



ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS MEETING  
JANUARY 7, 2020 – 5:30 p.m.  
MEDICAL CENTER HOSPITAL BOARD ROOM (2<sup>ND</sup> FLOOR)  
500 W 4<sup>TH</sup> STREET, ODESSA, TEXAS

AGENDA

- I. CALL TO ORDER ..... Don Hallmark, President
- II. INVOCATION ..... Chaplain Farrell Ard
- III. PLEDGE OF ALLEGIANCE ..... Don Hallmark
- IV. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM .... Don Hallmark, p.3
- V. AWARDS AND RECOGNITION
  - A. 2019 Associates of the Year
    - Dr. H.E. Hestand Humanitarian Award: Marlin Reaves, CT Technologist, Radiology
    - Florence Nightingale Award: Areli Bustamante, RN, Intensive Care Unit 4
    - Chaplain Jimmy Wilson Service Excellence Award: Adina Crain, Medical Staff Coordinator, Medical Staff
  - B. January 2020 Associates of the Month..... Russell Tippin
    - Clinical: Rebecca Gilliam, MRI Tech, Radiology-MRI
    - Non-Clinical:
    - Nurse: Tojia Morris, RN, Transfer Center
  - C. December 2019 Patient Satisfaction Winners ..... Russell Tippin
    - Medical Practice: Skin Care Clinic 100%
    - Inpatient: 6 West 95%
    - Outpatient: Diagnostic Radiology 100%
- VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER
- VII. PUBLIC COMMENTS ON AGENDA ITEMS
- VIII. CONSENT AGENDA ..... Don Hallmark, p.4-31  
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
  - A. Consider Approval of Regular Meeting Minutes, December 3, 2019
  - B. Consider Approval of Federally Qualified Health Center Monthly Report, November 2019
  - C. Investment Policy Annual Review and Approval

**IX. COMMITTEE REPORTS**

- A. Finance Committee** ..... Bryn Dodd, p.32-108
  - 1. Financial Report for Month Ended November 30, 2019
  - 2. Capital Expenditure Requests
    - a. Consider Approval of Alaris IV Pumps

**X. TTUHSC AT THE PERMIAN BASIN REPORT**..... Michael L. Galloway, D.O.

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

..... Russell Tippin, p.109-112

- A. Human Resources Quarterly Report**
- B. Information Technology Quarterly Report**
- C. Amendment to 3M Software License and Services Agreement**
- D. Transfer Services Discussion**

**XII. CONSIDER CHANGING ECHD BOARD OF DIRECTORS FINANCE COMMITTEE AND REGULAR MEETING DATE FROM JUNE 2, 2020 TO JUNE 1, 2020**..... Russell Tippin

**XIII. EXECUTIVE SESSION**

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

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

- A. Consider Approval of MCH ProCare Provider Agreements**
- B. Consider Approval to Execute Plat Designating Ownership of JK Wood Road to the City of Odessa**

**XV. ADJOURNMENT** ..... Don Hallmark

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

## **MISSION**

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

## **VISION**

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

## **VALUES**

***I-ntegrity***

***C-ustomer centered***

***A-ccountability***

***R-espect***

***E-xcellence***

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGULAR BOARD MEETING  
DECEMBER 3, 2019 – 5:30 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

Don Hallmark, President  
Bryn Dodd, Vice President  
Mary Lou Anderson  
David Dunn  
Wallace Dunn

**MEMBERS ABSEND:**

Richard Herrera  
Ben Quiroz

**OTHERS PRESENT:**

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

**I. CALL TO ORDER**

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

**II. INVOCATION**

Chaplain Farrell Ard offered the invocation.

**III. PLEDGE OF ALLEGIANCE**

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

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

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

## **V. AWARDS AND RECOGNITIONS**

### **A. December 2019 Directors of the Month**

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

- Clinical: Eva Garcia, LPT, Divisional Director Inpatient and Outpatient Rehabilitative Services
- Non-Clinical: Audra Cullison, Divisional Director MCH ProCare Obstetrics/Gynecology/Family Medicine/Internal Medicine/Pediatrics
- Nurse: Vonda Lucero, MSN, RN, Unit Director, Nursing Administration

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

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

- Medical Practice: MCH ProCare Cardiology 100%
- Inpatient: 9 Central & 4 East 100%
- Outpatient: CT Scan 100%

### **C. ECHD Police Officer Pinning Ceremony**

ECHD Chief of Police Brad Timmons introduced three police officers for their pinning ceremony:

- Melinda Gonzales was pinned by her son Ryan.
- Donnie Jowers was pinned by Sgt. Louie Adame.
- Terry Mercer was pinned by his wife Adrienne.

He then administered the oath of office to all officers present.

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

No comments from the public were received.

## **VII. CONSENT AGENDA**

- Consider Approval of Regular Meeting Minutes, November 5, 2019**
- Consider Approval of Joint Conference Committee, November 26, 2019**
- Consider Approval of Federally Qualified Health Center Monthly Report, October 2019**
- MCHS Compliance Program Reaffirmation and Compliance Committee Charter**
- TCDRS Annual Contribution Authorization**

Bryn Dodd moved and Mary Lou Anderson seconded the motion to approve the items listed on the Consent Agenda as presented. The motion carried unanimously.

## **VIII. COMMITTEE REPORTS**

### **A. Finance Committee**

1. Financial Report for Month Ended October 31, 2019
2. Consent Agenda
  - a. Consider Approval of Bayer MedRad Injector
  - b. Consider Approval of Stryker Series III Medical/Surgical Beds
3. Capital Expenditure Requests
  - a. Consider Approval of Stryker System 8 and Neuro Power Bundle
  - b. Consider Approval of Ultrasound Upgrade for Maternal Fetal Medicine  
(This item was tabled as it is being paid for by Children's Miracle Network.)

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

David Dunn moved and Bryn Dodd seconded the motion to move item **X. TTUHSC AT THE PERMIAN BASIN REPORT** to this position on the agenda. The motion carried unanimously.

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

Russell Tippin presented Dr. Lori Rice-Spearman, Interim President/Chief Academic Officer/Provost, Texas Tech University Health Sciences Center. She introduced herself and made a commitment to the ECHD Board of Directors that as a university, Texas Tech is dedicated to deepening the relationship with this board and continuing to serve West Texas.

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

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

### **A. Regional Update**

Russell Tippin introduced Mallori Hutson, Regional Services Director. She will be strengthening relationships with our regional hospitals and providing a regional services update each month.

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

### **B. 90-Day Update**

Russell Tippin presented his 90-day "State of the Union Address". He presented his thoughts on his first 90 days with MCHS and his goals for the future.

He then recognized Mary Gallegos, Risk Manager, and Dr. Fernando Boccalandro, outgoing Chief of Staff. Dr. Boccalandro thanked Mr. Tippin and the board for their support.

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

**C. Consider Approval of Additional Services from Cerner RevWorks for Revenue Integrity Manager**

Steve Ewing presented an amendment to the Cerner RevWorks agreement, providing an interim Revenue Integrity Project Manager. Proposed restructuring of the department will offset this expense plus reduce annual departmental expenses.

David Dunn moved and Mary Lou Anderson seconded the motion to approve the Cerner RevWorks amendment as presented. The motion carried unanimously.

**D. Consider Approval of Subsidy Increase to Basin Emergency Physicians PLLC for Additional Mid-Level Coverage**

Steve Ewing reported to those present the need to increase provider coverage during peak hours in the Emergency Department. The proposal to increase mid-level coverage will provide better service times and decrease the number of patients who leave without being seen.

David Dunn moved and Bryn Dodd seconded the motion to approve the subsidy increase to Basin Emergency Physicians. The motion carried unanimously.

David Dunn moved and Bryn Dodd seconded the motion to move item **XII. B. Consider Request from Ector County Utility District to Sell Property for Less Than Market Value: 9510 West Westridge Drive** to this position on the agenda. The motion carried unanimously.

Don Hallmark introduced Tommy Ervin, president of Ector County Utility District, a water district in West Odessa. He presented a proposal, as part of the ECUD master plan, to purchase the property located at 9510 West Westridge for \$1,000. ECUD will operate a 50 space RV park, making those spaces available to a contractor's employees while they are working on ECUD's infrastructure improvements. After construction is completed, the RV park will be sold and its net proceeds divided among the taxing authorities.

David Dunn moved and Wallace Dunn seconded the motion to sell the property at 9510 West Westridge Drive for less than market value. The motion carried unanimously.

**XI. EXECUTIVE SESSION**

Don Hallmark stated that the Board would go into Executive Session for the meeting held in closed session involving the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberations regarding Real Property pursuant to Section 551.072 of the Texas Government Code; and (3) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code.

The individuals present during the entire Executive Session were Don Hallmark, Bryn Dodd, Mary Lou Anderson, David Dunn, Wallace Dunn, Russell Tippin, Miles Nelson, Virginia Sredanovich and Jan Ramos.

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

**Executive Session began at 6:28 pm.**  
**Executive Session ended at 7:48 p.m.**

No action was taken during Executive Session.

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

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

Don Hallmark presented the following new amendment:

- Jorge Alamo, M.D. This amendment added Employee Health Medical Directorship to his Occupational Medicine contract.

Don Hallmark presented the following new contracts:

- Christine Leonhardt, N.P. This is a three year Retail/Urgent Care contract.
- Olivia Ortiz, N.P. This is a three year Wound Care/Skin Disorder contract.
- Charak Medical Associates. This is a one year Professional Services Hospitalist contract.
- Suzanne Cleland-Zamudio, M.D. This is a three year Otolaryngology contract.
- Emily Jones, N.P. This is a three year Orthopedic contract.
- Kasey Cavone, CRNA. This is a three year Anesthesia contract.
- Agnes Sansone, CRNA. This is a three year Anesthesia contract.
- Permian Basin Rehabilitation Center. This is a three year Audiology contract.
- Emanuel Obi, M.D. This is a three year Hospitalist contract.

David Dunn moved and Wallace Dunn seconded the motion to approve the MCH ProCare provider agreements as presented. The motion carried unanimously.

## **XIII. ADJOURNMENT**

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 7:50 p.m.

Respectfully submitted,



Jan Ramos, Secretary  
Ector County Hospital District Board of Directors



Family Health Clinic  
January 2020  
ECHD Board Packet



Date: January 3, 2020

To: Board of Directors-Family Health Clinic

From: Grant Trollope, Assistant Chief Financial Officer

Subject: Combined Financial Report for the Month Ended November 30, 2019

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**Visits**

Combined clinic visits for November were 1,427 comparing unfavorably to the budgeted total of 1,507 and unfavorably to the prior year's 2,015 by 5.3% and 29.2% respectively. Combined medical visits for November totaled 1,427, unfavorable to the budgeted amount of 1,507 and unfavorable to the prior year 1,787 visits. Year-to-date medical visits were 3,179 comparing favorably to budget by 0.3% and unfavorable to prior year by 8.5%

**Revenues and Revenue Deductions**

Combined patient revenue for November totaled \$535,205 comparing unfavorably to the combined budget of \$556,165 by 3.8% and unfavorably to prior year's total of \$730,978 by 26.8%. Year-to-date patient revenue was \$1,167,303 comparing unfavorably to prior year by 0.1% and unfavorable to prior year by 18.4%

Combined revenue deductions for November were \$224,450 comparing favorably to the combined budgeted amount of \$381,927 and unfavorably to prior year's total of \$170,235. Year-to-date deductions were \$647,075 comparing favorably to budget and to prior year by 19.2% and 9.5% respectively.

Combined net operating revenue for November was \$319,665 comparing favorably to the combined budget amount of \$182,084 and unfavorably to the prior year amount of \$572,853. On a year-to-date basis, net operating revenue was \$544,346 comparing favorably to budget by 41.9% and unfavorably to prior year by 25.2%.

**Operating Expenses**

Combined operating expenses for November totaled \$278,514, comparing favorably to a combined budget of \$378,075 and favorably to prior year's expenses of \$319,048.

Combined salaries and wages expense for November were \$109,951, comparing favorably to a combined budget of \$115,893 and favorably to prior year's \$112,966. Trends in salaries, wages, and benefits resulted from operations, which are now running with 28.3, Full Time Equivalent (FTEs) for November, compared to a budget of 31.3 FTEs and prior year's 30.9 FTEs.

Combined physician services (Provider salaries) for November totaled \$114,976, comparing favorably to a budgeted amount of \$160,934 and favorably to prior year's amount of \$152,894.

Total operating expenses for November were \$278,514 comparing favorably to prior year expenses of \$338,075 and prior year expenses of \$319,048. On a year-to date basis total operating expenses were \$577,984 comparing favorably to budget by 18.4% and favorable to prior year by 12.3%.

**Operating Results**

Combined operating results for the month of November resulted in a net gain of \$7,082, comparing favorably to the combined budgeted deficit of \$200,352, and unfavorably to prior year gain of \$208,567. Year-to-date

the net loss from operations is \$104,568 comparing favorably to budget by 74.8% and unfavorably to prior year by 381.0%

**Revenue and Payments by Payor**

For the month of November, Medicaid patients represented the largest revenue financial class, followed by Self-Pay, and Medicare. Clinics combined, Medicaid revenue accounted for 35.4%, Self-Pay 26.0%, Commercial 17.4%, Medicare 21.0%, FAP 0.0%, and Other for 0.1% of the Clinic's monthly revenue.

Combined payments for the month of November year to date totaled \$384,105 compared to the prior year YTD amount of \$243,698.

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

|  | CURRENT MONTH |              |            |            |              | YEAR TO DATE |              |            |              |              |
|--|---------------|--------------|------------|------------|--------------|--------------|--------------|------------|--------------|--------------|
|  | ACTUAL        | BUDGET       | BUDGET VAR | PRIOR YR   | PRIOR YR VAR | ACTUAL       | BUDGET       | BUDGET VAR | PRIOR YR     | PRIOR YR VAR |
| <b>PATIENT REVENUE</b>                 |               |              |            |            |              |              |              |            |              |              |
| Outpatient Revenue                     | \$ 535,205    | \$ 556,165   | -3.8%      | \$ 730,978 | -26.8%       | \$ 1,167,303 | \$ 1,168,960 | -0.1%      | \$ 1,431,128 | -18.4%       |
| <b>TOTAL PATIENT REVENUE</b>           | \$ 535,205    | \$ 556,165   | -3.8%      | \$ 730,978 | -26.8%       | \$ 1,167,303 | \$ 1,168,960 | -0.1%      | \$ 1,431,128 | -18.4%       |
| <b>DEDUCTIONS FROM REVENUE</b>         |               |              |            |            |              |              |              |            |              |              |
| Contractual Adjustments                | \$ 235,319    | \$ (14,199)  | -1757.3%   | \$ 76,932  | 205.9%       | \$ 267,416   | \$ (29,780)  | -998.0%    | \$ 141,457   | 89.0%        |
| Self Pay Adjustments                   | 89,344        | (772)        | #####      | 15,915     | 461.4%       | 120,110      | (1,619)      | -7518.7%   | 28,851       | 316.3%       |
| Bad Debts                              | (100,213)     | 396,898      | -125.2%    | 77,387     | -229.5%      | 259,550      | 832,428      | -68.8%     | 544,904      | -52.4%       |
| <b>TOTAL REVENUE DEDUCTIONS</b>        | \$ 224,450    | \$ 381,927   | -41.2%     | \$ 170,235 | 31.8%        | \$ 647,075   | \$ 801,029   | -19.2%     | \$ 715,212   | -9.5%        |
|  | 41.94%        | 68.67%       |            | 23.29%     |              | 55.43%       | 68.52%       |            | 49.98%       |              |
| <b>NET PATIENT REVENUE</b>             | \$ 310,755    | \$ 174,238   | 78.4%      | \$ 560,743 | -44.6%       | \$ 520,227   | \$ 367,931   | 41.4%      | \$ 715,916   | -27.3%       |
| <b>OTHER REVENUE</b>                   |               |              |            |            |              |              |              |            |              |              |
| FHC Other Revenue                      | \$ 8,910      | \$ 7,846     | 13.6%      | \$ 12,110  | -26.4%       | \$ 24,119    | \$ 15,692    | 53.7%      | \$ 12,110    | 99.2%        |
| <b>TOTAL OTHER REVENUE</b>             | \$ 8,910      | \$ 7,846     | 13.6%      | \$ 12,110  | -26.4%       | \$ 24,119    | \$ 15,692    | 53.7%      | \$ 12,110    | 99.2%        |
| <b>NET OPERATING REVENUE</b>           | \$ 319,665    | \$ 182,084   | 75.6%      | \$ 572,853 | -44.2%       | \$ 544,346   | \$ 383,623   | 41.9%      | \$ 728,026   | -25.2%       |
| <b>OPERATING EXPENSE</b>               |               |              |            |            |              |              |              |            |              |              |
| Salaries and Wages                     | \$ 109,951    | \$ 115,893   | -5.1%      | \$ 112,966 | -2.7%        | \$ 223,240   | \$ 243,587   | -8.4%      | \$ 235,513   | -5.2%        |
| Benefits                               | 25,408        | 32,533       | -21.9%     | 30,848     | -17.6%       | 54,124       | 66,593       | -18.7%     | 70,326       | -23.0%       |
| Physician Services                     | 114,976       | 160,934      | -28.6%     | 152,894    | -24.8%       | 238,462      | 338,266      | -29.5%     | 310,032      | -23.1%       |
| Cost of Drugs Sold                     | 15,667        | 9,734        | 61.0%      | 8,724      | 79.6%        | 30,251       | 20,457       | 47.9%      | 7,455        | 305.8%       |
| Supplies                               | 5,351         | 9,014        | -40.6%     | 5,635      | -5.0%        | 13,278       | 18,647       | -28.8%     | 19,818       | -33.0%       |
| Utilities                              | 5,093         | 5,829        | -12.6%     | 5,027      | 1.3%         | 12,101       | 12,379       | -2.2%      | 11,165       | 8.4%         |
| Repairs and Maintenance                | 625           | 1,892        | -67.0%     | 650        | -3.8%        | 1,250        | 3,784        | -67.0%     | 1,325        | -5.7%        |
| Leases and Rentals                     | 442           | 391          | 13.2%      | 351        | 26.1%        | 938          | 782          | 19.9%      | 702          | 33.6%        |
| Other Expense                          | 1,000         | 1,855        | -46.1%     | 1,953      | -48.8%       | 4,341        | 3,710        | 17.0%      | 2,953        | 47.0%        |
| <b>TOTAL OPERATING EXPENSES</b>        | \$ 278,514    | \$ 338,075   | -17.6%     | \$ 319,048 | -12.7%       | \$ 577,984   | \$ 708,205   | -18.4%     | \$ 659,289   | -12.3%       |
| Depreciation/Amortization              | \$ 34,068     | \$ 44,361    | -23.2%     | \$ 45,238  | -24.7%       | \$ 70,930    | \$ 90,203    | -21.4%     | \$ 90,476    | -21.6%       |
| <b>TOTAL OPERATING COSTS</b>           | \$ 312,583    | \$ 382,436   | -18.3%     | \$ 364,286 | -14.2%       | \$ 648,914   | \$ 798,408   | -18.7%     | \$ 749,765   | -13.5%       |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b> | \$ 7,082      | \$ (200,352) | -103.5%    | \$ 208,567 | -96.6%       | \$ (104,568) | \$ (414,785) | -74.8%     | \$ (21,738)  | 381.0%       |
| Operating Margin                       | 2.22%         | -110.03%     | -102.0%    | 36.41%     | -93.9%       | -19.21%      | -108.12%     | -82.2%     | -2.99%       | 543.3%       |

|                                     | CURRENT MONTH |              |              |              |               | YEAR TO DATE |              |             |              |               |
|-------------------------------------|---------------|--------------|--------------|--------------|---------------|--------------|--------------|-------------|--------------|---------------|
| Medical Visits                      | 1,427         | 1,507        | -5.3%        | 1,787        | -20.1%        | 3,179        | 3,168        | 0.3%        | 3,475        | -8.5%         |
| Optometry Visits                    | -             | -            | 0.0%         | 228          | -100.0%       | -            | -            | 0.0%        | 488          | -100.0%       |
| <b>Total Visits</b>                 | <b>1,427</b>  | <b>1,507</b> | <b>-5.3%</b> | <b>2,015</b> | <b>-29.2%</b> | <b>3,179</b> | <b>3,168</b> | <b>0.3%</b> | <b>3,963</b> | <b>-19.8%</b> |
| Average Revenue per Office Visit    | 375.06        | 369.05       | 1.6%         | 362.77       | 3.4%          | 367.19       | 368.99       | -0.5%       | 361.12       | 1.7%          |
| Hospital FTE's (Salaries and Wages) | 28.3          | 31.3         | -9.6%        | 30.9         | -8.6%         | 28.4         | 32.3         | -12.0%      | 32.0         | -11.2%        |

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

|  | CURRENT MONTH     |                    |                |                   |               | YEAR TO DATE       |                    |               |                   |                |
|--|-------------------|--------------------|----------------|-------------------|---------------|--------------------|--------------------|---------------|-------------------|----------------|
|  | ACTUAL            | BUDGET             | BUDGET VAR     | PRIOR YR          | PRIOR YR VAR  | ACTUAL             | BUDGET             | BUDGET VAR    | PRIOR YR          | PRIOR YR VAR   |
| <b>PATIENT REVENUE</b>                 |                   |                    |                |                   |               |                    |                    |               |                   |                |
| Outpatient Revenue                     | \$ 314,209        | \$ 414,931         | -24.3%         | \$ 421,045        | -25.4%        | \$ 708,119         | \$ 872,033         | -18.8%        | \$ 805,132        | -12.0%         |
| <b>TOTAL PATIENT REVENUE</b>           | <b>\$ 314,209</b> | <b>\$ 414,931</b>  | <b>-24.3%</b>  | <b>\$ 421,045</b> | <b>-25.4%</b> | <b>\$ 708,119</b>  | <b>\$ 872,033</b>  | <b>-18.8%</b> | <b>\$ 805,132</b> | <b>-12.0%</b>  |
| <b>DEDUCTIONS FROM REVENUE</b>         |                   |                    |                |                   |               |                    |                    |               |                   |                |
| Contractual Adjustments                | \$ 39,509         | \$ 29,624          | 33.4%          | \$ 28,776         | 37.3%         | \$ 39,060          | \$ 62,131          | -37.1%        | \$ 40,351         | -3.2%          |
| Self Pay Adjustments                   | 15,007            | 6,182              | 142.8%         | 6,422             | 133.7%        | 14,871             | 12,966             | 14.7%         | 9,001             | 65.2%          |
| Bad Debts                              | 25,031            | 187,926            | -86.7%         | 19,546            | 28.1%         | 328,811            | 394,144            | -16.6%        | 289,617           | 13.5%          |
| <b>TOTAL REVENUE DEDUCTIONS</b>        | <b>\$ 79,547</b>  | <b>\$ 223,732</b>  | <b>-64.4%</b>  | <b>\$ 54,744</b>  | <b>45.3%</b>  | <b>\$ 382,742</b>  | <b>\$ 469,241</b>  | <b>-18.4%</b> | <b>\$ 338,969</b> | <b>12.9%</b>   |
|  | <b>25.3%</b>      | <b>53.9%</b>       |                | <b>13.0%</b>      |               | <b>54.1%</b>       | <b>53.8%</b>       |               | <b>42.1%</b>      |                |
| <b>NET PATIENT REVENUE</b>             | <b>\$ 234,662</b> | <b>\$ 191,199</b>  | <b>22.7%</b>   | <b>\$ 366,301</b> | <b>-35.9%</b> | <b>\$ 325,377</b>  | <b>\$ 402,792</b>  | <b>-19.2%</b> | <b>\$ 466,163</b> | <b>-30.2%</b>  |
| <b>OTHER REVENUE</b>                   |                   |                    |                |                   |               |                    |                    |               |                   |                |
| FHC Other Revenue                      | \$ 8,910          | \$ 7,846           | 0.0%           | \$ 12,110         | -26.4%        | \$ 24,119          | \$ 15,692          | 0.0%          | \$ 12,110         | 99.2%          |
| <b>TOTAL OTHER REVENUE</b>             | <b>\$ 8,910</b>   | <b>\$ 7,846</b>    | <b>13.6%</b>   | <b>\$ 12,110</b>  | <b>-26.4%</b> | <b>\$ 24,119</b>   | <b>\$ 15,692</b>   | <b>53.7%</b>  | <b>\$ 12,110</b>  | <b>99.2%</b>   |
| <b>NET OPERATING REVENUE</b>           | <b>\$ 243,572</b> | <b>\$ 199,045</b>  | <b>22.4%</b>   | <b>\$ 378,411</b> | <b>-35.6%</b> | <b>\$ 349,496</b>  | <b>\$ 418,484</b>  | <b>-16.5%</b> | <b>\$ 478,273</b> | <b>-26.9%</b>  |
| <b>OPERATING EXPENSE</b>               |                   |                    |                |                   |               |                    |                    |               |                   |                |
| Salaries and Wages                     | \$ 74,194         | \$ 85,710          | -13.4%         | \$ 80,366         | -7.7%         | \$ 152,116         | \$ 180,131         | -15.6%        | \$ 168,224        | -9.6%          |
| Benefits                               | 17,145            | 24,060             | -28.7%         | 21,946            | -21.9%        | 36,880             | 49,245             | -25.1%        | 50,233            | -26.6%         |
| Physician Services                     | 66,163            | 104,358            | -36.6%         | 91,322            | -27.5%        | 138,281            | 219,322            | -37.0%        | 188,521           | -26.6%         |
| Cost of Drugs Sold                     | 9,548             | 8,211              | 16.3%          | 5,835             | 63.6%         | 20,420             | 17,256             | 18.3%         | 4,486             | 355.2%         |
| Supplies                               | 4,516             | 5,623              | -19.7%         | 3,591             | 25.8%         | 10,506             | 11,601             | -9.4%         | 8,647             | 21.5%          |
| Utilities                              | 2,430             | 2,894              | -16.0%         | 2,842             | -14.5%        | 5,932              | 6,570              | -9.7%         | 6,260             | -5.2%          |
| Repairs and Maintenance                | 625               | 1,892              | -67.0%         | 650               | -3.8%         | 1,250              | 3,784              | -67.0%        | 1,325             | -5.7%          |
| Leases and Rentals                     | 442               | 391                | 13.2%          | 351               | 26.1%         | 938                | 782                | 19.9%         | 702               | 33.6%          |
| Other Expense                          | 1,000             | 1,848              | -45.9%         | 1,953             | -48.8%        | 4,341              | 3,696              | 17.4%         | 2,953             | 47.0%          |
| <b>TOTAL OPERATING EXPENSES</b>        | <b>\$ 176,064</b> | <b>\$ 234,987</b>  | <b>-25.1%</b>  | <b>\$ 208,856</b> | <b>-15.7%</b> | <b>\$ 370,662</b>  | <b>\$ 492,387</b>  | <b>-24.7%</b> | <b>\$ 431,350</b> | <b>-14.1%</b>  |
| Depreciation/Amortization              | \$ 4,744          | \$ 5,034           | -5.8%          | \$ 5,121          | -7.4%         | \$ 9,487           | \$ 10,237          | -7.3%         | \$ 10,242         | -7.4%          |
| <b>TOTAL OPERATING COSTS</b>           | <b>\$ 180,807</b> | <b>\$ 240,021</b>  | <b>-24.7%</b>  | <b>\$ 213,977</b> | <b>-15.5%</b> | <b>\$ 380,149</b>  | <b>\$ 502,624</b>  | <b>-24.4%</b> | <b>\$ 441,592</b> | <b>-13.9%</b>  |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b> | <b>\$ 62,765</b>  | <b>\$ (40,976)</b> | <b>-253.2%</b> | <b>\$ 164,435</b> | <b>-61.8%</b> | <b>\$ (30,654)</b> | <b>\$ (84,140)</b> | <b>-63.6%</b> | <b>\$ 36,681</b>  | <b>-183.6%</b> |
| Operating Margin                       | 25.77%            | -20.59%            | -225.2%        | 43.45%            | -40.7%        | -8.77%             | -20.11%            | -56.4%        | 7.67%             | -214.4%        |

|                                     | 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                      | 871           | 1,087  | -19.9%     | 1,123    | -22.4%       | 2,010        | 2,285  | -12.0%     |          | 0.0%         |
| Average Revenue per Office Visit    | 360.75        | 381.72 | -5.5%      | 374.93   | -3.8%        | 352.30       | 381.63 | -7.7%      | 374.48   | -5.9%        |
| Hospital FTE's (Salaries and Wages) | 18.4          | 22.7   | -19.3%     | 21.2     | -13.5%       | 18.6         | 23.5   | -20.7%     | 22.0     | -15.5%       |

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

|  | CURRENT MONTH |              |            |            |              | YEAR TO DATE |              |            |             |              |
|--|---------------|--------------|------------|------------|--------------|--------------|--------------|------------|-------------|--------------|
|  | ACTUAL        | BUDGET       | BUDGET VAR | PRIOR YR   | PRIOR YR VAR | ACTUAL       | BUDGET       | BUDGET VAR | PRIOR YR    | PRIOR YR VAR |
| <b>PATIENT REVENUE</b>                 |               |              |            |            |              |              |              |            |             |              |
| Outpatient Revenue                     | \$ 220,996    | \$ 141,234   | 56.5%      | \$ 309,932 | -28.7%       | \$ 459,184   | \$ 296,927   | 54.6%      | \$ 625,996  | -26.6%       |
| <b>TOTAL PATIENT REVENUE</b>           | \$ 220,996    | \$ 141,234   | 56.5%      | \$ 309,932 | -28.7%       | \$ 459,184   | \$ 296,927   | 54.6%      | \$ 625,996  | -26.6%       |
| <b>DEDUCTIONS FROM REVENUE</b>         |               |              |            |            |              |              |              |            |             |              |
| Contractual Adjustments                | \$ 195,810    | \$ (43,823)  | -546.8%    | \$ 48,156  | 306.6%       | \$ 228,356   | \$ (91,911)  | -348.5%    | \$ 101,106  | 125.9%       |
| Self Pay Adjustments                   | 74,337        | (6,954)      | -1169.0%   | 9,493      | 683.0%       | 105,238      | (14,585)     | -821.6%    | 19,850      | 430.2%       |
| Bad Debts                              | (125,244)     | 208,972      | -159.9%    | 57,841     | -316.5%      | (69,261)     | 438,284      | -115.8%    | 255,287     | -127.1%      |
| <b>TOTAL REVENUE DEDUCTIONS</b>        | \$ 144,903    | \$ 158,195   | -8.4%      | \$ 115,490 | 25.5%        | \$ 264,333   | \$ 331,788   | -20.3%     | \$ 376,243  | -29.7%       |
|  | 65.57%        | 112.01%      |            | 37.26%     |              | 57.57%       | 111.74%      |            | 60.10%      |              |
| <b>NET PATIENT REVENUE</b>             | \$ 76,093     | \$ (16,961)  | -548.6%    | \$ 194,442 | -60.9%       | \$ 194,851   | \$ (34,861)  | -658.9%    | \$ 249,753  | -22.0%       |
| <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>           | \$ 76,093     | \$ (16,961)  | -548.6%    | \$ 194,442 | -60.9%       | \$ 194,851   | \$ (34,861)  | -658.9%    | \$ 249,753  | -22.0%       |
| <b>OPERATING EXPENSE</b>               |               |              |            |            |              |              |              |            |             |              |
| Salaries and Wages                     | \$ 35,757     | \$ 30,183    | 18.5%      | \$ 32,601  | 9.7%         | \$ 71,124    | \$ 63,456    | 12.1%      | \$ 67,289   | 5.7%         |
| Benefits                               | 8,263         | 8,473        | -2.5%      | 8,902      | -7.2%        | 17,244       | 17,348       | -0.6%      | 20,093      | -14.2%       |
| Physician Services                     | 48,812        | 56,576       | -13.7%     | 61,572     | -20.7%       | 100,181      | 118,944      | -15.8%     | 121,511     | -17.6%       |
| Cost of Drugs Sold                     | 6,120         | 1,523        | 301.8%     | 2,889      | 111.8%       | 9,831        | 3,201        | 207.1%     | 2,969       | 231.2%       |
| Supplies                               | 835           | 3,391        | -75.4%     | 2,044      | -59.1%       | 2,772        | 7,046        | -60.7%     | 11,171      | -75.2%       |
| Utilities                              | 2,664         | 2,935        | -9.2%      | 2,185      | 21.9%        | 6,170        | 5,809        | 6.2%       | 4,906       | 25.8%        |
| Repairs and Maintenance                | -             | -            | 0.0%       | -          | 100.0%       | -            | -            | 0.0%       | -           | 100.0%       |
| Other Expense                          | -             | 7            | -100.0%    | -          | 0.0%         | -            | 14           | -100.0%    | -           | 0.0%         |
| <b>TOTAL OPERATING EXPENSES</b>        | \$ 102,451    | \$ 103,088   | -0.6%      | \$ 110,193 | -7.0%        | \$ 207,322   | \$ 215,818   | -3.9%      | \$ 227,939  | -9.0%        |
| Depreciation/Amortization              | \$ 29,324     | \$ 39,327    | -25.4%     | \$ 40,117  | -26.9%       | \$ 61,443    | \$ 79,966    | -23.2%     | \$ 80,234   | -23.4%       |
| <b>TOTAL OPERATING COSTS</b>           | \$ 131,775    | \$ 142,415   | -7.5%      | \$ 150,310 | -12.3%       | \$ 268,765   | \$ 295,784   | -9.1%      | \$ 308,173  | -12.8%       |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b> | \$ (55,683)   | \$ (159,376) | -65.1%     | \$ 44,132  | -226.2%      | \$ (73,914)  | \$ (330,645) | -77.6%     | \$ (58,420) | 26.5%        |
| Operating Margin                       | -73.18%       | 939.66%      | -107.8%    | 22.70%     | -422.4%      | -37.93%      | 948.47%      | -104.0%    | -23.39%     | 62.2%        |

|                                     | CURRENT MONTH |        |            |          |              | YEAR TO DATE |        |            |          |              |
|-------------------------------------|---------------|--------|------------|----------|--------------|--------------|--------|------------|----------|--------------|
|                                     | ACTUAL        | BUDGET | BUDGET VAR | PRIOR YR | PRIOR YR VAR | ACTUAL       | BUDGET | BUDGET VAR | PRIOR YR | PRIOR YR VAR |
| Medical Visits                      | 556           | 420    | 32.4%      | 664      | -16.3%       | 1,169        | 883    | 32.4%      | 1,325    | -11.8%       |
| Optometry Visits                    | -             | -      | 0.0%       | 228      | -100.0%      | -            | -      | 0.0%       | 488      | -100.0%      |
| Total Visits                        | 556           | 420    | 32.4%      | 892      | -37.7%       | 1,169        | 883    | 32.4%      | 1,325    | -11.8%       |
| Average Revenue per Office Visit    | 397.47        | 336.27 | 18.2%      | 347.46   | 14.4%        | 392.80       | 336.27 | 16.8%      | 345.28   | 13.8%        |
| Hospital FTE's (Salaries and Wages) | 9.9           | 8.5    | 16.3%      | 9.7      | 2.1%         | 9.8          | 8.8    | 11.3%      | 10.0     | -1.8%        |

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

|              | MONTHLY REVENUE   |                   |                   |               | YTD REVENUE       |                   |                     |               |
|--------------|-------------------|-------------------|-------------------|---------------|-------------------|-------------------|---------------------|---------------|
|              | Clements          | West              | Total             | %             | Clements          | West              | Total               | %             |
| Medicare     | \$ 54,744         | \$ 57,691         | \$ 112,435        | 21.0%         | \$ 112,944        | \$ 110,253        | \$ 223,198          | 19.1%         |
| Medicaid     | 129,948           | 59,658            | 189,606           | 35.4%         | 296,687           | 122,055           | 418,742             | 35.9%         |
| FAP          | -                 | -                 | -                 | 0.0%          | -                 | -                 | -                   | 0.0%          |
| Commercial   | 50,786            | 42,463            | 93,249            | 17.4%         | 128,538           | 92,186            | 220,723             | 18.9%         |
| Self Pay     | 78,318            | 60,935            | 139,254           | 26.0%         | 169,382           | 134,049           | 303,431             | 26.0%         |
| Other        | 413               | 249               | 662               | 0.1%          | 567               | 641               | 1,208               | 0.1%          |
| <b>Total</b> | <b>\$ 314,209</b> | <b>\$ 220,996</b> | <b>\$ 535,205</b> | <b>100.0%</b> | <b>\$ 708,119</b> | <b>\$ 459,184</b> | <b>\$ 1,167,303</b> | <b>100.0%</b> |

|              | MONTHLY PAYMENTS  |                  |                   |               | YEAR TO DATE PAYMENTS |                  |                   |               |
|--------------|-------------------|------------------|-------------------|---------------|-----------------------|------------------|-------------------|---------------|
|              | Clements          | West             | Total             | %             | Clements              | West             | Total             | %             |
| Medicare     | \$ 75,842         | \$ 12,143        | \$ 87,984         | 47.4%         | \$ 114,646            | \$ 27,977        | \$ 142,623        | 37.1%         |
| Medicaid     | 31,060            | 7,311            | 38,371            | 20.7%         | 83,344                | 22,319           | 105,663           | 27.5%         |
| FAP          | -                 | -                | -                 | 0.0%          | -                     | -                | -                 | 0.0%          |
| Commercial   | 15,214            | 12,086           | 27,300            | 14.7%         | 36,947                | 25,826           | 62,772            | 16.3%         |
| Self Pay     | 21,447            | 10,420           | 31,867            | 17.2%         | 48,553                | 23,389           | 71,942            | 18.7%         |
| Other        | 2                 | -                | 2                 | 0.0%          | 616                   | 488              | 1,104             | 0.3%          |
| <b>Total</b> | <b>\$ 143,564</b> | <b>\$ 41,960</b> | <b>\$ 185,524</b> | <b>100.0%</b> | <b>\$ 284,107</b>     | <b>\$ 99,998</b> | <b>\$ 384,105</b> | <b>100.0%</b> |

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

**REVENUE BY PAYOR**

|              | CURRENT MONTH     |               |                   |               | YEAR TO DATE      |               |                   |               |
|--------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|
|              | CURRENT YEAR      |               | PRIOR YEAR        |               | CURRENT YEAR      |               | PRIOR YEAR        |               |
|              | GROSS REVENUE     | %             | GROSS REVENUE     | %             | GROSS REVENUE     | %             | GROSS REVENUE     | %             |
| Medicare     | \$ 54,744         | 17.4%         | \$ 69,604         | 16.5%         | \$ 112,944        | 15.9%         | \$ 135,273        | 16.8%         |
| Medicaid     | 129,948           | 41.4%         | 167,760           | 39.8%         | 296,687           | 41.9%         | 308,554           | 38.3%         |
| PHC          | -                 | 0.0%          | -                 | 0.0%          | -                 | 0.0%          | -                 | 0.0%          |
| Commercial   | 50,786            | 16.2%         | 77,801            | 18.5%         | 128,538           | 18.2%         | 152,637           | 19.0%         |
| Self Pay     | 78,318            | 24.9%         | 105,632           | 25.1%         | 169,382           | 23.9%         | 206,514           | 25.6%         |
| Other        | 413               | 0.1%          | 248               | 0.1%          | 567               | 0.1%          | 2,154             | 0.3%          |
| <b>TOTAL</b> | <b>\$ 314,209</b> | <b>100.0%</b> | <b>\$ 421,045</b> | <b>100.0%</b> | <b>\$ 708,119</b> | <b>100.0%</b> | <b>\$ 805,132</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                       | \$ 75,842      | 52.9%         | \$ 5,989         | 7.5%          | \$ 114,646        | 40.4%         | \$ 10,674         | 6.6%          |
| Medicaid                       | 31,060         | 21.6%         | 29,212           | 36.7%         | 83,344            | 29.3%         | 62,556            | 38.7%         |
| PHC                            | -              | 0.0%          | -                | 0.0%          | -                 | 0.0%          | -                 | 0.0%          |
| Commercial                     | 15,214         | 10.6%         | 25,251           | 31.8%         | 36,947            | 13.0%         | 52,007            | 32.2%         |
| Self Pay                       | 21,447         | 14.9%         | 19,007           | 23.9%         | 48,553            | 17.1%         | 36,265            | 22.4%         |
| Other                          | 2              | 0.0%          | 64               | 0.1%          | 616               | 0.2%          | 137               | 0.1%          |
| <b>TOTAL</b>                   | <b>143,564</b> | <b>100.0%</b> | <b>\$ 79,523</b> | <b>100.0%</b> | <b>\$ 284,107</b> | <b>100.0%</b> | <b>\$ 161,638</b> | <b>100.0%</b> |
| TOTAL NET REVENUE              | 234,662        |               | 366,301          |               | 325,377           |               | 466,163           |               |
| % OF GROSS REVENUE             | 74.7%          |               | 87.0%            |               | 45.9%             |               | 57.9%             |               |
| VARIANCE                       | (91,098)       |               | (286,778)        |               | (41,270)          |               | (304,525)         |               |
| % VARIANCE TO CASH COLLECTIONS | -38.8%         |               | -78.3%           |               | -12.7%            |               | -65.3%            |               |



