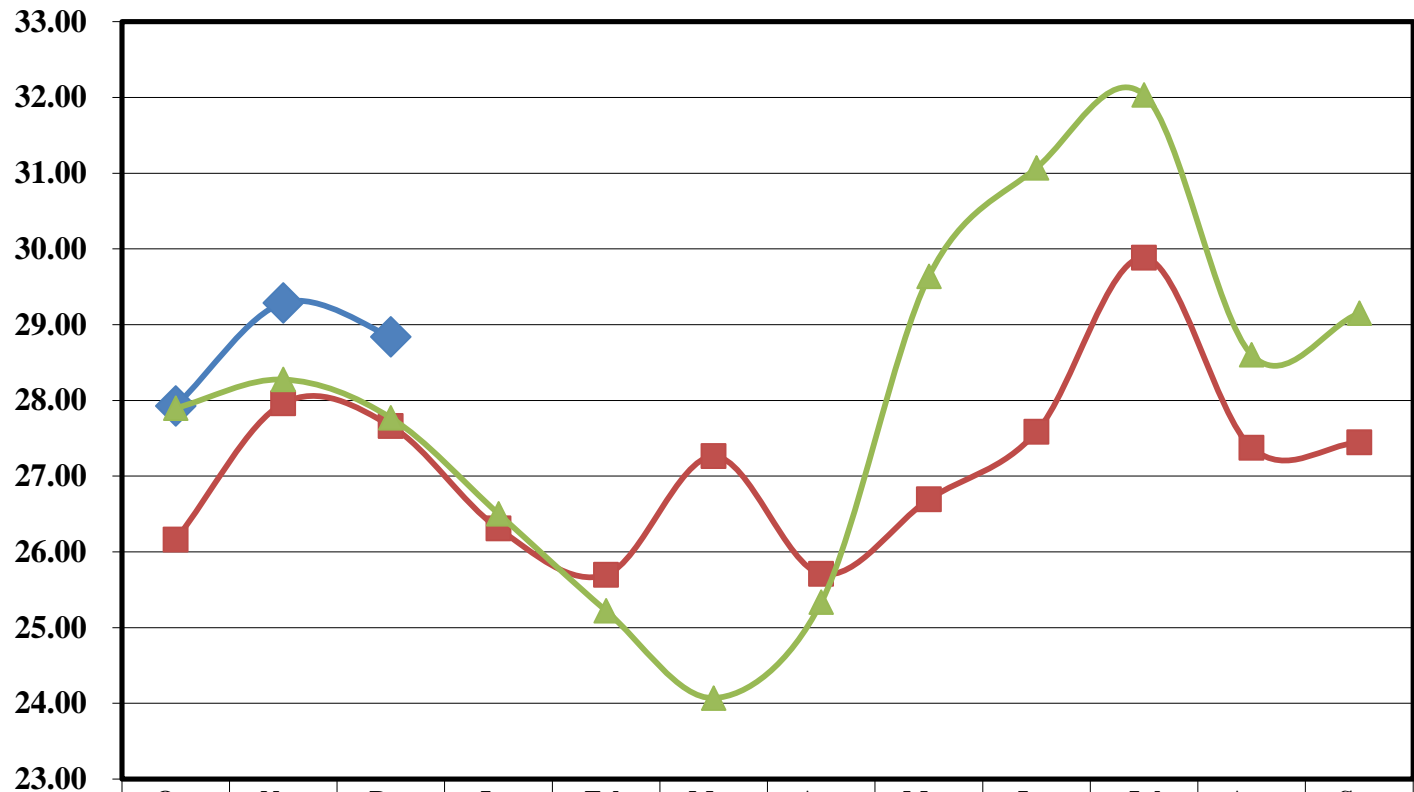
Including Contract Labor and Management Services



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2018	2,002	2,058	1,968									
FY 2018 Budget	1,913	1,917	1,860	1,966	2,004	1,904	1,929	1,950	1,998	1,943	1,976	1,890
FY 2017	1,984	2,010	1,972	1,965	2,010	1,985	1,981	2,029	2,029	2,054	2,051	2,052



# Paid Hours per Adjusted Patient Day (Blended)



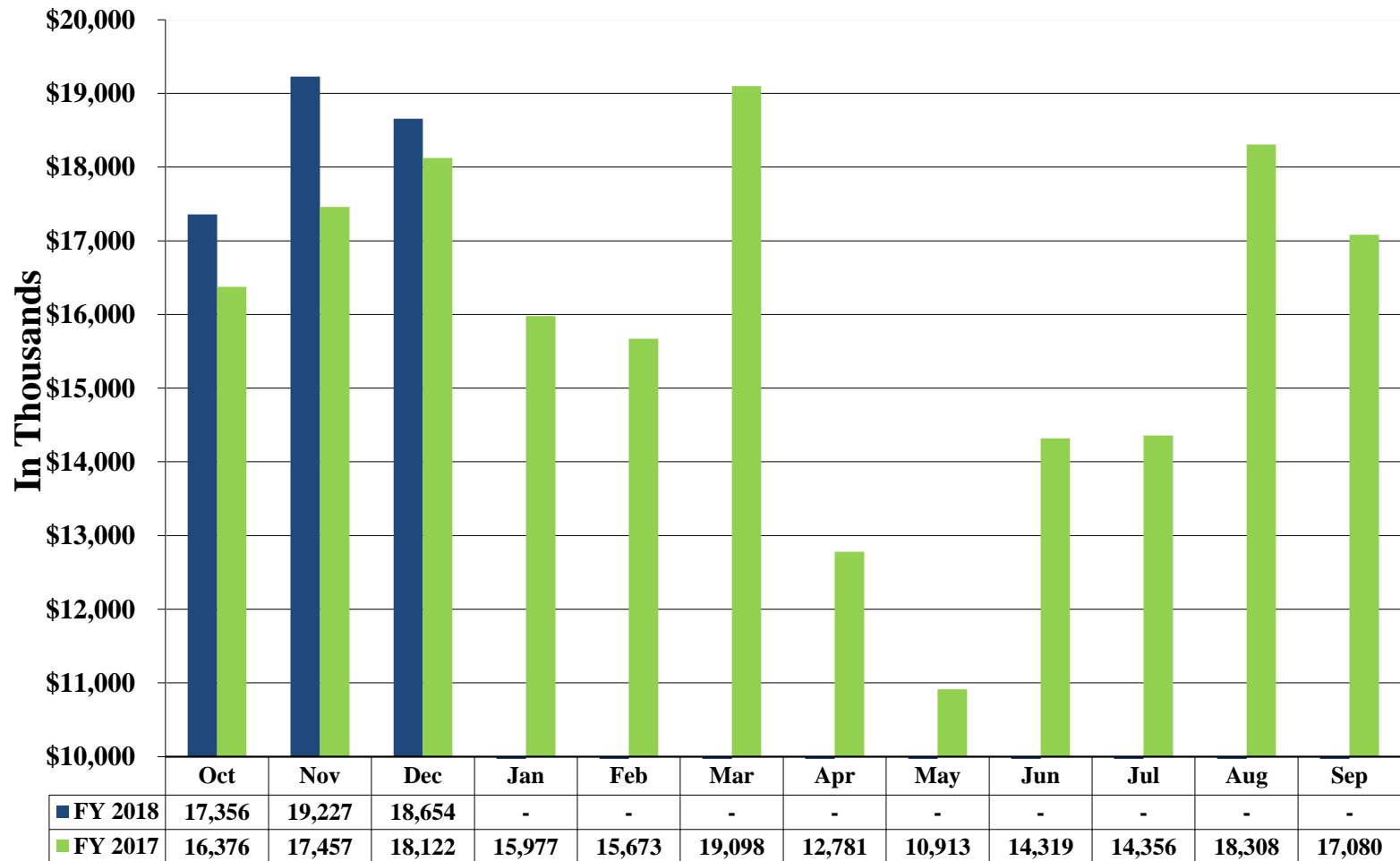
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<span style="color: blue;">◆</span> FY 2018	27.93	29.29	28.84									
<span style="color: red;">■</span> FY 2018 Budget	26.16	27.96	27.66	26.31	25.70	27.26	25.71	26.69	27.58	29.88	27.37	27.44
<span style="color: green;">▲</span> FY 2017	27.90	28.28	27.77	26.50	25.22	24.07	25.34	29.64	31.07	32.03	28.60	29.15