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

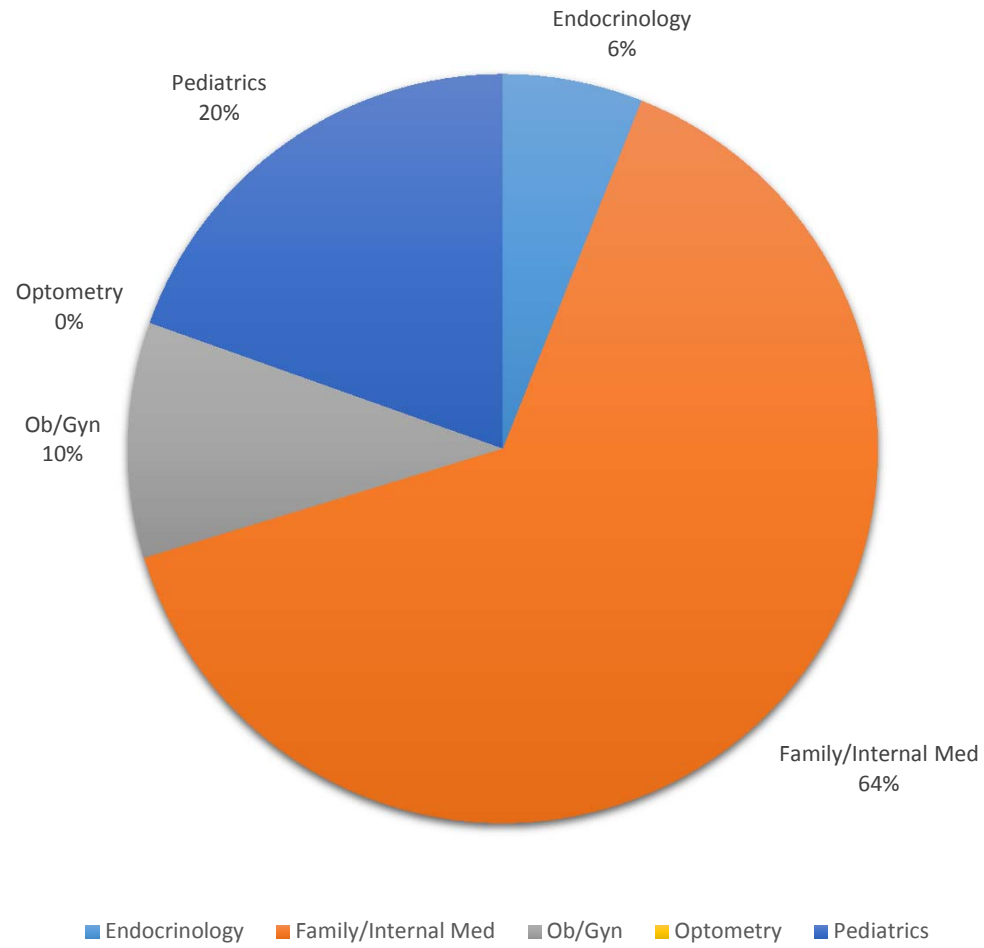
**REVENUE BY PAYOR**

|              | CURRENT MONTH     |               |                   |               | YEAR TO DATE      |               |                   |               |
|--------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|
|              | CURRENT YEAR      |               | PRIOR YEAR        |               | CURRENT YEAR      |               | PRIOR YEAR        |               |
|              | GROSS REVENUE     | %             | GROSS REVENUE     | %             | GROSS REVENUE     | %             | GROSS REVENUE     | %             |
| Medicare     | \$ 57,691         | 26.1%         | \$ 41,489         | 13.4%         | \$ 110,253        | 24.0%         | \$ 89,221         | 14.3%         |
| Medicaid     | 59,658            | 27.0%         | \$ 158,676        | 51.2%         | 122,055           | 26.6%         | 301,482           | 48.2%         |
| PHC          | -                 | 0.0%          | \$ -              | 0.0%          | -                 | 0.0%          | -                 | 0.0%          |
| Commercial   | 42,463            | 19.2%         | \$ 50,791         | 16.4%         | 92,186            | 20.1%         | 116,296           | 18.6%         |
| Self Pay     | 60,935            | 27.6%         | \$ 58,976         | 19.0%         | 134,049           | 29.2%         | 118,997           | 19.0%         |
| Other        | 249               | 0.1%          | \$ -              | 0.0%          | 641               | 0.1%          | -                 | 0.0%          |
| <b>TOTAL</b> | <b>\$ 220,996</b> | <b>100.0%</b> | <b>\$ 309,932</b> | <b>100.0%</b> | <b>\$ 459,184</b> | <b>100.0%</b> | <b>\$ 625,996</b> | <b>100.0%</b> |

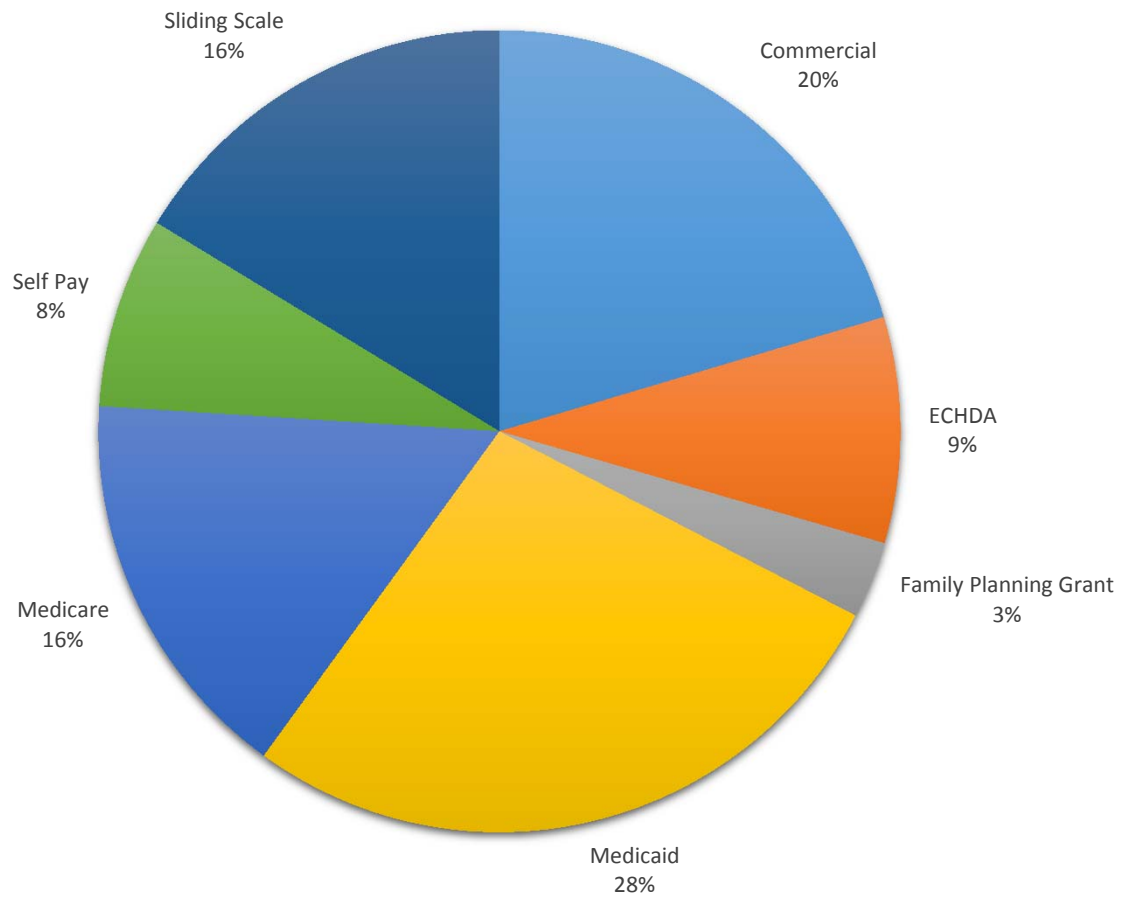
**PAYMENTS BY PAYOR**

|                                | CURRENT MONTH |               |                  |               | YEAR TO DATE     |               |                  |               |
|--------------------------------|---------------|---------------|------------------|---------------|------------------|---------------|------------------|---------------|
|                                | CURRENT YEAR  |               | PRIOR YEAR       |               | CURRENT YEAR     |               | PRIOR YEAR       |               |
|                                | PAYMENTS      | %             | PAYMENTS         | %             | PAYMENTS         | %             | PAYMENTS         | %             |
| Medicare                       | \$ 12,143     | 29.0%         | \$ 9,836         | 26.5%         | \$ 27,977        | 28.0%         | \$ 21,380        | 26.1%         |
| Medicaid                       | 7,311         | 17.4%         | 6,002            | 16.2%         | 22,319           | 22.3%         | 12,820           | 15.6%         |
| PHC                            | -             | 0.0%          | -                | 0.0%          | -                | 0.0%          | -                | 0.0%          |
| Commercial                     | 12,086        | 28.8%         | 13,141           | 35.4%         | 25,826           | 25.8%         | 31,917           | 38.9%         |
| Self Pay                       | 10,420        | 24.8%         | 8,094            | 21.8%         | 23,389           | 23.4%         | 15,943           | 19.4%         |
| Other                          | -             | 0.0%          | -                | 0.0%          | 488              | 0.5%          | -                | 0.0%          |
| <b>TOTAL</b>                   | <b>41,960</b> | <b>100.0%</b> | <b>\$ 37,072</b> | <b>100.0%</b> | <b>\$ 99,999</b> | <b>100.0%</b> | <b>\$ 82,060</b> | <b>100.0%</b> |
| TOTAL NET REVENUE              | 76,093        |               | 194,442          |               | 194,851          |               | 249,753          |               |
| % OF GROSS REVENUE             | 34.4%         |               | 62.7%            |               | 42.4%            |               | 39.9%            |               |
| VARIANCE                       | (34,133)      |               | (157,370)        |               | (94,851)         |               | (167,693)        |               |
| % VARIANCE TO CASH COLLECTIONS | -44.9%        |               | -80.9%           |               | -48.7%           |               | -67.1%           |               |

### FHC November Visits By Service



### FHC November Visits by Financial Class



■ Commercial ■ ECHDA ■ Family Planning Grant ■ Medicaid ■ Medicare ■ Self Pay ■ Sliding Scale

## FHC Executive Director's Report-January 2020

- **Provider Update:** The Family Health Clinic is currently searching for the following providers: Pediatrician and Family Medicine Mid Level. Merritt Hawkins is the search firm that is assisting us with recruiting for our open positions.
- **Staffing Update:** The Family Health Clinic has the following open staff positions: 3 LVNs, 1 Medical Assistant, 1 Front Desk, and 1 Eligibility Coordinator.
- **FHC Board Officers for 2020:** During the December 2019 Board meeting, the FHC Board approved the following officer positions: Wille Taylor, President; Becky Rivera-Weiss, Vice President; Vicky Cruz, Secretary.
- **2020 HRSA Annual Recertification:** The Family Health Clinic is in the process of submitting its annual recertification as required by the U.S. Health Resources and Services Administration (HRSA). Completion of the annual recertification process is a requirement for Federally Qualified Health Centers. Recertification is due January 2, 2020.

**MEMORANDUM**

DATE: January 7, 2020  
TO: Ector County Hospital District Board of Directors  
FROM: Steve Ewing, Chief Financial Officer   
SUBJECT: Review, Revision and Re-Adoption of Ector County Hospital District Investment Policy

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Attached is the District's Investment Policy for annual review and reaffirmation.

There are no changes proposed to the Investment Policy and it remains in compliance with the Public Funds Investment Act. The Board will also approve the reappointment of the following Broker/Dealers (page 10):

- Wells Fargo Bank N.A. (Debt Reserve Funds)
- Hilltop Securities Independent Network (Long Term Investment Funds)
- Prosperity Bank (Endowments)
- Frost Bank (Operating, Payroll and Money Market Accounts)

Please contact me if you have any questions.

**ECTOR COUNTY HOSPITAL DISTRICT  
(Medical Center Health System)  
INVESTMENT POLICY**

**EFFECTIVE: December, 1999  
Reaffirmed: January 07, 2020**

**POLICY STATEMENT**

The Ector County Hospital District seeks to optimize the rate of return on available cash reserves while emphasizing safety of principal and retaining sufficient liquidity to meet projected financial needs. The investment portfolio shall be designed to attain a reasonable rate of return throughout budgetary and economic cycles, taking into account the District's investment risk constraints, cash flow requirements and state and federal laws that may restrict the placement of District funds.

**STANDARD OF CARE**

Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived.

**POLICY OBJECTIVES**

Investment of funds shall be governed by the following objectives in order of priority:

**A. Safety of Principal**

1. Safety of principal and compliance with applicable state laws (Public Funds Investment Act [PFIA]) are the foremost objectives of the District. Each investment transaction shall seek to ensure that potential capital losses are avoided.
2. The District will not make investments for the purpose of trading or speculation.

**B. Liquidity**

1. The District's portfolio will maintain sufficient liquidity through structuring maturities that enable it to meet all financial requirements which might reasonably be anticipated.

**C. Diversification**

1. In accordance with applicable laws, the District will diversify its investments to avoid incurring unreasonable and avoidable risks regarding specific security types or concentrations within individual financial institutions. Investment decisions should not incur unreasonable investment risks in order to obtain current or long term investment income.
2. Maturities will be structured to allow for continued liquidity and investment opportunities. Selected maturities shall provide for income, stability and liquidity.
3. The District may solicit bids in determining which investment opportunities to consider. Bids or offers may be solicited orally, in writing or electronically.

## **INVESTMENT STRATEGIES**

A written investment strategy must be developed for each of the District's Funds. These strategies should include the following:

1. The investment objective for that particular fund.
2. An understanding of the suitability of the investment to the District's financial requirements.
3. Preservation and safety of principal.
4. Liquidity.
5. Marketability of investment if need arises to liquidate prior to maturity.
6. Diversification.
7. Yield.

The investment strategies are an integral part of the District's investment policy and are attached as addendum "A".

## **AUTHORIZED INVESTMENTS**

All investments must be restricted to the following:

1. Obligations of the United States or its agencies and instrumentalities.
2. Direct obligations of the state of Texas or its agencies and instrumentalities.
3. Obligations of states, agencies, counties, cities and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent.
4. Collateralized Mortgage Obligations directly issued by a Federal Agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States.
5. Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, this state or the United States or their respective instrumentalities.
6. Certificates of Deposit and Share Certificates are Authorized Investments:
  - a) A certificate of deposit or share certificate is an authorized investment if the certificate is issued by a depository institution and is:
    - 1) guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor;
    - 2) secured by obligations that are described by this policy (including mortgage backed securities directly issued by a federal agency or instrumentality that have a market value of not less than the principal amount of the certificates, but excluding those mortgage backed securities of the nature described in "investments not allowed" in this policy); or,
    - 3) secured in any other manner and amount provided by law for deposits of ECHD.
  - b) In addition to the authority to invest funds in certificates of deposit under Subsection (a), an investment in certificates of deposit made in accordance with the following conditions is an authorized investment under this subchapter:
    - 1) the funds are invested by ECHD through a depository institution that is selected by ECHD;
    - 2) the depository institution selected by ECHD under subdivision (1) arranges for the deposit of the funds in certificates of deposit in one or

more federally insured depository institutions, wherever located, for the account of ECHD;

- 3) the full amount of the principal and accrued interest of each of the certificates of deposit is insured by the United States or an instrumentality of the United States;
  - 4) the depository institution selected by ECHD under Subdivision (1) acts as custodian for ECHD with respect to the certificates of deposit issued for the account of ECHD;
  - 5) at the same time that the funds are deposited and the certificates of deposit are issued for the account of ECHD, the depository institution selected under subdivision (1) receives an amount of deposits from customers of other federally insured depository institutions, wherever located, that is equal to or greater than the amount of the funds invested by ECHD through the depository institution selected under subdivision (1).
7. Repurchase agreement if the repurchase agreement:
- a) has a defined termination date;
  - b) is secured by obligations of the United States or its agencies and instrumentalities, as described by 2256.009(a)(1) of the PFIA;
  - c) is pledged to the District, held in the District's name and deposited at the time the investment is made with the District or with a third party selected and approved by the District; and
  - d) is placed through a primary government securities dealer, as defined by the Federal Reserve, or a financial institution doing business in this state.
  - e) notwithstanding any other law, the term of any reverse security purchase agreement may not exceed ninety (90) days after the date the reverse security repurchase agreement is delivered;
  - f) money received by the District under the terms of a reverse security repurchase agreement shall be used to acquire additional authorized investments, but the terms of the authorized investments acquired must mature not later than the expiration date stated in the reverse security repurchase agreement.

The term "repurchase agreement" shall mean a simultaneous agreement to buy, hold for a specified time, and sell back at a future date obligations of the United States or its agencies and instrumentalities, as described by 2256.009(a)(1) of the PFIA, at a market value at the time the funds are disbursed of not less than the principal amount of the funds dispersed. The term includes a direct security repurchase agreement and a reverse security repurchase agreement.

8. A no-load money market mutual fund if the mutual fund:
- a) is registered with and regulated by the Securities and Exchange Commission;
  - b) provides the District a prospectus and other information required by the Securities Exchange Act of 1934 or the Investment Company Act of 1940;
  - c) has a dollar-weighted average stated maturity of 90 days or fewer;
  - d) includes in its investment objectives the maintenance of a stable net asset value of \$1.00 for each share.
9. A no-load mutual Fund if the mutual Fund:
- a) is registered with the Securities and Exchange Commission;
  - b) has an average weighted maturity of less than two years;



- c) is invested exclusively in obligations which are authorized investments under the Ector County Hospital District Investment Policy;
  - d) is continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and
  - e) conforms to the requirements set forth in 2256.016(b) and (c) of the Public Funds Investment Act relating to the eligibility of investment pools to receive and invest funds of investing entities.
10. Banker's Acceptances is an authorized investment if it:
- a) Has a stated maturity of 270 days or fewer from the date of its issuance;
  - b) will be, in accordance with its terms, liquidated in full at maturity;
  - c) is eligible for collateral for borrowing from a Federal Reserve Bank; and
  - d) is accepted by a bank organized and existing under the laws of the United States or any state, if the short-term obligations of the bank, or of a bank holding company of which the bank is the largest subsidiary, are rated not less than A-1 or P-1 or an equivalent rating by at least one nationally recognized credit rating agency.
11. Commercial paper is an authorized investment under this policy if the commercial paper;
- a) has a stated maturity of 270 days or fewer from the date of its issuance; and
  - b) is rated not less than A-1 or P-1 or an equivalent rating by at least:
    - 1) two nationally recognized credit rating agencies; or
    - 2) one nationally recognized credit rating agency and is fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States or any state.

**The District shall not:**

1. Invest in the aggregate more than 80% of the District's monthly average fund balance, excluding bond proceeds and reserves and other funds held for debt service in money market funds described in above or mutual funds described in above;
2. Invest in the aggregate more than 15% of the District's monthly average fund balance, excluding bond proceeds and reserves and other Funds held for debt service, in mutual Funds described in above;
3. Invest any portion of bond proceeds, reserves and Funds held for debt service, in mutual Funds described in above;
4. Invest District funds or funds under District's control including bond proceeds and reserves and other funds held for debt service in any one mutual fund in amount that exceeds 10% of the total assets of the mutual fund.

**INVESTMENTS NOT AUTHORIZED**

The following are investments not to be purchased by the District:

1. Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal;
2. Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest;
3. Collateralized mortgage obligations that have a stated final maturity date of greater than 10 years; and
4. Collateralized mortgage obligations, the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.

## **MATURITIES**

Structuring of the investment portfolio shall be in accordance with the District's Investment policy and the specific strategies developed for each fund.

## **COLLATERALIZATION**

All District Funds held as a demand or a time deposit by a depository institution expressly authorized by law to accept a public entity's time or demand deposits shall be collateralized as provided in Chapter 2257 of Texas Government Code "Collateral for Public Funds".

## **INVESTMENT OFFICER**

The Chief Financial Officer shall be designated as the District's Investment Officer/Investment Advisor and is responsible for the investment of the District's Funds. The investment Officer will review and approve all transactions conducted within the investment portfolio. The Investment Officer and Chairperson of the Finance Committee, or a designated alternate, shall review all transactions and shall be responsible for monitoring and reviewing all investment activity on a regular basis. The investment Officer shall exercise the judgment and care, under prevailing circumstances, that a prudent person would exercise in the management of the person's own affairs. Unless authorized by law, no other person may deposit, withdraw, transfer or manage in any other manner the funds of the District.

## **INVESTMENT TRAINING**

1. Board Members – Each member of the District's Board of Directors shall attend at least one training session relating to their responsibilities regarding investments within six months after taking office.
2. Investment Officer – (1) The Chief Financial Officer and any other investment Officer of the District shall attend at least one training session related to their responsibilities regarding investments within twelve months after taking office; and (2) attend an investment training session not less than once in a two-year period and receive a minimum of 10 hours of instruction relating to their investment responsibilities

Training must be provided by an independent source and include education in investment controls, security risks, strategy risks, market risks and compliance with the Public Funds Investment Act.

## **CONFLICT OF INTEREST**

Any investment officer for the District who has a personal business relationship with a business organization offering to engage in an investment transaction with the District, shall file a statement disclosing that personal business interest. Any investment officer of the District who is related within the second degree of affinity or consanguinity as determined under chapter 573 of the Texas Government Code to an individual seeking to sell an investment to the District shall file a statement disclosing that relationship. A statement under this section shall be filed with the Texas Ethics Commission and the Board of Directors of the District.

The investment officer has a personal business relationship with an organization if:

1. the investment officer owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or more of the fair market value of the business organization;

2. funds received by the investment officer from the business organization exceed 10 percent of the investment officer's gross income for the previous year; or,
3. the investment officer has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the investment officer.

## **BROKERS/DEALERS**

The District will utilize a minimum of three different broker/dealers in obtaining its investment purchases. A bidding process will be utilized to verify the competitiveness of each firm's rates of return when deemed necessary.

A written copy of the investment policy shall be presented to any person offering to engage in an investment transaction with the District. A business organization includes investment pools. Nothing in this section relieves the District of the responsibility for monitoring investments made by the District to determine that they are in compliance with the investment policy. The qualified representative of the business organization offering to engage in an investment transaction with the District shall execute a written instrument in a form acceptable to the District and the business organization substantially to the effect that the business organization has:

1. Received and reviewed the investment policy of the District; and,
2. Acknowledged that the business organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the District and the organization that are not authorized by the District investment policy, except to the extent that this authorization is dependent on an analysis of the makeup of the entity's entire portfolio or requires an interpretation of subjective investment standards.

The District shall on an annual basis review, revise and adopt a list of qualified brokers that are authorized to engage in investment transactions with the District.

## **REPORTING REQUIREMENTS**

### **A. Internal Reports**

The monthly internal financial statements will reflect all investment activities and proper accounting practices will be followed. On a quarterly basis, the designated Investment Officer of the district shall prepare a written report of all investment transactions for all Funds of the district, in compliance with section 2256.023 of the PFIA. The report must be submitted to the Finance Committee and the Hospital Administrator and the Board of Directors and must:

1. Describe in detail the investment position of the District, on the date of the report;
2. Be prepared and signed by all Investment Officers;
3. Contain a summary statement prepared in compliance with generally accepted accounting principles, of each pooled Fund group that states the (a) beginning market value for the report period; (b) additions and changes to the market value during the period; and (c) ending market value for the period; and (d) fully accrued interest for the reporting period;
4. State the book value and market value of each separately invested asset at the beginning and end of the reporting period by type of asset and fund type;
5. State the maturity date of each invested asset;
6. State the account or Fund or pooled group fund of the District for which each investment was acquired; and

7. State the portfolio is in compliance with the District' investment strategy and the PFIA.

If the District invests in other than money market mutual funds, investment pools or accounts offered by its depository bank in the form of certificates of deposit, or money market accounts or similar accounts, the reports prepared by the investment officers under this section shall be formally reviewed at least annually by an independent auditor, and the result of the review shall be reported to the governing body by that auditor.

**B. External Reports**

A compliance audit of management controls on investments and adherence to the District's investment policy shall be performed by an independent auditor in conjunction with the District's annual financial audit. The results of this report should be submitted to the Board of Directors and Hospital Administrator.

**C. Other Reports**

On at least an annual basis, the stated market values of each investment shall be reviewed by an independent third party. A report of such review shall be reported to the Finance Committee of the Board of Directors.

**REVIEW OF INVESTMENT POLICY**

This policy including all investment strategies must be reviewed by the Board of Directors not less than annually. The Board shall adopt a written resolution stating that it has reviewed the investment policy and strategies. Such resolution shall record any changes made to either the investment policy or investment strategies.

## **ADDENDUM A**

### **Investment Strategies**

#### **GENERAL OPERATING FUNDS**

The purpose of these funds is to provide for payment of operating expenses, payroll and normal capital expenditures. The investment objective will ensure that these daily cash needs are met. Anticipated level of funds needed to be available on a daily basis is estimated at approximately \$2 million to \$4 million. Authorized investments should be highly liquid. Suitable investments for this fund are all investments allowed by this policy if authorized by the Public Funds Investment Act (PFIA). These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the Fund. When individual investments are purchased, the maturity shall not exceed 31 days.

#### **DEBT SERVICE FUNDS**

The purpose of these funds is to ensure that adequate monies are set aside for payment of further principal and interest on the District's indebtedness and to maintain compliance with any and all debt covenant requirements relating to the advance funding of indebtedness. The investment objective will ensure that these requirements are met. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased the maturity shall approximate the due dates of principal and interest payments on the indebtedness.

#### **DISPROPORTIONATE SHARE FUNDS**

The purpose of these funds is to provide improved access to healthcare services for indigents. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. Authorized investments shall have stated maturity dates that approximate the anticipated qualified expenditures of the District. When individual investments are purchased for this Fund, the maturity should not exceed ten years.

#### **FUNDED DEPRECIATION FUNDS**

The purpose of these funds is to provide monies for future purchases of capital equipment. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this fund, the maturities should not exceed ten years.

#### **SELF-INSURANCE FUNDS**

The purpose of these funds is to provide monies for future expenditures related to workers' compensation, malpractice and other legal claim or settlements. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities should not exceed ten years.

## **BOARD DESIGNATED FUNDS**

The purpose of these funds is to provide monies for future capital expenditures or other major projects as designated by the Board of Directors. The investment objective of this fund will ensure that monies will be available if and when financial needs arise as so determined by the Board. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities should be spread over a period of one month to ten years.

## **LIABILITY FUNDS**

The purpose of these funds is to provide monies for future payments to liabilities. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this fund, the maturities should be spread over a period of one month to ten years.

## **TAX REVENUE FUNDS**

The purpose of these funds is to receive monies related to ad valorem and sales tax collections of the District and then transfer those monies to other funds when needed. Ad valorem tax monies are utilized for debt service payments and costs of indigent care and thus are transferred to Debt Service Funds and General Operating Funds when needed. Sales tax monies are utilized for capital expenditures and operating costs are transferred to the General Operating Fund when needed. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities should be twelve months or less since these funds are usually transferred within a short period of time after receipt.

## **TRUSTEE HELD FUNDS**

(1) These monies are related to the proceeds from Bond issues as approved and authorized by the Board of Directors and are held in safekeeping by the Trustee. Construction Funds will be utilized for payment of construction costs related to the authorized construction or expansion project. Authorized investments will be highly liquid focusing primarily on money market accounts and demand deposit accounts as these funds should be fully utilized within the next few months.

(2) Debt Reserve Funds must be maintained throughout the life of the indebtedness as required by the Bond Agreement. This fund will be utilized only if the District is in default on its debt service payments. The investment objective will consider market conditions, debt covenants and Arbitrage regulation compliance. Obligations of the United States Government or its agencies and instrumentalities and money market funds are suitable investments for this fund. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities shall not be greater than the life of the corresponding indebtedness.

## **REVOCABLE TRUST ENDOWMENT FUNDS**

The purpose of this Trust is provide funding for endowed chairs to promote excellence in clinical care of patients, clinical programs, clinical practice, and graduate medical education at Texas Tech University Health Sciences Center at the Permian Basin, University of Texas Permian Basin and at the Odessa Junior College District. These funds may invested by the appointed Trustee as allowed for and in compliance with the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. Disbursement of fund earnings will occur in March of each year, commencing in March 2008, and shall be disbursed in accordance with the provisions of the applicable Endowment Trust Agreement.

## **BROKERS/DEALERS**

PFIA requires the Board to approve on an annual basis, all brokers/dealers for the purpose of investing the District's funds. The Board policy further requires that there be a minimum of three (3) brokers/dealers which the District does business with. The Board approved the following Brokers/Dealers for the District;

- (1) Reappoint: Hilltop Securities Independent Network
- (2) Reappoint: Wells Fargo Bank. N.A.
- (3) Reappoint: Prosperity Bank
- (4) Reappoint: Frost Bank (Operating, Payroll and Money Market accounts)



DATE: January 3, 2020

TO: Board of Directors  
Ector County Hospital District

FROM: Steve Ewing  
Senior Vice President / Chief Financial Officer

Subject: Financial Report for the month ended November 30, 2019

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Attached are the Financial Statements for the month ended November 30, 2019 and a high level summary of the months activity.

Operating Results - Hospital Operations:

For the month ended November, the change in net position was a loss of \$647,832 comparing favorably to the budgeted loss of \$1,007,074 by 35.7% and unfavorably to the prior year gain of \$879,560 by 173.7%. Inpatient (I/P) revenue was below budget by \$897,489 or 1.7% driven primarily by decreased length of stay and patient acuity. Outpatient (O/P) revenue was above budget by \$1,755,923 or 4.1% due to increased observation days, emergency department visits, and other outpatient occasions of service. Net patient revenue was \$447,815 or 2.1% above the budget of \$21,685,048. Net operating revenue was \$455,473 or 1.6% above budget due to increased sales tax receipts estimates by \$75,620.

Operating expenses for the month were under budget by \$25,040 due primarily to favorable benefits, Texas Tech support, supplies, and other expenses. Favorable benefits were due to decreased medical claims in November. Favorable Texas Tech Support fees were due to decreased faculty and resident funding. Favorable supply expense was due to \$297,184 in decreased drug expenses offset by increased blood expenses of \$72,639 and increased heart valve expense by \$65,000. Other expense is favorable due to decreased professional development and travel fees. Major unfavorable variances include salaries and wages, temporary labor, and physician fees. Unfavorable salaries and wages expense was due to 23.4 higher than budgeted FTEs due to increased volumes. Staffing for the month of November was at 4.8 FTEs per adjusted occupied bed that was even with the budget of 4.8. Unfavorable physician fees are due to increased trauma coverage fees by \$222,904.



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

For the month of November the net loss from operations before capital contributions was \$2,029,095 compared to a budgeted loss of \$1,995,007. Net operating revenue was under budget by \$621,708 due decreased patient charges. Total operating expenses were under budget by \$546,897. The favorable expense variance was due to decreased staffing expenses caused by 30.9 fewer than budgeted FTEs.

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

For the month of November the net gain or loss from operations by location:

- Clements: \$62,765 gain compared to a budgeted loss of \$40,976. Net revenue was favorable by \$44,527. Operating expenses were \$58,923 favorable to budget due primarily to a decreased physician salary allocation from ProCare.
- West University: \$55,683 loss compared to a budgeted loss of \$159,376. Net revenue was favorable by \$93,054 due to increased volumes. Operating costs were favorable by \$637.

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

The Change in Net Position for the month of November was a deficit of \$647,832 comparing favorably to a budgeted deficit of \$1,007,074 and unfavorably to the prior year surplus of \$879,560. On a year-to-date basis the Change in Net Position is a deficit of \$1,196,774 comparing favorably to a budgeted deficit of \$1,856,784 and unfavorably to the prior year surplus of \$1,144,958.

#### Volume:

Total admissions for the month were 1,149 or 5.8% above budget and 4.7% above last year. Year-to-date admissions were 2,346 comparing favorably to budget by 2.1% and favorable to prior year by 5.5%. Patient days for the month were 5,199 or 1.0% above budget and 2.2% above last year. Year-to-date patient days were 10,427 or 4.4% below budget and .07% below last year. Due to the preceding, total average length of stay (ALOS) was 4.52 for the month and 4.44 year-to-date. Observation days were above budget by 5.0% and below prior year by 15.4%.

Emergency room visits for the month were 4,681 resulting in an increase compared to budget of 9.1% and an increase compared to last year of 4.4%. On a year-to-date basis, emergency room visits were 9,325 or 3.3% above both budget and prior year. Total O/P occasions of service for the month were 7.1% above budget for the month and 0.2% above last year. Year-to-date O/P occasions of service were 50,745 or 6.9% above budget and 3.5% above last year.

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

|  | CURRENT MONTH |               |               |               |               | YEAR-TO-DATE  |               |               |               |               |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|  | ACTUAL        | BUDGET        |               | PRIOR YEAR    |               | ACTUAL        | BUDGET        |               | PRIOR YEAR    |               |
|  |               | AMOUNT        | VAR. %        | AMOUNT        | VAR. %        |               | AMOUNT        | VAR. %        | AMOUNT        | VAR. %        |
| <b>Hospital InPatient Admissions</b>   |               |               |               |               |               |               |               |               |               |               |
| Acute / Adult                          | 1,127         | 1,060         | 6.3%          | 1,076         | 4.7%          | 2,291         | 2,244         | 2.1%          | 2,172         | 5.5%          |
| Neonatal ICU (NICU)                    | 22            | 26            | -15.4%        | 34            | -35.3%        | 55            | 58            | -5.2%         | 67            | -17.9%        |
| <b>Total Admissions</b>                | <b>1,149</b>  | <b>1,086</b>  | <b>5.8%</b>   | <b>1,110</b>  | <b>3.5%</b>   | <b>2,346</b>  | <b>2,302</b>  | <b>1.9%</b>   | <b>2,239</b>  | <b>4.8%</b>   |
| <b>Patient Days</b>                    |               |               |               |               |               |               |               |               |               |               |
| Adult & Pediatric                      | 4,011         | 3,902         | 2.8%          | 3,782         | 6.1%          | 7,922         | 8,219         | -3.6%         | 7,899         | 0.3%          |
| ICU                                    | 337           | 382           | -11.8%        | 351           | -4.0%         | 690           | 810           | -14.8%        | 763           | -9.6%         |
| CCU                                    | 362           | 382           | -5.2%         | 375           | -3.5%         | 735           | 810           | -9.3%         | 781           | -5.9%         |
| NICU                                   | 489           | 479           | 2.1%          | 580           | -15.7%        | 1,080         | 1,068         | 1.1%          | 1,061         | 1.8%          |
| <b>Total Patient Days</b>              | <b>5,199</b>  | <b>5,145</b>  | <b>1.0%</b>   | <b>5,088</b>  | <b>2.2%</b>   | <b>10,427</b> | <b>10,907</b> | <b>-4.4%</b>  | <b>10,504</b> | <b>-0.7%</b>  |
| Observation (Obs) Days                 | 764           | 727           | 5.0%          | 903           | -15.4%        | 1,622         | 1,541         | 5.3%          | 1,545         | 5.0%          |
| Nursery Days                           | 287           | 240           | 19.6%         | 229           | 25.3%         | 610           | 531           | 14.9%         | 484           | 26.0%         |
| <b>Total Occupied Beds / Bassinets</b> | <b>6,250</b>  | <b>6,112</b>  | <b>2.3%</b>   | <b>6,220</b>  | <b>0.5%</b>   | <b>12,659</b> | <b>12,979</b> | <b>-2.5%</b>  | <b>12,533</b> | <b>1.0%</b>   |
| <b>Average Length of Stay (ALOS)</b>   |               |               |               |               |               |               |               |               |               |               |
| Acute / Adult & Pediatric              | 4.18          | 4.40          | -5.1%         | 4.19          | -0.2%         | 4.08          | 4.38          | -6.9%         | 4.35          | -6.2%         |
| NICU                                   | 22.23         | 18.42         | 20.6%         | 17.06         | 30.3%         | 19.64         | 18.41         | 6.6%          | 15.84         | 24.0%         |
| <b>Total ALOS</b>                      | <b>4.52</b>   | <b>4.74</b>   | <b>-4.5%</b>  | <b>4.58</b>   | <b>-1.3%</b>  | <b>4.44</b>   | <b>4.74</b>   | <b>-6.2%</b>  | <b>4.69</b>   | <b>-5.3%</b>  |
| Acute / Adult & Pediatric w/o OB       | 5.00          |               |               | 5.04          | -0.8%         | 4.92          |               |               | 5.12          | -4.0%         |
| <b>Average Daily Census</b>            | <b>173.3</b>  | <b>171.5</b>  | <b>1.0%</b>   | <b>169.6</b>  | <b>2.2%</b>   | <b>170.9</b>  | <b>178.8</b>  | <b>-4.4%</b>  | <b>172.2</b>  | <b>-0.7%</b>  |
| <b>Hospital Case Mix Index (CMI)</b>   | <b>1.5377</b> | <b>1.5511</b> | <b>-0.9%</b>  | <b>1.4977</b> | <b>2.7%</b>   | <b>1.5494</b> | <b>1.5712</b> | <b>-1.4%</b>  | <b>1.5604</b> | <b>-0.7%</b>  |
| <b>Medicare</b>                        |               |               |               |               |               |               |               |               |               |               |
| Admissions                             | 423           | 417           | 1.4%          | 418           | 1.2%          | 833           | 884           | -5.8%         | 839           | -0.7%         |
| Patient Days                           | 1,964         | 2,076         | -5.4%         | 1,928         | 1.9%          | 3,879         | 4,401         | -11.9%        | 3,976         | -2.4%         |
| Average Length of Stay                 | 4.64          | 4.98          | -6.7%         | 4.61          | 0.7%          | 4.66          | 4.98          | -6.5%         | 4.74          | -1.7%         |
| Case Mix Index                         | 1.7830        |               |               | 1.6407        | 8.7%          | 1.8291        |               |               | 1.7235        | 6.1%          |
| <b>Medicaid</b>                        |               |               |               |               |               |               |               |               |               |               |
| Admissions                             | 132           | 137           | -3.6%         | 141           | -6.4%         | 287           | 291           | -1.4%         | 301           | -4.7%         |
| Patient Days                           | 730           | 747           | -2.3%         | 833           | -12.4%        | 1,453         | 1,587         | -8.4%         | 1,572         | -7.6%         |
| Average Length of Stay                 | 5.53          | 5.45          | 1.4%          | 5.91          | -6.4%         | 5.06          | 5.45          | -7.2%         | 5.22          | -3.1%         |
| Case Mix Index                         | 1.0443        |               |               | 1.1800        | -11.5%        | 1.0122        |               |               | 1.1963        | -15.4%        |
| <b>Commercial</b>                      |               |               |               |               |               |               |               |               |               |               |
| Admissions                             | 310           | 303           | 2.3%          | 321           | -3.4%         | 653           | 642           | 1.7%          | 599           | 9.0%          |
| Patient Days                           | 1,299         | 1,252         | 3.8%          | 1,274         | 2.0%          | 2,695         | 2,653         | 1.6%          | 2,657         | 1.4%          |
| Average Length of Stay                 | 4.19          | 4.13          | 1.4%          | 3.97          | 5.6%          | 4.13          | 4.13          | -0.1%         | 4.44          | -7.0%         |
| Case Mix Index                         | 1.5058        |               |               | 1.5383        | -2.1%         | 1.4620        |               |               | 1.5165        | -3.6%         |
| <b>Self Pay</b>                        |               |               |               |               |               |               |               |               |               |               |
| Admissions                             | 256           | 209           | 22.5%         | 207           | 23.7%         | 521           | 443           | 17.6%         | 454           | 14.8%         |
| Patient Days                           | 1,081         | 956           | 13.1%         | 951           | 13.7%         | 2,110         | 2,026         | 4.1%          | 2,074         | 1.7%          |
| Average Length of Stay                 | 4.22          | 4.57          | -7.7%         | 4.59          | -8.1%         | 4.05          | 4.57          | -11.4%        | 4.57          | -11.3%        |
| Case Mix Index                         | 1.3868        |               |               | 1.2756        | 8.7%          | 1.4166        |               |               | 1.4639        | -3.2%         |
| <b>All Other</b>                       |               |               |               |               |               |               |               |               |               |               |
| Admissions                             | 28            | 20            | 40.0%         | 23            | 21.7%         | 52            | 42            | 23.8%         | 46            | 13.0%         |
| Patient Days                           | 125           | 97            | 28.9%         | 102           | 22.5%         | 290           | 204           | 42.2%         | 225           | 28.9%         |
| Average Length of Stay                 | 4.46          | 4.85          | -8.0%         | 4.43          | 0.7%          | 5.58          | 4.86          | 14.8%         | 4.89          | 14.0%         |
| Case Mix Index                         | 1.7491        |               |               | 2.2064        | -20.7%        | 1.9859        |               |               | 2.0165        | -1.5%         |
| <b>Radiology</b>                       |               |               |               |               |               |               |               |               |               |               |
| InPatient                              | 4,200         | 4,075         | 3.1%          | 4,440         | -5.4%         | 8,450         | 8,640         | -2.2%         | 8,882         | -4.9%         |
| OutPatient                             | 7,831         | 7,113         | 10.1%         | 7,595         | 3.1%          | 17,134        |               | 0.0%          | 15,682        | 9.3%          |
| <b>Cath Lab</b>                        |               |               |               |               |               |               |               |               |               |               |
| InPatient                              | 553           | 484           | 14.3%         | 477           | 15.9%         | 1,044         | 1,026         | 1.8%          | 1,073         | -2.7%         |
| OutPatient                             | 518           | 564           | -8.2%         | 508           | 2.0%          | 1,283         | 1,185         | 8.3%          | 1,235         | 3.9%          |
| <b>Laboratory</b>                      |               |               |               |               |               |               |               |               |               |               |
| InPatient                              | 66,462        | 65,557        | 1.4%          | 67,729        | -1.9%         | 134,835       | 138,975       | -3.0%         | 136,892       | -1.5%         |
| OutPatient                             | 58,474        | 54,505        | 7.3%          | 53,104        | 10.1%         | 124,344       | 114,586       | 8.5%          | 113,644       | 9.4%          |
| <b>Other</b>                           |               |               |               |               |               |               |               |               |               |               |
| Deliveries                             | 163           | 148           | 10.1%         | 151           | 7.9%          | 354           | 327           | 8.3%          | 307           | 15.3%         |
| <b>Surgical Cases</b>                  |               |               |               |               |               |               |               |               |               |               |
| InPatient                              | 277           | 266           | 4.1%          | 288           | -3.8%         | 583           | 564           | 3.4%          | 579           | 0.7%          |
| OutPatient                             | 489           | 498           | -1.8%         | 584           | -16.3%        | 1,120         | 1,047         | 7.0%          | 1,167         | -4.0%         |
| <b>Total Surgical Cases</b>            | <b>766</b>    | <b>764</b>    | <b>0.3%</b>   | <b>872</b>    | <b>-12.2%</b> | <b>1,703</b>  | <b>1,611</b>  | <b>5.7%</b>   | <b>1,746</b>  | <b>-2.5%</b>  |
| <b>GI Procedures (Endo)</b>            |               |               |               |               |               |               |               |               |               |               |
| InPatient                              | 92            | 137           | -32.8%        | 125           | -26.4%        | 209           | 290           | -27.9%        | 293           | -28.7%        |
| OutPatient                             | 176           | 209           | -15.8%        | 226           | -22.1%        | 442           | 440           | 0.5%          | 447           | -1.1%         |
| <b>Total GI Procedures</b>             | <b>268</b>    | <b>346</b>    | <b>-22.5%</b> | <b>351</b>    | <b>-23.6%</b> | <b>651</b>    | <b>730</b>    | <b>-10.8%</b> | <b>740</b>    | <b>-12.0%</b> |