# Accounts Receivable

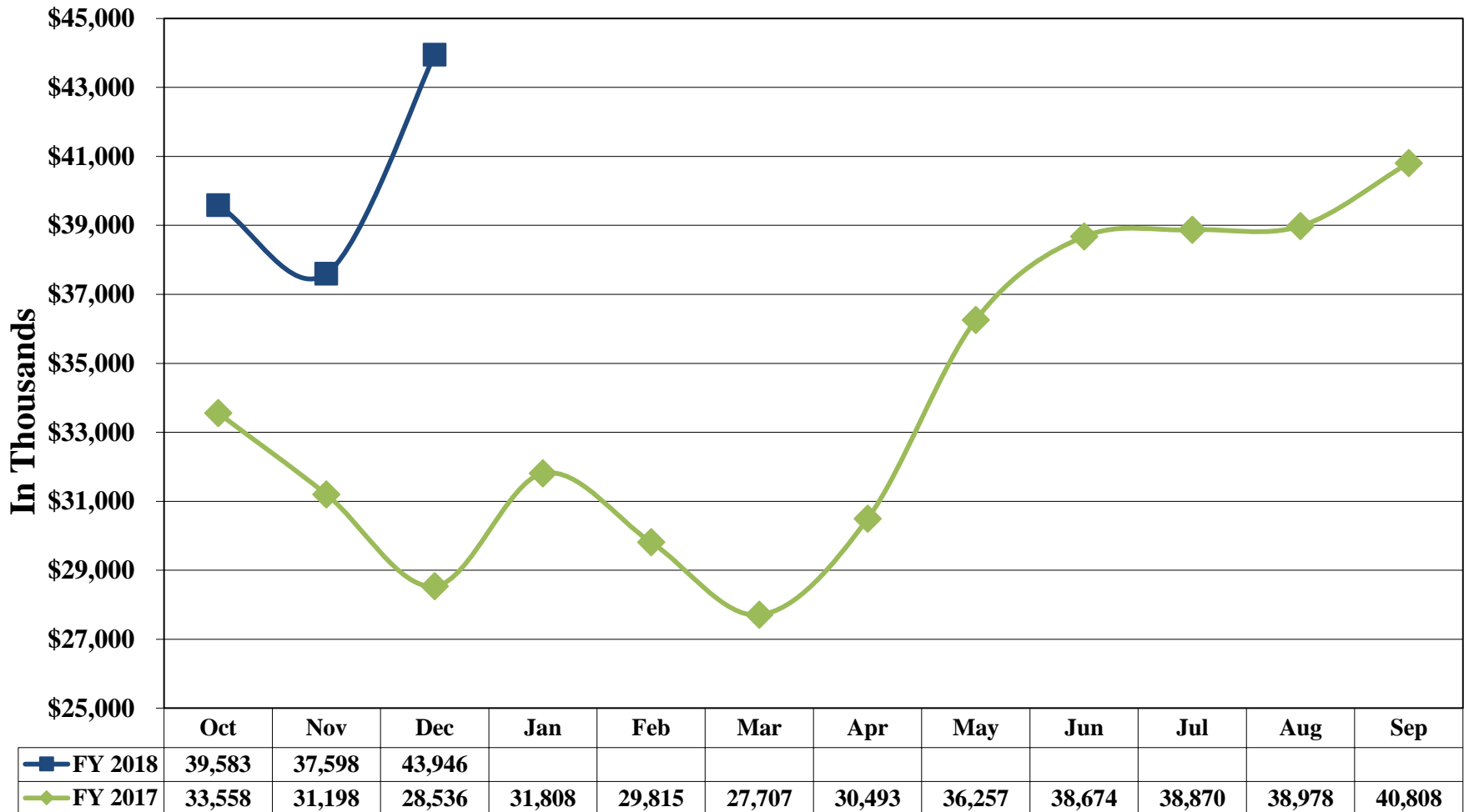


# AR Cash Receipts

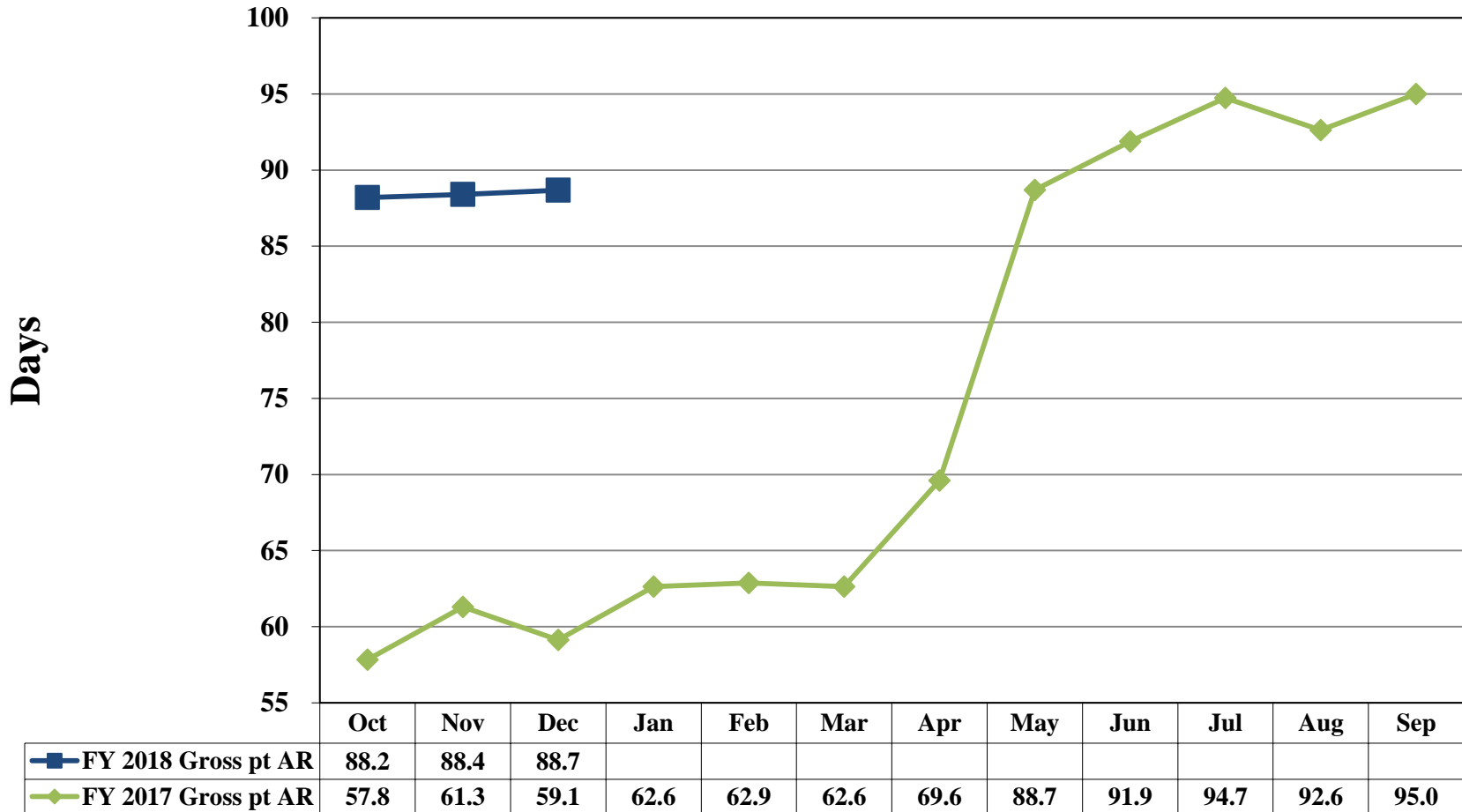
Compared to Prior Year



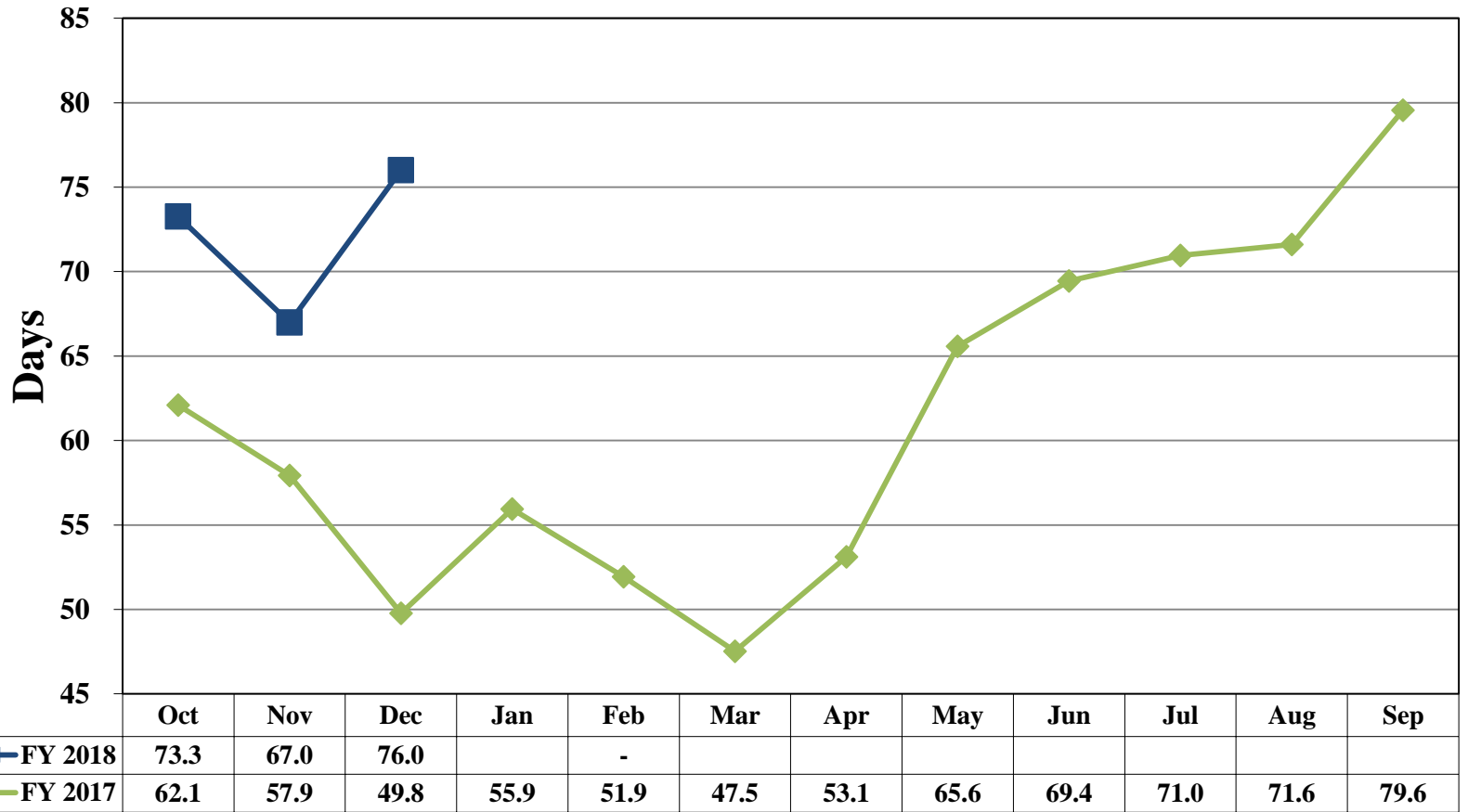
# Accounts Receivable - Net



# Gross Days in Accounts Receivable – Rolling 3 Month



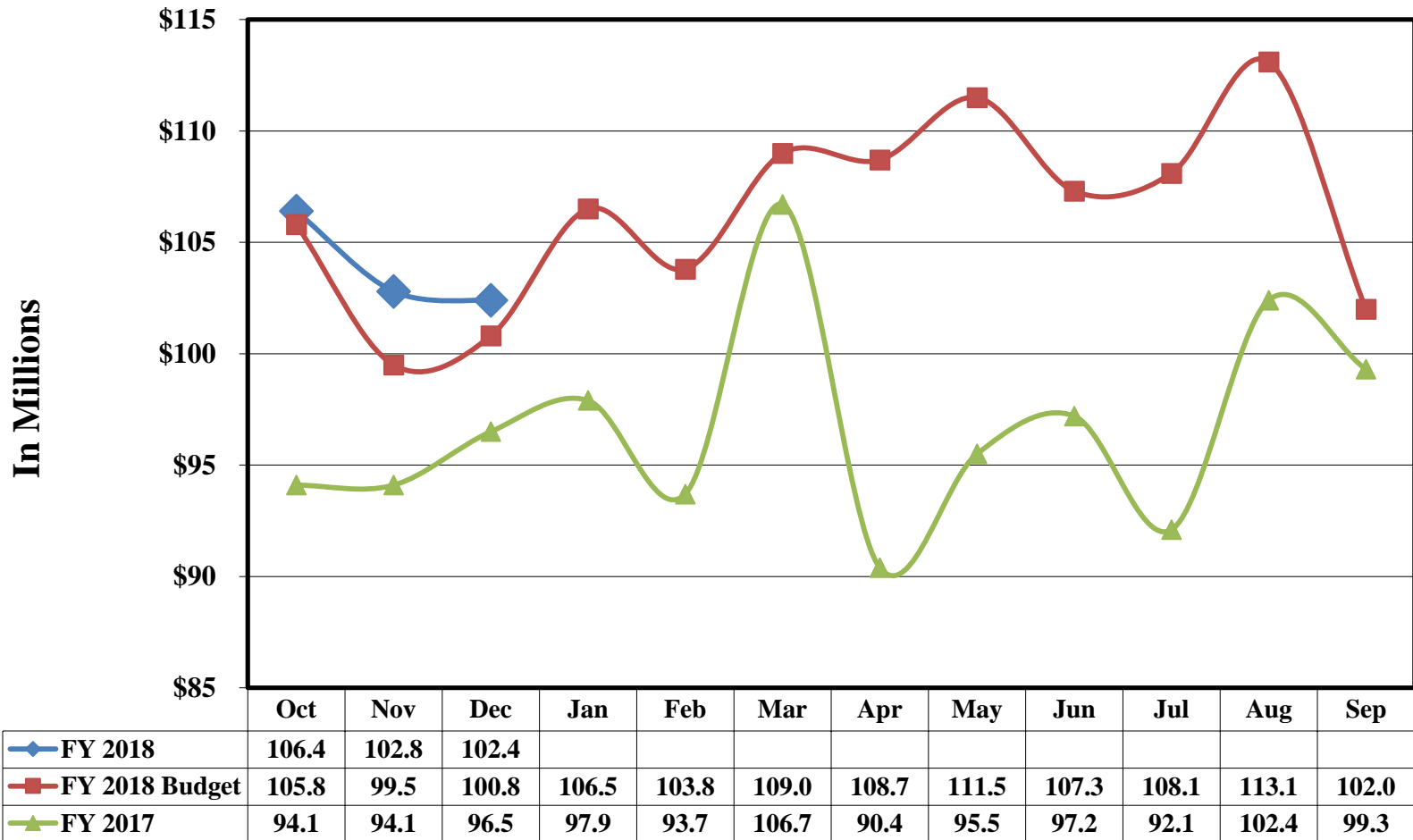
# Net Days in Accounts Receivable – Rolling 3 Month