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

|   | CURRENT MONTH  |                |               |                |               | YEAR-TO-DATE   |                |               |                |               |
|---|----------------|----------------|---------------|----------------|---------------|----------------|----------------|---------------|----------------|---------------|
|   | ACTUAL         | BUDGET         |               | PRIOR YEAR     |               | ACTUAL         | BUDGET         |               | PRIOR YEAR     |               |
|   |                | AMOUNT         | VAR.%         | AMOUNT         | VAR.%         |                | AMOUNT         | VAR.%         | AMOUNT         | VAR.%         |
| <b>OutPatient (O/P)</b>   |                |                |               |                |               |                |                |               |                |               |
| Emergency Room Visits   | 4,681          | 4,289          | 9.1%          | 4,485          | 4.4%          | 9,325          | 9,030          | 3.3%          | 9,024          | 3.3%          |
| Observation Days  | 764            | 727            | 5.0%          | 903            | -15.4%        | 1,622          | 1,541          | 5.3%          | 1,545          | 5.0%          |
| Other O/P Occasions of Service                                    | 18,587         | 17,416         | 6.7%          | 18,591         | 0.0%          | 39,798         | 36,916         | 7.8%          | 38,480         | 3.4%          |
| <b>Total O/P Occasions of Svc.</b>                                | <b>24,032</b>  | <b>22,432</b>  | <b>7.1%</b>   | <b>23,979</b>  | <b>0.2%</b>   | <b>50,745</b>  | <b>47,487</b>  | <b>6.9%</b>   | <b>49,049</b>  | <b>3.5%</b>   |
| <b>Hospital Operations</b>  |                |                |               |                |               |                |                |               |                |               |
| Manhours Paid   | 278,572        | 273,691        | 1.8%          | 261,465        | 6.5%          | 562,679        | 563,497        | -0.1%         | 534,435        | 5.3%          |
| FTE's   | 1,625.0        | 1,596.5        | 1.8%          | 1,525.2        | 6.5%          | 1,614.2        | 1,616.6        | -0.1%         | 1,533.2        | 5.3%          |
| Adjusted Patient Days   | 9,755          | 9,608          | 1.5%          | 9,419          | 3.6%          | 20,267         | 20,273         | 0.0%          | 19,631         | 3.2%          |
| Hours / Adjusted Patient Day                                      | 28.56          | 28.49          | 0.3%          | 27.76          | 2.9%          | 27.76          | 27.80          | -0.1%         | 27.22          | 2.0%          |
| Occupancy - Actual Beds   | 49.7%          | 49.1%          | 1.0%          | 48.6%          | 2.2%          | 49.0%          | 51.2%          | -4.4%         | 49.3%          | -0.7%         |
| FTE's / Adjusted Occupied Bed                                     | 5.0            | 5.0            | 0.3%          | 4.9            | 2.9%          | 4.9            | 4.9            | -0.1%         | 4.8            | 2.0%          |
| <b>InPatient Rehab Unit</b>                                       |                |                |               |                |               |                |                |               |                |               |
| Admissions  | 38             | 42             | -9.5%         | 49             | -22.4%        | 72             | 89             | -19.1%        | 94             | -23.4%        |
| Patient Days  | 468            | 512            | -8.6%         | 575            | -18.6%        | 914            | 1,085          | -15.8%        | 1,093          | -16.4%        |
| Average Length of Stay  | 12.3           | 12.2           | 1.0%          | 11.7           | 5.0%          | 12.7           | 12.2           | 4.1%          | 11.6           | 9.2%          |
| Manhours Paid   | 7,721          | 7,930          | -2.6%         | 5,476          | 41.0%         | 15,915         | 16,640         | -4.4%         | 9,542          | 66.8%         |
| FTE's   | 45.0           | 46.3           | -2.6%         | 31.9           | 41.0%         | 45.7           | 47.7           | -4.4%         | 27.4           | 66.8%         |
| <b>Center for Primary Care - Clemons</b>                          |                |                |               |                |               |                |                |               |                |               |
| Total Medical Visits  | 871            | 1,087          | -19.9%        | 1,123          | -22.4%        | 2,010          | 2,285          | -12.0%        | 2,150          | -6.5%         |
| Manhours Paid   | 3,146          | 3,898          | -19.3%        | 3,635          | -13.5%        | 6,493          | 8,193          | -20.7%        | 7,681          | -15.5%        |
| FTE's   | 18.4           | 22.7           | -19.3%        | 21.2           | -13.5%        | 18.6           | 23.5           | -20.7%        | 22.0           | -15.5%        |
| <b>Center for Primary Care - West University</b>                  |                |                |               |                |               |                |                |               |                |               |
| Total Medical Visits  | 556            | 420            | 32.4%         | 664            | -16.3%        | 1,169          | 883            | 32.4%         | 1,325          | -11.8%        |
| Total Optometry   | -              | -              | 0.0%          | 228            | -100.0%       | -              | -              | 0.0%          | 488            | -100.0%       |
| Manhours Paid   | 1,701          | 1,462          | 16.3%         | 1,667          | 2.1%          | 3,422          | 3,074          | 11.3%         | 3,486          | -1.8%         |
| FTE's   | 9.9            | 8.5            | 16.3%         | 9.7            | 2.1%          | 9.8            | 8.8            | 11.3%         | 10.0           | -1.8%         |
| <b>Total ECHD Operations</b>                                      |                |                |               |                |               |                |                |               |                |               |
| Total Admissions  | 1,187          | 1,128          | 5.2%          | 1,159          | 2.4%          | 2,418          | 2,391          | 1.1%          | 2,333          | 3.6%          |
| Total Patient Days  | 5,667          | 5,657          | 0.2%          | 5,663          | 0.1%          | 11,341         | 11,992         | -5.4%         | 11,597         | -2.2%         |
| Total Patient and Obs Days  | 6,431          | 6,384          | 0.7%          | 6,566          | -2.1%         | 12,963         | 13,533         | -4.2%         | 13,142         | -1.4%         |
| Total FTE's   | 1,697.5        | 1,674.1        | 1.4%          | 1,588.1        | 6.9%          | 1,688.2        | 1,696.7        | -0.5%         | 1,592.6        | 6.0%          |
| FTE's / Adjusted Occupied Bed                                     | 4.8            | 4.8            | 0.7%          | 4.5            | 5.4%          | 4.7            | 4.9            | -3.8%         | 4.5            | 4.2%          |
| <b>Total Adjusted Patient Days</b>                                | <b>10,633</b>  | <b>10,564</b>  | <b>0.7%</b>   | <b>10,484</b>  | <b>1.4%</b>   | <b>22,041</b>  | <b>21,316</b>  | <b>3.4%</b>   | <b>21,671</b>  | <b>1.7%</b>   |
| <b>Hours / Adjusted Patient Day</b>                               | <b>27.37</b>   | <b>27.17</b>   | <b>0.7%</b>   | <b>25.97</b>   | <b>5.4%</b>   | <b>26.70</b>   | <b>27.74</b>   | <b>-3.8%</b>  | <b>25.62</b>   | <b>4.2%</b>   |
| <b>Outpatient Factor</b>  | <b>1.8763</b>  | <b>1.8674</b>  | <b>0.5%</b>   | <b>1.8513</b>  | <b>1.3%</b>   | <b>1.9440</b>  | <b>1.8274</b>  | <b>6.4%</b>   | <b>1.8686</b>  | <b>4.0%</b>   |
| <b>Blended O/P Factor</b>   | <b>2.0839</b>  | <b>2.1076</b>  | <b>-1.1%</b>  | <b>2.0819</b>  | <b>0.1%</b>   | <b>2.1383</b>  | <b>2.0435</b>  | <b>4.6%</b>   | <b>2.0946</b>  | <b>2.1%</b>   |
| <b>Total Adjusted Admissions</b>                                  | <b>2,227</b>   | <b>2,106</b>   | <b>5.7%</b>   | <b>2,146</b>   | <b>3.8%</b>   | <b>4,702</b>   | <b>4,444</b>   | <b>5.8%</b>   | <b>4,360</b>   | <b>7.9%</b>   |
| <b>Hours / Adjusted Admission</b>                                 | <b>130.66</b>  | <b>136.24</b>  | <b>-4.1%</b>  | <b>126.88</b>  | <b>3.0%</b>   | <b>125.14</b>  | <b>133.07</b>  | <b>-6.0%</b>  | <b>127.34</b>  | <b>-1.7%</b>  |
| <b>FTE's - Hospital Contract</b>                                  | <b>40.9</b>    | <b>15.5</b>    | <b>164.0%</b> | <b>51.2</b>    | <b>-20.0%</b> | <b>44.3</b>    | <b>16.1</b>    | <b>176.1%</b> | <b>50.9</b>    | <b>-13.0%</b> |
| <b>FTE's - Mgmt Services</b>                                      | <b>79.4</b>    | <b>50.1</b>    | <b>58.5%</b>  | <b>70.4</b>    | <b>12.9%</b>  | <b>74.3</b>    | <b>50.1</b>    | <b>48.2%</b>  | <b>72.3</b>    | <b>2.7%</b>   |
| <b>Total FTE's (including Contract)</b>                           | <b>1,817.8</b> | <b>1,739.7</b> | <b>4.5%</b>   | <b>1,709.7</b> | <b>6.3%</b>   | <b>1,806.8</b> | <b>1,762.8</b> | <b>2.5%</b>   | <b>1,715.9</b> | <b>5.3%</b>   |
| <b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b> | <b>5.1</b>     | <b>4.9</b>     | <b>3.8%</b>   | <b>4.9</b>     | <b>4.8%</b>   | <b>5.0</b>     | <b>5.0</b>     | <b>-0.9%</b>  | <b>4.8</b>     | <b>3.5%</b>   |
| <b>ProCare FTEs</b>   | <b>209.8</b>   | <b>240.7</b>   | <b>-12.8%</b> | <b>218.8</b>   | <b>-4.1%</b>  | <b>211.0</b>   | <b>228.0</b>   | <b>-7.5%</b>  | <b>218.3</b>   | <b>-3.3%</b>  |
| <b>Total System FTEs</b>  | <b>2,027.6</b> | <b>1,980.4</b> | <b>2.4%</b>   | <b>1,928.5</b> | <b>5.1%</b>   | <b>2,017.8</b> | <b>1,990.8</b> | <b>1.4%</b>   | <b>1,934.2</b> | <b>4.3%</b>   |
| <b>Urgent Care Visits</b>   |                |                |               |                |               |                |                |               |                |               |
| JBS Clinic  | 1,043          | 925            | 12.8%         | 881            | 18.4%         | 1,942          | 1,961          | -1.0%         | 1,827          | 6.3%          |
| West University   | 547            | 582            | -6.0%         | 594            | -7.9%         | 1,034          | 1,233          | -16.1%        | 1,125          | -8.1%         |
| 42nd Street   | 746            | 635            | 17.5%         | 645            | 15.7%         | 1,382          | 1,346          | 2.7%          | 1,254          | 10.2%         |
| <b>Total Urgent Care Visits</b>                                   | <b>2,336</b>   | <b>2,142</b>   | <b>9.1%</b>   | <b>2,120</b>   | <b>10.2%</b>  | <b>4,358</b>   | <b>4,540</b>   | <b>-4.0%</b>  | <b>4,206</b>   | <b>3.6%</b>   |
| <b>Wal-Mart Clinic Visits</b>                                     |                |                |               |                |               |                |                |               |                |               |
| East Clinic   | 418            | 499            | -16.2%        | 499            | -16.2%        | 817            | 985            | -17.1%        | 852            | -4.1%         |
| West Clinic   | 423            | 277            | 52.7%         | 277            | 52.7%         | 763            | 659            | 15.8%         | 603            | 26.5%         |
| <b>Total Wal-Mart Visits</b>                                      | <b>841</b>     | <b>776</b>     | <b>8.4%</b>   | <b>776</b>     | <b>8.4%</b>   | <b>1,580</b>   | <b>1,644</b>   | <b>-3.9%</b>  | <b>1,455</b>   | <b>8.6%</b>   |

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

|   | <b>ECTOR COUNTY<br/>HOSPITAL<br/>DISTRICT</b> |                     |                       |
|---|---|---------------------|-----------------------|
|   | <b>HOSPITAL</b>                               | <b>PRO CARE</b>     |                       |
| <b>ASSETS</b>                                     |   |                     |                       |
| <b>CURRENT ASSETS:</b>                            |   |                     |                       |
| Cash and Cash Equivalents                         | \$ 28,848,369                                 | \$ 4,750            | \$ 28,853,119         |
| Investments                                       | 30,861,650                                    | -                   | 30,861,650            |
| Patient Accounts Receivable - Gross               | 209,242,002                                   | 24,730,233          | 233,972,235           |
| Less: 3rd Party Allowances                        | (97,163,211)                                  | (4,503,979)         | (101,667,190)         |
| Bad Debt Allowance                                | (65,771,744)                                  | (14,126,656)        | (79,898,401)          |
| Net Patient Accounts Receivable                   | 46,307,046                                    | 6,099,598           | 52,406,645            |
| Taxes Receivable                                  | 8,806,893                                     | -                   | 8,806,893             |
| Accounts Receivable - Other                       | 16,871,474                                    | 48,320              | 16,919,794            |
| Inventories                                       | 6,867,847                                     | 356,733             | 7,224,580             |
| Prepaid Expenses                                  | 3,442,580                                     | 89,891              | 3,532,471             |
| <b>Total Current Assets</b>                       | <b>142,005,860</b>                            | <b>6,599,292</b>    | <b>148,605,152</b>    |
| <b>CAPITAL ASSETS:</b>                            |   |                     |                       |
| Property and Equipment                            | 471,961,187                                   | 467,364             | 472,428,551           |
| Construction in Progress                          | 1,463,327                                     | -                   | 1,463,327             |
|   | 473,424,514                                   | 467,364             | 473,891,878           |
| Less: Accumulated Depreciation and Amortization   | (294,224,171)                                 | (309,101)           | (294,533,272)         |
| <b>Total Capital Assets</b>                       | <b>179,200,343</b>                            | <b>158,263</b>      | <b>179,358,606</b>    |
| <b>INTANGIBLE ASSETS / GOODWILL - NET</b>         | <b>3,449</b>                                  | <b>45,607</b>       | <b>49,056</b>         |
| <b>RESTRICTED ASSETS:</b>                         |   |                     |                       |
| Restricted Assets Held by Trustee                 | 3,860,597                                     | -                   | 3,860,597             |
| Restricted Assets Held in Endowment               | 6,285,946                                     | -                   | 6,285,946             |
| Restricted TPC, LLC                               | 522,753                                       | -                   | 522,753               |
| Restricted MCH West Texas Services                | 2,266,307                                     | -                   | 2,266,307             |
| Pension, Deferred Outflows of Resources           | 46,454,787                                    | -                   | 46,454,787            |
| Assets whose use is Limited                       | -   | 14,465              | 14,465                |
| <b>TOTAL ASSETS</b>                               | <b>\$ 380,600,042</b>                         | <b>\$ 6,817,627</b> | <b>\$ 387,417,668</b> |
| <b>LIABILITIES AND FUND BALANCE</b>               |   |                     |                       |
| <b>CURRENT LIABILITIES:</b>                       |   |                     |                       |
| Current Maturities of Long-Term Debt              | \$ 4,655,041                                  | \$ -                | \$ 4,655,041          |
| Self-Insurance Liability - Current Portion        | 3,179,304                                     | -                   | 3,179,304             |
| Accounts Payable                                  | 28,310,594                                    | 3,150,360           | 31,460,955            |
| A/R Credit Balances                               | 6,993,480                                     | -                   | 6,993,480             |
| Accrued Interest                                  | 516,090                                       | -                   | 516,090               |
| Accrued Salaries and Wages                        | 4,835,568                                     | 5,583,890           | 10,419,457            |
| Accrued Compensated Absences                      | 3,984,638                                     | -                   | 3,984,638             |
| Due to Third Party Payors                         | 1,043,007                                     | -                   | 1,043,007             |
| Deferred Revenue                                  | (1,486,877)                                   | 411,128             | (1,075,749)           |
| <b>Total Current Liabilities</b>                  | <b>52,030,846</b>                             | <b>9,145,378</b>    | <b>61,176,224</b>     |
| ACCRUED POST RETIREMENT BENEFITS                  | 92,844,183                                    | -                   | 92,844,183            |
| SELF-INSURANCE LIABILITIES - Less Current Portion | 2,037,980                                     | -                   | 2,037,980             |
| LONG-TERM DEBT - Less Current Maturities          | 39,542,763                                    | -                   | 39,542,763            |
| <b>Total Liabilities</b>                          | <b>186,455,771</b>                            | <b>9,145,378</b>    | <b>195,601,149</b>    |
| <b>FUND BALANCE</b>                               | <b>194,692,538</b>                            | <b>(2,327,751)</b>  | <b>192,364,787</b>    |
| <b>TOTAL LIABILITIES AND FUND BALANCE</b>         | <b>\$ 381,148,309</b>                         | <b>\$ 6,817,627</b> | <b>\$ 387,965,936</b> |

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

|   | CURRENT<br>YEAR       | PRIOR FISCAL YEAR END |                     | CURRENT<br>YEAR<br>CHANGE |
|---|-----------------------|-----------------------|---------------------|---------------------------|
|   |                       | HOSPITAL<br>AUDITED   | PRO CARE<br>AUDITED |                           |
| <b>ASSETS</b>                                     |                       |                       |                     |                           |
| <b>CURRENT ASSETS:</b>                            |                       |                       |                     |                           |
| Cash and Cash Equivalents                         | \$ 28,853,119         | \$ 21,526,316         | \$ 4,700            | \$ 7,322,102              |
| Investments                                       | 30,861,650            | 44,279,715            | -                   | (13,418,065)              |
| Patient Accounts Receivable - Gross               | 233,972,235           | 212,208,742           | 24,260,863          | (2,497,369)               |
| Less: 3rd Party Allowances                        | (101,667,190)         | (94,255,751)          | (4,149,301)         | (3,262,138)               |
| Bad Debt Allowance                                | (79,898,401)          | (76,410,418)          | (14,155,859)        | 10,667,877                |
| Net Patient Accounts Receivable                   | 52,406,645            | 41,542,573            | 5,955,702           | 4,908,369                 |
| Taxes Receivable                                  | 8,806,893             | 9,097,760             | -                   | (290,868)                 |
| Accounts Receivable - Other                       | 16,919,794            | 13,615,568            | 45,727              | 3,258,500                 |
| Inventories                                       | 7,224,580             | 6,802,054             | 356,733             | 65,794                    |
| Prepaid Expenses                                  | 3,532,471             | 3,379,618             | 211,520             | (58,667)                  |
| Total Current Assets                              | 148,605,152           | 140,243,605           | 6,574,382           | 1,787,165                 |
| <b>CAPITAL ASSETS:</b>                            |                       |                       |                     |                           |
| Property and Equipment                            | 472,428,551           | 470,583,577           | 467,364             | 1,377,610                 |
| Construction in Progress                          | 1,463,327             | 710,236               | -                   | 753,092                   |
|   | 473,891,878           | 471,293,812           | 467,364             | 2,130,702                 |
| Less: Accumulated Depreciation and Amortization   | (294,533,272)         | (291,179,842)         | (304,223)           | (3,049,207)               |
| Total Capital Assets                              | 179,358,606           | 180,113,970           | 163,141             | (918,506)                 |
| INTANGIBLE ASSETS / GOODWILL - NET                | 49,056                | 5,174                 | 66,358              | (22,475)                  |
| <b>RESTRICTED ASSETS:</b>                         |                       |                       |                     |                           |
| Restricted Assets Held by Trustee                 | 3,860,597             | 3,849,297             | -                   | 11,300                    |
| Restricted Assets Held in Endowment               | 6,285,946             | 6,285,946             | -                   | -                         |
| Restricted MCH West Texas Services                | 2,266,307             | 2,232,525             | -                   | 33,782                    |
| Pension, Deferred Outflows of Resources           | 46,454,787            | 46,454,787            | -                   | -                         |
| Assets whose use is Limited                       | 14,465                | -                     | 29,000              | (14,536)                  |
| <b>TOTAL ASSETS</b>                               | <b>\$ 387,417,668</b> | <b>\$ 379,708,056</b> | <b>\$ 6,832,881</b> | <b>\$ 876,731</b>         |
| <b>LIABILITIES AND FUND BALANCE</b>               |                       |                       |                     |                           |
| <b>CURRENT LIABILITIES:</b>                       |                       |                       |                     |                           |
| Current Maturities of Long-Term Debt              | \$ 4,655,041          | \$ 4,655,041          | \$ -                | \$ -                      |
| Self-Insurance Liability - Current Portion        | 3,179,304             | 3,493,156             | -                   | (313,852)                 |
| Accounts Payable                                  | 31,460,955            | 22,452,038            | 3,051,090           | 5,957,827                 |
| A/R Credit Balances                               | 6,993,480             | 6,428,358             | -                   | 565,123                   |
| Accrued Interest                                  | 516,090               | 41,791                | -                   | 474,300                   |
| Accrued Salaries and Wages                        | 10,419,457            | 7,345,640             | 5,882,159           | (2,808,342)               |
| Accrued Compensated Absences                      | 3,984,638             | 3,848,446             | -                   | 136,192                   |
| Due to Third Party Payors                         | 1,043,007             | 1,006,645             | -                   | 36,363                    |
| Deferred Revenue                                  | (1,075,749)           | 348,543               | 533,674             | (1,957,967)               |
| Total Current Liabilities                         | 61,176,223.83         | 49,619,657.33         | 9,466,923           | 2,089,643                 |
| ACCRUED POST RETIREMENT BENEFITS                  | 92,844,183            | 90,528,280            | -                   | 2,315,903                 |
| SELF-INSURANCE LIABILITIES - Less Current Portion | 2,037,980             | 2,409,871             | -                   | (371,891)                 |
| LONG-TERM DEBT - Less Current Maturities          | 39,542,763            | 40,085,043            | -                   | (542,281)                 |
| Total Liabilities                                 | 195,601,149           | 182,642,852           | 9,466,923           | 3,491,374                 |
| FUND BALANCE                                      | 192,364,787           | 197,065,205           | (2,634,042)         | (2,066,376)               |
| <b>TOTAL LIABILITIES AND FUND BALANCE</b>         | <b>\$ 387,965,936</b> | <b>\$ 379,708,056</b> | <b>\$ 6,832,881</b> | <b>\$ 1,424,999</b>       |

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

|  | CURRENT MONTH         |                       |               |                       |                | YEAR TO DATE          |                       |               |                       |                |
|--|-----------------------|-----------------------|---------------|-----------------------|----------------|-----------------------|-----------------------|---------------|-----------------------|----------------|
|  | ACTUAL                | BUDGET                | BUDGET VAR    | PRIOR YR              | PRIOR YR VAR   | ACTUAL                | BUDGET                | BUDGET VAR    | PRIOR YR              | PRIOR YR VAR   |
| <b>PATIENT REVENUE</b>                                   |                       |                       |               |                       |                |                       |                       |               |                       |                |
| Inpatient Revenue  | \$ 50,728,355         | \$ 51,625,487         | -1.7%         | \$ 50,824,466         | -0.2%          | \$ 102,332,884        | \$ 108,254,776        | -5.5%         | \$ 103,148,060        | -0.8%          |
| Outpatient Revenue                                       | 54,985,540            | 54,071,992            | 1.7%          | 54,986,220            | 0.0%           | 116,483,506           | 112,958,576           | 3.1%          | 112,909,990           | 3.2%           |
| <b>TOTAL PATIENT REVENUE</b>                             | <b>\$ 105,713,895</b> | <b>\$ 105,697,479</b> | <b>0.0%</b>   | <b>\$ 105,810,686</b> | <b>-0.1%</b>   | <b>\$ 218,816,390</b> | <b>\$ 221,213,352</b> | <b>-1.1%</b>  | <b>\$ 216,058,050</b> | <b>1.3%</b>    |
| <b>DEDUCTIONS FROM REVENUE</b>                           |                       |                       |               |                       |                |                       |                       |               |                       |                |
| Contractual Adjustments                                  | \$ 61,907,832         | \$ 62,214,560         | -0.5%         | \$ 53,407,093         | 15.9%          | \$ 133,064,132        | \$ 130,303,279        | 2.1%          | \$ 131,511,560        | 1.2%           |
| Policy Adjustments                                       | 1,437,759             | 1,492,332             | -3.7%         | 5,015,830             | -71.3%         | 1,827,711             | 3,075,484             | -40.6%        | 9,717,765             | -81.2%         |
| Uninsured Discount                                       | 13,074,226            | 7,486,793             | 74.6%         | 3,856,098             | 239.1%         | 21,189,771            | 15,757,996            | 34.5%         | 10,610,631            | 99.7%          |
| Indigent   | 1,599,002             | 1,418,394             | 12.7%         | 2,030,204             | -21.2%         | 3,485,720             | 2,974,220             | 17.2%         | 3,665,807             | -4.9%          |
| Provision for Bad Debts                                  | 3,937,781             | 9,027,272             | -56.4%        | 17,873,460            | -78.0%         | 10,227,164            | 18,919,756            | -45.9%        | 13,979,027            | -26.8%         |
| <b>TOTAL REVENUE DEDUCTIONS</b>                          | <b>\$ 81,956,599</b>  | <b>\$ 81,639,351</b>  | <b>0.4%</b>   | <b>\$ 82,182,685</b>  | <b>-0.3%</b>   | <b>\$ 169,794,499</b> | <b>\$ 171,030,735</b> | <b>-0.7%</b>  | <b>\$ 169,484,789</b> | <b>0.2%</b>    |
|  | <b>77.53%</b>         | <b>77.24%</b>         |               | <b>77.67%</b>         |                | <b>77.60%</b>         | <b>77.31%</b>         |               | <b>78.44%</b>         |                |
| <b>OTHER PATIENT REVENUE</b>                             |                       |                       |               |                       |                |                       |                       |               |                       |                |
| Medicaid Supplemental Payments                           | \$ 1,097,298          | \$ 960,141            | 14.3%         | \$ 865,393            | 26.8%          | \$ 2,194,597          | 1,920,282             | 14.3%         | \$ 1,730,785          | 26.8%          |
| DSRIP  | 479,459               | 479,459               | 0.0%          | 971,658               | -50.7%         | 958,918               | 958,918               | 0.0%          | 1,943,316             | -50.7%         |
| Medicaid Meaningful Use Subsidy                          | -                     | -                     | 0.0%          | -                     | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| Medicare Meaningful Use Subsidy                          | -                     | -                     | 0.0%          | -                     | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| <b>TOTAL OTHER PATIENT REVENUE</b>                       | <b>\$ 1,576,757</b>   | <b>\$ 1,439,600</b>   | <b>9.5%</b>   | <b>\$ 1,837,051</b>   | <b>-14.2%</b>  | <b>\$ 3,153,515</b>   | <b>\$ 2,879,200</b>   | <b>9.5%</b>   | <b>\$ 3,674,101</b>   | <b>-14.2%</b>  |
| <b>NET PATIENT REVENUE</b>                               | <b>\$ 25,334,053</b>  | <b>\$ 25,497,728</b>  | <b>-0.6%</b>  | <b>\$ 25,465,051</b>  | <b>-0.5%</b>   | <b>\$ 52,175,406</b>  | <b>\$ 53,061,817</b>  | <b>-1.7%</b>  | <b>\$ 50,247,362</b>  | <b>3.8%</b>    |
| <b>OTHER REVENUE</b>                                     |                       |                       |               |                       |                |                       |                       |               |                       |                |
| Tax Revenue  | \$ 5,695,558          | \$ 5,619,938          | 1.3%          | \$ 5,926,341          | -3.9%          | \$ 11,258,213         | \$ 11,214,276         | 0.4%          | \$ 11,714,300         | -3.9%          |
| Other Revenue  | 831,146               | 909,326               | -8.6%         | 876,751               | -5.2%          | 1,717,871             | 1,873,856             | -8.3%         | 1,663,840             | 3.2%           |
| <b>TOTAL OTHER REVENUE</b>                               | <b>\$ 6,526,704</b>   | <b>\$ 6,529,264</b>   | <b>0.0%</b>   | <b>\$ 6,803,092</b>   | <b>-4.1%</b>   | <b>\$ 12,976,084</b>  | <b>\$ 13,088,132</b>  | <b>-0.9%</b>  | <b>\$ 13,378,140</b>  | <b>-3.0%</b>   |
| <b>NET OPERATING REVENUE</b>                             | <b>\$ 31,860,757</b>  | <b>\$ 32,026,992</b>  | <b>-0.5%</b>  | <b>\$ 32,268,144</b>  | <b>-1.3%</b>   | <b>\$ 65,151,491</b>  | <b>\$ 66,149,949</b>  | <b>-1.5%</b>  | <b>\$ 63,625,502</b>  | <b>2.4%</b>    |
| <b>OPERATING EXPENSES</b>                                |                       |                       |               |                       |                |                       |                       |               |                       |                |
| Salaries and Wages                                       | \$ 13,384,210         | \$ 13,204,874         | 1.4%          | \$ 12,920,260         | 3.6%           | \$ 27,288,966         | \$ 27,196,239         | 0.3%          | \$ 25,546,365         | 6.8%           |
| Benefits   | 2,545,996             | 2,940,497             | -13.4%        | 2,818,062             | -9.7%          | 5,431,084             | 5,972,428             | -9.1%         | 5,994,867             | -9.4%          |
| Temporary Labor  | 1,158,623             | 942,655               | 22.9%         | 1,080,282             | 7.3%           | 2,520,256             | 1,902,729             | 32.5%         | 2,164,623             | 16.4%          |
| Physician Fees   | 1,349,631             | 1,181,017             | 14.3%         | 1,153,672             | 17.0%          | 2,831,052             | 2,380,234             | 18.9%         | 1,961,572             | 44.3%          |
| Texas Tech Support                                       | 981,382               | 1,083,333             | -9.4%         | 981,499               | 0.0%           | 1,998,314             | 2,166,666             | -7.8%         | 1,982,817             | 0.8%           |
| Purchased Services                                       | 4,946,093             | 4,955,236             | -0.2%         | 4,309,851             | 14.8%          | 9,705,197             | 10,566,345            | -8.1%         | 8,539,943             | 13.6%          |
| Supplies   | 4,785,072             | 4,984,448             | -4.0%         | 4,624,849             | 3.5%           | 9,791,764             | 10,311,088            | -5.0%         | 9,705,953             | 0.9%           |
| Utilities  | 332,875               | 364,235               | -8.6%         | 300,208               | 10.9%          | 633,391               | 737,449               | -14.1%        | 585,971               | 8.1%           |
| Repairs and Maintenance                                  | 816,109               | 752,510               | 8.5%          | 729,492               | 11.9%          | 1,485,771             | 1,505,099             | -1.3%         | 1,439,338             | 3.2%           |
| Leases and Rent  | 104,233               | 117,612               | -11.4%        | 104,161               | 0.1%           | 214,828               | 235,223               | -8.7%         | 203,759               | 5.4%           |
| Insurance  | 136,044               | 183,559               | -25.9%        | 126,284               | 7.7%           | 274,006               | 367,118               | -25.4%        | 263,272               | 4.1%           |
| Interest Expense   | 246,755               | 249,890               | -1.3%         | 258,177               | -4.4%          | 485,378               | 500,388               | -3.0%         | 520,280               | -6.7%          |
| ECHDA  | 229,204               | 279,009               | -17.9%        | 292,657               | -21.7%         | 685,882               | 558,018               | 22.9%         | 562,058               | 22.0%          |
| Other Expense  | 130,047               | 477,334               | -72.8%        | 178,486               | -27.1%         | 288,994               | 920,509               | -68.6%        | 385,494               | -25.0%         |
| <b>TOTAL OPERATING EXPENSES</b>                          | <b>\$ 31,146,272</b>  | <b>\$ 31,716,209</b>  | <b>-1.8%</b>  | <b>\$ 29,877,940</b>  | <b>4.2%</b>    | <b>\$ 63,634,882</b>  | <b>\$ 65,319,533</b>  | <b>-2.6%</b>  | <b>\$ 59,856,313</b>  | <b>6.3%</b>    |
| Depreciation/Amortization                                | \$ 1,542,807          | \$ 1,555,923          | -0.8%         | \$ 1,630,188          | -5.4%          | \$ 3,082,189          | \$ 3,163,332          | -2.6%         | \$ 3,300,731          | -6.6%          |
| (Gain) Loss on Sale of Assets                            | -                     | -                     | 0.0%          | 124                   | -100.0%        | 272                   | -                     | 0.0%          | 124                   | 119.7%         |
| <b>TOTAL OPERATING COSTS</b>                             | <b>\$ 32,689,079</b>  | <b>\$ 33,272,132</b>  | <b>-1.8%</b>  | <b>\$ 31,508,252</b>  | <b>3.7%</b>    | <b>\$ 66,717,343</b>  | <b>\$ 68,482,865</b>  | <b>-2.6%</b>  | <b>\$ 63,157,168</b>  | <b>5.6%</b>    |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b>                   | <b>\$ (828,322)</b>   | <b>\$ (1,245,140)</b> | <b>33.5%</b>  | <b>\$ 759,892</b>     | <b>209.0%</b>  | <b>\$ (1,565,852)</b> | <b>\$ (2,332,916)</b> | <b>-32.9%</b> | <b>\$ 468,335</b>     | <b>-434.3%</b> |
| Operating Margin   | -2.60%                | -3.89%                | -33.1%        | 2.35%                 | -210.4%        | -2.40%                | -3.53%                | -31.9%        | 0.74%                 | -426.5%        |
| <b>NONOPERATING REVENUE/EXPENSE</b>                      |                       |                       |               |                       |                |                       |                       |               |                       |                |
| Interest Income  | \$ 11,023             | \$ 84,831             | -87.0%        | \$ 21,237             | -48.1%         | \$ 101,551            | \$ 169,662            | -40.1%        | \$ 167,781            | -39.5%         |
| Tobacco Settlement                                       | -                     | -                     | 0.0%          | -                     | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| Trauma Funds   | -                     | -                     | 0.0%          | -                     | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| Donations  | -                     | 20,833                | -100.0%       | 260                   | -100.0%        | -                     | 41,666                | -100.0%       | 300,260               | -100.0%        |
| Build America Bonds Subsidy                              | 78,770                | 79,277                | -0.6%         | 84,413                | -6.7%          | 154,191               | 158,554               | -2.8%         | 168,827               | -8.7%          |
| <b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b> | <b>\$ (738,530)</b>   | <b>\$ (1,060,199)</b> | <b>-30.3%</b> | <b>\$ 865,802</b>     | <b>-185.3%</b> | <b>\$ (1,310,109)</b> | <b>\$ (1,963,034)</b> | <b>-33.3%</b> | <b>\$ 1,105,202</b>   | <b>-218.5%</b> |
| Unrealized Gain/(Loss) on Investments                    | \$ 78,832             | \$ (6,622)            | 0.0%          | -                     | -              | \$ 79,552             | \$ (13,244)           | 0.0%          | -                     | -              |
| Investment in Subsidiaries                               | 11,866                | 59,747                | -80.1%        | 13,758                | -13.7%         | 33,782                | 119,494               | -71.7%        | 39,756                | -15.0%         |
| <b>CHANGE IN NET POSITION</b>                            | <b>\$ (647,832)</b>   | <b>\$ (1,007,074)</b> | <b>35.7%</b>  | <b>\$ 879,560</b>     | <b>-173.7%</b> | <b>\$ (1,196,774)</b> | <b>\$ (1,856,784)</b> | <b>35.5%</b>  | <b>\$ 1,144,958</b>   | <b>-204.5%</b> |

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

|   | CURRENT MONTH     |                       |               |                      |                | YEAR TO DATE          |                       |               |                       |                |
|---|-------------------|-----------------------|---------------|----------------------|----------------|-----------------------|-----------------------|---------------|-----------------------|----------------|
|   | ACTUAL            | BUDGET                | BUDGET VAR    | PRIOR YR             | PRIOR YR VAR   | ACTUAL                | BUDGET                | BUDGET VAR    | PRIOR YR              | PRIOR YR VAR   |
| <b>PATIENT REVENUE</b>                                    |                   |                       |               |                      |                |                       |                       |               |                       |                |
| Inpatient Routine Revenue                                 | 50,728,355        | \$ 51,625,844         | -1.7%         | \$ 50,824,466        | -0.2%          | \$ 102,332,884        | \$ 108,255,532        | -5.5%         | \$ 103,148,060        | -0.8%          |
| Outpatient Revenue  | 44,451,527        | 42,695,604            | 4.1%          | 43,267,381           | 2.7%           | 96,606,847            | 89,567,980            | 7.9%          | 89,597,725            | 7.8%           |
| <b>TOTAL PATIENT REVENUE</b>                              | <b>95,179,883</b> | <b>\$ 94,321,091</b>  | <b>0.9%</b>   | <b>\$ 94,091,847</b> | <b>1.2%</b>    | <b>\$ 198,939,732</b> | <b>\$ 197,822,756</b> | <b>0.6%</b>   | <b>\$ 192,745,786</b> | <b>3.2%</b>    |
| <b>DEDUCTIONS FROM REVENUE</b>                            |                   |                       |               |                      |                |                       |                       |               |                       |                |
| Contractual Adjustments                                   | 57,222,317        | \$ 56,583,204         | 1.1%          | \$ 47,601,020        | 20.2%          | \$ 123,856,874        | \$ 118,705,313        | 4.3%          | \$ 122,436,965        | 1.2%           |
| Policy Adjustments  | 217,817           | 198,086               | 10.0%         | 308,896              | -29.5%         | 296,026               | 413,384               | -28.4%        | 855,906               | -65.4%         |
| Uninsured Discount  | 12,367,055        | 7,154,586             | 72.9%         | 3,682,798            | 235.8%         | 20,106,164            | 15,078,147            | 33.3%         | 10,012,004            | 100.8%         |
| Indigent Care   | 1,542,096         | 1,407,330             | 9.6%          | 1,939,742            | -20.5%         | 3,371,294             | 2,951,637             | 14.2%         | 3,549,554             | -5.0%          |
| Provision for Bad Debts                                   | 3,274,493         | 8,732,437             | -62.5%        | 20,383,867           | -83.9%         | 8,704,984             | 18,314,829            | -52.5%        | 16,389,874            | -46.9%         |
| <b>TOTAL REVENUE DEDUCTIONS</b>                           | <b>74,623,777</b> | <b>\$ 74,075,643</b>  | <b>0.7%</b>   | <b>\$ 73,916,322</b> | <b>1.0%</b>    | <b>\$ 156,335,342</b> | <b>\$ 155,463,310</b> | <b>0.6%</b>   | <b>\$ 153,244,302</b> | <b>2.0%</b>    |
|   | <b>78.40%</b>     | <b>78.54%</b>         |               | <b>78.56%</b>        |                | <b>78.58%</b>         | <b>78.59%</b>         |               | <b>79.51%</b>         |                |
| <b>OTHER PATIENT REVENUE</b>                              |                   |                       |               |                      |                |                       |                       |               |                       |                |
| Medicaid Supplemental Payments                            | 1,097,298         | \$ 960,141            | 14.3%         | \$ (9,608)           | -11521.3%      | \$ 2,194,597          | \$ 1,920,282          | 14.3%         | \$ (19,215)           | -11521.3%      |
| DSRIP   | 479,459           | 479,459               | 0.0%          | 971,658              | -50.7%         | 958,918               | 958,918               | 0.0%          | 1,943,316             | -50.7%         |
| Medicaid Meaningful Use Subsidy                           | -                 | -                     | 0.0%          | -                    | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| Medicare Meaningful Use Subsidy                           | -                 | -                     | 0.0%          | -                    | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| <b>TOTAL OTHER PATIENT REVENUE</b>                        | <b>1,576,757</b>  | <b>\$ 1,439,600</b>   | <b>9.5%</b>   | <b>\$ 962,051</b>    | <b>63.9%</b>   | <b>\$ 3,153,515</b>   | <b>\$ 2,879,200</b>   | <b>9.5%</b>   | <b>\$ 1,924,101</b>   | <b>63.9%</b>   |
| <b>NET PATIENT REVENUE</b>                                | <b>22,132,863</b> | <b>\$ 21,685,048</b>  | <b>2.1%</b>   | <b>\$ 21,137,575</b> | <b>4.7%</b>    | <b>\$ 45,757,904</b>  | <b>\$ 45,238,646</b>  | <b>1.1%</b>   | <b>\$ 41,425,584</b>  | <b>10.5%</b>   |
| <b>OTHER REVENUE</b>                                      |                   |                       |               |                      |                |                       |                       |               |                       |                |
| Tax Revenue   | 5,695,558         | \$ 5,619,938          | 1.3%          | \$ 5,926,341         | -3.9%          | \$ 11,258,213         | \$ 11,214,276         | 0.4%          | \$ 11,714,300         | -3.9%          |
| Other Revenue   | 646,285           | 714,247               | -9.5%         | 715,024              | -9.6%          | 1,324,890             | 1,486,943             | -10.9%        | 1,320,584             | 0.3%           |
| <b>TOTAL OTHER REVENUE</b>                                | <b>6,341,843</b>  | <b>\$ 6,334,185</b>   | <b>0.1%</b>   | <b>\$ 6,641,365</b>  | <b>-4.5%</b>   | <b>\$ 12,583,102</b>  | <b>\$ 12,701,219</b>  | <b>-0.9%</b>  | <b>\$ 13,034,884</b>  | <b>-3.5%</b>   |
| <b>NET OPERATING REVENUE</b>                              | <b>28,474,706</b> | <b>\$ 28,019,233</b>  | <b>1.6%</b>   | <b>\$ 27,778,940</b> | <b>2.5%</b>    | <b>\$ 58,341,007</b>  | <b>\$ 57,939,865</b>  | <b>0.7%</b>   | <b>\$ 54,460,468</b>  | <b>7.1%</b>    |
| <b>OPERATING EXPENSE</b>                                  |                   |                       |               |                      |                |                       |                       |               |                       |                |
| Salaries and Wages  | 9,693,781         | \$ 9,253,847          | 4.8%          | \$ 9,215,594         | 5.2%           | \$ 19,717,842         | \$ 19,236,766         | 2.5%          | \$ 17,957,113         | 9.8%           |
| Benefits  | 2,240,094         | 2,597,647             | -13.8%        | 2,516,535            | -11.0%         | 4,780,546             | 5,259,069             | -9.1%         | 5,362,149             | -10.8%         |
| Temporary Labor   | 506,428           | 177,444               | 185.4%        | 563,896              | -10.2%         | 1,245,871             | 372,307               | 234.6%        | 1,143,143             | 9.0%           |
| Physician Fees  | 1,167,148         | 1,004,951             | 16.1%         | 1,020,188            | 14.4%          | 2,415,556             | 2,027,972             | 19.1%         | 1,679,684             | 43.8%          |
| Texas Tech Support  | 981,382           | 1,083,333             | -9.4%         | 981,499              | 0.0%           | 1,998,314             | 2,166,666             | -7.8%         | 1,982,817             | 0.8%           |
| Purchased Services  | 4,751,661         | 4,748,890             | 0.1%          | 4,068,392            | 16.8%          | 9,285,593             | 9,867,398             | -5.9%         | 7,988,601             | 16.2%          |
| Supplies  | 4,676,450         | 4,838,782             | -3.4%         | 4,477,045            | 4.5%           | 9,514,318             | 10,005,842            | -4.9%         | 9,397,753             | 1.2%           |
| Utilities   | 329,251           | 361,150               | -8.8%         | 296,707              | 11.0%          | 626,357               | 731,104               | -14.3%        | 578,422               | 8.3%           |
| Repairs and Maintenance                                   | 815,209           | 751,604               | 8.5%          | 729,366              | 11.8%          | 1,484,840             | 1,503,287             | -1.2%         | 1,439,213             | 3.2%           |
| Leases and Rentals  | (62,859)          | (51,246)              | 22.7%         | (70,153)             | -10.4%         | (119,988)             | (102,492)             | 17.1%         | (144,585)             | -17.0%         |
| Insurance   | 88,911            | 134,783               | -34.0%        | 77,776               | 14.3%          | 178,818               | 269,566               | -33.7%        | 166,027               | 7.7%           |
| Interest Expense  | 246,755           | 249,890               | -1.3%         | 258,177              | -4.4%          | 485,378               | 500,388               | -3.0%         | 520,280               | -6.7%          |
| ECHDA   | 229,204           | 279,009               | -17.9%        | 292,657              | -21.7%         | 685,882               | 558,018               | 22.9%         | 562,058               | 22.0%          |
| Other Expense   | 85,581            | 341,952               | -75.0%        | 84,108               | 1.8%           | 171,325               | 687,404               | -75.1%        | 254,057               | -32.6%         |
| <b>TOTAL OPERATING EXPENSES</b>                           | <b>25,748,996</b> | <b>\$ 25,772,036</b>  | <b>-0.1%</b>  | <b>\$ 24,511,788</b> | <b>5.0%</b>    | <b>\$ 52,470,651</b>  | <b>\$ 53,083,295</b>  | <b>-1.2%</b>  | <b>\$ 48,886,733</b>  | <b>7.3%</b>    |
| Depreciation/Amortization                                 | 1,524,937         | \$ 1,537,330          | -0.8%         | \$ 1,609,872         | -5.3%          | \$ 3,045,979          | \$ 3,125,876          | -2.6%         | \$ 3,260,099          | -6.6%          |
| (Gain)/Loss on Disposal of Assets                         | -                 | -                     | 0.0%          | 124                  | -100.0%        | 272                   | -                     | 100.0%        | 124                   | 119.7%         |
| <b>TOTAL OPERATING COSTS</b>                              | <b>27,273,933</b> | <b>\$ 27,309,366</b>  | <b>-0.1%</b>  | <b>\$ 26,121,784</b> | <b>4.4%</b>    | <b>\$ 55,516,902</b>  | <b>\$ 56,209,171</b>  | <b>-1.2%</b>  | <b>\$ 52,146,956</b>  | <b>6.5%</b>    |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b>                    | <b>1,200,773</b>  | <b>\$ 709,867</b>     | <b>69.2%</b>  | <b>\$ 1,657,155</b>  | <b>27.5%</b>   | <b>\$ 2,824,104</b>   | <b>\$ 1,730,694</b>   | <b>63.2%</b>  | <b>\$ 2,313,512</b>   | <b>22.1%</b>   |
| Operating Margin  | 4.22%             | 2.53%                 | 66.4%         | 5.97%                | -29.3%         | 4.84%                 | 2.99%                 | 62.1%         | 4.25%                 | 14.0%          |
| <b>NONOPERATING REVENUE/EXPENSE</b>                       |                   |                       |               |                      |                |                       |                       |               |                       |                |
| Interest Income   | 11,023            | \$ 84,831             | -87.0%        | \$ 21,237            | -48.1%         | \$ 101,551            | \$ 169,662            | -40.1%        | \$ 167,781            | -39.5%         |
| Tobacco Settlement  | -                 | -                     | 0.0%          | -                    | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| Trauma Funds  | -                 | -                     | 0.0%          | -                    | 0.0%           | -                     | -                     | 0.0%          | -                     | 0.0%           |
| Donations   | -                 | 20,833                | -100.0%       | 260                  | -100.0%        | -                     | 41,666                | -100.0%       | 300,260               | -100.0%        |
| Build America Bonds Subsidy                               | 78,770            | 79,277                | -0.6%         | 84,413               | -6.7%          | 154,191               | 158,554               | -2.8%         | 168,827               | -8.7%          |
| <b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b> | <b>1,290,565</b>  | <b>\$ 894,808</b>     | <b>44.2%</b>  | <b>\$ 1,763,066</b>  | <b>-26.8%</b>  | <b>\$ 3,079,847</b>   | <b>\$ 2,100,576</b>   | <b>46.6%</b>  | <b>\$ 2,950,379</b>   | <b>4.4%</b>    |
| Procure Capital Contribution                              | (2,029,095)       | (1,955,007)           | 3.8%          | (897,264)            | 126.1%         | (4,389,956)           | (4,063,610)           | 8.0%          | (1,845,177)           | 137.9%         |
| <b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>  | <b>(738,530)</b>  | <b>\$ (1,060,199)</b> | <b>-30.3%</b> | <b>\$ 865,802</b>    | <b>-185.3%</b> | <b>\$ (1,310,109)</b> | <b>\$ (1,963,034)</b> | <b>-33.3%</b> | <b>\$ 1,105,202</b>   | <b>-218.5%</b> |
| Unrealized Gain/(Loss) on Investments                     | 78,832            | \$ (6,622)            | -1290.5%      | -                    | 0.0%           | \$ 79,552             | \$ (13,244)           | -700.7%       | -                     | 0.0%           |
| Investment in Subsidiaries                                | 11,866            | 59,747                | -80.1%        | 13,758               | -13.7%         | 33,782                | 119,494               | -71.7%        | 39,756                | -15.0%         |
| <b>CHANGE IN NET POSITION</b>                             | <b>(647,832)</b>  | <b>\$ (1,007,074)</b> | <b>35.7%</b>  | <b>\$ 879,560</b>    | <b>-173.7%</b> | <b>\$ (1,196,774)</b> | <b>\$ (1,856,784)</b> | <b>35.5%</b>  | <b>\$ 1,144,958</b>   | <b>-204.5%</b> |

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

|  | CURRENT MONTH  |                |            |               |              | YEAR TO DATE   |                |            |                |              |
|--|----------------|----------------|------------|---------------|--------------|----------------|----------------|------------|----------------|--------------|
|  | ACTUAL         | BUDGET         | BUDGET VAR | PRIOR YR      | PRIOR YR VAR | ACTUAL         | BUDGET         | BUDGET VAR | PRIOR YR       | PRIOR YR VAR |
| <b>PATIENT REVENUE</b>                 |                |                |            |               |              |                |                |            |                |              |
| Outpatient Revenue                     | \$ 10,534,012  | \$ 11,376,388  | -7.4%      | \$ 11,718,839 | -10.1%       | \$ 19,876,659  | \$ 23,390,596  | -15.0%     | \$ 23,312,265  | -14.7%       |
| <b>TOTAL PATIENT REVENUE</b>           | \$ 10,534,012  | \$ 11,376,388  | -7.4%      | \$ 11,718,839 | -10.1%       | \$ 19,876,659  | \$ 23,390,596  | -15.0%     | \$ 23,312,265  | -14.7%       |
| <b>DEDUCTIONS FROM REVENUE</b>         |                |                |            |               |              |                |                |            |                |              |
| Contractual Adjustments                | \$ 4,685,515   | \$ 5,631,356   | -16.8%     | \$ 5,806,073  | -19.3%       | \$ 9,207,258   | \$ 11,597,966  | -20.6%     | \$ 9,074,595   | 1.5%         |
| Policy Adjustments                     | 1,219,942      | 1,294,246      | -5.7%      | 4,706,934     | -74.1%       | 1,531,685      | 2,662,100      | -42.5%     | 8,861,858      | -82.7%       |
| Uninsured Discount                     | 707,171        | 332,207        | 112.9%     | 173,300       | 308.1%       | 1,083,607      | 679,849        | 59.4%      | 598,627        | 81.0%        |
| Indigent                               | 56,906         | 11,064         | 414.3%     | 90,463        | -37.1%       | 114,426        | 22,583         | 406.7%     | 116,253        | -1.6%        |
| Provision for Bad Debts                | 663,288        | 294,835        | 125.0%     | (2,510,407)   | -126.4%      | 1,522,180      | 604,927        | 151.6%     | (2,410,847)    | -163.1%      |
| <b>TOTAL REVENUE DEDUCTIONS</b>        | \$ 7,332,822   | \$ 7,563,708   | -3.1%      | \$ 8,266,362  | -11.3%       | \$ 13,459,156  | \$ 15,567,425  | -13.5%     | \$ 16,240,487  | -17.1%       |
|  | 69.61%         | 66.49%         |            | 70.54%        |              | 67.71%         | 66.55%         |            | 69.68%         |              |
| Medicaid Supplemental Payments         | \$ -           | \$ -           |            | \$ 875,000    | -100.0%      | -              | -              |            | \$ 1,750,000   | -100.0%      |
| <b>NET PATIENT REVENUE</b>             | \$ 3,201,190   | \$ 3,812,680   | -16.0%     | \$ 4,327,476  | -26.0%       | \$ 6,417,502   | \$ 7,823,171   | -18.0%     | \$ 8,821,778   | -27.3%       |
|  |                |                |            |               |              | 32.3%          |                |            |                |              |
| <b>OTHER REVENUE</b>                   |                |                |            |               |              |                |                |            |                |              |
| Other Income                           | \$ 184,861     | \$ 195,079     | -5.2%      | \$ 161,728    | 14.3%        | \$ 392,982     | \$ 386,913     | 1.6%       | \$ 343,256     | 14.5%        |
| <b>TOTAL OTHER REVENUE</b>             |                |                |            |               |              |                |                |            |                |              |
| <b>NET OPERATING REVENUE</b>           | \$ 3,386,051   | \$ 4,007,759   | -15.5%     | \$ 4,489,204  | -24.6%       | \$ 6,810,484   | \$ 8,210,084   | -17.0%     | \$ 9,165,034   | -25.7%       |
| <b>OPERATING EXPENSE</b>               |                |                |            |               |              |                |                |            |                |              |
| Salaries and Wages                     | \$ 3,690,429   | \$ 3,951,027   | -6.6%      | \$ 3,704,666  | -0.4%        | \$ 7,571,123   | \$ 7,959,473   | -4.9%      | \$ 7,589,252   | -0.2%        |
| Benefits                               | 305,902        | 342,850        | -10.8%     | 301,527       | 1.5%         | 650,538        | 713,359        | -8.8%      | 632,718        | 2.8%         |
| Temporary Labor                        | 652,194        | 765,211        | -14.8%     | 516,386       | 26.3%        | 1,274,385      | 1,530,422      | -16.7%     | 1,021,479      | 24.8%        |
| Physician Fees                         | 182,483        | 176,066        | 3.6%       | 133,484       | 36.7%        | 415,496        | 352,262        | 18.0%      | 281,888        | 47.4%        |
| Purchased Services                     | 194,431        | 206,346        | -5.8%      | 241,459       | -19.5%       | 419,604        | 698,947        | -40.0%     | 551,343        | -23.9%       |
| Supplies                               | 108,622        | 145,666        | -25.4%     | 147,804       | -26.5%       | 277,446        | 305,246        | -9.1%      | 308,200        | -10.0%       |
| Utilities                              | 3,624          | 3,085          | 17.5%      | 3,501         | 3.5%         | 7,034          | 6,345          | 10.9%      | 7,549          | -6.8%        |
| Repairs and Maintenance                | 900            | 906            | -0.7%      | 125           | 617.9%       | 931            | 1,812          | -48.6%     | 125            | 642.3%       |
| Leases and Rentals                     | 167,091        | 168,858        | -1.0%      | 174,313       | -4.1%        | 334,816        | 337,715        | -0.9%      | 348,344        | -3.9%        |
| Insurance                              | 47,133         | 48,776         | -3.4%      | 48,508        | -2.8%        | 95,188         | 97,552         | -2.4%      | 97,246         | -2.1%        |
| Other Expense                          | 44,466         | 135,382        | -67.2%     | 94,378        | -52.9%       | 117,669        | 233,105        | -49.5%     | 131,437        | -10.5%       |
| <b>TOTAL OPERATING EXPENSES</b>        | \$ 5,397,276   | \$ 5,944,173   | -9.2%      | \$ 5,366,152  | 0.6%         | \$ 11,164,231  | \$ 12,236,238  | -8.8%      | \$ 10,969,580  | 1.8%         |
| Depreciation/Amortization              | \$ 17,870      | \$ 18,593      | -3.9%      | \$ 20,316     | -12.0%       | \$ 36,210      | \$ 37,456      | -3.3%      | \$ 40,632      | -10.9%       |
| (Gain)/Loss on Sale of Assets          | -              | -              | 0.0%       | -             | 0.0%         | -              | -              | 0.0%       | -              | 0.0%         |
| <b>TOTAL OPERATING COSTS</b>           | \$ 5,415,146   | \$ 5,962,766   | -9.2%      | \$ 5,386,467  | 0.5%         | \$ 11,200,440  | \$ 12,273,694  | -8.7%      | \$ 11,010,211  | 1.7%         |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b> | \$ (2,029,095) | \$ (1,955,007) | -3.8%      | \$ (897,264)  | 126.1%       | \$ (4,389,956) | \$ (4,063,610) | -8.0%      | \$ (1,845,177) | -137.9%      |
| Operating Margin                       | -59.93%        | -48.78%        | 22.8%      | -19.99%       | 199.8%       | -64.46%        | -49.50%        | 30.2%      | -20.13%        | 220.2%       |
| MCH Contribution                       | \$ 2,029,095   | \$ 1,955,007   | 3.8%       | \$ 897,264    | 126.1%       | \$ 4,389,956   | \$ 4,063,610   | 8.0%       | \$ 1,845,177   | 137.9%       |
| <b>CAPITAL CONTRIBUTION</b>            | \$ -           | \$ -           | 0.0%       | \$ -          | 0.0%         | \$ -           | \$ -           | 0.0%       | \$ -           | 0.0%         |

**MONTHLY STATISTICAL REPORT**

|                            | CURRENT MONTH |        |         |        |         | YEAR TO DATE |        |         |        |         |
|----------------------------|---------------|--------|---------|--------|---------|--------------|--------|---------|--------|---------|
|                            |               |        |         |        |         |              |        |         |        |         |
| Total Office Visits        | 8,679         | 9,408  | -7.75%  | 9,529  | -8.92%  | 19,498       | 19,514 | -0.08%  | 20,008 | -2.55%  |
| Total Hospital Visits      | 4,900         | 4,731  | 3.57%   | 4,783  | 2.45%   | 10,198       | 9,608  | 6.14%   | 9,903  | 2.98%   |
| Total Procedures           | 11,399        | 11,300 | 0.88%   | 12,104 | -5.82%  | 24,920       | 22,862 | 9.00%   | 26,088 | -4.48%  |
| Total Surgeries            | 908           | 734    | 23.71%  | 732    | 24.04%  | 1,870        | 1,519  | 23.11%  | 1,710  | 9.36%   |
| Total Provider FTE's       | 79.8          | 91.4   | -12.69% | 84.7   | -5.79%  | 80.0         | 84.9   | -5.77%  | 84.6   | -5.44%  |
| Total Staff FTE's          | 117.8         | 136.3  | -13.57% | 118.3  | -0.42%  | 119.3        | 130.1  | -8.30%  | 119.8  | -0.42%  |
| Total Administrative FTE's | 12.2          | 13.0   | -6.15%  | 15.8   | -22.78% | 11.7         | 13.0   | -10.00% | 13.9   | -15.83% |
| Total FTE's                | 209.8         | 240.7  | -12.84% | 218.8  | -4.11%  | 211.0        | 228.0  | -7.46%  | 218.3  | -3.34%  |



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

|  | CURRENT MONTH     |                    |                |                   |               | YEAR TO DATE       |                    |               |                   |                |
|--|-------------------|--------------------|----------------|-------------------|---------------|--------------------|--------------------|---------------|-------------------|----------------|
|  | ACTUAL            | BUDGET             | BUDGET VAR     | PRIOR YR          | PRIOR YR VAR  | ACTUAL             | BUDGET             | BUDGET VAR    | PRIOR YR          | PRIOR YR VAR   |
| <b><u>PATIENT REVENUE</u></b>          |                   |                    |                |                   |               |                    |                    |               |                   |                |
| Outpatient Revenue                     | \$ 314,209        | \$ 414,931         | -24.3%         | \$ 421,045        | -25.4%        | \$ 708,119         | \$ 872,033         | -18.8%        | \$ 805,132        | -12.0%         |
| <b>TOTAL PATIENT REVENUE</b>           | <b>\$ 314,209</b> | <b>\$ 414,931</b>  | <b>-24.3%</b>  | <b>\$ 421,045</b> | <b>-25.4%</b> | <b>\$ 708,119</b>  | <b>\$ 872,033</b>  | <b>-18.8%</b> | <b>\$ 805,132</b> | <b>-12.0%</b>  |
| <b><u>DEDUCTIONS FROM REVENUE</u></b>  |                   |                    |                |                   |               |                    |                    |               |                   |                |
| Contractual Adjustments                | \$ 39,509         | \$ 29,624          | 33.4%          | \$ 28,776         | 37.3%         | \$ 39,060          | \$ 62,131          | -37.1%        | \$ 40,351         | -3.2%          |
| Self Pay Adjustments                   | 15,007            | 6,182              | 142.8%         | 6,422             | 133.7%        | 14,871             | 12,966             | 14.7%         | 9,001             | 65.2%          |
| Bad Debts                              | 25,031            | 187,926            | -86.7%         | 19,546            | 28.1%         | 328,811            | 394,144            | -16.6%        | 289,617           | 13.5%          |
| <b>TOTAL REVENUE DEDUCTIONS</b>        | <b>\$ 79,547</b>  | <b>\$ 223,732</b>  | <b>-64.4%</b>  | <b>\$ 54,744</b>  | <b>45.3%</b>  | <b>\$ 382,742</b>  | <b>\$ 469,241</b>  | <b>-18.4%</b> | <b>\$ 338,969</b> | <b>12.9%</b>   |
|  | <b>25.3%</b>      | <b>53.9%</b>       |                | <b>13.0%</b>      |               | <b>54.1%</b>       | <b>53.8%</b>       |               | <b>42.1%</b>      |                |
| <b>NET PATIENT REVENUE</b>             | <b>\$ 234,662</b> | <b>\$ 191,199</b>  | <b>22.7%</b>   | <b>\$ 366,301</b> | <b>-35.9%</b> | <b>\$ 325,377</b>  | <b>\$ 402,792</b>  | <b>-19.2%</b> | <b>\$ 466,163</b> | <b>-30.2%</b>  |
| <b><u>OTHER REVENUE</u></b>            |                   |                    |                |                   |               |                    |                    |               |                   |                |
| FHC Other Revenue                      | \$ 8,910          | \$ 7,846           | 0.0%           | \$ 12,110         | -26.4%        | \$ 24,119          | \$ 15,692          | 0.0%          | \$ 12,110         | 99.2%          |
| <b>TOTAL OTHER REVENUE</b>             | <b>\$ 8,910</b>   | <b>\$ 7,846</b>    | <b>13.6%</b>   | <b>\$ 12,110</b>  | <b>-26.4%</b> | <b>\$ 24,119</b>   | <b>\$ 15,692</b>   | <b>53.7%</b>  | <b>\$ 12,110</b>  | <b>99.2%</b>   |
| <b>NET OPERATING REVENUE</b>           | <b>\$ 243,572</b> | <b>\$ 199,045</b>  | <b>22.4%</b>   | <b>\$ 378,411</b> | <b>-35.6%</b> | <b>\$ 349,496</b>  | <b>\$ 418,484</b>  | <b>-16.5%</b> | <b>\$ 478,273</b> | <b>-26.9%</b>  |
| <b><u>OPERATING EXPENSE</u></b>        |                   |                    |                |                   |               |                    |                    |               |                   |                |
| Salaries and Wages                     | \$ 74,194         | \$ 85,710          | -13.4%         | \$ 80,366         | -7.7%         | \$ 152,116         | \$ 180,131         | -15.6%        | \$ 168,224        | -9.6%          |
| Benefits                               | 17,145            | 24,060             | -28.7%         | 21,946            | -21.9%        | 36,880             | 49,245             | -25.1%        | 50,233            | -26.6%         |
| Physician Services                     | 66,163            | 104,358            | -36.6%         | 91,322            | -27.5%        | 138,281            | 219,322            | -37.0%        | 188,521           | -26.6%         |
| Cost of Drugs Sold                     | 9,548             | 8,211              | 16.3%          | 5,835             | 63.6%         | 20,420             | 17,256             | 18.3%         | 4,486             | 355.2%         |
| Supplies                               | 4,516             | 5,623              | -19.7%         | 3,591             | 25.8%         | 10,506             | 11,601             | -9.4%         | 8,647             | 21.5%          |
| Utilities                              | 2,430             | 2,894              | -16.0%         | 2,842             | -14.5%        | 5,932              | 6,570              | -9.7%         | 6,260             | -5.2%          |
| Repairs and Maintenance                | 625               | 1,892              | -67.0%         | 650               | -3.8%         | 1,250              | 3,784              | -67.0%        | 1,325             | -5.7%          |
| Leases and Rentals                     | 442               | 391                | 13.2%          | 351               | 26.1%         | 938                | 782                | 19.9%         | 702               | 33.6%          |
| Other Expense                          | 1,000             | 1,848              | -45.9%         | 1,953             | -48.8%        | 4,341              | 3,696              | 17.4%         | 2,953             | 47.0%          |
| <b>TOTAL OPERATING EXPENSES</b>        | <b>\$ 176,064</b> | <b>\$ 234,987</b>  | <b>-25.1%</b>  | <b>\$ 208,856</b> | <b>-15.7%</b> | <b>\$ 370,662</b>  | <b>\$ 492,387</b>  | <b>-24.7%</b> | <b>\$ 431,350</b> | <b>-14.1%</b>  |
| Depreciation/Amortization              | \$ 4,744          | \$ 5,034           | -5.8%          | \$ 5,121          | -7.4%         | \$ 9,487           | \$ 10,237          | -7.3%         | \$ 10,242         | -7.4%          |
| <b>TOTAL OPERATING COSTS</b>           | <b>\$ 180,807</b> | <b>\$ 240,021</b>  | <b>-24.7%</b>  | <b>\$ 213,977</b> | <b>-15.5%</b> | <b>\$ 380,149</b>  | <b>\$ 502,624</b>  | <b>-24.4%</b> | <b>\$ 441,592</b> | <b>-13.9%</b>  |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b> | <b>\$ 62,765</b>  | <b>\$ (40,976)</b> | <b>-253.2%</b> | <b>\$ 164,435</b> | <b>-61.8%</b> | <b>\$ (30,654)</b> | <b>\$ (84,140)</b> | <b>-63.6%</b> | <b>\$ 36,681</b>  | <b>-183.6%</b> |
| Operating Margin                       | 25.77%            | -20.59%            | -225.2%        | 43.45%            | -40.7%        | -8.77%             | -20.11%            | -56.4%        | 7.67%             | -214.4%        |

|                                     | CURRENT MONTH |        |        |        |        | YEAR TO DATE |        |        |        |        |
|-------------------------------------|---------------|--------|--------|--------|--------|--------------|--------|--------|--------|--------|
|                                     |               |        |        |        |        |              |        |        |        |        |
| Medical Visits                      | 871           | 1,087  | -19.9% | 1,123  | -22.4% | 2,010        | 2,285  | -12.0% |        | 0.0%   |
| Average Revenue per Office Visit    | 360.75        | 381.72 | -5.5%  | 374.93 | -3.8%  | 352.30       | 381.63 | -7.7%  | 374.48 | -5.9%  |
| Hospital FTE's (Salaries and Wages) | 18.4          | 22.7   | -19.3% | 21.2   | -13.5% | 18.6         | 23.5   | -20.7% | 22.0   | -15.5% |

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

|  | CURRENT MONTH |              |            |            |              | YEAR TO DATE |              |            |             |              |
|--|---------------|--------------|------------|------------|--------------|--------------|--------------|------------|-------------|--------------|
|  | ACTUAL        | BUDGET       | BUDGET VAR | PRIOR YR   | PRIOR YR VAR | ACTUAL       | BUDGET       | BUDGET VAR | PRIOR YR    | PRIOR YR VAR |
| <b>PATIENT REVENUE</b>                 |               |              |            |            |              |              |              |            |             |              |
| Outpatient Revenue                     | \$ 220,996    | \$ 141,234   | 56.5%      | \$ 309,932 | -28.7%       | \$ 459,184   | \$ 296,927   | 54.6%      | \$ 625,996  | -26.6%       |
| <b>TOTAL PATIENT REVENUE</b>           | \$ 220,996    | \$ 141,234   | 56.5%      | \$ 309,932 | -28.7%       | \$ 459,184   | \$ 296,927   | 54.6%      | \$ 625,996  | -26.6%       |
| <b>DEDUCTIONS FROM REVENUE</b>         |               |              |            |            |              |              |              |            |             |              |
| Contractual Adjustments                | \$ 195,810    | \$ (43,823)  | -546.8%    | \$ 48,156  | 306.6%       | \$ 228,356   | \$ (91,911)  | -348.5%    | \$ 101,106  | 125.9%       |
| Self Pay Adjustments                   | 74,337        | (6,954)      | -1169.0%   | 9,493      | 683.0%       | 105,238      | (14,585)     | -821.6%    | 19,850      | 430.2%       |
| Bad Debts                              | (125,244)     | 208,972      | -159.9%    | 57,841     | -316.5%      | (69,261)     | 438,284      | -115.8%    | 255,287     | -127.1%      |
| <b>TOTAL REVENUE DEDUCTIONS</b>        | \$ 144,903    | \$ 158,195   | -8.4%      | \$ 115,490 | 25.5%        | \$ 264,333   | \$ 331,788   | -20.3%     | \$ 376,243  | -29.7%       |
|  | 65.57%        | 112.01%      |            | 37.26%     |              | 57.57%       | 111.74%      |            | 60.10%      |              |
| <b>NET PATIENT REVENUE</b>             | \$ 76,093     | \$ (16,961)  | -548.6%    | \$ 194,442 | -60.9%       | \$ 194,851   | \$ (34,861)  | -658.9%    | \$ 249,753  | -22.0%       |
| <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>           | \$ 76,093     | \$ (16,961)  | -548.6%    | \$ 194,442 | -60.9%       | \$ 194,851   | \$ (34,861)  | -658.9%    | \$ 249,753  | -22.0%       |
| <b>OPERATING EXPENSE</b>               |               |              |            |            |              |              |              |            |             |              |
| Salaries and Wages                     | \$ 35,757     | \$ 30,183    | 18.5%      | \$ 32,601  | 9.7%         | \$ 71,124    | \$ 63,456    | 12.1%      | \$ 67,289   | 5.7%         |
| Benefits                               | 8,263         | 8,473        | -2.5%      | 8,902      | -7.2%        | 17,244       | 17,348       | -0.6%      | 20,093      | -14.2%       |
| Physician Services                     | 48,812        | 56,576       | -13.7%     | 61,572     | -20.7%       | 100,181      | 118,944      | -15.8%     | 121,511     | -17.6%       |
| Cost of Drugs Sold                     | 6,120         | 1,523        | 301.8%     | 2,889      | 111.8%       | 9,831        | 3,201        | 207.1%     | 2,969       | 231.2%       |
| Supplies                               | 835           | 3,391        | -75.4%     | 2,044      | -59.1%       | 2,772        | 7,046        | -60.7%     | 11,171      | -75.2%       |
| Utilities                              | 2,664         | 2,935        | -9.2%      | 2,185      | 21.9%        | 6,170        | 5,809        | 6.2%       | 4,906       | 25.8%        |
| Repairs and Maintenance                | -             | -            | 0.0%       | -          | 100.0%       | -            | -            | 0.0%       | -           | 100.0%       |
| Other Expense                          | -             | 7            | -100.0%    | -          | 0.0%         | -            | 14           | -100.0%    | -           | 0.0%         |
| <b>TOTAL OPERATING EXPENSES</b>        | \$ 102,451    | \$ 103,088   | -0.6%      | \$ 110,193 | -7.0%        | \$ 207,322   | \$ 215,818   | -3.9%      | \$ 227,939  | -9.0%        |
| Depreciation/Amortization              | \$ 29,324     | \$ 39,327    | -25.4%     | \$ 40,117  | -26.9%       | \$ 61,443    | \$ 79,966    | -23.2%     | \$ 80,234   | -23.4%       |
| <b>TOTAL OPERATING COSTS</b>           | \$ 131,775    | \$ 142,415   | -7.5%      | \$ 150,310 | -12.3%       | \$ 268,765   | \$ 295,784   | -9.1%      | \$ 308,173  | -12.8%       |
| <b>NET GAIN (LOSS) FROM OPERATIONS</b> | \$ (55,683)   | \$ (159,376) | -65.1%     | \$ 44,132  | -226.2%      | \$ (73,914)  | \$ (330,645) | -77.6%     | \$ (58,420) | 26.5%        |
| Operating Margin                       | -73.18%       | 939.66%      | -107.8%    | 22.70%     | -422.4%      | -37.93%      | 948.47%      | -104.0%    | -23.39%     | 62.2%        |

|                                     | CURRENT MONTH |        |            |          |              | YEAR TO DATE |        |            |          |              |
|-------------------------------------|---------------|--------|------------|----------|--------------|--------------|--------|------------|----------|--------------|
|                                     | ACTUAL        | BUDGET | BUDGET VAR | PRIOR YR | PRIOR YR VAR | ACTUAL       | BUDGET | BUDGET VAR | PRIOR YR | PRIOR YR VAR |
| Medical Visits                      | 556           | 420    | 32.4%      | 664      | -16.3%       | 1,169        | 883    | 32.4%      | 1,325    | -11.8%       |
| Optometry Visits                    | -             | -      | 0.0%       | 228      | -100.0%      | -            | -      | 0.0%       | 488      | -100.0%      |
| Total Visits                        | 556           | 420    | 32.4%      | 892      | -37.7%       | 1,169        | 883    | 32.4%      | 1,325    | -11.8%       |
| Average Revenue per Office Visit    | 397.47        | 336.27 | 18.2%      | 347.46   | 14.4%        | 392.80       | 336.27 | 16.8%      | 345.28   | 13.8%        |
| Hospital FTE's (Salaries and Wages) | 9.9           | 8.5    | 16.3%      | 9.7      | 2.1%         | 9.8          | 8.8    | 11.3%      | 10.0     | -1.8%        |

**ECTOR COUNTY HOSPITAL DISTRICT  
NOVEMBER 2019**

**REVENUE BY PAYOR**

|              | CURRENT MONTH        |               |                      |               | YEAR TO DATE          |               |                       |               |
|--------------|----------------------|---------------|----------------------|---------------|-----------------------|---------------|-----------------------|---------------|
|              | CURRENT YEAR         |               | PRIOR YEAR           |               | CURRENT YEAR          |               | PRIOR YEAR            |               |
|              | GROSS REVENUE        | %             | GROSS REVENUE        | %             | GROSS REVENUE         | %             | GROSS REVENUE         | %             |
| Medicare     | \$ 35,365,722        | 37.2%         | \$ 34,324,566        | 36.4%         | \$ 75,181,727         | 37.8%         | \$ 79,716,401         | 41.4%         |
| Medicaid     | 12,128,657           | 12.7%         | 9,861,284            | 10.5%         | 22,048,316            | 11.1%         | 17,916,400            | 9.3%          |
| Commercial   | 28,278,749           | 29.7%         | 30,629,747           | 32.6%         | 58,087,703            | 29.2%         | 55,399,954            | 28.7%         |
| Self Pay     | 16,908,299           | 17.8%         | 17,037,716           | 18.1%         | 36,099,191            | 18.1%         | 33,919,480            | 17.6%         |
| Other        | 2,498,456            | 2.6%          | 2,238,534            | 2.4%          | 7,522,795             | 3.8%          | 5,793,552             | 3.0%          |
| <b>TOTAL</b> | <b>\$ 95,179,883</b> | <b>100.0%</b> | <b>\$ 94,091,847</b> | <b>100.0%</b> | <b>\$ 198,939,732</b> | <b>100.0%</b> | <b>\$ 192,745,786</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                       | \$ 6,742,600         | 37.9%         | \$ 7,929,596         | 41.7%         | \$ 14,424,131        | 38.2%         | \$ 14,636,362        | 39.1%         |
| Medicaid                       | 1,898,555            | 10.7%         | 1,657,113            | 8.7%          | 4,991,359            | 13.2%         | 3,530,908            | 9.4%          |
| Commercial                     | 6,811,834            | 38.3%         | 7,857,181            | 41.2%         | 14,069,674           | 37.2%         | 15,489,206           | 41.4%         |
| Self Pay                       | 1,129,488            | 6.3%          | 1,206,771            | 6.3%          | 2,528,762            | 6.7%          | 2,517,405            | 6.7%          |
| Other                          | 1,214,834            | 6.8%          | 404,023              | 2.1%          | 1,776,370            | 4.7%          | 1,267,253            | 3.4%          |
| <b>TOTAL</b>                   | <b>\$ 17,797,311</b> | <b>100.0%</b> | <b>\$ 19,054,686</b> | <b>100.0%</b> | <b>\$ 37,790,296</b> | <b>100.0%</b> | <b>\$ 37,441,135</b> | <b>100.0%</b> |
| TOTAL NET REVENUE              | 20,556,106           |               | 20,175,525           |               | 42,604,389           |               | 39,501,484           |               |
| % OF GROSS REVENUE             | 21.6%                |               | 21.4%                |               | 21.4%                |               | 20.5%                |               |
| VARIANCE                       | (2,758,795)          |               | (1,120,839)          |               | (4,814,093)          |               | (2,060,349)          |               |
| % VARIANCE TO CASH COLLECTIONS | -13.4%               |               | -5.6%                |               | -11.3%               |               | -5.2%                |               |