# Revenues & Revenue Deductions

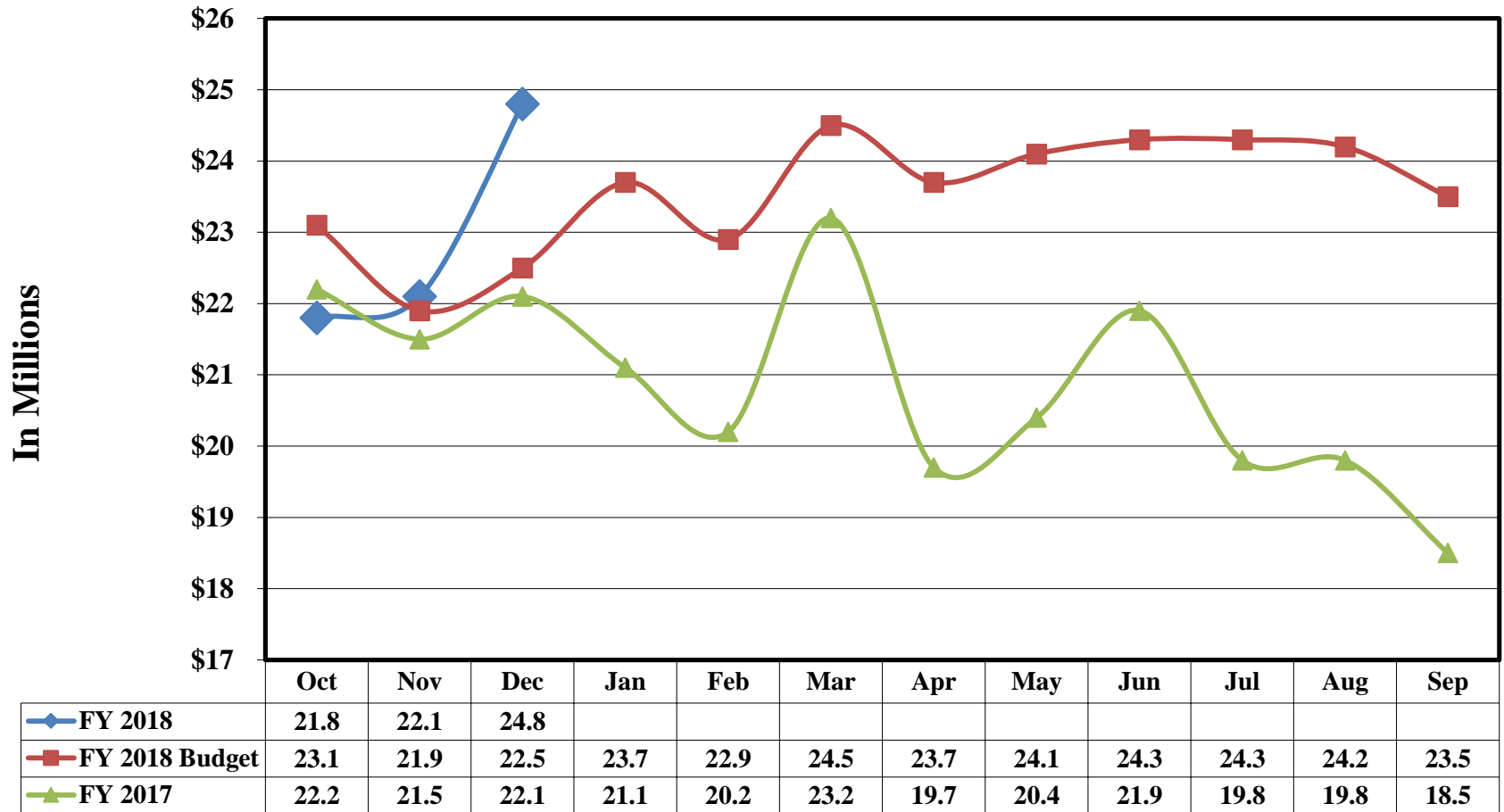


# Total Patient Revenues (Blended)



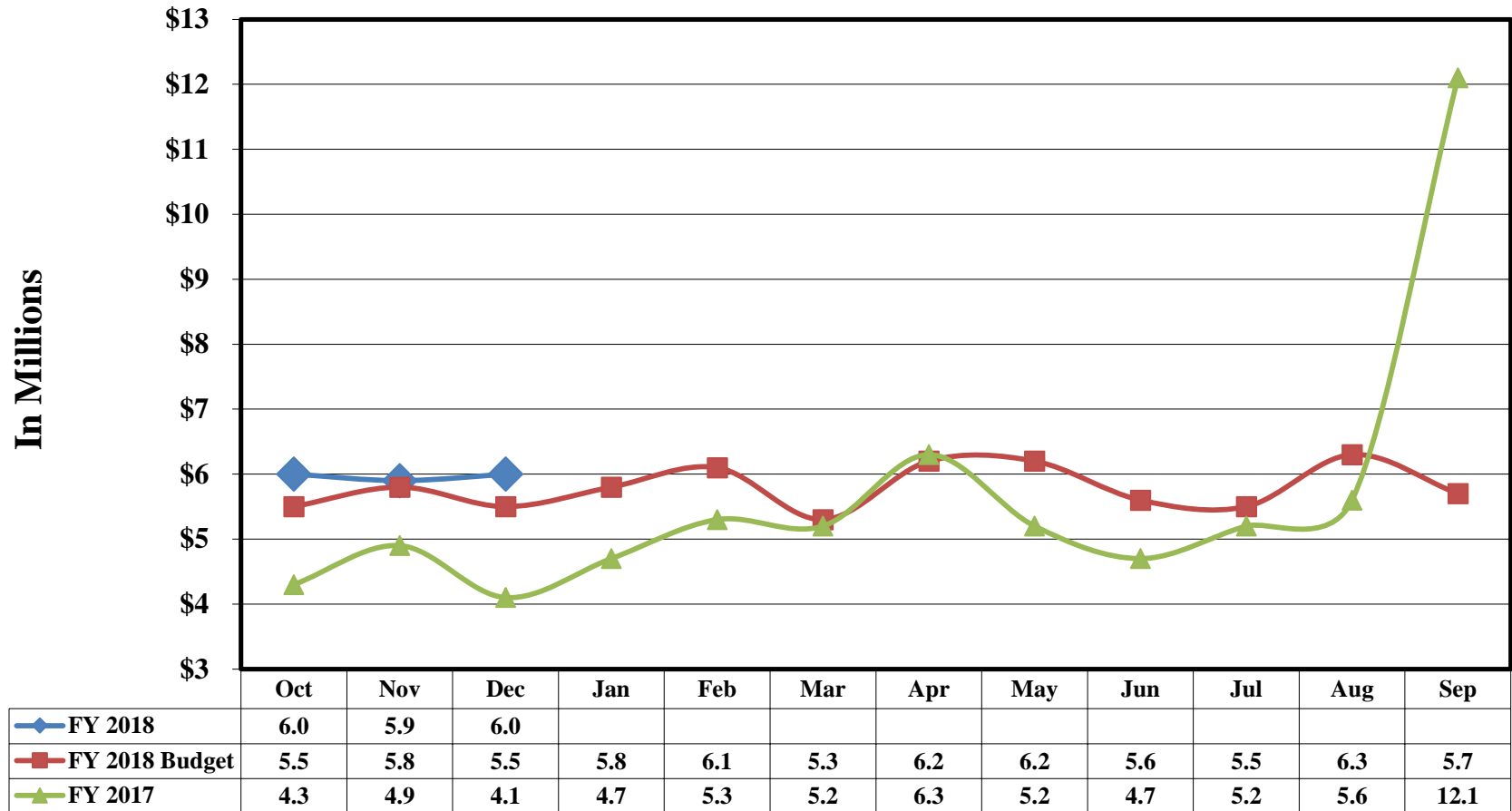


# Net Patient Revenues (Blended)

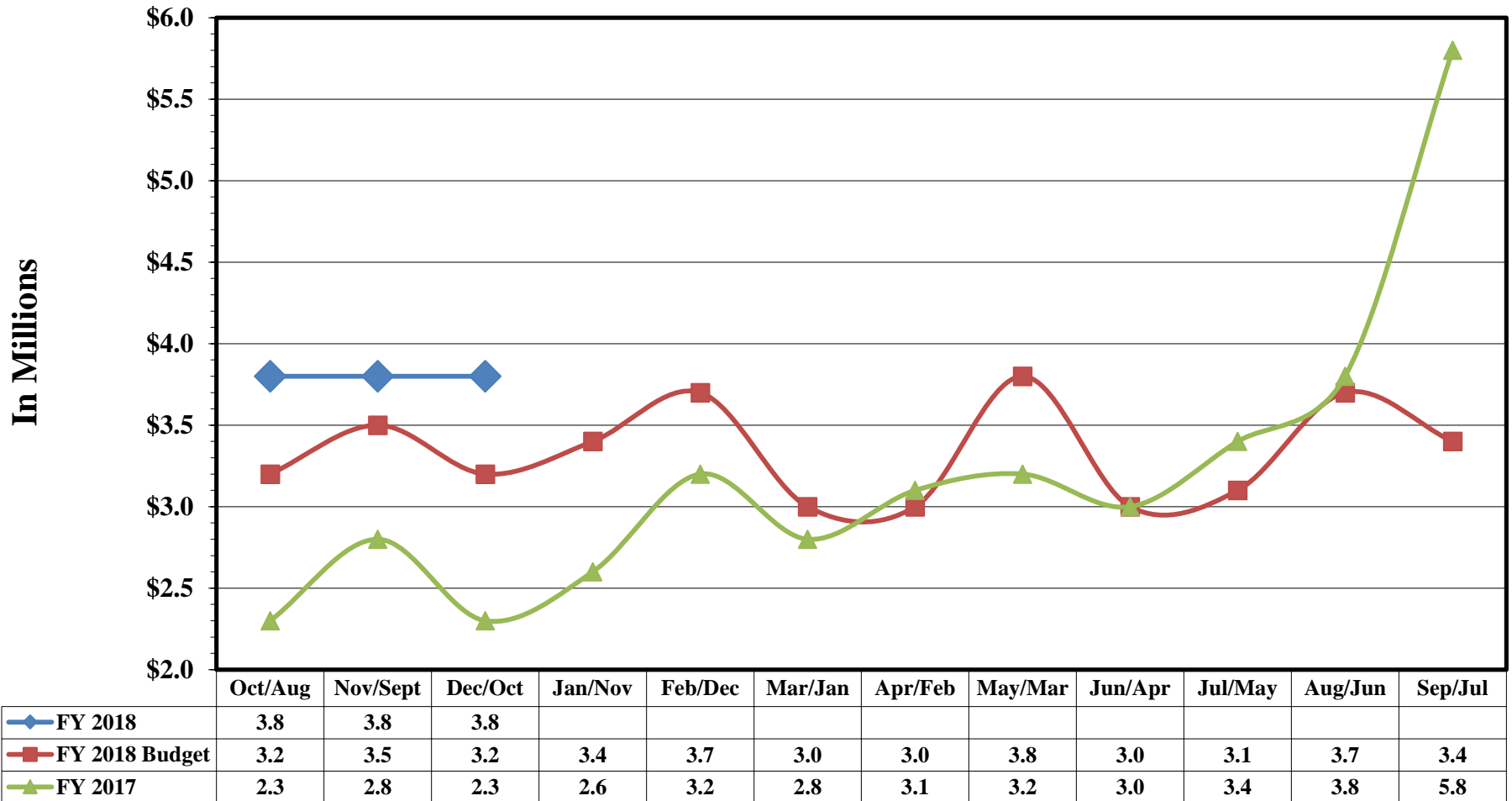


# Other Revenue - Blended

Including Tax Receipts, Interest & Other Operating Income



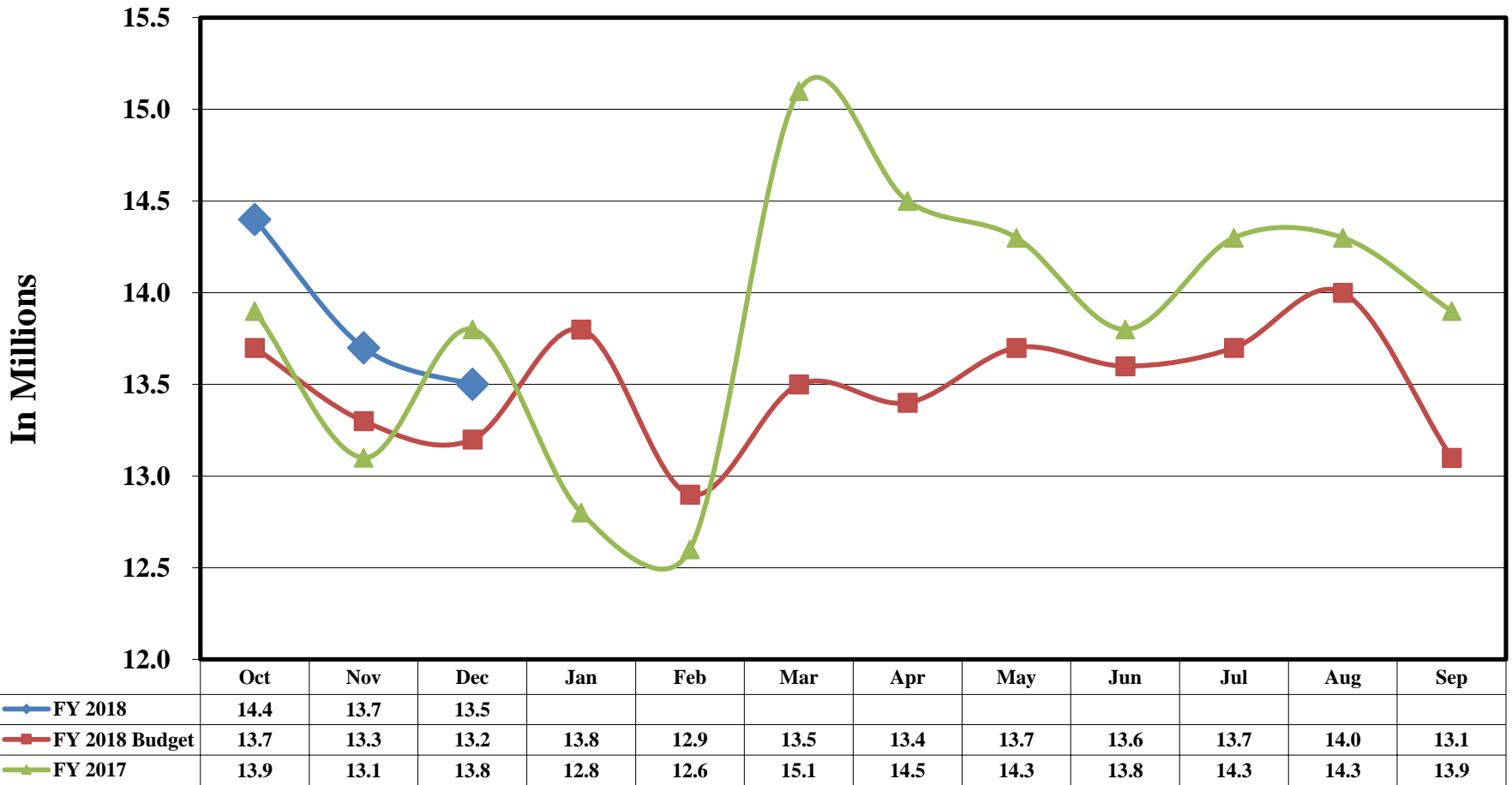
# Sales Tax Receipts



# Operating Expenses

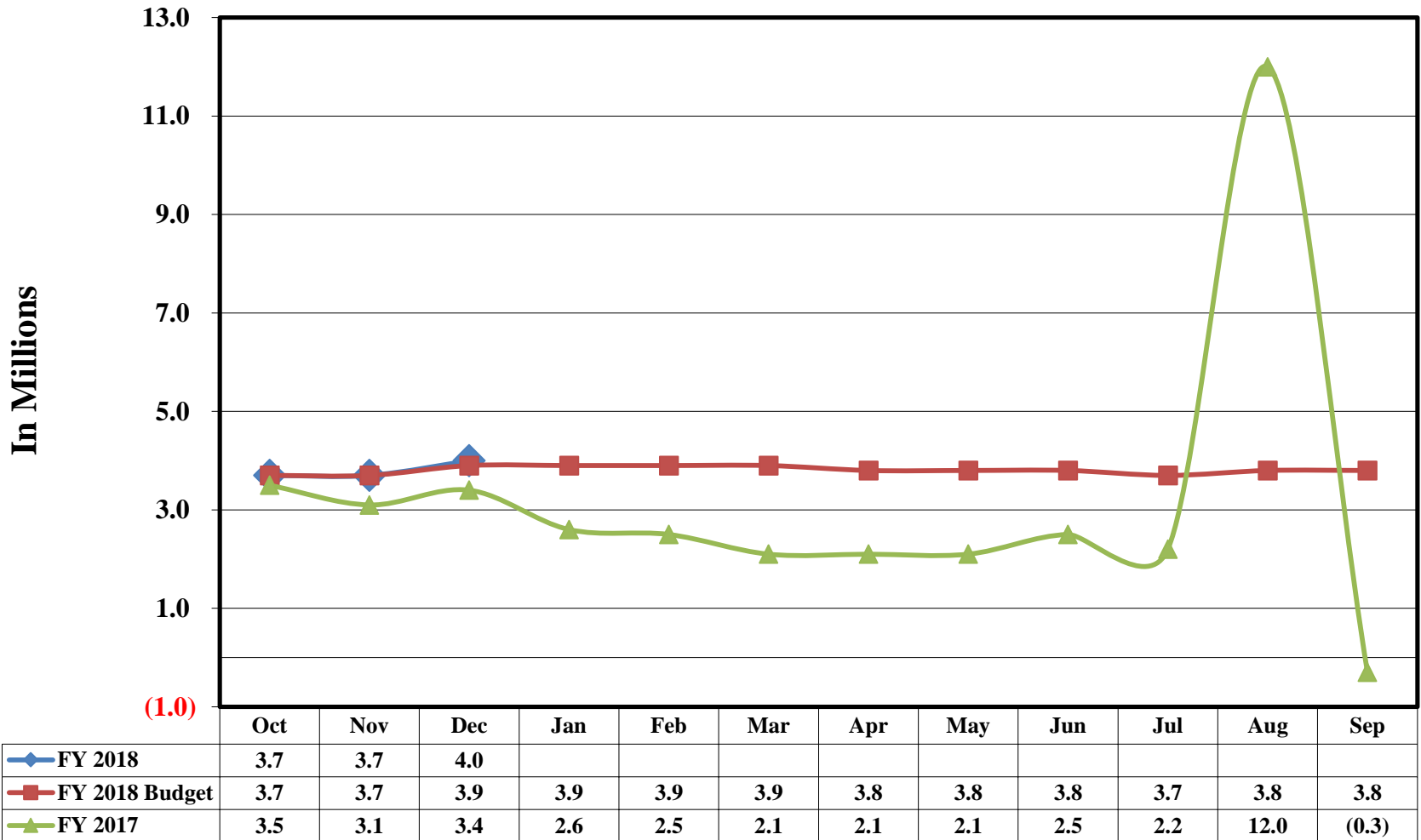


# Salaries, Wages & Contract Labor (Blended)

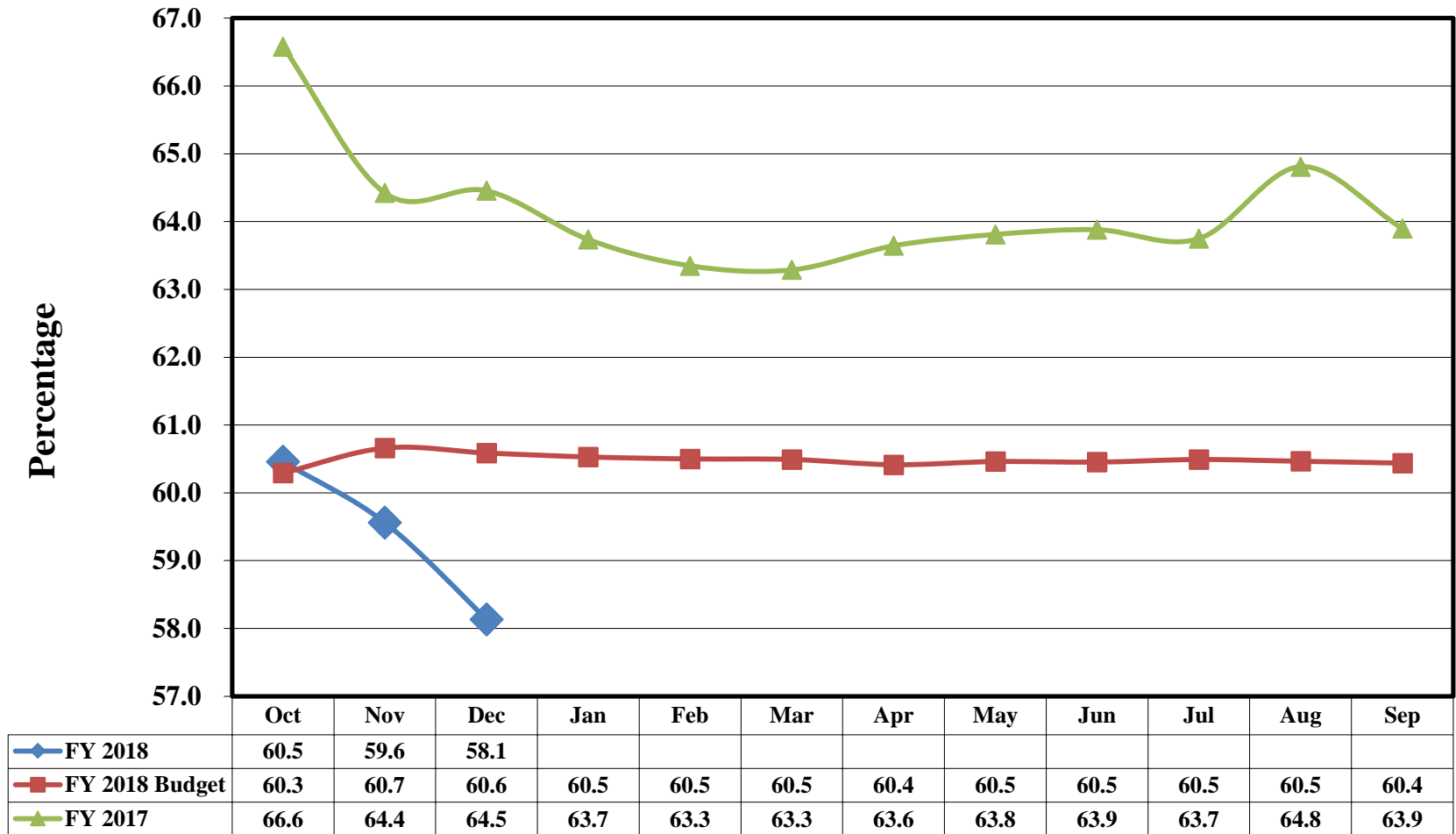