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

**REVENUE BY PAYOR**

|              | <b>CURRENT MONTH</b>     |               |                          |               | <b>YEAR TO DATE</b>      |               |                          |               |
|--------------|--------------------------|---------------|--------------------------|---------------|--------------------------|---------------|--------------------------|---------------|
|              | <b>CURRENT YEAR</b>      |               | <b>PRIOR YEAR</b>        |               | <b>CURRENT YEAR</b>      |               | <b>PRIOR YEAR</b>        |               |
|              | <b>GROSS<br/>REVENUE</b> | <b>%</b>      | <b>GROSS<br/>REVENUE</b> | <b>%</b>      | <b>GROSS<br/>REVENUE</b> | <b>%</b>      | <b>GROSS<br/>REVENUE</b> | <b>%</b>      |
| Medicare     | \$ 54,744                | 17.4%         | \$ 69,604                | 16.5%         | \$ 112,944               | 15.9%         | \$ 135,273               | 16.8%         |
| Medicaid     | 129,948                  | 41.4%         | 167,760                  | 39.8%         | 296,687                  | 41.9%         | 308,554                  | 38.3%         |
| PHC          | -                        | 0.0%          | -                        | 0.0%          | -                        | 0.0%          | -                        | 0.0%          |
| Commercial   | 50,786                   | 16.2%         | 77,801                   | 18.5%         | 128,538                  | 18.2%         | 152,637                  | 19.0%         |
| Self Pay     | 78,318                   | 24.9%         | 105,632                  | 25.1%         | 169,382                  | 23.9%         | 206,514                  | 25.6%         |
| Other        | 413                      | 0.1%          | 248                      | 0.1%          | 567                      | 0.1%          | 2,154                    | 0.3%          |
| <b>TOTAL</b> | <b>\$ 314,209</b>        | <b>100.0%</b> | <b>\$ 421,045</b>        | <b>100.0%</b> | <b>\$ 708,119</b>        | <b>100.0%</b> | <b>\$ 805,132</b>        | <b>100.0%</b> |

**PAYMENTS BY PAYOR**

|                                | <b>CURRENT MONTH</b> |               |                   |               | <b>YEAR TO DATE</b> |               |                   |               |
|--------------------------------|----------------------|---------------|-------------------|---------------|---------------------|---------------|-------------------|---------------|
|                                | <b>CURRENT YEAR</b>  |               | <b>PRIOR YEAR</b> |               | <b>CURRENT YEAR</b> |               | <b>PRIOR YEAR</b> |               |
|                                | <b>PAYMENTS</b>      | <b>%</b>      | <b>PAYMENTS</b>   | <b>%</b>      | <b>PAYMENTS</b>     | <b>%</b>      | <b>PAYMENTS</b>   | <b>%</b>      |
| Medicare                       | \$ 75,842            | 52.9%         | \$ 5,989          | 7.5%          | \$ 114,646          | 40.4%         | \$ 10,674         | 6.6%          |
| Medicaid                       | 31,060               | 21.6%         | 29,212            | 36.7%         | 83,344              | 29.3%         | 62,556            | 38.7%         |
| PHC                            | -                    | 0.0%          | -                 | 0.0%          | -                   | 0.0%          | -                 | 0.0%          |
| Commercial                     | 15,214               | 10.6%         | 25,251            | 31.8%         | 36,947              | 13.0%         | 52,007            | 32.2%         |
| Self Pay                       | 21,447               | 14.9%         | 19,007            | 23.9%         | 48,553              | 17.1%         | 36,265            | 22.4%         |
| Other                          | 2                    | 0.0%          | 64                | 0.1%          | 616                 | 0.2%          | 137               | 0.1%          |
| <b>TOTAL</b>                   | <b>143,564</b>       | <b>100.0%</b> | <b>\$ 79,523</b>  | <b>100.0%</b> | <b>\$ 284,107</b>   | <b>100.0%</b> | <b>\$ 161,638</b> | <b>100.0%</b> |
| TOTAL NET REVENUE              | 234,662              |               | 366,301           |               | 325,377             |               | 466,163           |               |
| % OF GROSS REVENUE             | 74.7%                |               | 87.0%             |               | 45.9%               |               | 57.9%             |               |
| VARIANCE                       | (91,098)             |               | (286,778)         |               | (41,270)            |               | (304,525)         |               |
| % VARIANCE TO CASH COLLECTIONS | -38.8%               |               | -78.3%            |               | -12.7%              |               | -65.3%            |               |

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

**REVENUE BY PAYOR**

|              | CURRENT MONTH     |               |                   |               | YEAR TO DATE      |               |                   |               |
|--------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|
|              | CURRENT YEAR      |               | PRIOR YEAR        |               | CURRENT YEAR      |               | PRIOR YEAR        |               |
|              | GROSS REVENUE     | %             | GROSS REVENUE     | %             | GROSS REVENUE     | %             | GROSS REVENUE     | %             |
| Medicare     | \$ 57,691         | 26.1%         | \$ 41,489         | 13.4%         | \$ 110,253        | 24.0%         | \$ 89,221         | 14.3%         |
| Medicaid     | 59,658            | 27.0%         | \$ 158,676        | 51.2%         | 122,055           | 26.6%         | 301,482           | 48.2%         |
| PHC          | -                 | 0.0%          | \$ -              | 0.0%          | -                 | 0.0%          | -                 | 0.0%          |
| Commercial   | 42,463            | 19.2%         | \$ 50,791         | 16.4%         | 92,186            | 20.1%         | 116,296           | 18.6%         |
| Self Pay     | 60,935            | 27.6%         | \$ 58,976         | 19.0%         | 134,049           | 29.2%         | 118,997           | 19.0%         |
| Other        | 249               | 0.1%          | \$ -              | 0.0%          | 641               | 0.1%          | -                 | 0.0%          |
| <b>TOTAL</b> | <b>\$ 220,996</b> | <b>100.0%</b> | <b>\$ 309,932</b> | <b>100.0%</b> | <b>\$ 459,184</b> | <b>100.0%</b> | <b>\$ 625,996</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                       | \$ 12,143     | 29.0%         | \$ 9,836         | 26.5%         | \$ 27,977        | 28.0%         | \$ 21,380        | 26.1%         |
| Medicaid                       | 7,311         | 17.4%         | 6,002            | 16.2%         | 22,319           | 22.3%         | 12,820           | 15.6%         |
| PHC                            | -             | 0.0%          | -                | 0.0%          | -                | 0.0%          | -                | 0.0%          |
| Commercial                     | 12,086        | 28.8%         | 13,141           | 35.4%         | 25,826           | 25.8%         | 31,917           | 38.9%         |
| Self Pay                       | 10,420        | 24.8%         | 8,094            | 21.8%         | 23,389           | 23.4%         | 15,943           | 19.4%         |
| Other                          | -             | 0.0%          | -                | 0.0%          | 488              | 0.5%          | -                | 0.0%          |
| <b>TOTAL</b>                   | <b>41,960</b> | <b>100.0%</b> | <b>\$ 37,072</b> | <b>100.0%</b> | <b>\$ 99,999</b> | <b>100.0%</b> | <b>\$ 82,060</b> | <b>100.0%</b> |
| TOTAL NET REVENUE              | 76,093        |               | 194,442          |               | 194,851          |               | 249,753          |               |
| % OF GROSS REVENUE             | 34.4%         |               | 62.7%            |               | 42.4%            |               | 39.9%            |               |
| VARIANCE                       | (34,133)      |               | (157,370)        |               | (94,851)         |               | (167,693)        |               |
| % VARIANCE TO CASH COLLECTIONS | -44.9%        |               | -80.9%           |               | -48.7%           |               | -67.1%           |               |

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

| <u>Cash and Cash Equivalents</u> | <u>Frost</u> | <u>Hilltop</u> | <u>Total</u>         |
|----------------------------------|--------------|----------------|----------------------|
| Operating                        | \$ 8,071,130 | \$ -           | \$ 8,071,130         |
| Payroll                          | -            | -              | -                    |
| Worker's Comp Claims             | -            | -              | -                    |
| Group Medical                    | -            | -              | -                    |
| Flex Benefits                    | -            | -              | -                    |
| Mission Fitness                  | 319,776      | -              | 319,776              |
| Petty Cash                       | 8,950        | -              | 8,950                |
| Dispro                           | 0.20         | 1,529,298      | 1,529,298            |
| Debt Service                     | 2,908        | -              | 2,908                |
| Tobacco Settlement               | -            | -              | -                    |
| General Liability                | -            | 171,650        | 171,650              |
| Professional Liability           | -            | 2,075,750      | 2,075,750            |
| Funded Worker's Compensation     | -            | 57,674         | 57,674               |
| Funded Depreciation              | -            | 16,405,828     | 16,405,828           |
| Designated Funds                 | -            | 205,404        | 205,404              |
|                                  | <hr/>        | <hr/>          | <hr/>                |
| Total Cash and Cash Equivalents  | \$ 8,402,765 | \$ 20,445,604  | <b>\$ 28,848,369</b> |

| <u>Investments</u>                    | <u>Other</u> | <u>Hilltop</u> | <u>Total</u>         |
|---------------------------------------|--------------|----------------|----------------------|
| Dispro                                | \$ -         | \$ 3,800,000   | \$ 3,800,000         |
| Funded Depreciation                   | -            | 18,000,000     | 18,000,000           |
| Funded Worker's Compensation          | -            | 2,200,000      | 2,200,000            |
| General Liability                     | -            | 2,800,000      | 2,800,000            |
| Professional Liability                | -            | 1,000,000      | 1,000,000            |
| Designated Funds                      | 30,802       | 3,000,000      | 3,030,802            |
| Allowance for Change in Market Values | -            | 30,848         | 30,848               |
|                                       | <hr/>        | <hr/>          | <hr/>                |
| Total Investments                     | \$ 30,802    | \$ 30,830,848  | <b>\$ 30,861,650</b> |

Total Unrestricted Cash and Investments **\$ 59,710,019**

| <u>Restricted Assets</u>                        | <u>Reserves</u>    | <u>Prosperity</u>  | <u>Total</u>               |
|---|--------------------|--------------------|----------------------------|
| Assets Held By Trustee - Bond Reserves          | \$ 3,826,838       | \$ -               | \$ 3,826,838               |
| Assets Held By Trustee - Debt Payment Reserves  | 33,759             | -                  | 33,759                     |
| Assets Held In Endowment-Board Designated       | -                  | 6,285,946          | 6,285,946                  |
| Restricted TPC, LLC-Equity Stake                | 522,753            | -                  | 522,753                    |
| Restricted MCH West Texas Services-Equity Stake | 2,266,307          | -                  | 2,266,307                  |
| Total Restricted Assets                         | <hr/> \$ 6,649,657 | <hr/> \$ 6,285,946 | <hr/> <b>\$ 12,935,603</b> |

Total Cash & Investments **\$ 72,645,622**

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

|  | <b>Hospital</b>       | <b>Procare</b>      | <b>Blended</b>        |
|--|-----------------------|---------------------|-----------------------|
| Cash Flows from Operating Activities and Nonoperating Revenue: |                       |                     |                       |
| Excess of Revenue over Expenses                                | \$ (1,196,774)        | \$ -                | \$ (1,196,774)        |
| Noncash Expenses:  |                       |                     |                       |
| Depreciation and Amortization                                  | \$ 3,046,054          | \$ 25,629           | 3,071,683             |
| Unrealized Gain/Loss on Investments                            | \$ 79,552             | \$ -                | 79,552                |
| Accretion (Bonds)  | \$ -                  | \$ -                | -                     |
| Changes in Assets and Liabilities                              |                       |                     |                       |
| Patient Receivables, Net                                       | \$ (4,764,473)        | \$ (158,041)        | (4,922,514)           |
| Taxes Receivable/Deferred                                      | \$ (1,572,507)        | \$ (122,546)        | (1,695,053)           |
| Inventories, Prepaids and Other                                | \$ (3,474,157)        | \$ 119,036          | (3,355,121)           |
| Accounts Payable   | \$ 5,363,274          | \$ 99,270           | 5,462,544             |
| Accrued Expenses   | \$ (1,899,581)        | \$ (283,734)        | (2,183,315)           |
| Due to Third Party Payors                                      | \$ 36,363             | \$ -                | 36,363                |
| Accrued Post Retirement Benefit Costs                          | \$ 1,200,000          | \$ -                | 1,200,000             |
| Net Cash Provided by Operating Activities                      | <u>\$ (3,182,250)</u> | <u>\$ (320,386)</u> | <u>\$ (3,502,636)</u> |
| Cash Flows from Investing Activities:                          |                       |                     |                       |
| Investments  | \$ 13,338,513         | \$ -                | \$ 13,338,513         |
| Acquisition of Property and Equipment                          | \$ (2,130,702)        | \$ -                | (2,130,702)           |
| Net Cash used by Investing Activities                          | <u>\$ 11,207,811</u>  | <u>\$ -</u>         | <u>\$ 11,207,811</u>  |
| Cash Flows from Financing Activities:                          |                       |                     |                       |
| Intercompany Activities  | \$ (320,436)          | \$ 320,436          | -                     |
| Net Repayment of Long-term Debt/Bond Issuance                  | \$ (542,281)          | \$ -                | (542,281)             |
| Net Cash used by Financing Activities                          | <u>\$ (862,716)</u>   | <u>\$ 320,436</u>   | <u>\$ (542,281)</u>   |
| Net Increase (Decrease) in Cash                                | \$ 7,162,844          | \$ 50               | \$ 7,162,894          |
| Beginning Cash & Cash Equivalents @ 9/30/2019                  | \$ 34,621,128         | \$ 4,700            | \$ 34,625,828         |
| Ending Cash & Cash Equivalents @ 11/30/2019                    | <u>\$ 41,783,972</u>  | <u>\$ 4,750</u>     | <u>\$ 41,788,722</u>  |
| <hr/>  |                       |                     |                       |
| <b>Balance Sheet</b>   |                       |                     |                       |
| Cash and Cash Equivalents                                      | \$ 28,848,369         | \$ 4,750            | \$ 28,853,119         |
| Restricted Assets  | \$ 12,935,603         | \$ -                | 12,935,603            |
| Ending Cash & Cash Equivalents @ 11/30/2019                    | <u>\$ 41,783,972</u>  | <u>\$ 4,750</u>     | <u>\$ 41,788,722</u>  |

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

|                          | <u>ACTUAL<br/>COLLECTIONS</u> | <u>BUDGETED<br/>COLLECTIONS</u> | <u>VARIANCE</u>       | <u>PRIOR YEAR<br/>COLLECTIONS</u> | <u>VARIANCE</u>     |
|--------------------------|-------------------------------|---------------------------------|-----------------------|-----------------------------------|---------------------|
| <b><u>AD VALOREM</u></b> |                               |                                 |                       |                                   |                     |
| OCTOBER                  | \$ 357,473                    | \$ 1,510,369                    | \$ (1,152,896)        | \$ 347,199                        | \$ 10,274           |
| NOVEMBER                 | 1,151,010                     | 1,510,369                       | (359,359)             | 863,534                           | 287,476             |
| SUB TOTAL                | <u>1,508,483</u>              | <u>3,020,738</u>                | <u>(1,512,255)</u>    | <u>1,210,732</u>                  | <u>297,751</u>      |
| TOTAL                    | <u>\$ 1,508,483</u>           | <u>\$ 3,020,738</u>             | <u>\$ (1,512,255)</u> | <u>\$ 1,210,732</u>               | <u>\$ 297,751</u>   |
| <b><u>SALES</u></b>      |                               |                                 |                       |                                   |                     |
| OCTOBER                  | \$ 4,204,814                  | \$ 4,083,969                    | \$ 120,845            | \$ 4,584,041                      | \$ (379,228)        |
| NOVEMBER                 | 4,032,661                     | 4,109,569                       | (76,908)              | 4,601,483                         | (568,822)           |
| SUB TOTAL                | <u>8,237,475</u>              | <u>8,193,538</u>                | <u>43,937</u>         | <u>9,185,524</u>                  | <u>(948,050)</u>    |
| TOTAL                    | <u>\$ 8,237,475</u>           | <u>\$ 8,193,538</u>             | <u>\$ 43,937</u>      | <u>\$ 9,185,524</u>               | <u>\$ (948,050)</u> |
| TAX REVENUE              | <u>\$ 9,745,958</u>           | <u>\$ 11,214,276</u>            | <u>\$ (1,468,318)</u> | <u>\$ 10,396,256</u>              | <u>\$ (650,299)</u> |



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

| <b>CASH ACTIVITY</b>                    | <b>TAX (IGT)<br/>ASSESSED</b> | <b>GOVERNMENT<br/>PAYOUT</b> | <b>BURDEN<br/>ALLEVIATION</b> | <b>NET INFLOW</b>     |
|---|-------------------------------|------------------------------|-------------------------------|-----------------------|
| <b>DSH</b>                              |                               |                              |                               |                       |
| 1st Qtr                                 | \$ (1,131,882)                | \$ 2,894,098                 |                               | \$ 1,762,216          |
| 2nd Qtr                                 | -                             | -                            |                               | -                     |
| 3rd Qtr                                 | -                             | -                            |                               | -                     |
| 4th Qtr                                 | -                             | -                            |                               | -                     |
| <b>DSH TOTAL</b>                        | <b>\$ (1,131,882)</b>         | <b>\$ 2,894,098</b>          |                               | <b>\$ 1,762,216</b>   |
| <b>UC</b>                               |                               |                              |                               |                       |
| 1st Qtr                                 | \$ -                          | \$ -                         |                               | -                     |
| 2nd Qtr                                 | -                             | -                            |                               | -                     |
| 3rd Qtr                                 | -                             | -                            |                               | -                     |
| 4th Qtr                                 | -                             | -                            |                               | -                     |
| <b>UC TOTAL</b>                         | <b>\$ -</b>                   | <b>\$ -</b>                  |                               | <b>\$ -</b>           |
| <b>Regional UPL (Community Benefit)</b> |                               |                              |                               |                       |
| 1st Qtr                                 | \$ -                          | \$ -                         |                               | -                     |
| 2nd Qtr                                 | -                             | -                            |                               | -                     |
| 3rd Qtr                                 | -                             | -                            |                               | -                     |
| 4th Qtr                                 | -                             | -                            |                               | -                     |
| <b>REGIONAL UPL TOTAL</b>               | <b>\$ -</b>                   | <b>\$ -</b>                  |                               | <b>\$ -</b>           |
| <b>DSRIP</b>                            |                               |                              |                               |                       |
| 1st Qtr                                 | \$ -                          | \$ -                         |                               | -                     |
| 2nd Qtr                                 | -                             | -                            |                               | -                     |
| 3rd Qtr                                 | -                             | -                            |                               | -                     |
| 4th Qtr                                 | -                             | -                            |                               | -                     |
| <b>DSRIP UPL TOTAL</b>                  | <b>\$ -</b>                   | <b>\$ -</b>                  |                               | <b>\$ -</b>           |
| <b>UHRIP</b>                            |                               |                              |                               |                       |
| 1st Qtr                                 | \$ (1,880,035)                | \$ -                         |                               | \$ (1,880,035)        |
| 2nd Qtr                                 | -                             | -                            |                               | -                     |
| 3rd Qtr                                 | -                             | -                            |                               | -                     |
| 4th Qtr                                 | -                             | -                            |                               | -                     |
| <b>UHRIP TOTAL</b>                      | <b>\$ (1,880,035)</b>         | <b>\$ -</b>                  |                               | <b>\$ (1,880,035)</b> |
| <b>GME</b>                              |                               |                              |                               |                       |
| 1st Qtr                                 | \$ -                          | \$ -                         |                               | -                     |
| 2nd Qtr                                 | -                             | -                            |                               | -                     |
| 3rd                                     | -                             | -                            |                               | -                     |
| 4th Qtr                                 | -                             | -                            |                               | -                     |
| <b>GME TOTAL</b>                        | <b>\$ -</b>                   | <b>\$ -</b>                  |                               | <b>\$ -</b>           |
| <b>MCH Cash Activity</b>                | <b>\$ (3,011,917)</b>         | <b>\$ 2,894,098</b>          |                               | <b>\$ (117,819)</b>   |
| <b>ProCare Cash Activity</b>            |                               |                              | \$ -                          | \$ -                  |
| <b>Blended Cash Activity</b>            | <b>\$ (3,011,917)</b>         | <b>\$ 2,894,098</b>          | <b>\$ -</b>                   | <b>\$ (117,819)</b>   |

| <b>INCOME STATEMENT ACTIVITY:</b>                | <b>MCH</b>          | <b>PROCARE</b> | <b>BLENDED</b>      |
|--|---------------------|----------------|---------------------|
| <b>FY 2020 Accrued / (Deferred) Adjustments:</b> |                     |                |                     |
| DSH Accrual                                      | \$ 1,615,428        | \$ -           | \$ 1,615,428        |
| Uncompensated Care Accrual                       | 1,464,688           | -              | 1,464,688           |
| Regional UPL Accrual                             | -                   | -              | -                   |
| URIP   | (885,519)           | -              | (885,519)           |
| GME  | -                   | -              | -                   |
| Regional UPL Benefit                             | -                   | -              | -                   |
| <b>Medicaid Supplemental Payments</b>            | <b>2,194,597</b>    | <b>-</b>       | <b>2,194,597</b>    |
| DSRIP Accrual                                    | 958,918             | -              | 958,918             |
| <b>Total Adjustments</b>                         | <b>\$ 3,153,515</b> | <b>\$ -</b>    | <b>\$ 3,153,515</b> |

**ECTOR COUNTY HOSPITAL DISTRICT**  
**CONSTRUCTION IN PROGRESS - HOSPITAL ONLY**  
**AS OF NOVEMBER 30, 2019**

| <b>ITEM</b>  | <b>CIP BALANCE<br/>AS OF<br/>10/31/2019</b> | <b>NOVEMBER<br/>**+" ADDITIONS</b> | <b>NOVEMBER<br/>"- ADDITIONS</b> | <b>NOVEMBER<br/>TRANSFERS</b> | <b>CIP BALANCE<br/>AS OF<br/>11/30/2019</b> | <b>ADD:<br/>AMOUNTS<br/>CAPITALIZED</b> | <b>PROJECT<br/>TOTAL</b> | <b>BUDGETED<br/>AMOUNT</b> | <b>UNDER/(OVER)<br/>APRVD/BUDGET</b> |
|--|---|------------------------------------|----------------------------------|-------------------------------|---|---|--------------------------|----------------------------|--------------------------------------|
| <b><u>RENOVATIONS</u></b>  |   |                                    |                                  |                               |   |   |                          |                            |                                      |
| IISOLATION ROOM RENOVATIONS                                      | 161,782                                     | 7,142                              | -                                | (168,924)                     | -   | -                                       | -                        | 151,650                    | 151,650                              |
| IPROCARE ADMIN RENOVATION  | 232,860                                     | 51,697                             | -                                | (284,557)                     | -   | -                                       | -                        | 298,800                    | 298,800                              |
| IICU/CCU UPGRADES  | 216,157                                     | 77,615                             | -                                | -                             | 293,772                                     | -                                       | 293,772                  | 500,000                    | 206,228                              |
| IDIABETES CENTER   | -   | -                                  | -                                | -                             | -   | -                                       | -                        | 150,000                    | 150,000                              |
| IODP MOB UPGRADES  | -   | -                                  | -                                | -                             | -   | -                                       | -                        | 150,000                    | 150,000                              |
| IREGIONAL LAB  | -   | 585                                | -                                | -                             | 585   | -                                       | 585                      | 150,000                    | 149,415                              |
| <b>SUB-TOTAL</b>   | <b>\$ 610,799</b>                           | <b>\$ 137,039</b>                  | <b>\$ -</b>                      | <b>\$ (453,481)</b>           | <b>\$ 294,357</b>                           | <b>\$ -</b>                             | <b>\$ 294,357</b>        | <b>\$ 1,400,450</b>        | <b>\$ 1,106,093</b>                  |
| <b><u>MINOR BUILDING IMPROVEMENT</u></b>                         |   |                                    |                                  |                               |   |   |                          |                            |                                      |
| IDRAINAGE REPAIRS  | 17,915                                      | -                                  | -                                | -                             | 17,915                                      | -                                       | 17,915                   | 45,000                     | 27,085                               |
| ISECURITY FENCING  | -   | -                                  | -                                | -                             | -   | -                                       | -                        | 45,000                     | 45,000                               |
| IER RESTROOMS  | 9,965                                       | 9,409                              | -                                | -                             | 19,374                                      | -                                       | 19,374                   | 45,000                     | 25,627                               |
| I9 CENTRAL 4 CENTRAL RESTROOMS                                   | 5,478                                       | 15,845                             | -                                | -                             | 21,323                                      | -                                       | 21,323                   | 30,000                     | 8,677                                |
| IPATHOLOGY RENOVATION  | 5,488                                       | 7,340                              | -                                | -                             | 12,828                                      | -                                       | 12,828                   | 20,000                     | 7,172                                |
| IL&D SLEEP ROOM  | 8,565                                       | -                                  | -                                | -                             | 8,565                                       | -                                       | 8,565                    | 45,000                     | 36,435                               |
| IREFRACTORY BOILER UPGRADE                                       | -   | -                                  | -                                | -                             | -   | -                                       | -                        | 30,000                     | 30,000                               |
| IREHAB EXPANSION   | -   | -                                  | -                                | -                             | -   | -                                       | -                        | 25,000                     | 25,000                               |
| <b>SUB-TOTAL</b>   | <b>\$ 47,411</b>                            | <b>\$ 32,593</b>                   | <b>\$ -</b>                      | <b>\$ -</b>                   | <b>\$ 80,004</b>                            | <b>\$ -</b>                             | <b>\$ 80,004</b>         | <b>\$ 285,000</b>          | <b>\$ 204,996</b>                    |
| <b><u>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</u></b> |   |                                    |                                  |                               |   |   |                          |                            |                                      |
| VARIOUS CAPITAL EXPENDITURE PROJECTS                             | \$ 1,106,371                                | \$ 57,426                          | \$ (74,830)                      | \$ -                          | \$ 1,088,967                                | \$ -                                    | \$ 1,088,967             | \$ 2,000,000               | \$ 911,033                           |
| <b>SUB-TOTAL</b>   | <b>\$ 1,106,371</b>                         | <b>\$ 57,426</b>                   | <b>\$ (74,830)</b>               | <b>\$ -</b>                   | <b>\$ 1,088,967</b>                         | <b>\$ -</b>                             | <b>\$ 1,088,967</b>      | <b>\$ 2,000,000</b>        | <b>\$ 911,033</b>                    |
| <b>TOTAL CONSTRUCTION IN PROGRESS</b>                            | <b>\$ 1,764,580</b>                         | <b>\$ 227,058</b>                  | <b>\$ (74,830)</b>               | <b>\$ (453,481)</b>           | <b>\$ 1,463,327</b>                         | <b>\$ -</b>                             | <b>\$ 1,463,327</b>      | <b>\$ 3,685,450</b>        | <b>\$ 2,222,123</b>                  |

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

| <u>ITEM</u>  | <u>CLASS</u> | <u>BOOKED AMOUNT</u> |
|--|--------------|----------------------|
| <b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b> |              |                      |
| Isolation Room Renovations   | BUILDING     | \$ 168,924           |
| Procure Administration Renovation                                    | BUILDING     | 284,557              |
| <b>TOTAL PROJECT TRANSFERS</b>                                       |              | <b>\$ 453,481</b>    |
| <b>EQUIPMENT PURCHASES</b>   |              |                      |
| None   |              | \$ -                 |
| <b>TOTAL EQUIPMENT PURCHASES</b>                                     |              | <b>\$ -</b>          |
| <b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>                  |              | <b>\$ 453,481</b>    |

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

| <b>MONTH/<br/>YEAR</b> | <b>DESCRIPTION</b>                       | <b>DEPT<br/>NUMBER</b> | <b>BUDGETED<br/>AMOUNT</b> | <b>P.O<br/>AMOUNT</b> | <b>ACTUAL<br/>AMOUNT</b> | <b>TO/(FROM)<br/>CONTINGENCY</b> |
|------------------------|--|------------------------|----------------------------|-----------------------|--------------------------|----------------------------------|
|                        | <b>Available funds from budget</b>       |                        | <b>\$ 600,000</b>          | <b>\$ -</b>           | <b>\$ -</b>              | <b>\$ 600,000</b>                |
| Oct-19                 | IER RENOVATION                           | 6850                   | 125,000                    | -                     | 91,541                   | 33,459                           |
| Oct-19                 | I9C TELEMETRY UPGRADE                    | 6190                   | 45,000                     | -                     | 29,991                   | 15,009                           |
| Oct-19                 | IImaging (X-Ray)                         | 7260                   | -                          | -                     | 186,900                  | (186,900)                        |
| Oct-19                 | IAnesthesia CareAware                    | 7370                   | -                          | -                     | 57,166                   | (57,166)                         |
| Oct-19                 | ICart                                    | 6620                   | -                          | -                     | 4,876                    | (4,876)                          |
| Oct-19                 | ISavi Scout Surgical Guidance System     | 7240                   | -                          | -                     | 65,000                   | (65,000)                         |
| Oct-19                 | IWalter Lorenz Surgical Assist Arm       | 6620                   | -                          | -                     | 45,320                   | (45,320)                         |
| Oct-19                 | IPortable Monitors                       | 6850                   | -                          | -                     | 20,744                   | (20,744)                         |
| Oct-19                 | IBio-Console 560 Speed Controller System | 6620                   | -                          | -                     | 15,000                   | (15,000)                         |
| Nov-19                 | IIsolation Room Renovations              | 8200                   | 151,650                    | -                     | 168,924                  | (17,274)                         |
| Nov-19                 | IProcure Administration Renovation       | 9300                   | 298,800                    | -                     | 284,557                  | 14,243                           |
| Nov-19                 | IWindows 2012 Server                     | 9100                   | -                          | -                     | 14,476                   | (14,476)                         |
| Nov-19                 | ICe Maker                                | 8020                   | -                          | -                     | 3,500                    | (3,500)                          |
| Nov-19                 | IMonitor (Cardiac)                       | 6090                   | -                          | -                     | 176,453                  | (176,453)                        |
| Nov-19                 | IAir Curtain Refrigerator                | 8020                   | -                          | -                     | 10,075                   | (10,075)                         |
| Nov-19                 | IVital Signs Monitor                     | 6630                   | -                          | -                     | 7,399                    | (7,399)                          |
|                        |  |                        | <b>\$ 1,220,450</b>        | <b>\$ -</b>           | <b>\$ 1,181,922</b>      | <b>\$ 38,528</b>                 |

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

|  | <b>CURRENT<br/>YEAR</b> | <b>PRIOR YEAR</b>           |                             | <b>CURRENT<br/>YEAR<br/>CHANGE</b> |
|--|-------------------------|-----------------------------|-----------------------------|------------------------------------|
|  |                         | <b>HOSPITAL<br/>AUDITED</b> | <b>PRO CARE<br/>AUDITED</b> |                                    |
| AR DISPRO/UPL                            | \$ (146,788)            | \$ (1,451,404)              | \$ -                        | \$ 1,304,615                       |
| AR UNCOMPENSATED CARE                    | 5,897,554               | 4,432,866                   | -                           | 1,464,688                          |
| AR DSRIP                                 | 1,799,680               | 2,292,166                   | -                           | (492,486)                          |
| AR NURSING HOME UPL                      | -                       | -                           | -                           | -                                  |
| AR UHRIP                                 | 3,208,314               | 2,213,798                   | -                           | 994,516                            |
| AR GME                                   | (147,966)               | (147,966)                   | -                           | -                                  |
| AR BAB REVENUE                           | 236,309                 | 82,117                      | -                           | 154,191                            |
| AR PHYSICIAN GUARANTEES                  | 196,772                 | 210,927                     | -                           | (14,155)                           |
| AR ACCRUED INTEREST                      | 121,243                 | 220,763                     | -                           | (99,520)                           |
| AR OTHER:                                | 2,094,662               | 1,966,337                   | 45,727                      | 82,598                             |
| Procure On-Call Fees                     | -                       | -                           | -                           | -                                  |
| Procure A/R - FHC                        | -                       | -                           | -                           | -                                  |
| Other Misc A/R                           | 2,094,662               | 1,966,337                   | 45,727                      | 82,598                             |
| AR DUE FROM THIRD PARTY PAYOR            | <u>2,850,396</u>        | <u>2,986,344</u>            | <u>-</u>                    | <u>(135,948)</u>                   |
| <b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b> | <u>\$ 16,919,794</u>    | <u>\$ 13,615,568</u>        | <u>\$ 45,727</u>            | <u>\$ 3,258,500</u>                |

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

| TEMPORARY LABOR<br>DEPARTMENT     | CURRENT MONTH |             |               |                   |                 | YEAR TO DATE |             |               |                   |                 |
|-----------------------------------|---------------|-------------|---------------|-------------------|-----------------|--------------|-------------|---------------|-------------------|-----------------|
|                                   | ACTUAL        | BUDGET      | BUDGET<br>VAR | PRIOR<br>PRIOR YR | PRIOR<br>YR VAR | ACTUAL       | BUDGET      | BUDGET<br>VAR | PRIOR<br>PRIOR YR | PRIOR<br>YR VAR |
| 9 CENTRAL                         | 4.8           | 2.1         | 122.0%        | 1.9               | 146.9%          | 4.9          | 2.2         | 120.3%        | 1.8               | 169.6%          |
| OPERATING ROOM                    | 2.9           | -           | 0.0%          | -                 | 0.0%            | 2.9          | -           | 0.0%          | -                 | 0.0%            |
| PM&R - PHYSICAL                   | 2.5           | 1.8         | 35.3%         | -                 | 0.0%            | 2.8          | 1.9         | 47.8%         | -                 | 0.0%            |
| 7 CENTRAL                         | 3.0           | 0.0         | 25690.0%      | -                 | 0.0%            | 2.8          | 0.0         | 24612.0%      | -                 | 0.0%            |
| 6 Central                         | 2.4           | 0.3         | 630.7%        | -                 | 0.0%            | 2.4          | 0.3         | 600.6%        | 0.0               | 6416.2%         |
| STERILE PROCESSING                | 1.1           | -           | 0.0%          | 4.4               | -74.8%          | 2.2          | -           | 0.0%          | 4.6               | -52.1%          |
| IMAGING - DIAGNOSTICS             | 1.9           | -           | 0.0%          | -                 | 0.0%            | 2.1          | -           | 0.0%          | -                 | 0.0%            |
| CARDIOPULMONARY                   | 1.2           | -           | 0.0%          | 0.4               | 173.3%          | 2.0          | -           | 0.0%          | 0.9               | 121.9%          |
| 5 CENTRAL                         | 2.0           | 0.2         | 786.6%        | -                 | 0.0%            | 1.8          | 0.2         | 684.9%        | -                 | 0.0%            |
| INTENSIVE CARE UNIT 4 (CCU)       | 1.3           | 0.3         | 320.8%        | 1.0               | 30.0%           | 1.5          | 0.3         | 370.7%        | 1.0               | 47.9%           |
| LABOR AND DELIVERY                | 1.7           | 0.0         | 3550.6%       | -                 | 0.0%            | 1.3          | 0.0         | 2553.1%       | -                 | 0.0%            |
| 4 CENTRAL                         | 1.0           | 0.1         | 1879.9%       | -                 | 0.0%            | 1.3          | 0.1         | 2382.3%       | 0.0               | 3474.5%         |
| 4 EAST                            | 0.9           | 0.3         | 209.2%        | -                 | 0.0%            | 1.0          | 0.3         | 197.9%        | -                 | 0.0%            |
| MEDICAL STAFF                     | 0.7           | 0.5         | 41.4%         | -                 | 0.0%            | 0.9          | 0.5         | 79.9%         | -                 | 0.0%            |
| 8 CENTRAL                         | 0.8           | 0.1         | 550.3%        | -                 | 0.0%            | 0.9          | 0.1         | 592.0%        | -                 | 0.0%            |
| IMAGING - ULTRASOUND              | 1.0           | 0.2         | 341.8%        | 1.4               | -26.3%          | 0.5          | 0.2         | 110.4%        | 0.7               | -26.3%          |
| NURSING ORIENTATION               | 0.6           | -           | 0.0%          | -                 | 0.0%            | 0.3          | -           | 0.0%          | -                 | 0.0%            |
| EMERGENCY DEPARTMENT              | -             | -           | 0.0%          | -                 | 0.0%            | 0.2          | -           | 0.0%          | -                 | 0.0%            |
| 6 West                            | -             | 0.2         | -100.0%       | -                 | 0.0%            | 0.2          | 0.2         | 17.9%         | -                 | 0.0%            |
| PM&R - SPEECH                     | -             | 0.3         | -100.0%       | -                 | 0.0%            | 0.1          | 0.2         | -41.3%        | -                 | 0.0%            |
| INTENSIVE CARE UNIT 2             | 0.1           | 0.2         | -67.4%        | 0.9               | -91.6%          | 0.1          | 0.2         | -69.0%        | 1.0               | -92.6%          |
| INPATIENT REHAB                   | 0.1           | -           | 0.0%          | 0.2               | -72.2%          | 0.1          | -           | 0.0%          | 0.7               | -90.1%          |
| FINANCIAL ACCOUNTING              | -             | -           | 0.0%          | 0.9               | -100.0%         | -            | -           | 0.0%          | 0.9               | -100.0%         |
| IT OPERATIONS                     | -             | -           | 0.0%          | 1.1               | -100.0%         | -            | -           | 0.0%          | 1.1               | -100.0%         |
| TRAUMA SERVICE                    | -             | -           | 0.0%          | 0.1               | -100.0%         | -            | -           | 0.0%          | 0.2               | -100.0%         |
| IMAGING - NUCLEAR MEDICINE        | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| PM&R - OCCUPATIONAL               | -             | 0.9         | -100.0%       | 1.0               | -100.0%         | -            | 1.0         | -100.0%       | 1.0               | -100.0%         |
| INPATIENT REHAB - THERAPY         | -             | -           | 0.0%          | 1.0               | -100.0%         | -            | -           | 0.0%          | 0.5               | -100.0%         |
| FOOD SERVICE                      | -             | -           | 0.0%          | 1.7               | -100.0%         | -            | -           | 0.0%          | 0.9               | -100.0%         |
| ADMINISTRATION                    | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| PATIENT ACCOUNTING                | -             | -           | 0.0%          | 0.9               | -100.0%         | -            | -           | 0.0%          | 0.7               | -100.0%         |
| CHW - SPORTS MEDICINE             | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| NEO-NATAL INTENSIVE CARE          | -             | 0.1         | -100.0%       | -                 | 0.0%            | -            | 0.1         | -100.0%       | 0.1               | -100.0%         |
| PHARMACY DRUGS/I.V. SOLUTIONS     | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| 5 WEST                            | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| CARDIOPULMONARY - NICU            | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| ENGINEERING                       | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| PERFORMANCE IMPROVEMENT (QA)      | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| HUMAN RESOURCES                   | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| OP SURGERY                        | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| CERNER                            | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| RECOVERY ROOM                     | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| LABORATORY - CHEMISTRY            | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| LABORATORY - MICROBIOLOGY         | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| LABORATORY - TRANSFUSION SERVICES | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| <b>SUBTOTAL</b>                   | <b>30.0</b>   | <b>7.8</b>  | <b>282.2%</b> | <b>17.1</b>       | <b>75.1%</b>    | <b>32.2</b>  | <b>8.1</b>  | <b>298.9%</b> | <b>16.1</b>       | <b>100.4%</b>   |
| <b>TRANSITION LABOR</b>           |               |             |               |                   |                 |              |             |               |                   |                 |
| LABORATORY - CHEMISTRY            | 3.1           | 2.8         | 11.0%         | 3.7               | -16.6%          | 3.2          | 2.9         | 12.0%         | 3.0               | 6.4%            |
| INTENSIVE CARE UNIT 4 (CCU)       | 1.9           | -           | 0.0%          | 4.3               | -54.6%          | 2.3          | -           | 0.0%          | 4.7               | -50.1%          |
| 7 CENTRAL                         | 2.1           | 0.1         | 2356.9%       | 3.9               | -44.7%          | 2.2          | 0.1         | 2499.5%       | 3.9               | -42.5%          |
| NEO-NATAL INTENSIVE CARE          | 0.9           | 0.1         | 1362.5%       | 5.6               | -83.2%          | 1.2          | 0.1         | 1605.3%       | 5.9               | -80.2%          |
| PM&R - OCCUPATIONAL               | 0.8           | 0.9         | -8.5%         | 1.0               | -14.7%          | 1.0          | 1.0         | 0.5%          | 1.0               | -6.6%           |
| INPATIENT REHAB - THERAPY         | 1.0           | 0.9         | 2.0%          | 1.1               | -11.1%          | 1.0          | 1.0         | 1.6%          | 0.5               | 87.9%           |
| INTENSIVE CARE UNIT 2             | 1.0           | 0.1         | 1558.9%       | 1.5               | -33.6%          | 0.9          | 0.1         | 1332.9%       | 1.9               | -55.5%          |
| 4 EAST                            | -             | -           | 0.0%          | 1.9               | -100.0%         | 0.2          | -           | 0.0%          | 2.0               | -87.6%          |
| 8 CENTRAL                         | -             | -           | 0.0%          | 3.5               | -100.0%         | -            | -           | 0.0%          | 2.9               | -100.0%         |
| INPATIENT REHAB                   | -             | 0.9         | -100.0%       | 1.2               | -100.0%         | -            | 1.0         | -100.0%       | 2.2               | -100.0%         |
| OPERATING ROOM                    | -             | 1.9         | -100.0%       | 2.2               | -100.0%         | -            | 1.9         | -100.0%       | 2.1               | -100.0%         |
| 6 Central                         | -             | -           | 0.0%          | 0.9               | -100.0%         | -            | -           | 0.0%          | 1.1               | -100.0%         |
| LABORATORY - HEMATOLOGY           | -             | -           | 0.0%          | 1.1               | -100.0%         | -            | -           | 0.0%          | 1.2               | -100.0%         |
| EMERGENCY DEPARTMENT              | -             | -           | 0.0%          | 1.0               | -100.0%         | -            | -           | 0.0%          | 1.0               | -100.0%         |
| 5 CENTRAL                         | -             | -           | 0.0%          | 1.0               | -100.0%         | -            | -           | 0.0%          | 0.9               | -100.0%         |
| 9 CENTRAL                         | 0.1           | -           | 0.0%          | 0.2               | -67.1%          | 0.0          | -           | 0.0%          | 0.2               | -80.7%          |
| 4 CENTRAL                         | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | 0.0               | -100.0%         |
| LABOR AND DELIVERY                | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | 0.0               | -100.0%         |
| 6 West                            | -             | -           | 0.0%          | 0.1               | -100.0%         | -            | -           | 0.0%          | 0.0               | -100.0%         |
| 5 WEST                            | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| OP SURGERY                        | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| CHW - SPORTS MEDICINE             | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| PM&R - PHYSICAL                   | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| CERNER                            | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| TRAUMA SERVICE                    | -             | -           | 0.0%          | -                 | 0.0%            | -            | -           | 0.0%          | -                 | 0.0%            |
| <b>SUBTOTAL</b>                   | <b>11.0</b>   | <b>7.7</b>  | <b>43.2%</b>  | <b>34.1</b>       | <b>-67.8%</b>   | <b>12.1</b>  | <b>8.0</b>  | <b>51.8%</b>  | <b>34.9</b>       | <b>-65.3%</b>   |
| <b>GRAND TOTAL</b>                | <b>40.9</b>   | <b>15.5</b> | <b>164.0%</b> | <b>51.2</b>       | <b>-20.0%</b>   | <b>44.3</b>  | <b>16.1</b> | <b>176.1%</b> | <b>50.9</b>       | <b>-13.0%</b>   |