# Employee Benefit Expense

## (Blended)

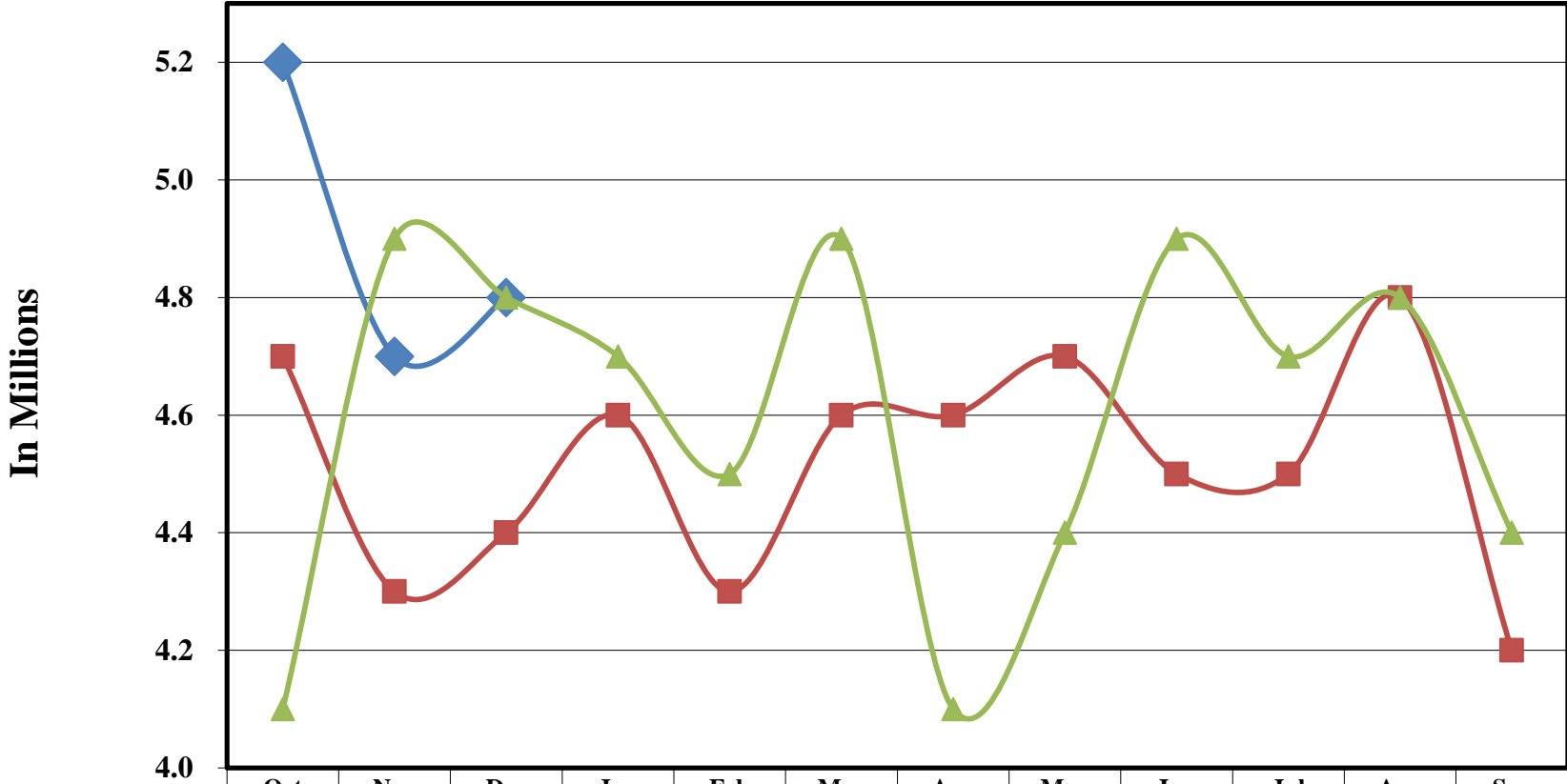


# Salaries, Wages, Benefits, and Temp Labor as a % of Total Operating Expense Year-to-Date (Blended)



# Supply Expense

(Blended)

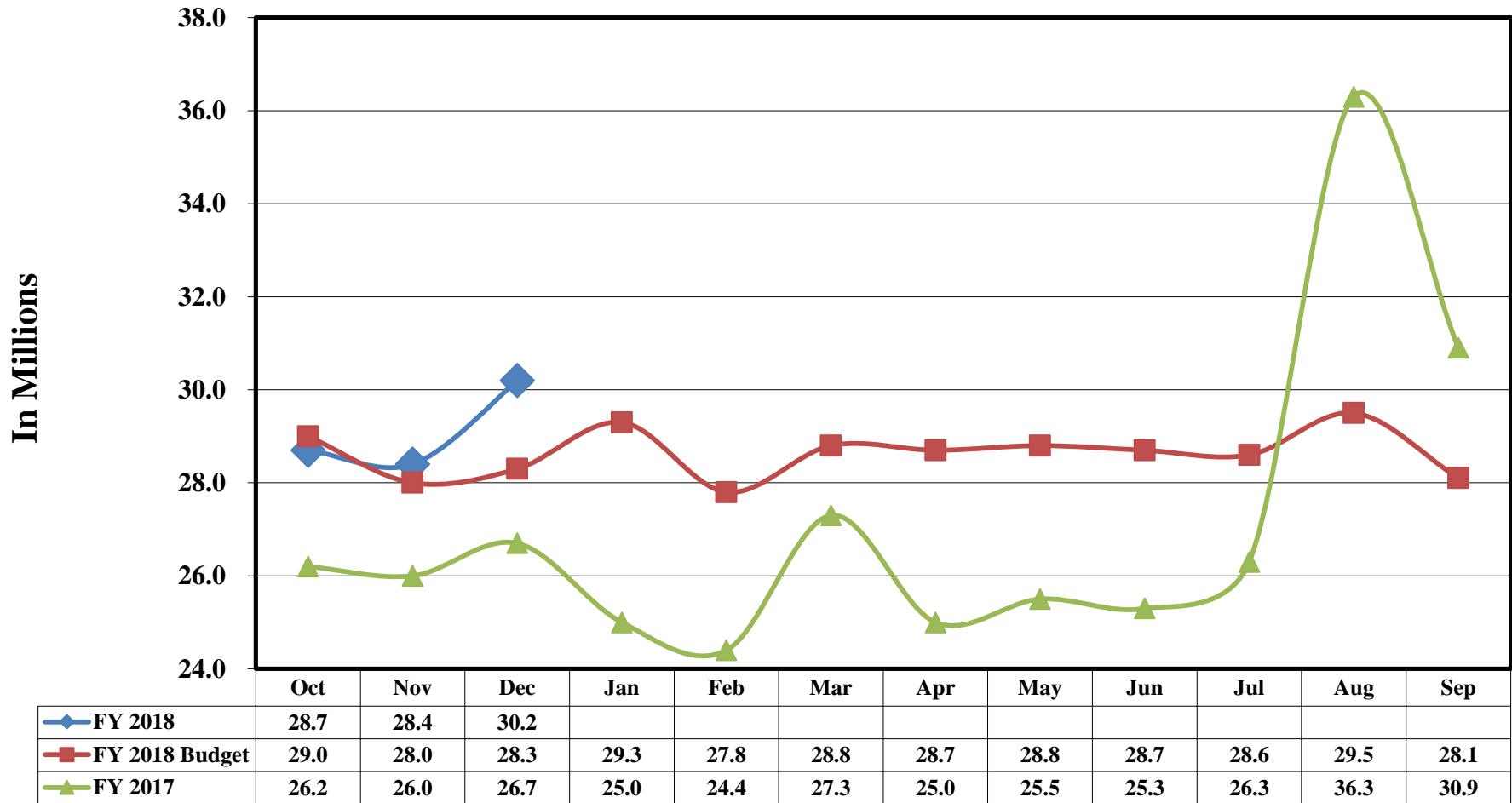


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
<b>FY 2018</b>	5.2	4.7	4.8	4.7	4.5	4.9	4.1	4.4	4.9	4.7	4.8	4.4
<b>FY 2018 Budget</b>	4.7	4.3	4.4	4.6	4.3	4.6	4.6	4.7	4.5	4.5	4.8	4.2
<b>FY 2017</b>	4.1	4.9	4.8	4.7	4.5	4.9	4.1	4.4	4.9	4.7	4.8	4.4