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

|                                     | CURRENT MONTH       |                     |                   |               |                     |               | YEAR TO DATE        |                     |                     |               |                     |               |
|-------------------------------------|---------------------|---------------------|-------------------|---------------|---------------------|---------------|---------------------|---------------------|---------------------|---------------|---------------------|---------------|
|                                     | ACTUAL              | BUDGET              | \$ VAR            | % VAR         | PRIOR YR            | % VAR         | ACTUAL              | BUDGET              | \$ VAR              | % VAR         | PRIOR YR            | % VAR         |
| RT TEMPORARY LABOR                  | \$ 20,244           | \$ -                | \$ 20,244         | 100.0%        | \$ 8,431            | 140.1%        | \$ 99,482           | \$ -                | \$ 99,482           | 100.0%        | \$ 41,910           | 137.4%        |
| OR TEMPORARY LABOR                  | 43,577              | -                   | 43,577            | 100.0%        | -                   | 100.0%        | 90,697              | -                   | 90,697              | 100.0%        | -                   | 100.0%        |
| IMCU9 TEMPORARY LABOR               | 52,040              | 25,824              | 26,216            | 101.5%        | 20,527              | 153.5%        | 136,067             | 53,961              | 82,106              | 152.2%        | 39,525              | 244.3%        |
| 7C TEMPORARY LABOR                  | 31,652              | 121                 | 31,531            | 26058.9%      | -                   | 100.0%        | 78,151              | 245                 | 77,906              | 31798.5%      | -                   | 100.0%        |
| DIAG TEMPORARY LABOR                | 24,545              | -                   | 24,545            | 100.0%        | -                   | 100.0%        | 54,001              | -                   | 54,001              | 100.0%        | -                   | 100.0%        |
| 6C TEMPORARY LABOR                  | 26,654              | 4,217               | 22,437            | 532.1%        | -                   | 100.0%        | 62,339              | 8,632               | 53,707              | 622.2%        | 616                 | 10013.0%      |
| SP TEMPORARY LABOR                  | 10,297              | -                   | 10,297            | 100.0%        | 57,233              | -82.0%        | 49,054              | -                   | 49,054              | 100.0%        | 109,329             | -55.1%        |
| PT TEMPORARY LABOR                  | 40,802              | 26,575              | 14,227            | 53.5%         | -                   | 100.0%        | 94,245              | 56,136              | 38,109              | 67.9%         | -                   | 100.0%        |
| MED STAFF TEMPORARY LABOR           | 20,910              | 15,012              | 5,898             | 39.3%         | -                   | 100.0%        | 53,210              | 30,024              | 23,186              | 77.2%         | -                   | 100.0%        |
| ALL OTHER                           | 128,731             | 41,999              | 86,732            | 206.5%        | 181,169             | -28.9%        | 326,045             | 88,561              | 237,484             | 268.2%        | 304,448             | 7.1%          |
| <b>TOTAL TEMPORARY LABOR</b>        | <b>\$ 389,156</b>   | <b>\$ 113,748</b>   | <b>\$ 275,408</b> | <b>242.1%</b> | <b>\$ 210,127</b>   | <b>85.2%</b>  | <b>\$ 994,237</b>   | <b>\$ 237,559</b>   | <b>\$ 756,678</b>   | <b>318.5%</b> | <b>\$ 386,500</b>   | <b>157.2%</b> |
| CHEM TRANSITION LABOR               | 23,977              | 17,562              | 6,415             | 36.5%         | 24,952              | -3.9%         | 51,045              | 37,102              | 13,943              | 37.6%         | 43,095              | 18.4%         |
| ALL OTHER                           | 93,295              | 46,134              | 47,161            | 102.2%        | 328,817             | -71.6%        | 200,589             | 97,646              | 102,943             | 105.4%        | 713,548             | -71.9%        |
| <b>TOTAL TRANSITION LABOR</b>       | <b>\$ 117,272</b>   | <b>\$ 63,696</b>    | <b>\$ 53,576</b>  | <b>84.1%</b>  | <b>\$ 353,769</b>   | <b>-66.9%</b> | <b>\$ 251,634</b>   | <b>\$ 134,748</b>   | <b>\$ 116,886</b>   | <b>86.7%</b>  | <b>\$ 756,643</b>   | <b>-66.7%</b> |
| <b>GRAND TOTAL TEMPORARY LABOR</b>  | <b>\$ 506,428</b>   | <b>\$ 177,444</b>   | <b>\$ 328,984</b> | <b>185.4%</b> | <b>\$ 563,896</b>   | <b>-10.2%</b> | <b>\$ 1,245,871</b> | <b>\$ 372,307</b>   | <b>\$ 873,564</b>   | <b>234.6%</b> | <b>\$ 1,143,143</b> | <b>9.0%</b>   |
| HIM CODING SERVICES                 | \$ 500,743          | \$ 23,250           | \$ 477,493        | 2053.7%       | \$ 433,910          | 15.4%         | \$ 973,674          | \$ 337,854          | \$ 635,820          | 188.2%        | \$ 1,044,666        | -6.8%         |
| ADMIN LEGAL FEES                    | 121,594             | 39,583              | 82,011            | 207.2%        | 90,127              | 34.9%         | 230,958             | 79,166              | 151,792             | 191.7%        | 232,216             | -0.5%         |
| ECHDA OTHER PURCH SVCS              | 220,000             | 191,395             | 28,605            | 14.9%         | 78,764              | 179.3%        | 444,370             | 382,790             | 61,580              | 16.1%         | 78,764              | 464.2%        |
| COMPLIANCE CONSULTING FEES          | 19,165              | 10,112              | 9,053             | 89.5%         | 18,079              | 6.0%          | 75,349              | 20,224              | 55,125              | 272.6%        | 23,632              | 218.8%        |
| AMBULANCE FEES                      | 41,522              | 10,813              | 30,709            | 284.0%        | 4,675               | 788.2%        | 75,703              | 21,986              | 53,717              | 244.3%        | 10,948              | 591.5%        |
| ADMIN OTHER FEES                    | 44,566              | 19,120              | 25,446            | 133.1%        | 35,044              | 27.2%         | 89,213              | 38,240              | 50,973              | 133.3%        | 83,237              | 7.2%          |
| PA ELIGIBILITY FEES                 | 58,651              | 33,722              | 24,929            | 73.9%         | (35,384)            | -265.8%       | 117,443             | 68,568              | 48,875              | 71.3%         | (35,384)            | -431.9%       |
| CL OTHER PURCH SVCS                 | 50,212              | 15,600              | 34,612            | 221.9%        | 15,449              | 225.0%        | 65,923              | 31,200              | 34,723              | 111.3%        | 30,897              | 113.4%        |
| SP OTHER PURCH SVCS                 | 47,446              | 35,000              | 12,446            | 35.6%         | -                   | 100.0%        | 95,384              | 70,000              | 25,384              | 36.3%         | -                   | 100.0%        |
| HR RECRUITING FEES                  | 28,077              | 33,788              | (5,711)           | -16.9%        | 23,052              | 21.8%         | 81,092              | 67,576              | 13,516              | 20.0%         | 67,676              | 19.8%         |
| OR FEES ( PERFUSION SERVICES )      | 36,575              | 28,135              | 8,440             | 30.0%         | 29,021              | 26.0%         | 73,590              | 56,270              | 17,320              | 30.8%         | 54,849              | 34.2%         |
| HISTOLOGY SERVICES                  | 35,503              | 35,737              | (234)             | -0.7%         | 30,961              | 14.7%         | 87,113              | 71,474              | 15,639              | 21.9%         | 65,893              | 32.2%         |
| CREDIT CARD FEES                    | 19,805              | 18,730              | 1,075             | 5.7%          | (7,734)             | -356.1%       | 52,530              | 38,084              | 14,446              | 37.9%         | (4,814)             | -1191.2%      |
| UC-WEST CLINIC - PURCH SVCS-OTHER   | 28,601              | 30,901              | (2,300)           | -7.4%         | 29,844              | -4.2%         | 51,554              | 61,802              | (10,248)            | -16.6%        | 60,376              | -14.6%        |
| PI FEES ( TRANSITION NURSE PROGRAM) | 25,265              | 40,667              | (15,402)          | -37.9%        | 108,825             | -76.8%        | 68,371              | 81,334              | (12,963)            | -15.9%        | 145,870             | -53.1%        |
| UC-CPC 42ND STREET PURCH SVCS-OTHER | 35,791              | 43,388              | (7,607)           | -17.5%        | 36,039              | -0.7%         | 71,647              | 86,796              | (15,149)            | -17.5%        | 67,683              | 5.9%          |
| PRIMARY CARE WEST OTHER PURCH SVCS  | 48,812              | 56,576              | (7,764)           | -13.7%        | 61,572              | -20.7%        | 100,181             | 118,944             | (18,763)            | -15.8%        | 121,511             | -17.6%        |
| SERV EXC SURVEY SERVICES            | 74,574              | 85,407              | (10,833)          | -12.7%        | 79,541              | -6.2%         | 141,644             | 170,814             | (29,170)            | -17.1%        | 148,640             | -4.7%         |
| COMM REL ADVERTISEMENT PURCH SVCS   | 54,310              | 50,000              | 4,310             | 8.6%          | 24,894              | 118.2%        | 63,244              | 100,000             | (36,756)            | -36.8%        | 38,019              | 66.3%         |
| DIALYSIS SERVICES                   | 123,501             | 119,923             | 3,578             | 3.0%          | 106,745             | 15.7%         | 212,077             | 253,922             | (41,845)            | -16.5%        | 213,783             | -0.8%         |
| ADM CONSULTANT FEES                 | 38,098              | 85,417              | (47,319)          | -55.4%        | 310,255             | -87.7%        | 90,099              | 170,834             | (80,735)            | -47.3%        | 359,655             | -74.9%        |
| FHC OTHER PURCH SVCS                | 64,938              | 104,358             | (39,420)          | -37.8%        | 90,297              | -28.1%        | 135,918             | 219,322             | (83,404)            | -38.0%        | 187,296             | -27.4%        |
| PA E-SCAN DATA SYSTEM               | 337,180             | 147,004             | 190,176           | 129.4%        | 65,507              | 414.7%        | 421,623             | 298,908             | 122,715             | 41.1%         | 105,510             | 299.6%        |
| ALL OTHERS                          | 2,236,541           | 2,508,108           | (271,567)         | -10.8%        | 2,033,985           | 10.0%         | 4,453,512           | 5,024,260           | (570,748)           | -11.4%        | 4,327,373           | 2.9%          |
| PT ACCTS COLLECTION FEES            | \$ 460,192          | \$ 982,146          | \$ (521,954)      | -53.1%        | \$ 404,925          | 13.6%         | \$ 1,013,382        | \$ 1,997,030        | \$ (983,648)        | -49.3%        | \$ 560,306          | 80.9%         |
| <b>TOTAL PURCHASED SERVICES</b>     | <b>\$ 4,751,661</b> | <b>\$ 4,748,890</b> | <b>\$ 2,771</b>   | <b>0.1%</b>   | <b>\$ 4,068,392</b> | <b>16.8%</b>  | <b>\$ 9,285,593</b> | <b>\$ 9,867,398</b> | <b>\$ (581,805)</b> | <b>-5.9%</b>  | <b>\$ 7,988,601</b> | <b>16.2%</b>  |

Ector County Hospital District  
Debt Service Coverage Calculation  
NOVEMBER 2019

Average Annual Debt Service Requirements of 110%:

|  | FYTD    |             |              | Annualized   |
|--|---------|-------------|--------------|--------------|
|  | ProCare | ECHD        | Consolidated | Consolidated |
| Change in net position                     | -       | (1,196,774) | (1,196,774)  | (7,180,646)  |
| Deficiency of revenues over expenses       | -       | (1,196,774) | (1,196,774)  | (7,180,646)  |
| Depreciation/amortization                  | 36,210  | 3,045,979   | 3,082,189    | 18,493,133   |
| GASB 68                                    | -       | 1,200,000   | 1,200,000    | 7,200,000    |
| Interest expense                           | -       | 485,378     | 485,378      | 2,912,270    |
| (Gain) or loss on fixed assets             | -       | -           | -            | -            |
| Unusual / infrequent / extraordinary items | -       | -           | -            | -            |
| Unrealized (gains) / losses on investments | -       | (79,552)    | (79,552)     | (477,312)    |
| Consolidated net revenues                  | 36,210  | 3,455,031   | 3,491,241    | 20,947,445   |

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

1.) Average annual debt service of future maturities

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

OR

2.)

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

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

Covenant Computation

Current FYTD

74.0%

(needs to be 110% or higher)

444.0%

Liquidity Requirement

|                          |     |
|--------------------------|-----|
| Cash on Hand Requirement |     |
| 2020                     | 80  |
| 2021+                    | 100 |

NOVEMBER 2019

|                                    |             |
|------------------------------------|-------------|
| Consolidated operating costs       | 66,717,343  |
| Less depreciation and amortization | (3,082,189) |
| Less other non cash expenses:      |             |
| GASB 68 - from above               | (1,200,000) |
| GASB 75 - from above               | -           |

Adjusted expenses 62,435,154

**Expenses per day 1,023,527**

|   |                          |
|---|--------------------------|
| Unrestricted cash and cash equivalents                | 28,853,119               |
| Internally designated noncurrent cash and investments | 30,861,650               |
| Assets held in endowment, board designated            | 6,285,946                |
| <b>Total cash for calculation</b>                     | <u><b>66,000,715</b></u> |

**Days cash on hand 64.48**





# Financial Presentation

For the Month Ended

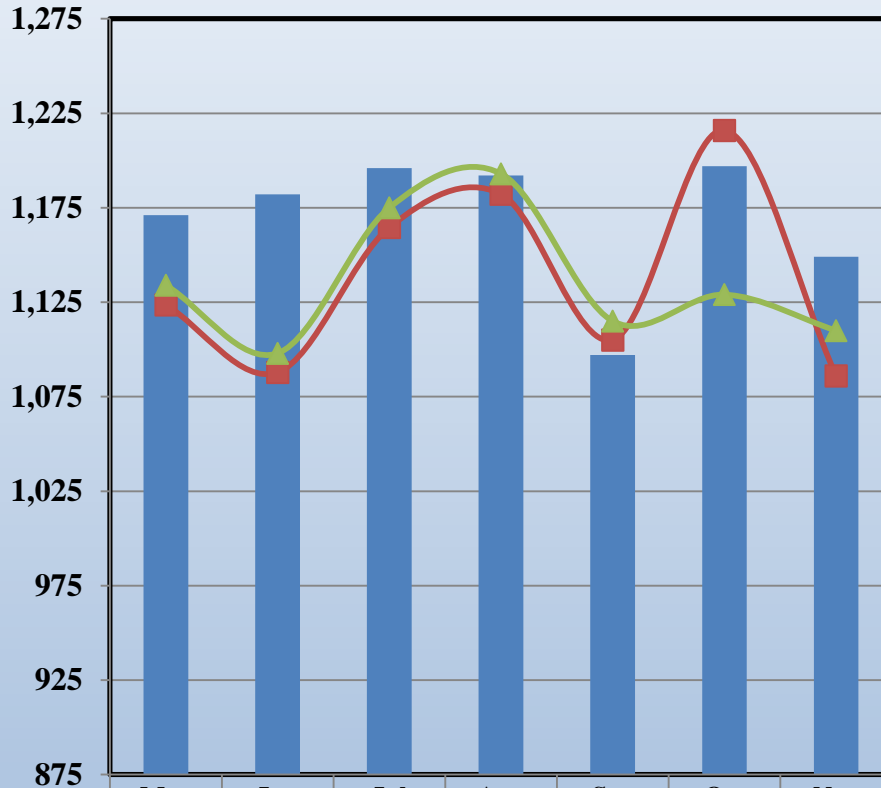
November 30, 2019

# Volume



# Admissions

Total – Adults and NICU

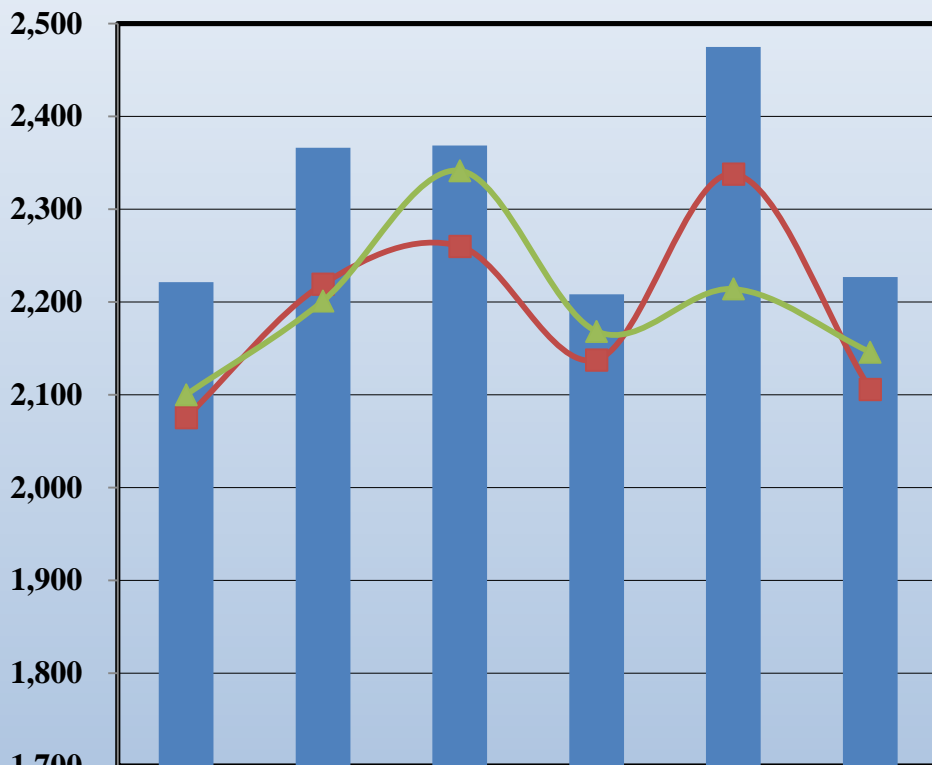


|       | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   |
|-------|-------|-------|-------|-------|-------|-------|-------|
| Act   | 1,171 | 1,182 | 1,196 | 1,192 | 1,097 | 1,197 | 1,149 |
| Bud   | 1,124 | 1,088 | 1,165 | 1,182 | 1,105 | 1,216 | 1,086 |
| Prior | 1,134 | 1,098 | 1,175 | 1,193 | 1,115 | 1,129 | 1,110 |

|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 1,149         | 1,086         | 1,110             |
| Var %        |               | 5.8%          | 3.5%              |
| Year-To-Date | 2,346         | 2,302         | 2,239             |
| Var %        |               | 1.9%          | 4.8%              |
| Annualized   | 14,209        | 13,627        | 13,668            |
| Var %        |               | 4.3%          | 4.0%              |

# Adjusted Admissions

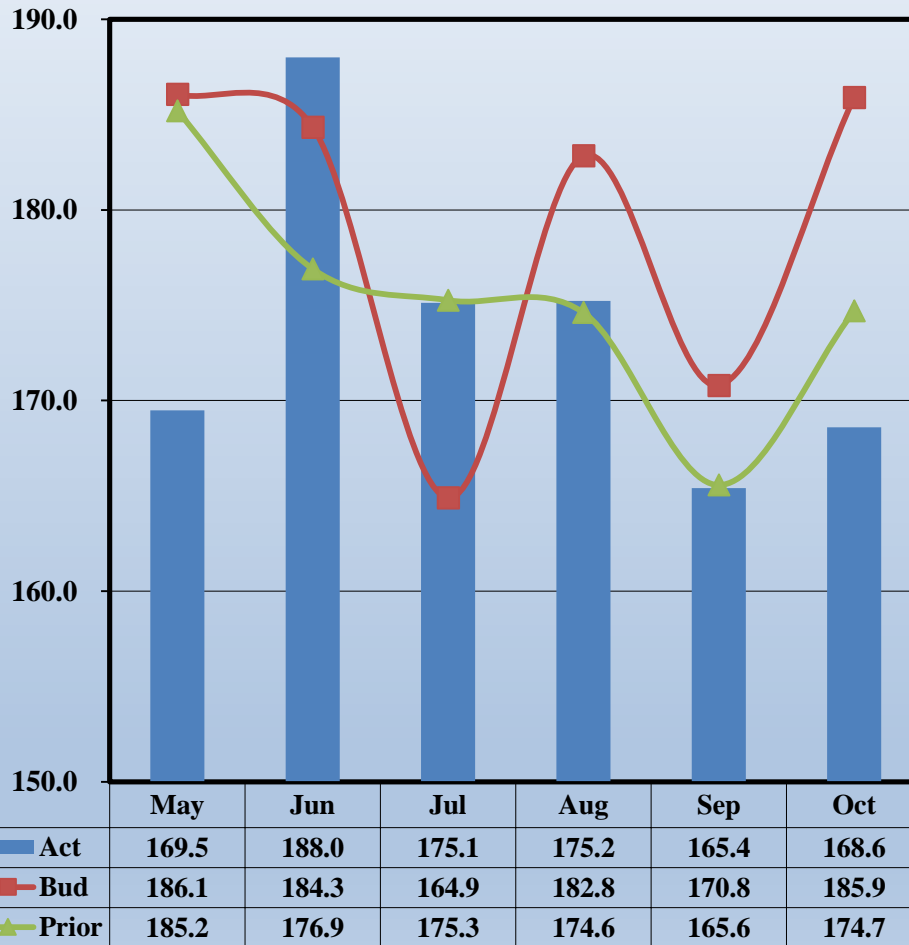
*Including Acute & Rehab Unit*



|       | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   |
|-------|-------|-------|-------|-------|-------|-------|
| Act   | 2,221 | 2,366 | 2,369 | 2,208 | 2,475 | 2,227 |
| Bud   | 2,075 | 2,219 | 2,260 | 2,138 | 2,338 | 2,106 |
| Prior | 2,100 | 2,201 | 2,342 | 2,168 | 2,214 | 2,146 |

|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 2,227         | 2,106         | 2,146             |
| Var %        |               | 5.7%          | 3.8%              |
| Year-To-Date | 4,702         | 4,444         | 4,360             |
| Var %        |               | 5.8%          | 7.8%              |
| Annualized   | 27,596        | 26,022        | 26,044            |
| Var %        |               | 6.0%          | 6.0%              |

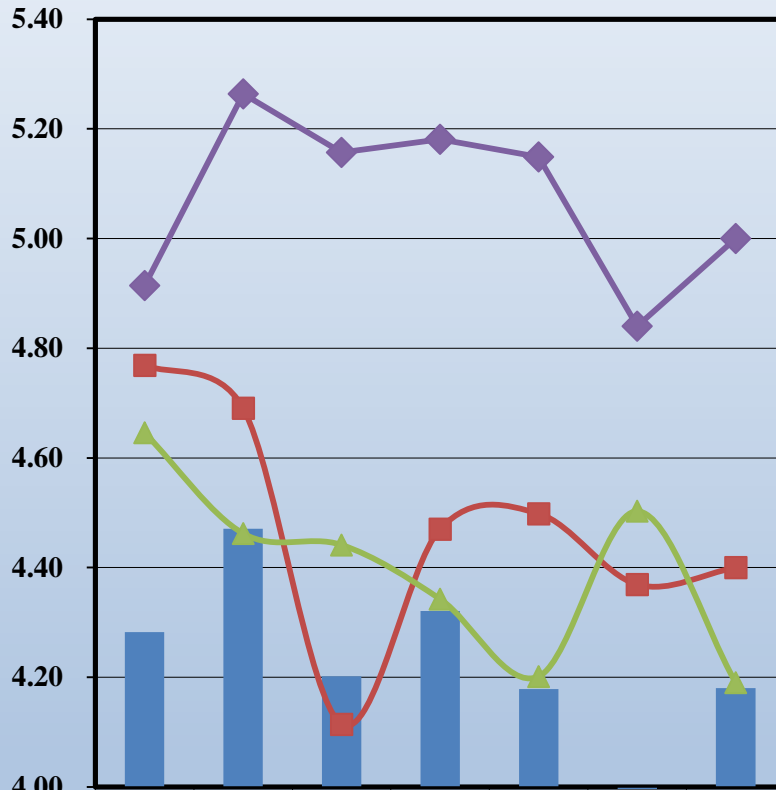
# Average Daily Census



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

# Average Length of Stay

*Total – Adults and Pedi*



|          |      |      |      |      |      |      |      |
|----------|------|------|------|------|------|------|------|
| Act      | 4.28 | 4.47 | 4.20 | 4.32 | 4.18 | 3.98 | 4.18 |
| Bud      | 4.77 | 4.69 | 4.11 | 4.47 | 4.50 | 4.37 | 4.40 |
| PY ex OB | 4.65 | 4.46 | 4.44 | 4.34 | 4.20 | 4.50 | 4.19 |
| CY ex OB | 4.91 | 5.26 | 5.16 | 5.18 | 5.15 | 4.84 | 5.00 |

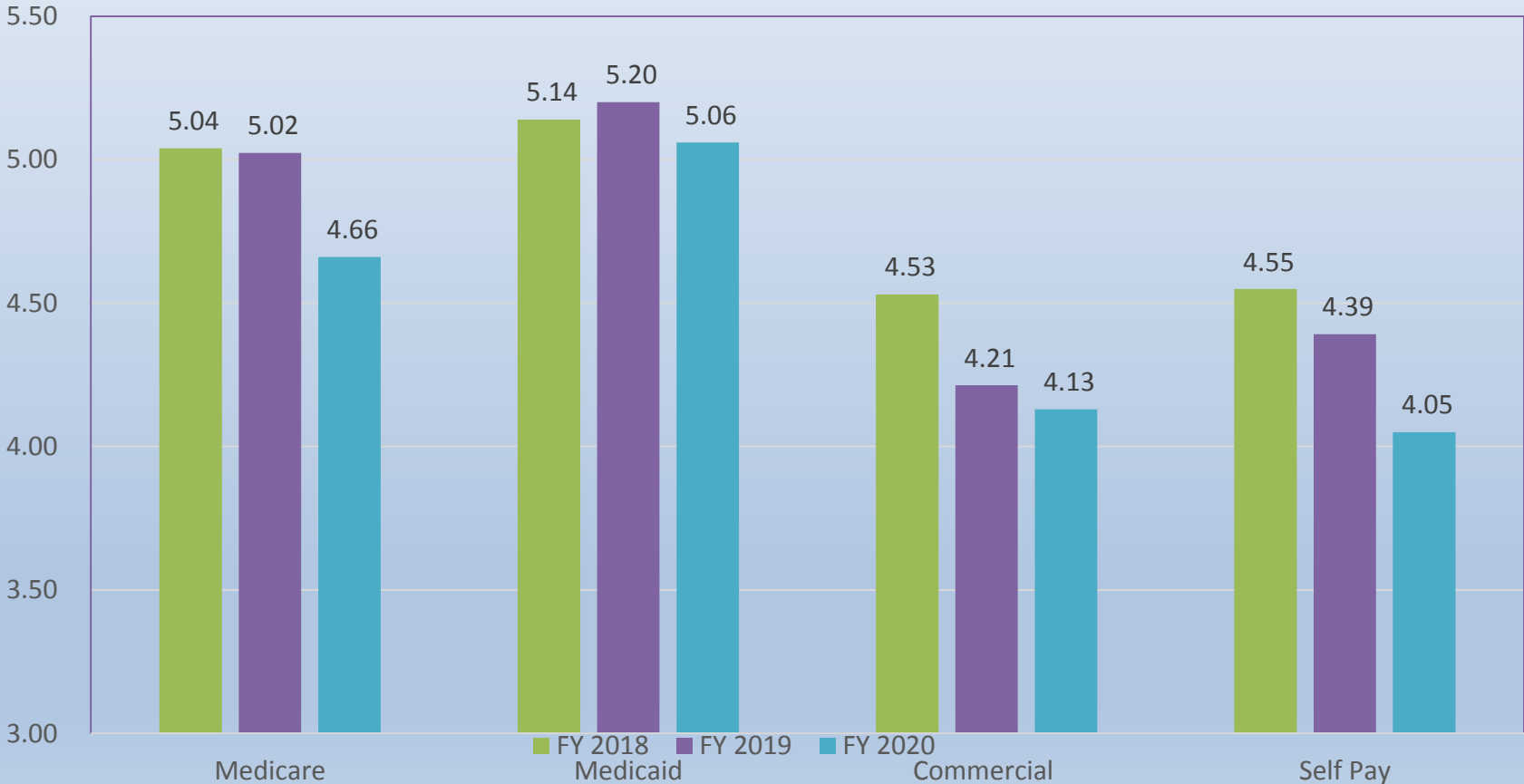
Actual      Budget      Prior Year

Month                      **4.18**                      **4.40**                      **4.19**  
 Var %                                           **-5.00%**                      **-0.24%**

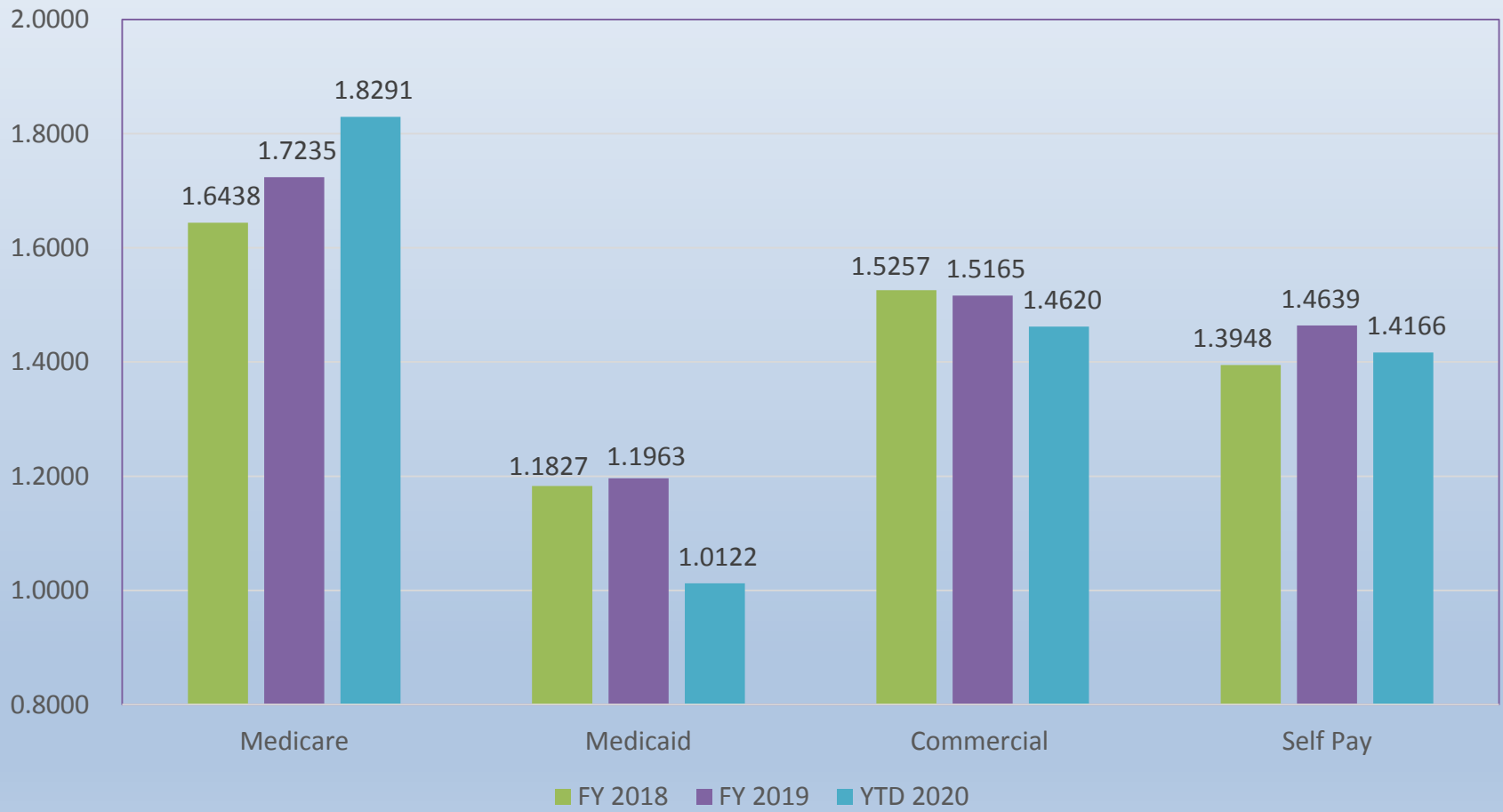
Year-To-Date                      **4.08**                      **4.38**                      **4.35**  
 Var %                                           **-6.85%**                      **-6.21%**

Annualized                      **4.34**                      **4.60**                      **4.52**  
 Var %                                           **-5.65%**                      **-3.98%**

# Average Length of Stay by Financial Class

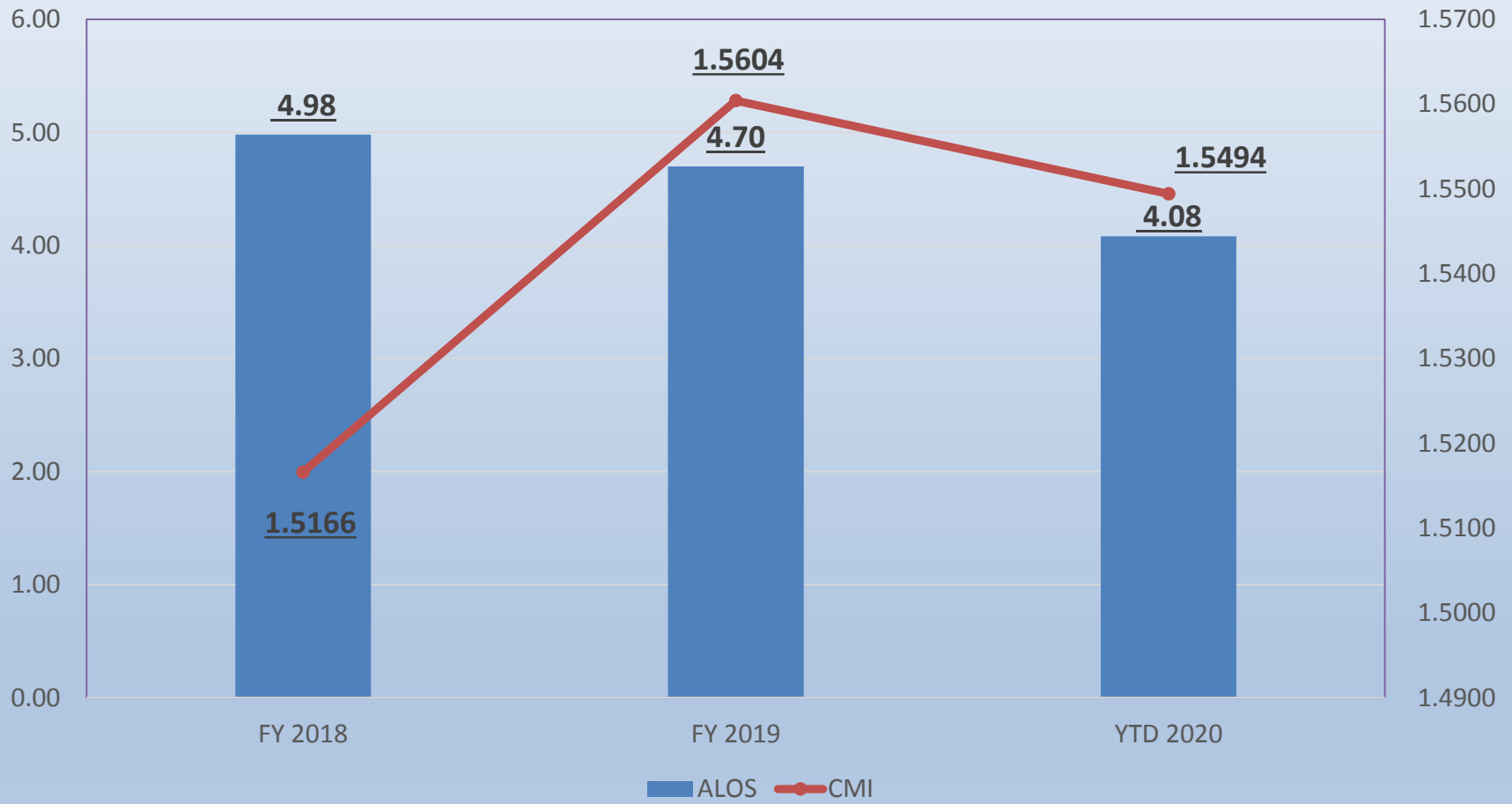


# Case Mix Index by Financial Class



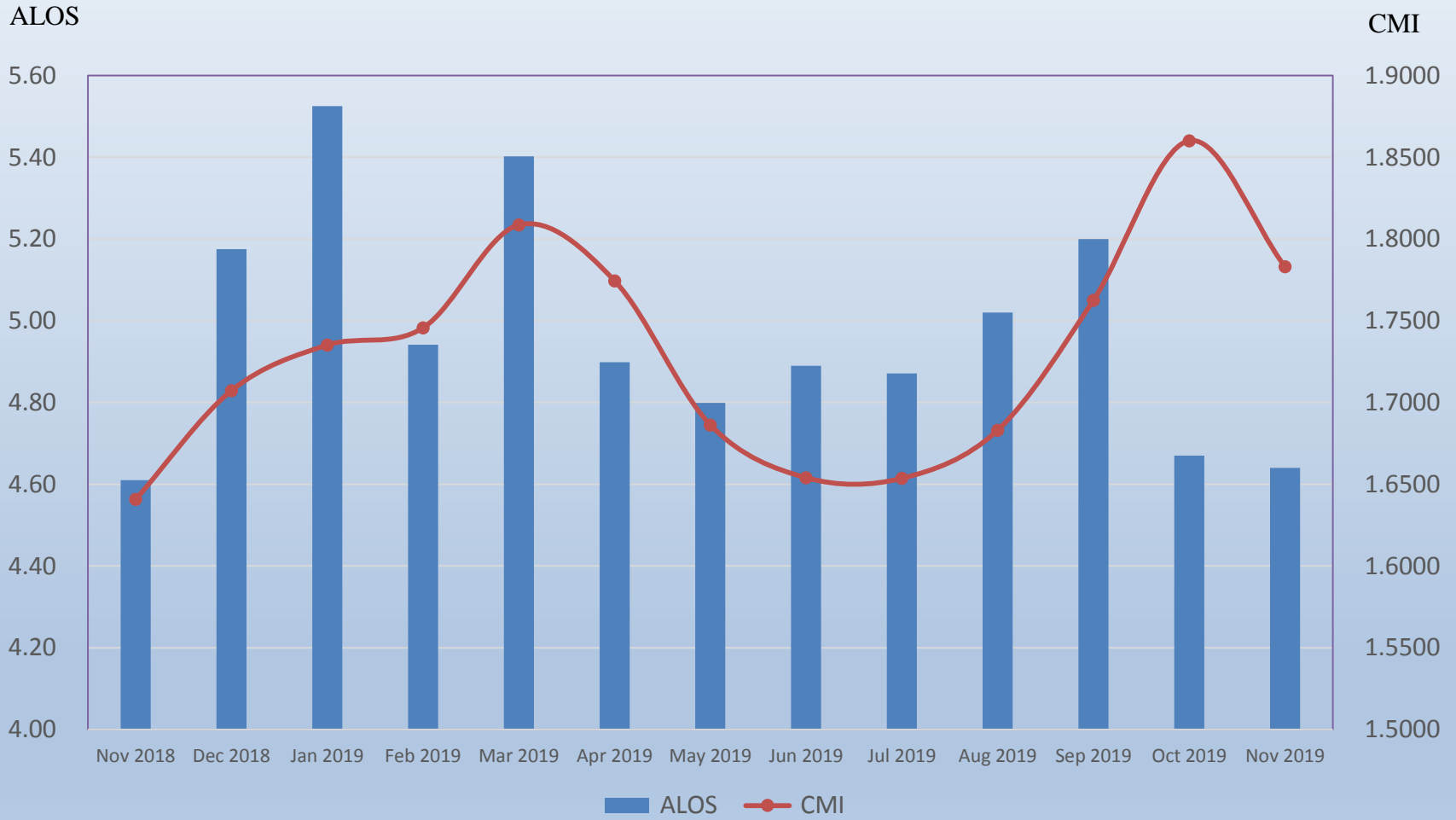


# Total Inpatient Cases ALOS with CMI

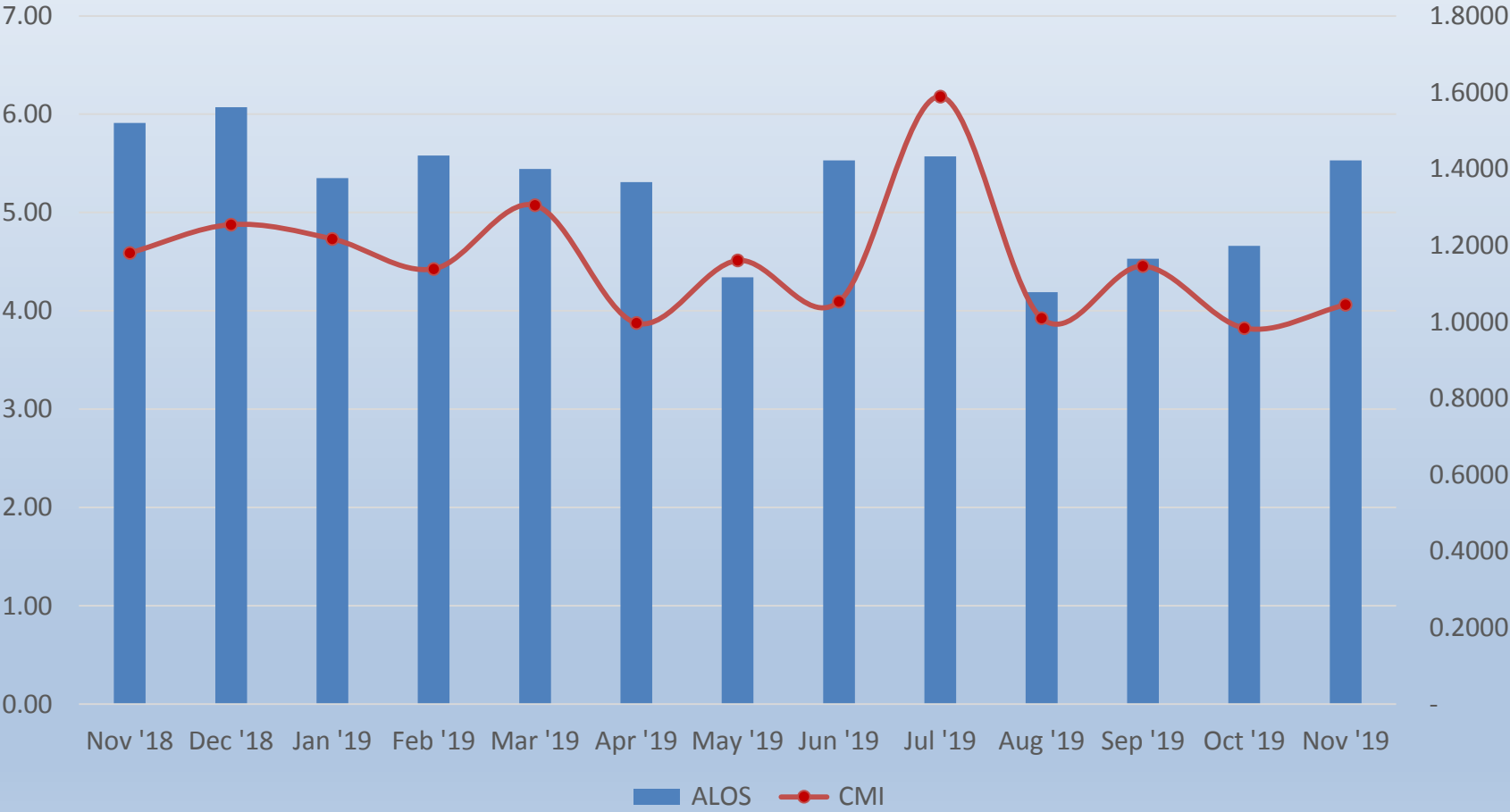


# Medicare ALOS and CMI

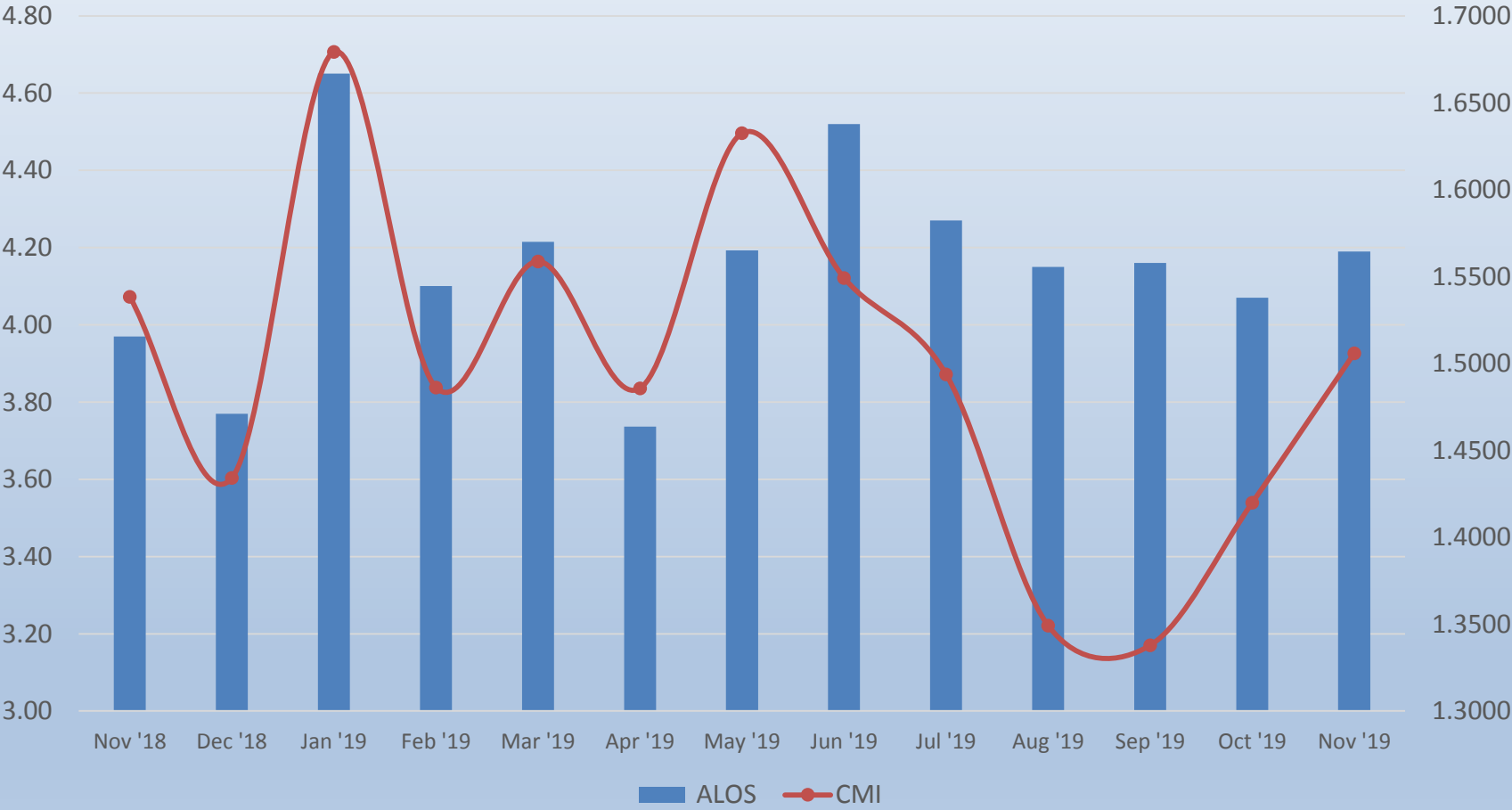
## 13 Month Trending



# Medicaid ALOS and CMI 13 Month Trending



# Commercial ALOS and CMI 13 Month Trending

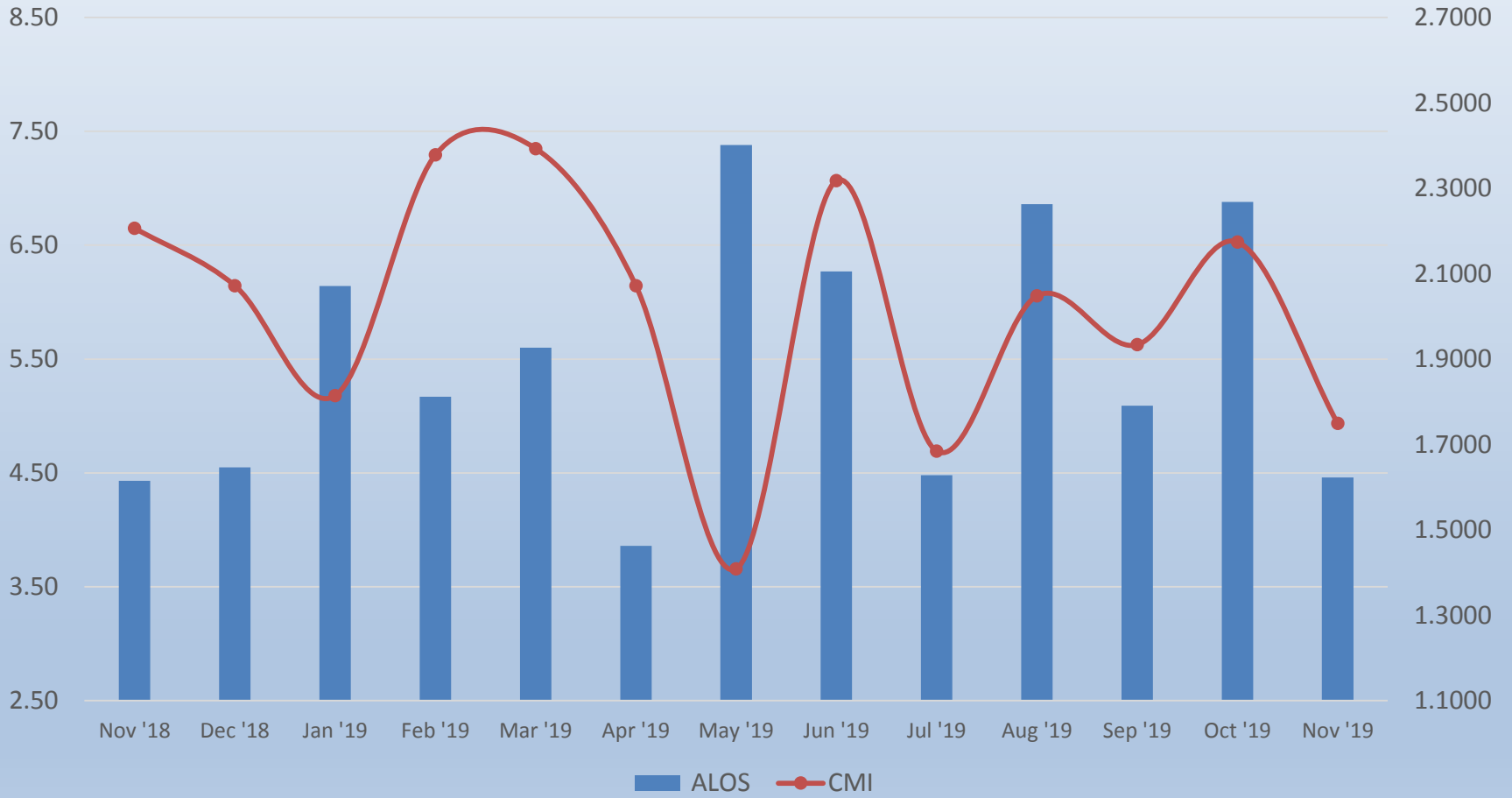


# Self Pay ALOS and CMI

## 13 Month Trending



# All Other ALOS and CMI 13 Month Trending

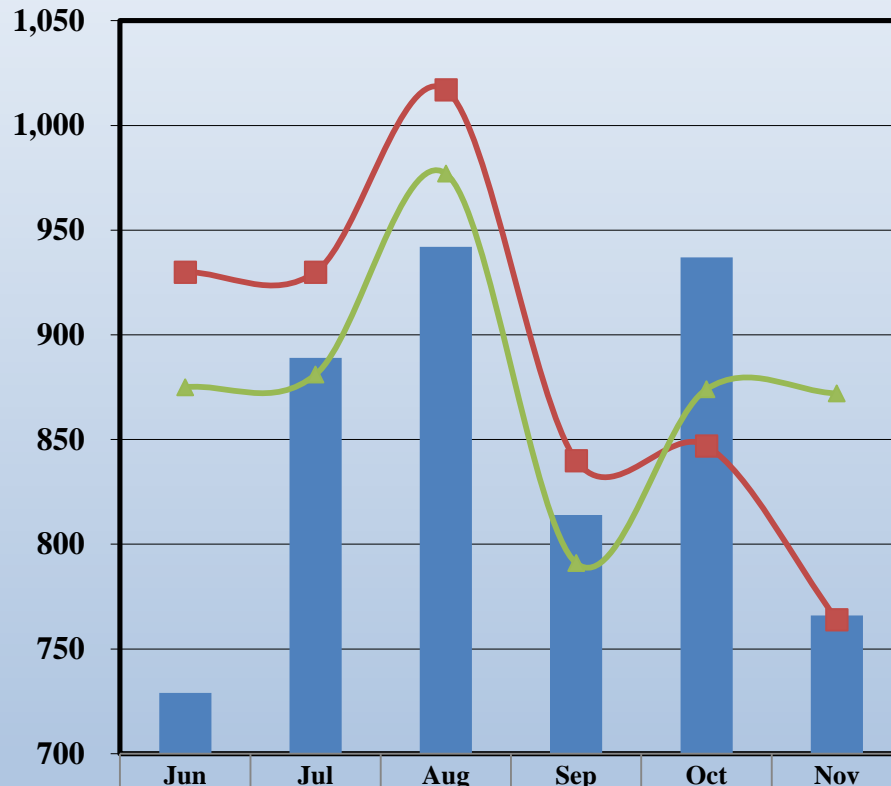


# Deliveries



|              | Actual | Budget | Prior Year |
|--------------|--------|--------|------------|
| Month        | 163    | 148    | 151        |
| Var %        |        | 10.1%  | 7.9%       |
| Year-To-Date | 354    | 327    | 307        |
| Var %        |        | 8.3%   | 15.3%      |
| Annualized   | 2,094  | 1,951  | 2,047      |
| Var %        |        | 7.3%   | 2.3%       |

# Total Surgical Cases



|       |     |      |        |
|-------|-----|------|--------|
| Month | 766 | 764  | 872    |
| Var % |     | 0.3% | -12.2% |

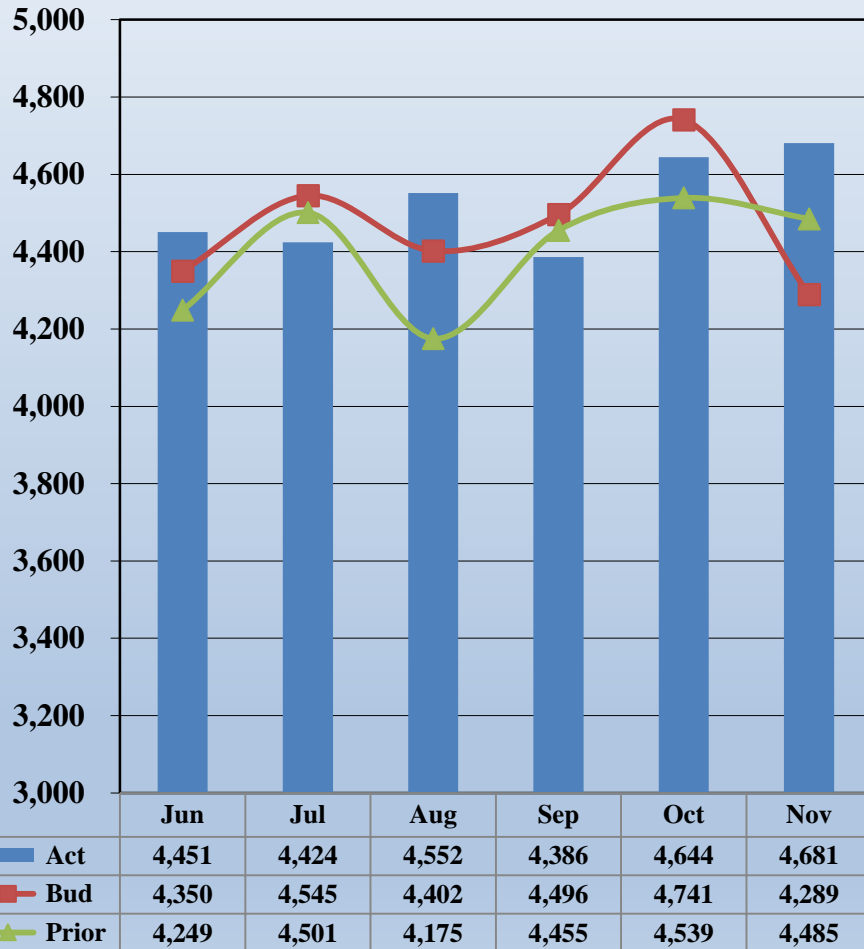
|              |       |       |       |
|--------------|-------|-------|-------|
| Year-To-Date | 1,703 | 1,611 | 1,746 |
| Var %        |       | 5.7%  | -2.5% |

|            |        |        |        |
|------------|--------|--------|--------|
| Annualized | 10,086 | 10,912 | 10,369 |
| Var %      |        | -7.6%  | -2.7%  |

|       | Jun | Jul | Aug   | Sep | Oct | Nov |
|-------|-----|-----|-------|-----|-----|-----|
| Act   | 729 | 889 | 942   | 814 | 937 | 766 |
| Bud   | 930 | 930 | 1,017 | 840 | 847 | 764 |
| Prior | 875 | 881 | 977   | 791 | 874 | 872 |

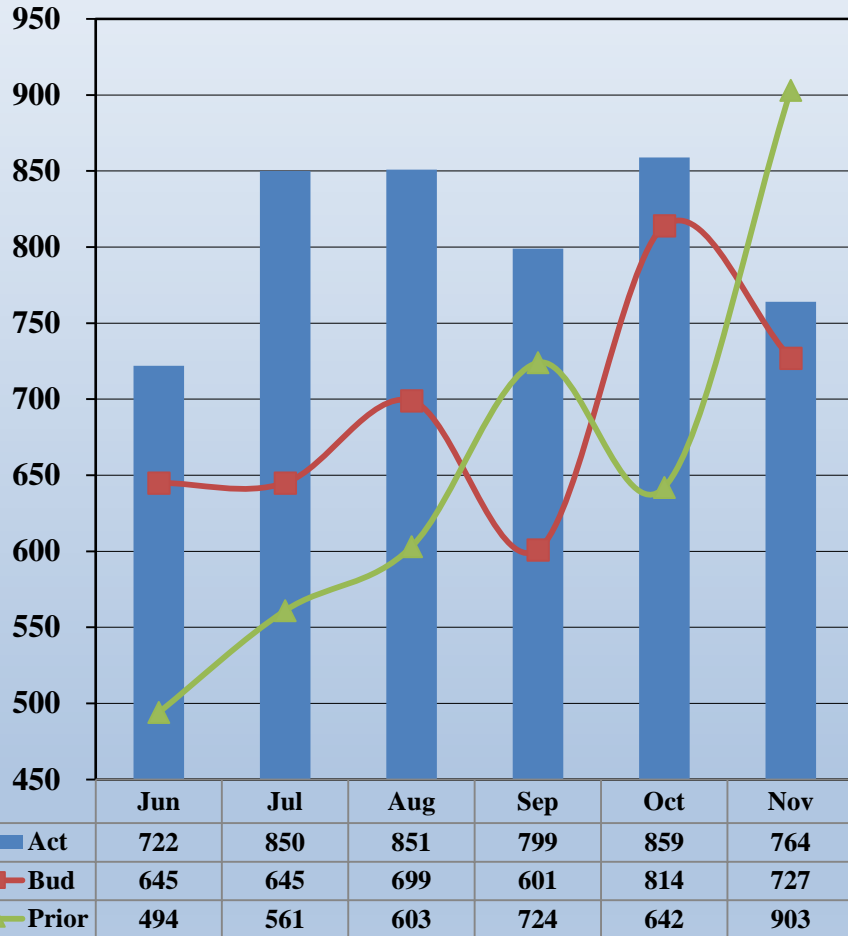


# Emergency Room Visits



|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 4,681         | 4,289         | 4,485             |
| Var %        |               | 9.1%          | 4.4%              |
| Year-To-Date | 9,325         | 9,030         | 9,024             |
| Var %        |               | 3.3%          | 3.3%              |
| Annualized   | 54,607        | 53,446        | 53,119            |
| Var %        |               | 2.2%          | 2.8%              |

# Observation Days



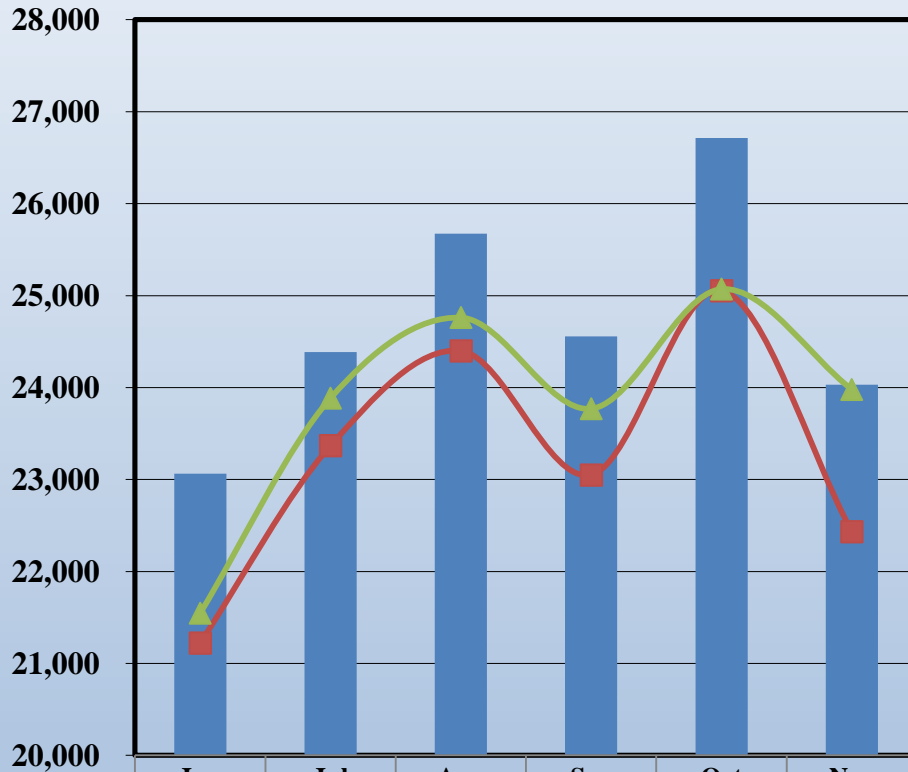
Actual   Budget   Prior Year

**Month**                      **764**                      **727**                      **903**  
**Var %**    **5.1%**                      **-15.4%**

**Year-To-Date**           **1,622**                      **1,541**                      **1,545**  
**Var %**    **5.3%**                      **5.0%**

**Annualized**                      **9,469**                      **8,003**                      **7,805**  
**Var %**    **18.3%**                      **21.3%**

# Total Outpatient Occasions of Service

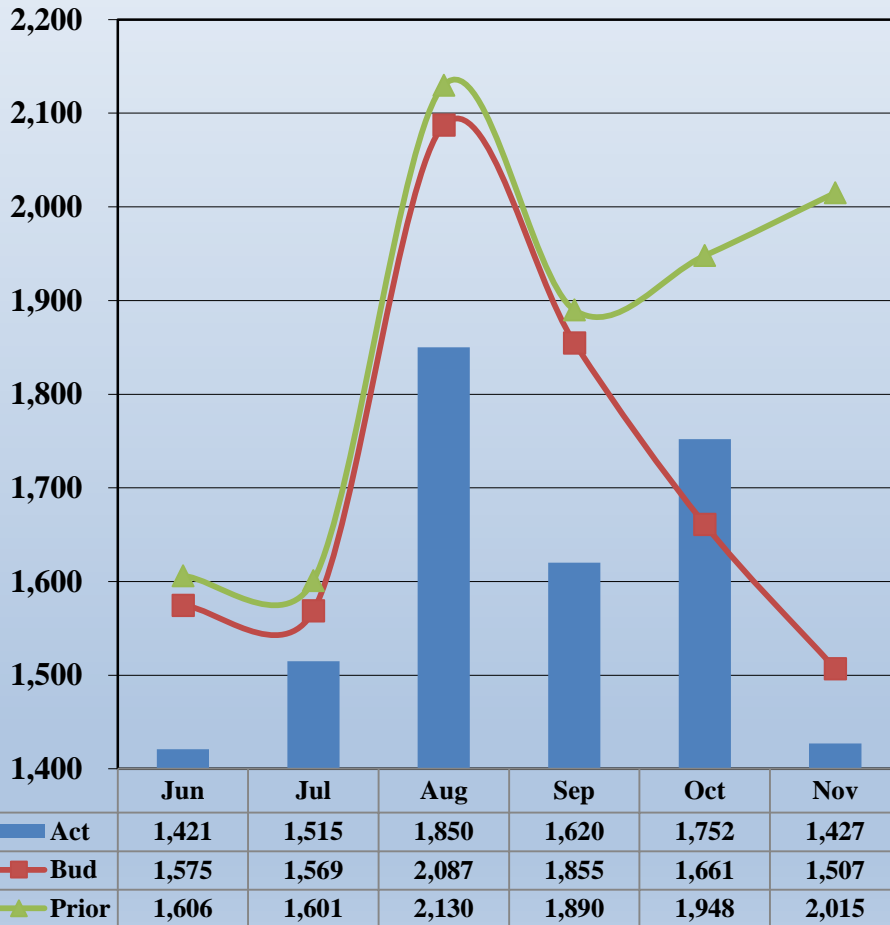


|       | Jun    | Jul    | Aug    | Sep    | Oct    | Nov    |
|-------|--------|--------|--------|--------|--------|--------|
| Act   | 23,062 | 24,386 | 25,674 | 24,556 | 26,714 | 24,032 |
| Bud   | 21,223 | 23,368 | 24,398 | 23,051 | 25,055 | 22,432 |
| Prior | 21,547 | 23,885 | 24,760 | 23,770 | 25,070 | 23,979 |

|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 24,032        | 22,432        | 23,979            |
| Var %        |               | 7.1%          | 0.2%              |
| Year-To-Date | 50,745        | 47,487        | 49,049            |
| Var %        |               | 6.9%          | 3.5%              |
| Annualized   | 296,680       | 273,454       | 281,050           |
| Var %        |               | 8.5%          | 5.6%              |

# Center for Primary Care Total Visits

*(FQHC - Clements & West University)*

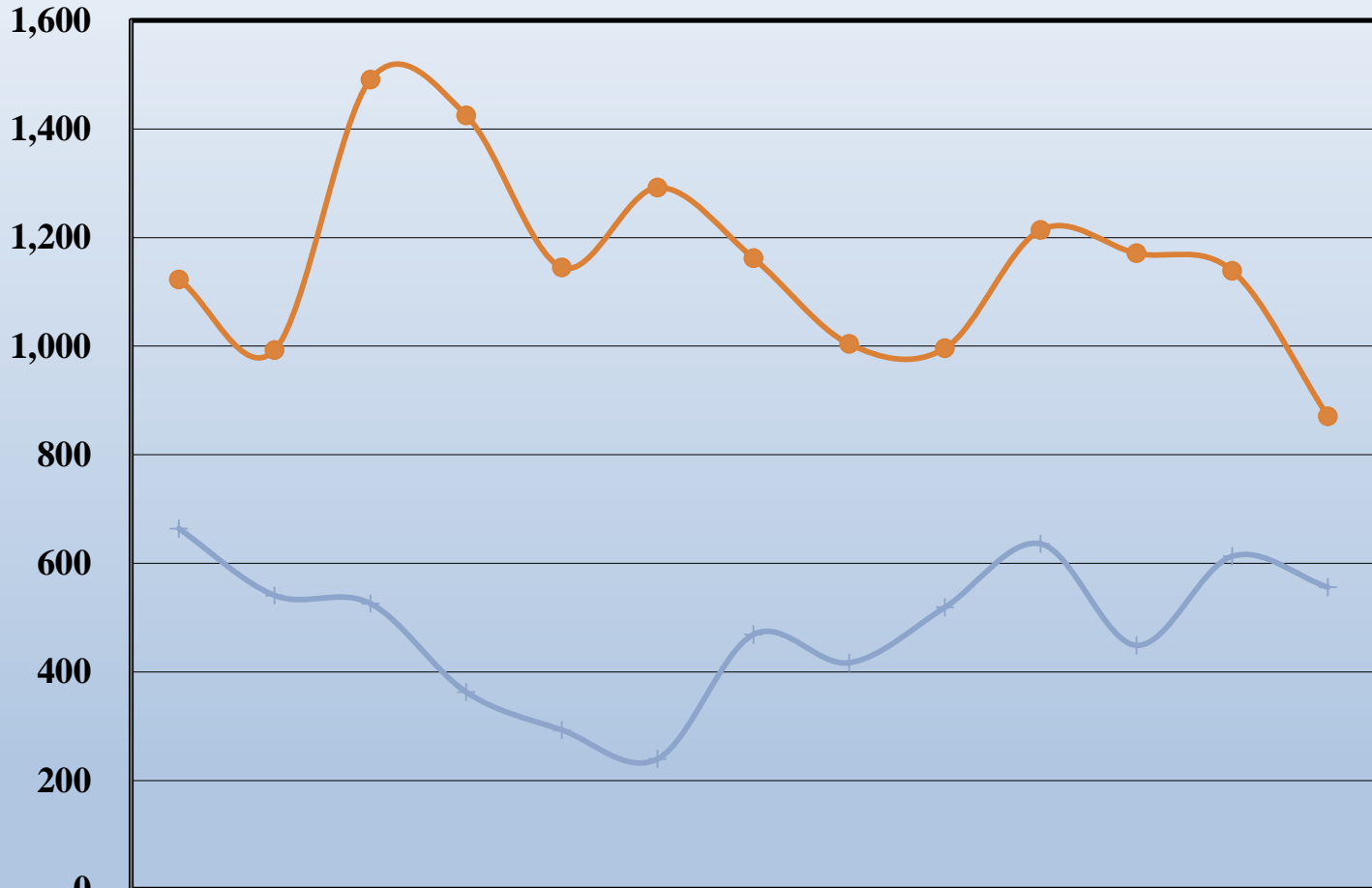


|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 1,427         | 1,507         | 2,015             |
| Var %        |               | -5.3%         | -29.2%            |
| Year-To-Date | 3,179         | 3,168         | 3,963             |
| Var %        |               | 0.3%          | -19.8%            |
| Annualized   | 20,152        | 21,223        | 22,339            |
| Var %        |               | -5.0%         | -9.8%             |

# Center for Primary Care Visits

*(FQHC - Clements and West University)*

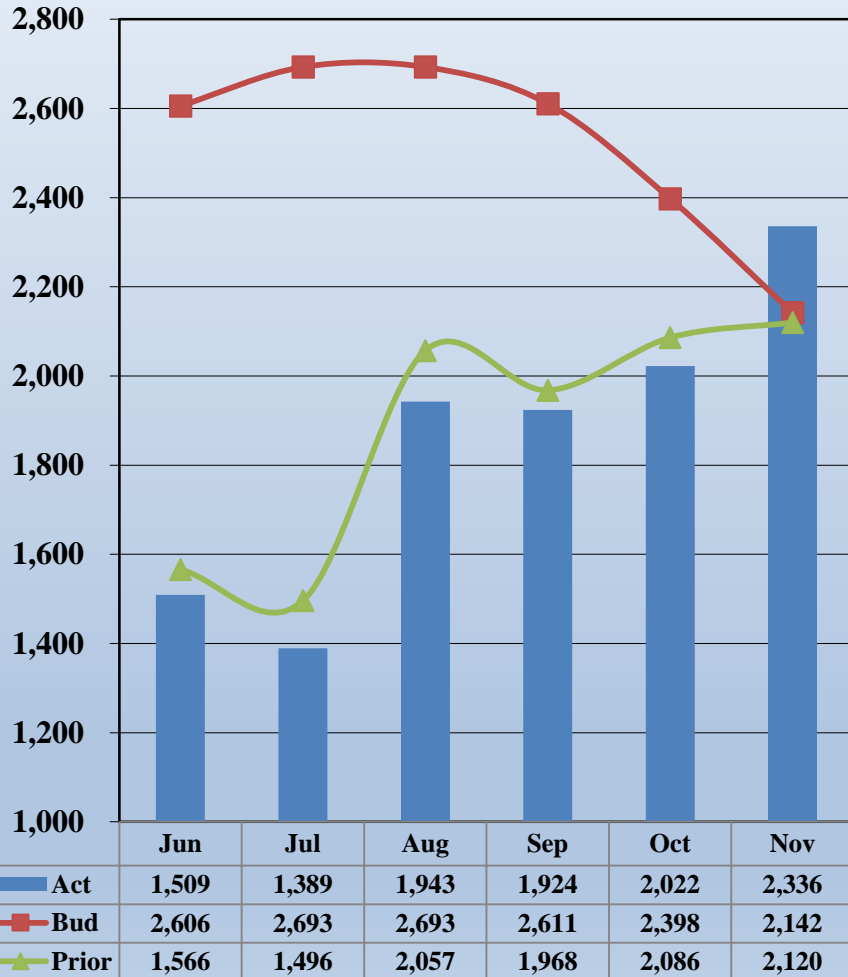
*Thirteen Month Trending – Excluding Optometry*



|                           |       |     |       |       |       |       |       |       |     |       |       |       |     |
|---------------------------|-------|-----|-------|-------|-------|-------|-------|-------|-----|-------|-------|-------|-----|
| —●— Clements Medical      | 1,123 | 993 | 1,491 | 1,425 | 1,145 | 1,292 | 1,162 | 1,004 | 996 | 1,214 | 1,171 | 1,139 | 871 |
| —+— W. University Medical | 664   | 541 | 526   | 363   | 293   | 240   | 469   | 417   | 519 | 636   | 449   | 613   | 556 |

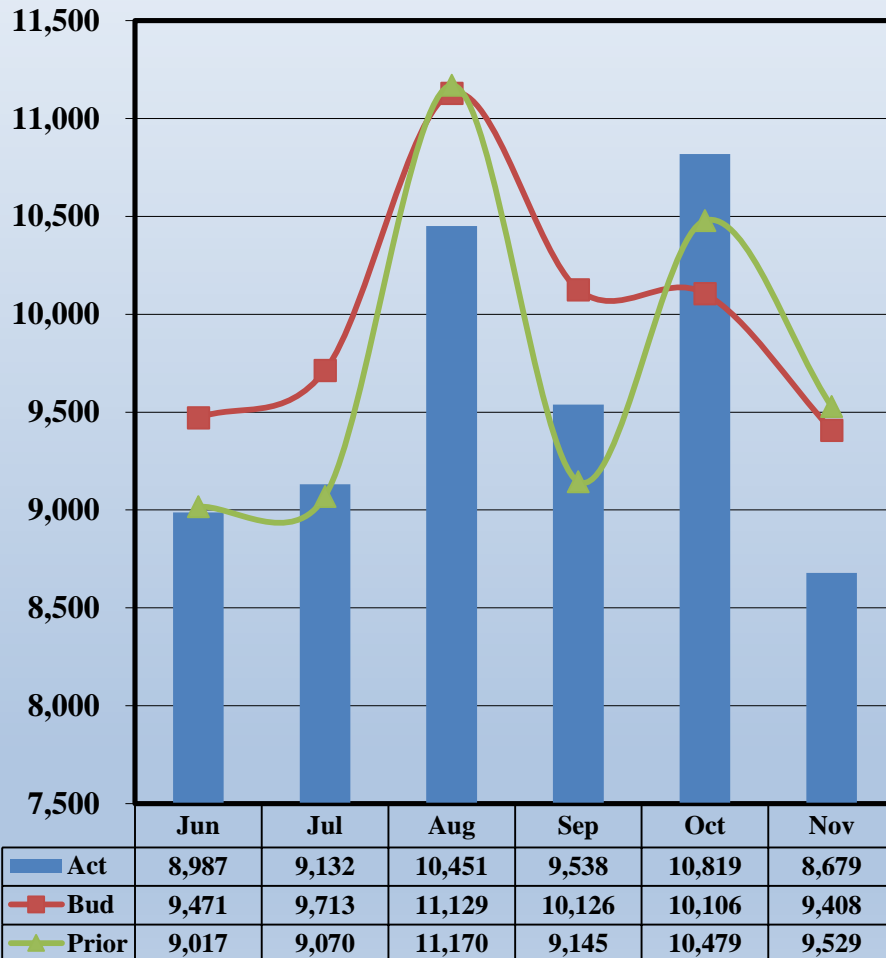
# Urgent Care Visits

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



|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 2,336         | 2,142         | 2,120             |
| Var %        |               | 9.1%          | 10.2%             |
| Year-To-Date | 4,358         | 4,540         | 4,206             |
| Var %        |               | -4.0%         | 3.6%              |
| Annualized   | 25,673        | 30,954        | 27,704            |
| Var %        |               | -17.1%        | -7.3%             |