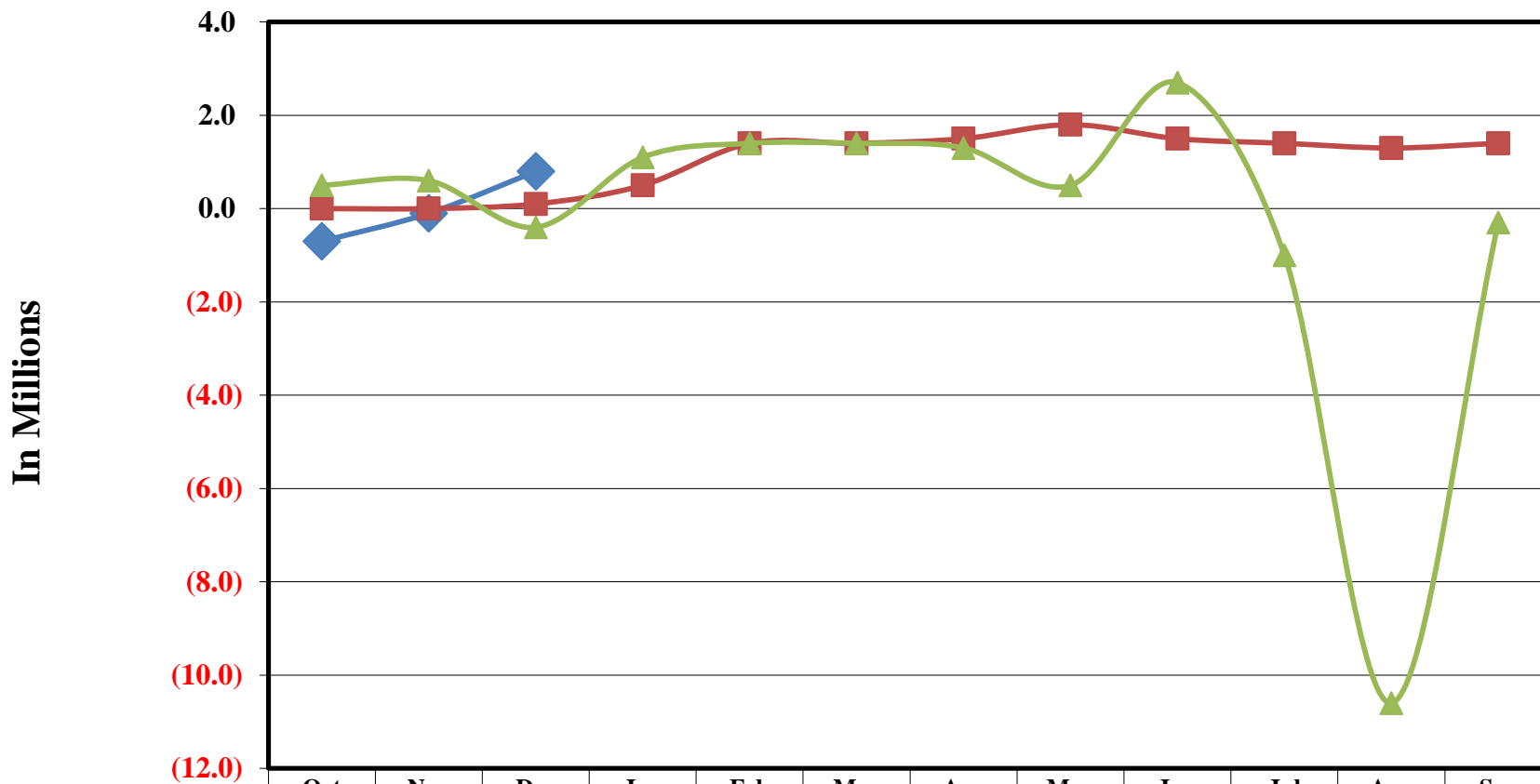
# Total Operating Expense

## (Blended)



# Earnings Before Interest, Depreciation & Amortization (EBIDA)

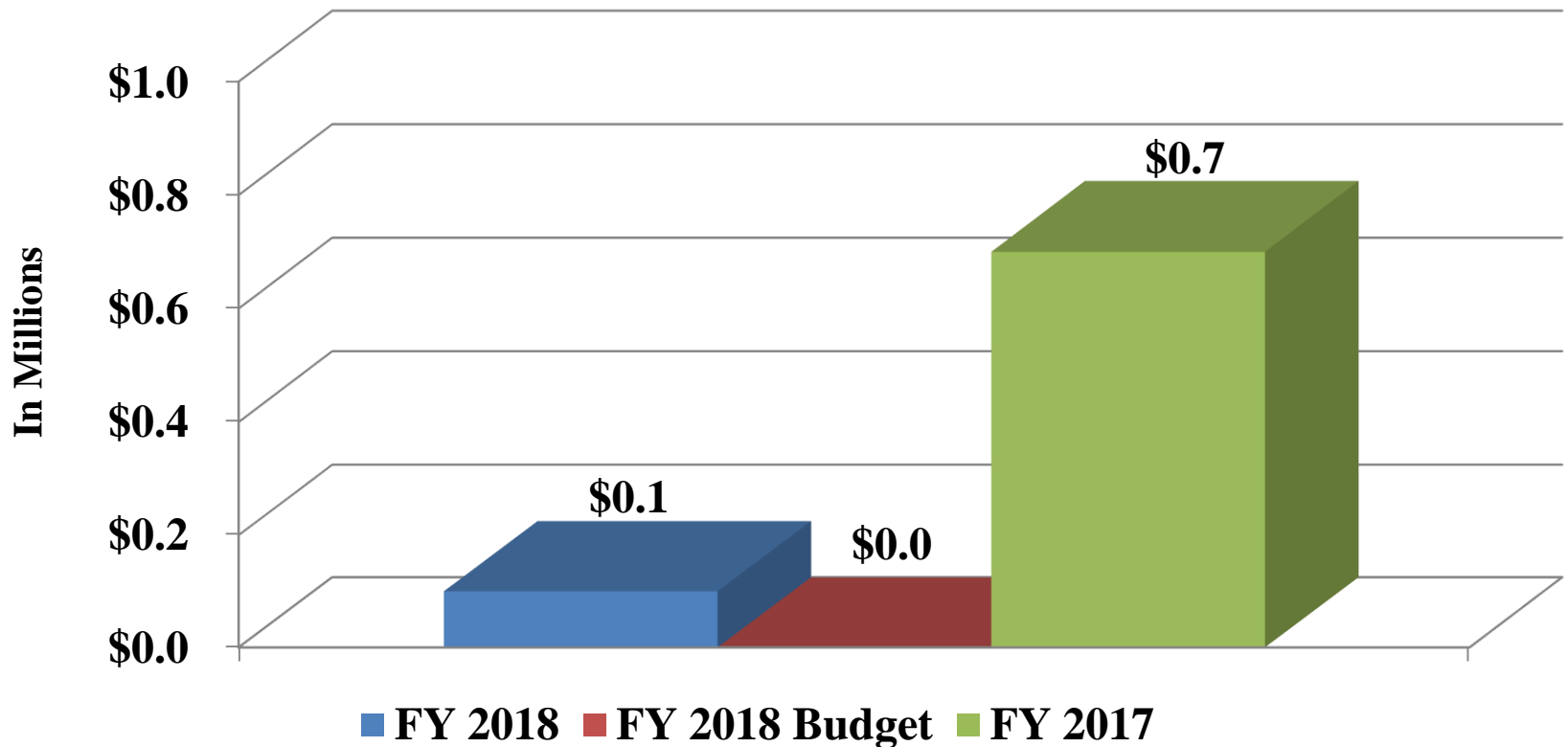
Blended Operations



◆ FY 2018	(0.7)	(0.1)	0.8									
■ FY 2018 Budget	0.0	0.0	0.1	0.5	1.4	1.4	1.5	1.8	1.5	1.4	1.3	1.4
▲ FY 2017	0.5	0.6	(0.4)	1.1	1.4	1.4	1.3	0.5	2.7	(1.0)	(10.6)	(0.3)

# Earnings Before Interest, Depreciation & Amortization (EBIDA)

Blended Operations – Year to Date







February 13, 2018

**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 Sections 4.1-4 and 6.2-6 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
*Bashir, Mamoun MD	Medicine	Nephrology	Permian Nephrology	02/13/2018 – 02/12/2019
Donthi Reddy, Srinivasa MD	Medicine	Psychiatry	TTUHSC	02/13/2018 – 02/12/2019
Ellison, Richard MD	Surgery	General /Trauma Surgery	Acute Surgical/ Envision	02/13/2018 – 02/12/2019
Henry, Robert MD	Radiology	Telemedicine	VRAD	02/13/2018 – 08/31/2018
*Mungara, Sai MD	Medicine	Internal Medicine	TTUHSC	02/13/2018 – 02/12/2019
*Nair, Prem MD	Medicine	Internal Medicine	TTUHSC	02/13/2018 – 02/12/2019
Smith, Jody MD	Surgery	General/ Trauma Surgery	Acute Surgical/ Envision	02/13/2018 – 02/12/2019
Toler, Kathy MD	Medicine	Neurology	Innovation Neuromonitoring	02/13/2018 – 02/12/2019
Yadalla, Sanchita	OB/GYN	OB/GYN	MCH Procure	02/13/2018 – 02/12/2019

**Allied Health:**

Applicant	Department	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
**Aguilar, Billy FNP	Emergency Medicine	Nurse Practitioner	BEPO	Dr. Gregory Shipkey	02/13/2018 – 02/12/2020
**Colassi, Glenn CRNA	Anesthesia	CRNA	ProCare	Dr. Meghana Gillala, Dr. Joe Bryan, Dr. Marlys Munnell, Dr. Michael Price	02/13/2018 – 02/12/2020
**Guiley, Christy PA	Surgery	Physician Assistant	Private	Dr. Srikanth Deme	02/13/2018 – 02/12/2020
*Rubio, Karina PA	Medicine	Physician Assistant	MCH Procure	Dr. Sreedevi Godey	02/13/2018 – 02/12/2020



\*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  
/TL



February 13, 2018

**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 Medical Staff Bylaws sections 4.4-4 and 6.6-3.

**Medical Staff:**

Applicant	Department	Staff Category	Specialty/Privileges	Group	Dates
Cook, Thomas K. MD	Surgery	Associate	Plastic Surgery	Midland Plastic Surgery	03/01/2018 – 02/28/2019
Hahn, Joseph MD	Surgery	Associate to Active	Orthopaedic Surgery	Acute Surgical/Envision	03/01/2018 – 02/29/2020
Maher, James MD	OB/GYN	Active	OBGYN	TTUHSC	03/01/2018 – 02/29/2020
Robinson, Andrew MD	Pediatrics	Active	Pediatrics	Covenant Medical Group	03/01/2018 – 02/29/2020
Wu, Hao MD	Surgery	Active	Vascular Surgery	MCH Procure	03/01/2018 – 02/29/2020

**Allied Health Professionals:**

Applicant	Department	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Flores, Graciela NP	OB/GYN	Nurse Practitioner	TTUHSC	Dr. Elisa Brown	03/01/2018 – 02/29/2020
York, Caroline PA	Surgery	Physician Assistant	Acute Surgical / Envision	Dr. Paul Merkle	03/01/2018 – 02/29/2020

**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  
/TL





February 13, 2018

**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 Medical Staff Bylaws sections 4.2-11.

**Change in Clinical Privileges:**

Staff Member	Department	Privilege
*Ayyagari, Krishna MD	Medicine	Bronchoscopy
*Azarov, Nikolay MD	Medicine	Bronchoscopy
*Bastidas-Palacios, Alexander MD	Medicine	Bronchoscopy
Oud, Lavi MD	Medicine	ADD: Pneumothorax (needle insertion and drainage system), management of
Wiltse, Peter DO	Surgery	ADD: Trauma Privilege Form for proctoring; Moderate Sedation Privilege

**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  
/TL





February 13, 2018

**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 the Medical Staff Bylaws section 4.4-4.

**Resignation/ Lapse of Privileges:**

Staff Member	Staff Category	Department	Effective Date	Action
Cao, Mailan MD	Telemedicine	Radiology	12/01/2017	Resigned
Diaz, Gustavo PA	Allied Health Professional	Surgery	12/01/2017	Resigned
Rosenthal, Jon MD	Associate	Emergency Medicine	01/31/2018	Resigned
Trivedi, Hariprasad MD	Associate	Medicine	01/15/2018	Resigned
Wondimagegnehu, Nebiyu MD	Associate	Medicine	12/31/2017	Resigned

**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.

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



February 13, 2018

**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
Hahn, Joseph MD	Surgery	Associate to Active
Vindhya, Prem MD	Anesthesia	Honorary Status
Barner, Courtney NP	Surgery	Removal of Provisional Status
Dyrstad, Bradley MD	Surgery	Removal of Provisional Status
Gafford, Phillip MD	Surgery	Extension of Provision Status for 6mths.
McCorvey, Barbara MD	Radiology	Removal of Provisional Status
Kim, Sam Eun MD	Medicine	Removal of Provisional Status
Le, Chuong MD	Medicine	Extension of Provisionals Status for 1 year

**Change in Credentialing Date:**

Staff Member	Department	Dates
McCorvey, Barbara MD	Radiology	08/08/2017 – 08/07/2019

**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  
/TL

# Cerner/MCH<sup>1</sup> Update

## Agenda

- Overview of the Original Planned Strategy
- Key Issues Summary
- Immediate Action Plan for Improvement
- Projected Timeline Moving Forward
- Current Project Cost vs. Budget
- SWOT Analysis

# MCH1 – Clinically Driven Revenue Cycle

## The Original Planned Strategy

- In 2015, MCH was notified that McKesson will discontinue support on Horizon Clinicals Electronic Medical Records System.
- MCH contracted Leidos Health, a Consulting Group to assist in developing a Request for Information (RFI)/Request for Proposal (RFP) for Core Clinicals and Patient Accounting.
- A collaborative effort of key stakeholders in the organization to determine best way for IT to enable organizational success.
- Focused strategic planning process targeted to align IT system capability with organizational needs.
- Identified ideal IT system requirements, previous gaps in system capabilities, and strategic option to close gap.
- Identified need to replace previous suite of IT applications using a robust system selection process.

# MCH1 – Clinically Driven Revenue Cycle

## Key Issues Summary

### System Stabilization

- Limited Changes to Functionality in 9 Months (upgrade delayed by Cerner)
- Change Management (stalled due to system upgrade)

### Revenue Cycle

- System Build Issues (charge master proving to be inaccurate and causing claim problems)
- Workflow Problems (system problems creating workarounds)

### Clinical

- Documentation limitations (system visibility limitations)
- Workflow with embedded partners (system integration issues with third party vendors)

### Reporting

- Learning New Tools (limited access and availability)
- System Build Issues (inaccurate data creating issues)

### Training

- New System (inadequate training)
- New Tools (inadequate knowledge transfer)
- Education

# MCH1 – Clinically Driven Revenue Cycle

## Immediate Action Plan (90 Days – Started 1/22/18)

- nThrive, a Revenue Cycle management solution contracted to validate MCH Item (Charge) Master
- Successful Cerner Upgrade (1/29/18) included system enhancements, corrections and resolved known issues
  - System Optimization to Occur
- Formal Change Management Policy in Process
- Coordination between Resources
- Prioritization of I.T. Work Orders
- Additional Resources Contracted – xTend, MedData
  - Coders
  - Billers
- Experienced Cerner Revenue Cycle Consultants Engaged 2/5/18 - 4/13/18
  - HIM
  - Scheduling
  - Patient Access
  - Charge Services
  - Provider Offices (Registration & Scheduling)
- Experienced Cerner Clinical Consulting and Reporting Consultants Engaged
- Advanced System Training for I.T. staff
- Additional Powermics to improve progress note through out organization 2/1/18 – 3/1/18

# MCH1 – Clinically Driven Revenue Cycle

## Meetings Implemented for Action Planning

Meeting	Attendees	Purpose
E-Team Cerner Task Force (3x/weekly)	Executive Staff	Determine MCH and Cerner priorities related to cash flow.
Cerner Executive Touch Point (weekly)	Cerner Execs/MCH Execs	Review and update on project action plan.
IT Daily Huddle	IT Managers	Discuss topics/needs that could possibly impact other areas.
Information Coordination Team (ICT) (bi-weekly)	Representatives from the main Ancillary areas throughout the organization	Discuss/resolve issues with the integrated EMR and Revenue Cycle.
Revenue Cycle Priorities (weekly)	Rev Cycle Teams from IT and BO	Determine Revenue Cycle priorities to improve cash flow.
Physician Advisory committee-IT (monthly)	IT Representative and Physician Representatives from each specialty area	Discuss issues and provide updates for communication.



# MCH1 – Clinically Driven Revenue Cycle

## Project Advancement

- End User Optimization
- Consumer Focus w/Branded Patient Portal
- Quality Measures
  - Readmission
  - Sepsis
- Electronic Prescriptions (Controlled Substances)

Short Term (91 – 180 Days)

- Lab Specimen Tracking
- Community Outreach
  - Lab results electronically to outside Physician EMRs
  - Patient Record Sharing
- Archive System for Legacy Systems

Long Term (Over 180 Days Out)

# MCH1 – Clinically Driven Revenue Cycle

## Current Project Cost vs. Budget

Major Parts	Budget	Spend FY15	Spend FY16	Spend FY17	Projected FY18	Projected FY19	Projected FY20	Total Proj Cost 5 YR	Var Budget (Over)/Under
Core Application (Cerner)	\$ 24,999,797	\$ 2,150,000	8,111,811	2,532,799	6,669,626	2,674,821	2,678,257	\$ 24,817,314	\$ 182,483
External Resource Allocations	\$ 14,531,740		\$ 1,511,139	\$ 2,574,099	3,600,000	2,500,000	2,500,000	\$ 12,685,238	\$ 1,846,502
Adaption/Training Services	\$ 4,276,250		\$ 537,670	\$ 2,721,064	1,364,059	358,740	358,740	\$ 5,340,273	\$ (1,064,023)
Hardware	\$ 2,365,000	\$ 15,602	\$ 1,426,033	\$ 1,444,272	\$ 543,781			\$ 3,429,688	\$ (1,064,688)
3rd Party Solutions	\$ 2,125,750		\$ 2,125,750					\$ 2,125,750	\$ -
Voice Recognition	\$ 1,158,328							\$ -	\$ 1,158,328
Travel out of Pocket	\$ 3,468,260		\$ 2,082,458	41,787				\$ 2,124,245	\$ 1,344,015
Additional 7 FTEs	\$ 3,250,000		\$ 27,666					\$ 27,666	\$ 3,222,334
Contingency Funds @ 20%	\$ 9,425,338		\$ 717,580	\$ 6,750,779	\$ 1,068,354			\$ 8,536,713	\$ 888,625
<b>Subtotal</b>	<b>\$ 65,600,463</b>	<b>\$ 2,165,602</b>	<b>\$ 16,540,107</b>	<b>\$ 16,064,800</b>	<b>\$ 13,245,820</b>	<b>\$ 5,533,561</b>	<b>\$ 5,536,997</b>	<b>\$ 59,086,887</b>	<b>\$ 6,513,576</b>
Transcription Services	\$ (1,500,000)			\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ (300,000)	\$ (1,200,000)	\$ (300,000)
Contracts going away	\$ (9,571,221)			\$ (1,141,736)	\$ (3,190,407)	\$ (3,190,407)	\$ (3,190,407)	\$ (10,712,957)	\$ 1,141,736
<b>Total</b>	<b>\$ 54,529,242</b>	<b>\$ 2,165,602</b>	<b>\$ 16,540,107</b>	<b>\$ 14,623,064</b>	<b>\$ 9,755,413</b>	<b>\$ 2,043,154</b>	<b>\$ 2,046,590</b>	<b>\$ 47,173,930</b>	<b>\$ 7,355,312</b>

Spend though FY17 **\$ 34,770,509**

# MCH1 – Clinically Driven Revenue Cycle

## Physician Adoption - Success Benchmark

Provided by Dr. Steve Arendt, Cerner Executive Representative

	MCH	National Health System Average
<b>KPIs</b>		
Overall Adoption %	91.65%	83.79%
Adoption-Adjusted Time per Patient	16:23	18:31
Actual Time Per patient	14:55	15:45
<b>Documentation</b>		
Electronic Documentation %	99.52%	91.50%
Electronic Documentation Authored %	81.62%	68.91%
Adoption-Adjusted Documentation Time/Patient	04:29	06:32
Actual Documentation Time/Patient	03:40	04:38
% Transcription	0.48%	8.50%
<b>Others</b>		
CPOE %	83.78%	76.09%

# SWOT ANALYSIS - Primary Factors

## S

### Strengths

- Upgrade Completed
- System Uptime has been 99.9%
- Charge capture increased
- Overall Budget to date under 55M project more than 7M
- Integrated medical record has improved continuity of patient record
- Voice recognition has improved turnaround time for reports onto the patient chart
- Dedicated Physician trainers

## W

### Weaknesses

- Lack of Change Management Process
- Implementation of overall system
- Revenue Cycle issues
- Billing and coding workflows have many different contracted groups
- Training on policy and procedure in usage of system
- HIM workflow, some within Cerner system, some within dept.
- IT Open Positions
- Physician leadership / open positions for CMO and CMIO

## O

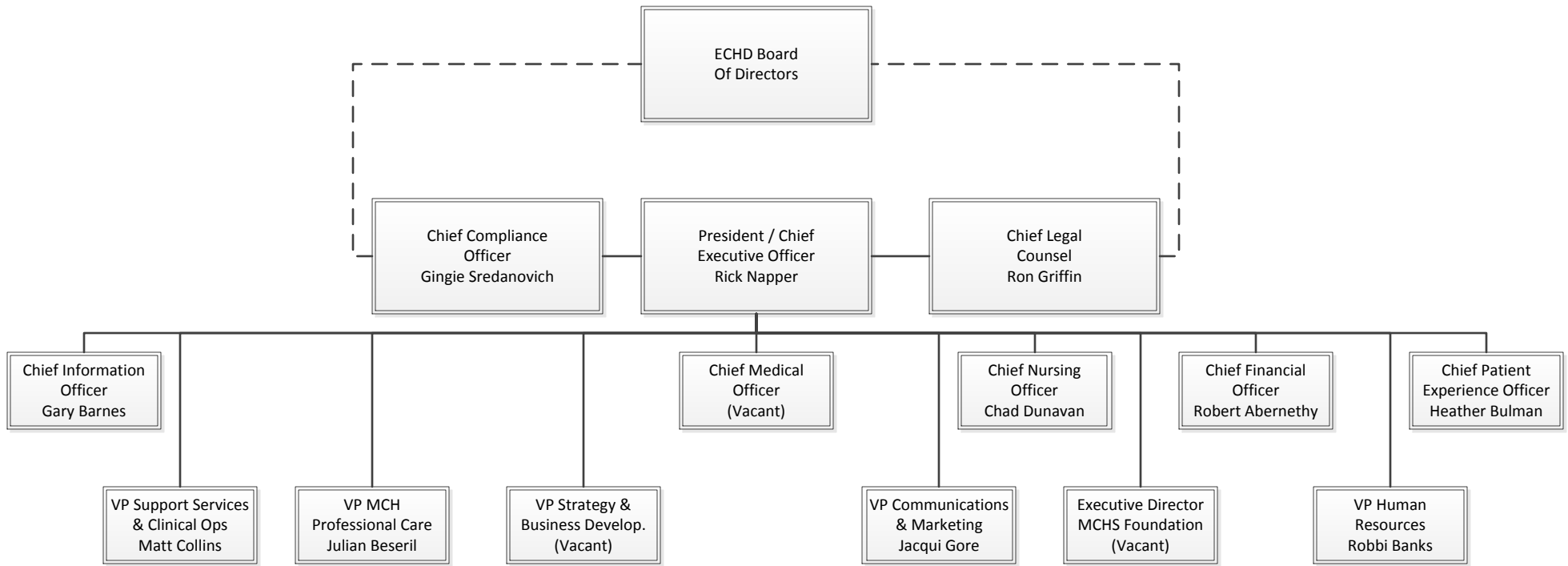
### Opportunities

- Improve Electronic claims clean claim rate from 71% to 95%
- Cerner training for Departments/application reporting
- Cerner provide expert experienced revenue cycle support
- Continue to monitor IT resource needs
- Completion of Cerner upgrade resolved 65 known issues
- Cerner system optimization / training optimization
- Re-engagement of SME(subject matter experts) & Team coaches
- Clarvia productivity continues to be in development
- Setup stats in cerner to monitor volume
- Continue development on 1115 Wavier Reporting
- Strategic Business Enabler

## T

### Threats

- Cash flow
- Competing for resources with other local organizations using/implementing Cerner



## MEMORANDUM

TO: Ector County Hospital District Board of Directors

Through: Rick Napper, President/CEO  
Robbi Banks, Vice President, Human Resources

SUBJECT: Cejka Executive Search Proposal /Agreement Letter

DATE: February 13, 2018

### **Request:**

Medical Center Health System (MCHS) Administration seeks approval from the Ector County Hospital District (ECHD) Board of Directors to engage Cejka Executive Search firm to assist with the recruitment of a Chief Medical Officer (CMO).

### **Objective/Background:**

With the recent resignation of the Chief Medical Officer, an executive search firm is needed to assist Medical Center Health System in the process of recruiting this senior leadership role. Two search firms were contacted and asked for a proposal for the CMO recruitment process. Both firms, Cejka Executive Search and Southerland Partners responded with very similar terms and fees within their prospective proposals.

After careful review and consideration of these proposals, it is recommend that the ECHD Board approve to enter into an agreement with Cejka Executive Search. Cejka Executive Search is a top-ranked health care executive search firm in the United States, providing services exclusively to the health care industry and health-related academic organizations for more than 35 years. Cejka Executive Search has been recognized as one of Modern Healthcare's Top Healthcare Executive Search Firms in the nation for several years in a row and is currently listed on the Forbes Best Executive Recruiting Firms in America for 2017. Furthermore, 50% of Cejka's recruitment engagements focus on physician leadership placements.

### **Estimated Annualized Cost:**

30% of Candidate's first (1st) year compensation with a 24 month placement guarantee:

- Range - \$82,885.95 to \$134,272.32

Marketing Expense will not exceed \$3,000.00

Candidate travel expense for site interviews

### **Budget Reference:**

This recruitment expense was not budgeted in the FY18 budget. Expenses will be coded to 9120-8150-8150 – HR Recruitment.