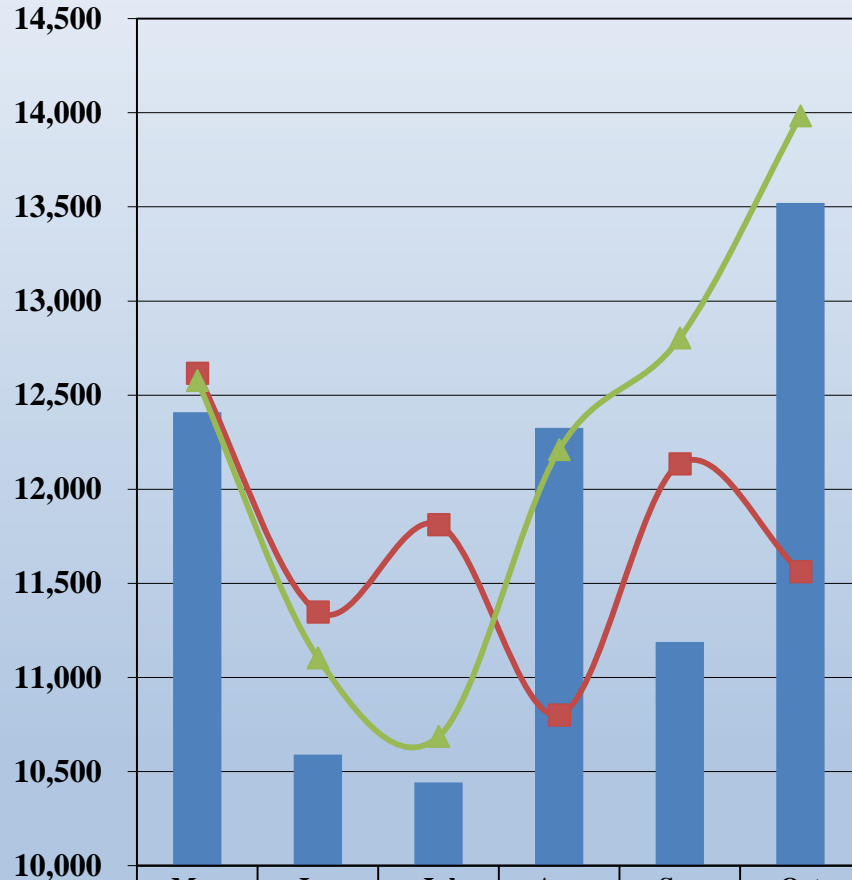
# Total ProCare Office Visits



|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 8,679         | 9,408         | 9,529             |
| Var %        |               | -7.7%         | -8.9%             |
| Year-To-Date | 19,498        | 19,514        | 20,008            |
| Var %        |               | -0.1%         | -2.5%             |
| Annualized   | 119,570       | 120,952       | 118,902           |
| Var %        |               | -1.1%         | 0.6%              |

# Total ProCare Procedures

## *Excluding Pathology and Radiology Procedures*



|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 13,521        | 11,562        | 13,984            |
| Var %        |               | 16.9%         | -3.3%             |
| Year-To-Date | 13,521        | 11,562        | 13,984            |
| Var %        |               | 16.9%         | -3.3%             |
| Annualized   | 141,422       | 142,732       | 143,721           |
| Var %        |               | -0.9%         | -1.6%             |

|       |        |        |        |        |        |        |
|-------|--------|--------|--------|--------|--------|--------|
| Act   | 12,409 | 10,590 | 10,442 | 12,326 | 11,189 | 13,521 |
| Bud   | 12,617 | 11,349 | 11,812 | 10,801 | 12,136 | 11,562 |
| Prior | 12,577 | 11,103 | 10,686 | 12,211 | 12,803 | 13,984 |

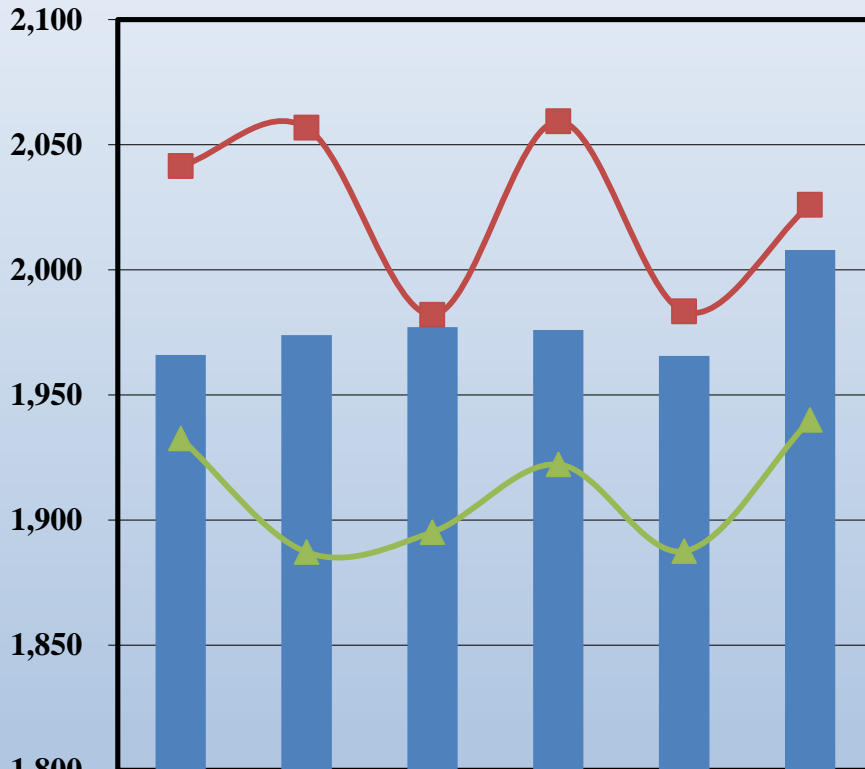


# Staffing



# Blended FTE's

*Including Contract Labor and Management Services*

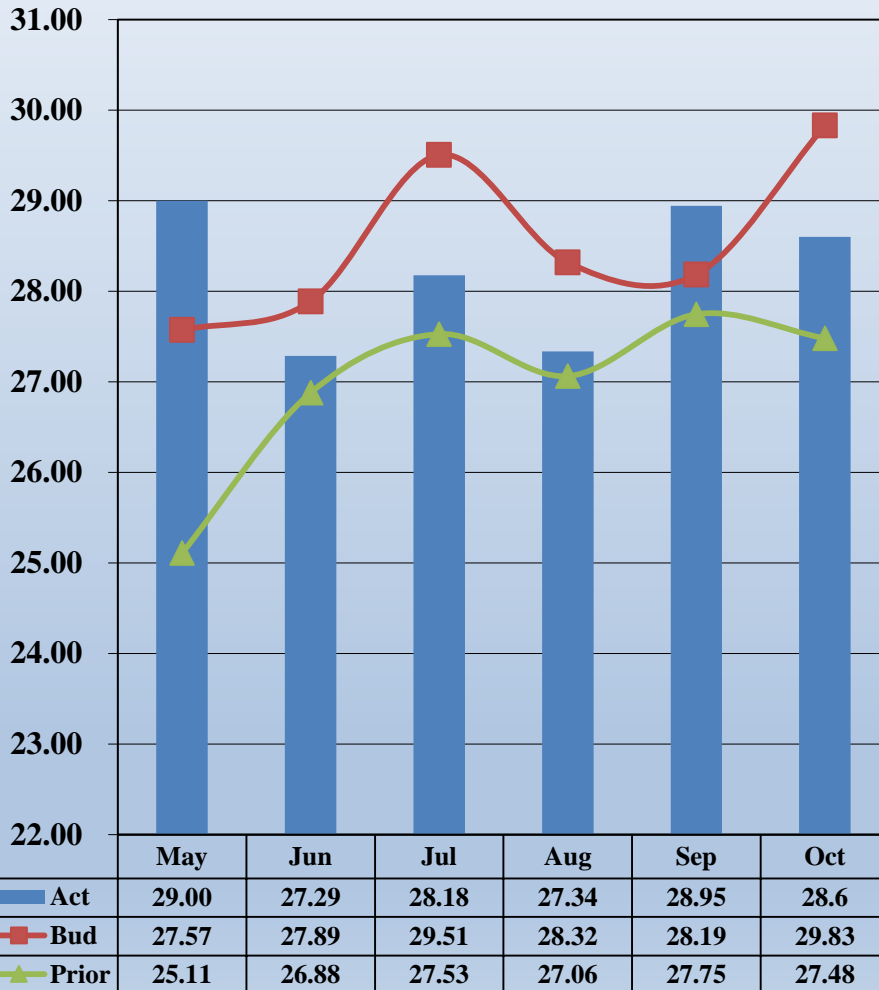


|       | May   | Jun   | Jul   | Aug   | Sep   | Oct   |
|-------|-------|-------|-------|-------|-------|-------|
| Act   | 1,966 | 1,974 | 1,977 | 1,976 | 1,966 | 2,008 |
| Bud   | 2,041 | 2,057 | 1,982 | 2,059 | 1,983 | 2,026 |
| Prior | 1,933 | 1,887 | 1,895 | 1,922 | 1,888 | 1,940 |

|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 2,008         | 2,026         | 1,940             |
| Var %        |               | -0.9%         | 3.5%              |
| Year-To-Date | 2,008         | 2,026         | 1,940             |
| Var %        |               | -0.9%         | 3.5%              |
| Annualized   | 1,968         | 2,030         | 1,935             |
| Var %        |               | -3.1%         | 1.7%              |

# *Paid Hours per Adjusted Patient Day*

## *(Ector County Hospital District)*



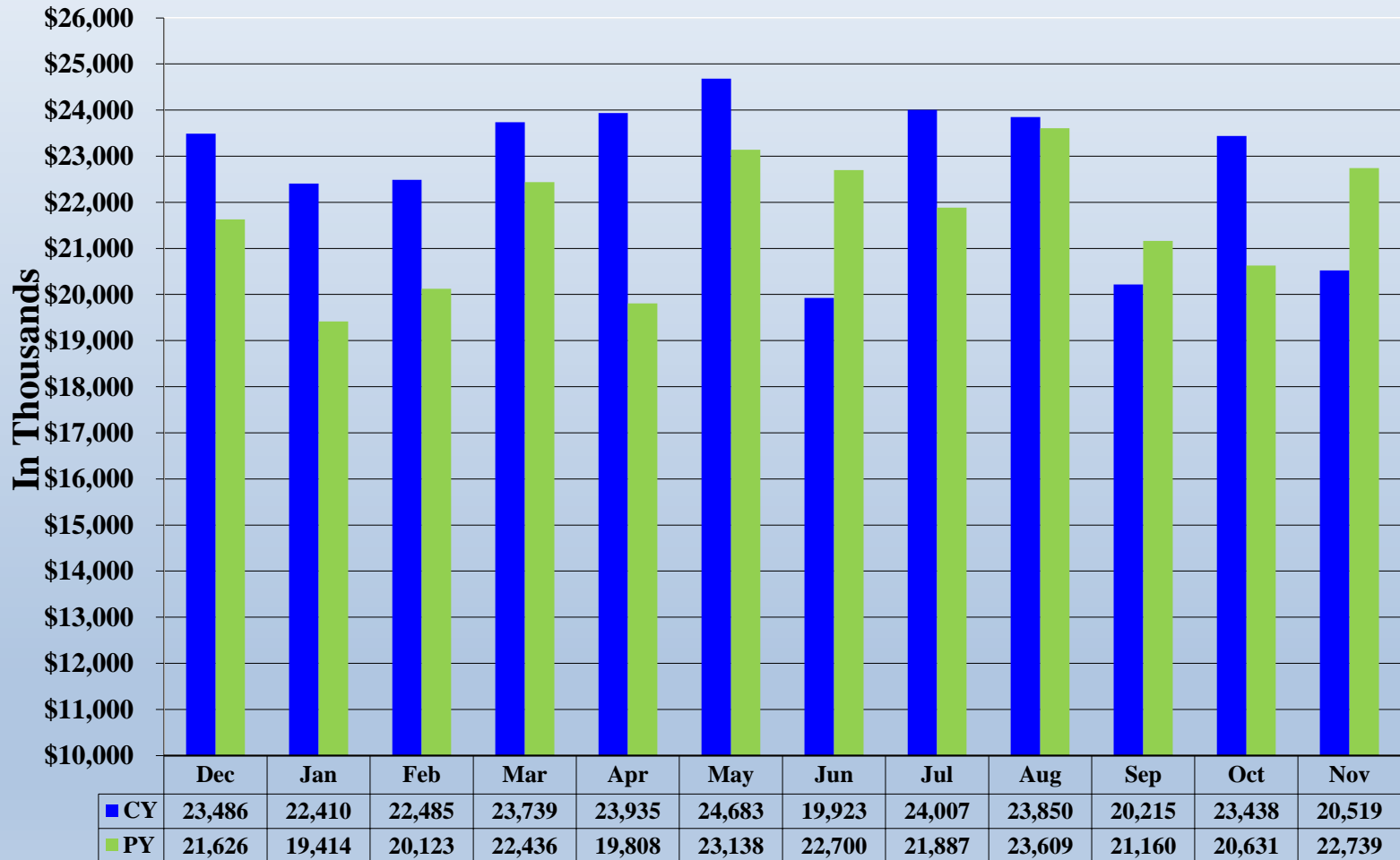
|                     | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|---------------------|---------------|---------------|-------------------|
| <b>Month</b>        | <b>28.60</b>  | <b>29.83</b>  | <b>27.48</b>      |
| <b>Var %</b>        |               | <b>-4.1%</b>  | <b>4.1%</b>       |
| <b>Year-To-Date</b> | <b>28.60</b>  | <b>29.83</b>  | <b>27.48</b>      |
| <b>Var %</b>        |               | <b>-4.1%</b>  | <b>4.1%</b>       |
| <b>Annualized</b>   | <b>27.49</b>  | <b>28.22</b>  | <b>27.20</b>      |
| <b>Var %</b>        |               | <b>-2.6%</b>  | <b>1.1%</b>       |

# Accounts Receivable



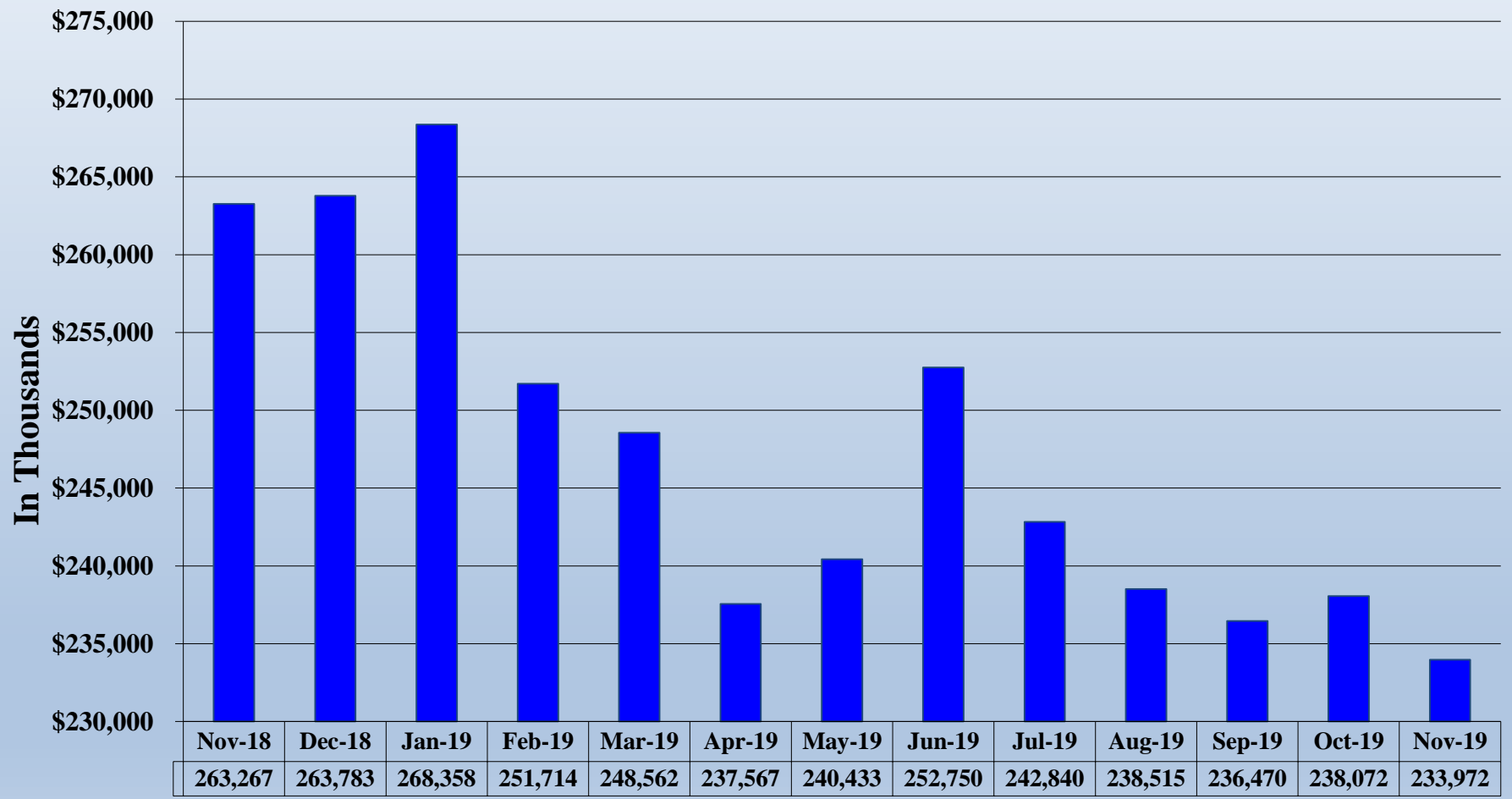
# Total AR Cash Receipts

*Compared to Prior Twelve Months*



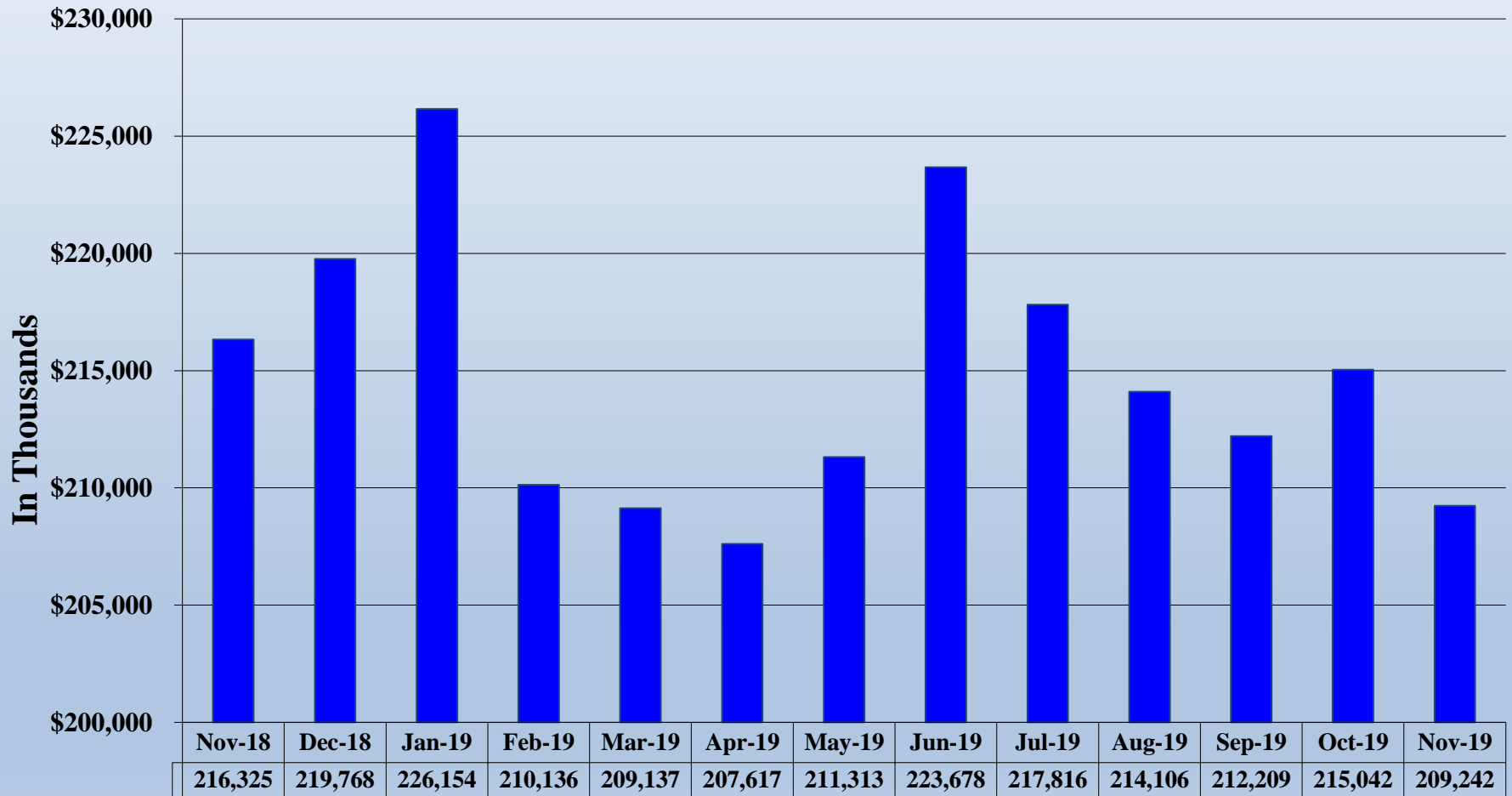
# Total Accounts Receivable – Gross

## Thirteen Month Trending



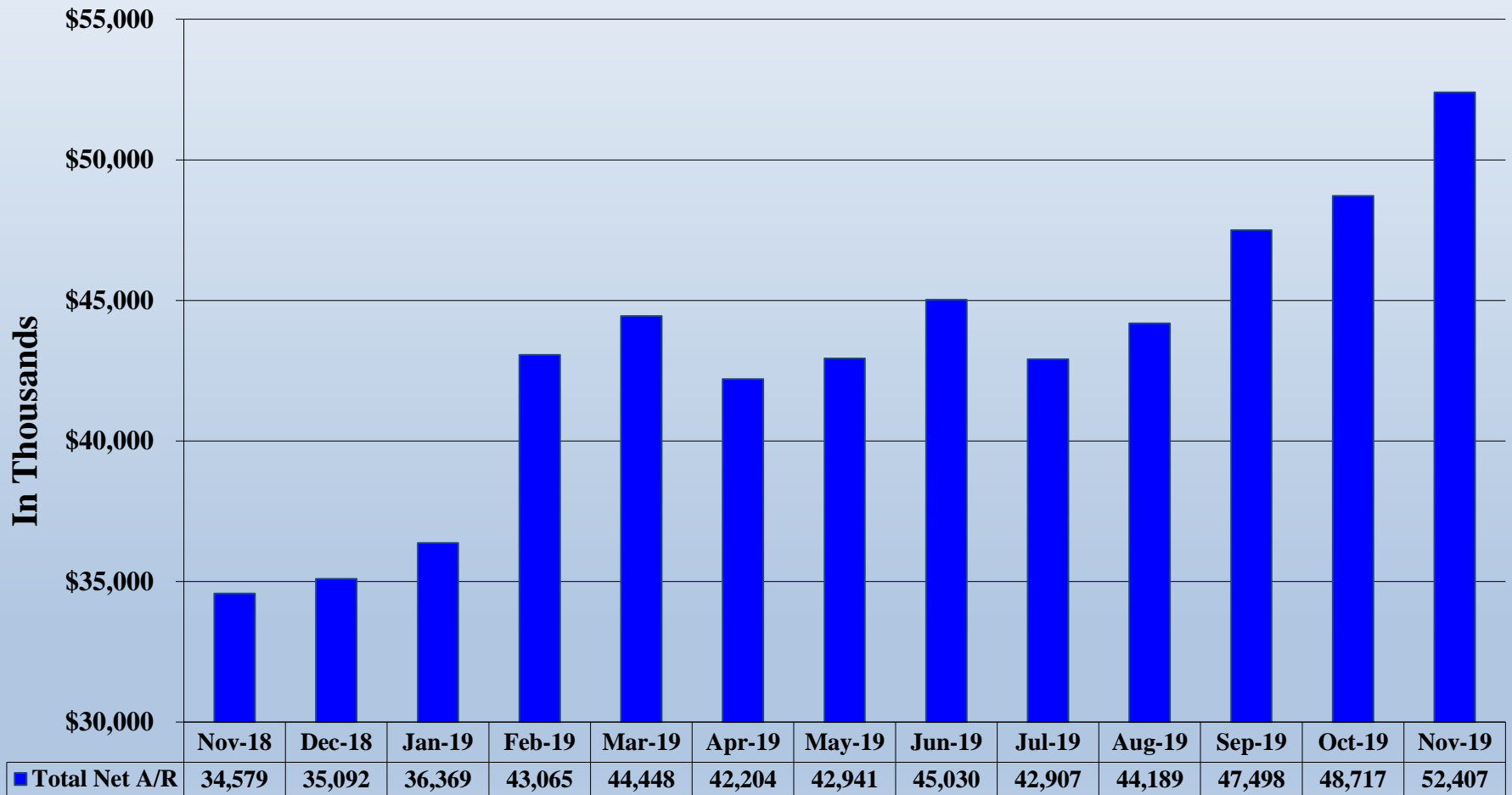
# Hospital Accounts Receivable – Gross

## Thirteen Month Trending



# Total Net Accounts Receivable

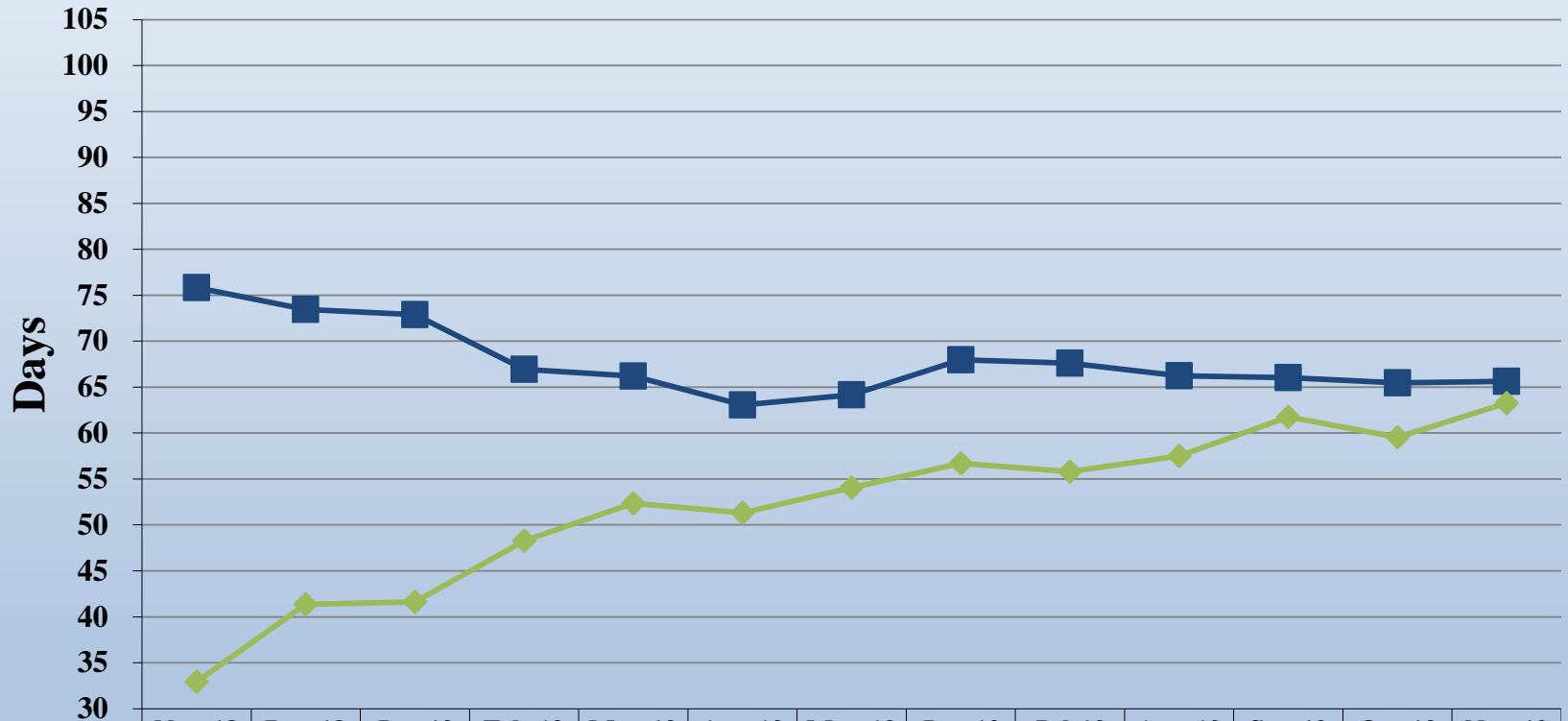
## Thirteen Month Trending





# *Days in Accounts Receivable*

## *Ector County Hospital District*



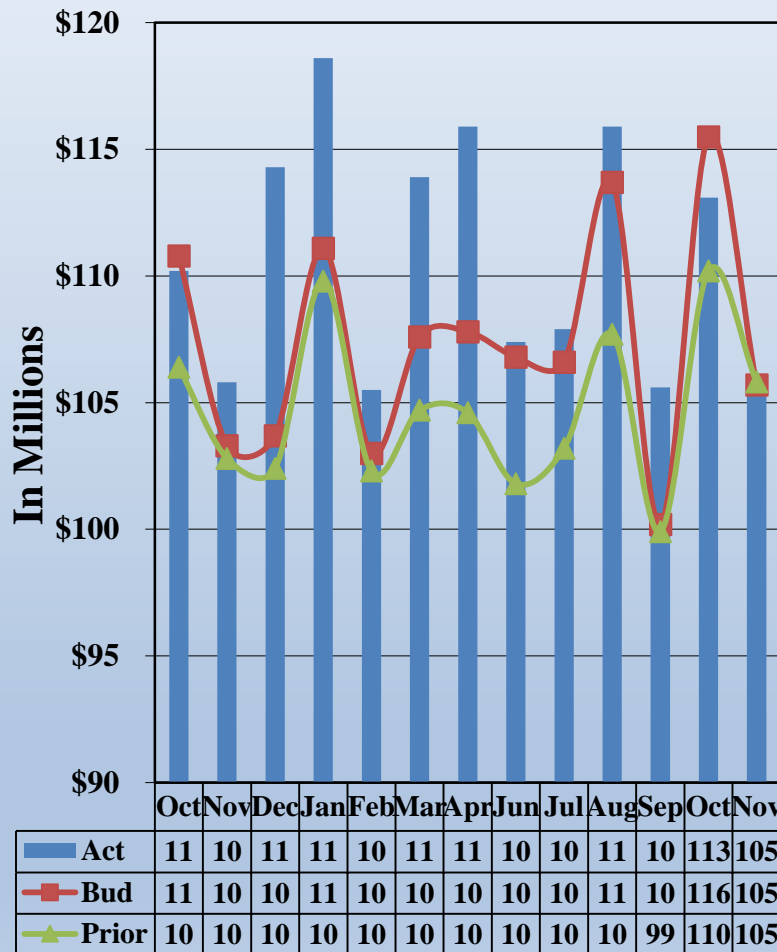
|               | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| ■ Gross pt AR | 75.8   | 73.5   | 72.9   | 66.9   | 66.2   | 63.1   | 64.1   | 68.0   | 67.6   | 66.2   | 66.0   | 65.5   | 65.6   |
| ◆ Net pt AR   | 32.9   | 41.4   | 41.6   | 48.3   | 52.4   | 51.3   | 54.1   | 56.7   | 55.8   | 57.5   | 61.7   | 59.6   | 63.3   |

# Revenues & Revenue Deductions



# Total Patient Revenues

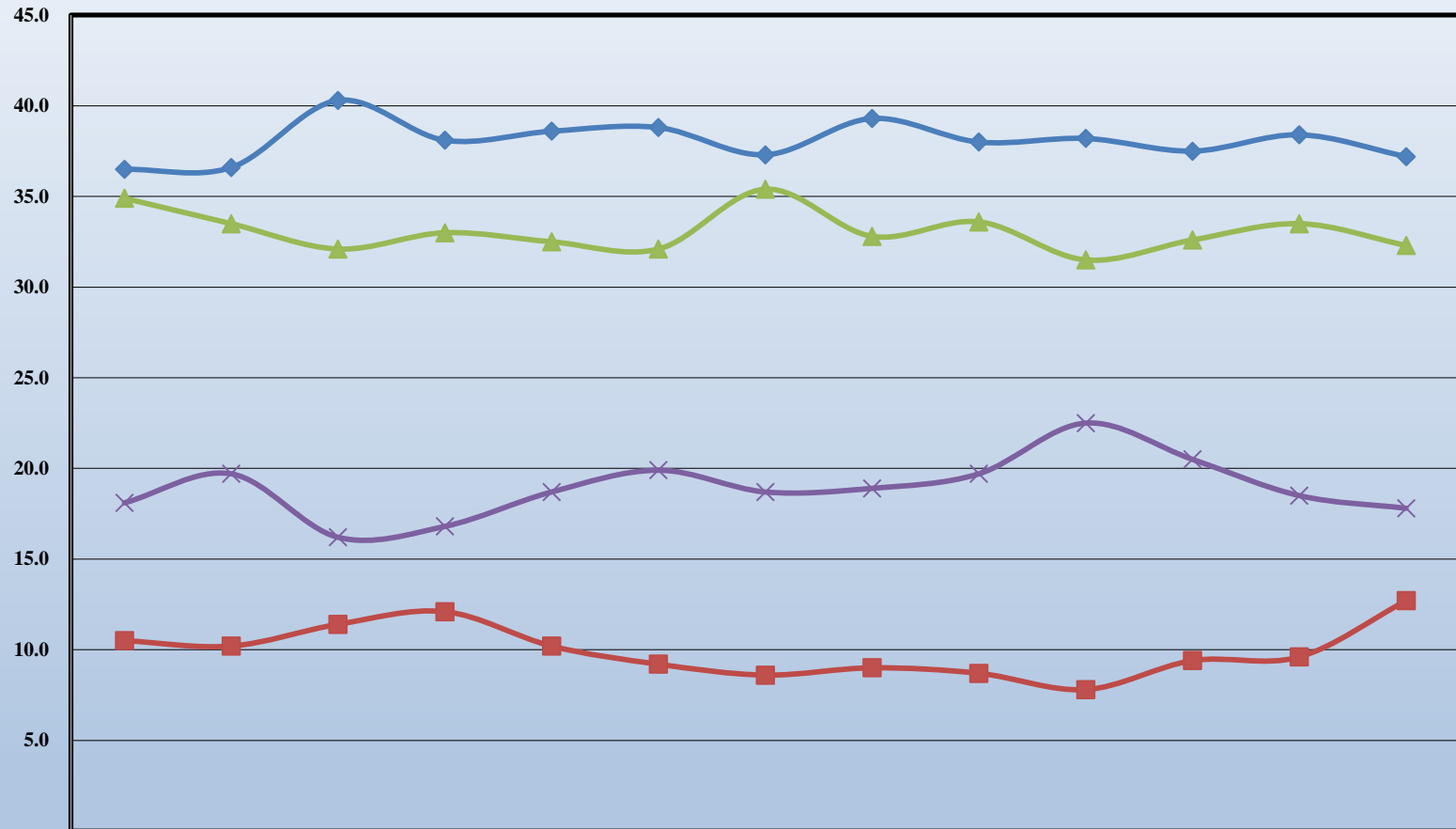
## *(Ector County Hospital District)*



|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 105.7         | 105.7         | 105.8             |
| Var %        |               | 0.0%          | -0.1%             |
| Year-To-Date | 218.8         | 221.2         | 216.1             |
| Var %        |               | -1.1%         | 1.3%              |
| Annualized   | 1,338.9       | 1,293.0       | 1,263.7           |
| Var %        |               | 3.5%          | 6.0%              |

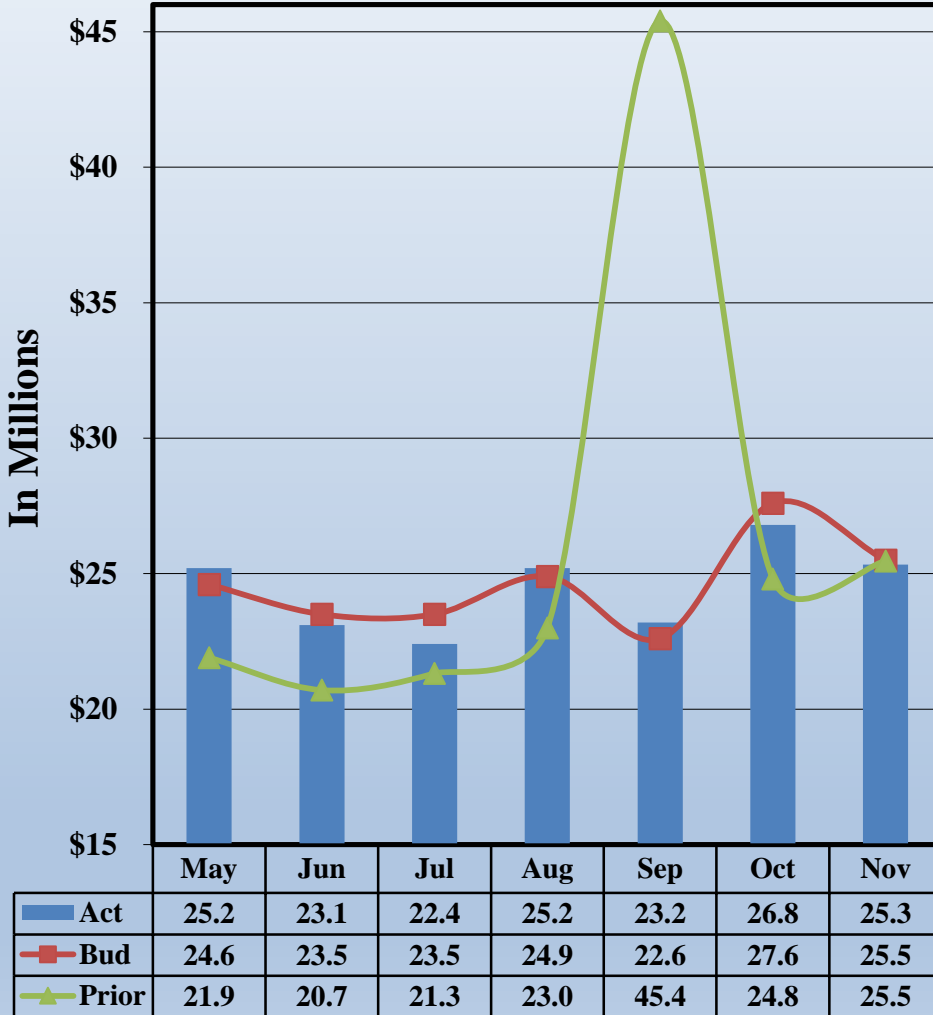
# Hospital Revenue Payor Mix

## 13 Month Trend



|             | Nov  | Dec  | Jan  | Feb  | Mar  | Apr  | May  | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  |
|-------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Medicare    | 36.5 | 36.6 | 40.3 | 38.1 | 38.6 | 38.8 | 37.3 | 39.3 | 38.0 | 38.2 | 37.5 | 38.4 | 37.2 |
| Medicaid    | 10.5 | 10.2 | 11.4 | 12.1 | 10.2 | 9.2  | 8.6  | 9.0  | 8.7  | 7.8  | 9.4  | 9.6  | 12.7 |
| Third Party | 34.9 | 33.5 | 32.1 | 33.0 | 32.5 | 32.1 | 35.4 | 32.8 | 33.6 | 31.5 | 32.6 | 33.5 | 32.3 |
| Private     | 18.1 | 19.7 | 16.2 | 16.8 | 18.7 | 19.9 | 18.7 | 18.9 | 19.7 | 22.5 | 20.5 | 18.5 | 17.8 |

# Total Net Patient Revenues

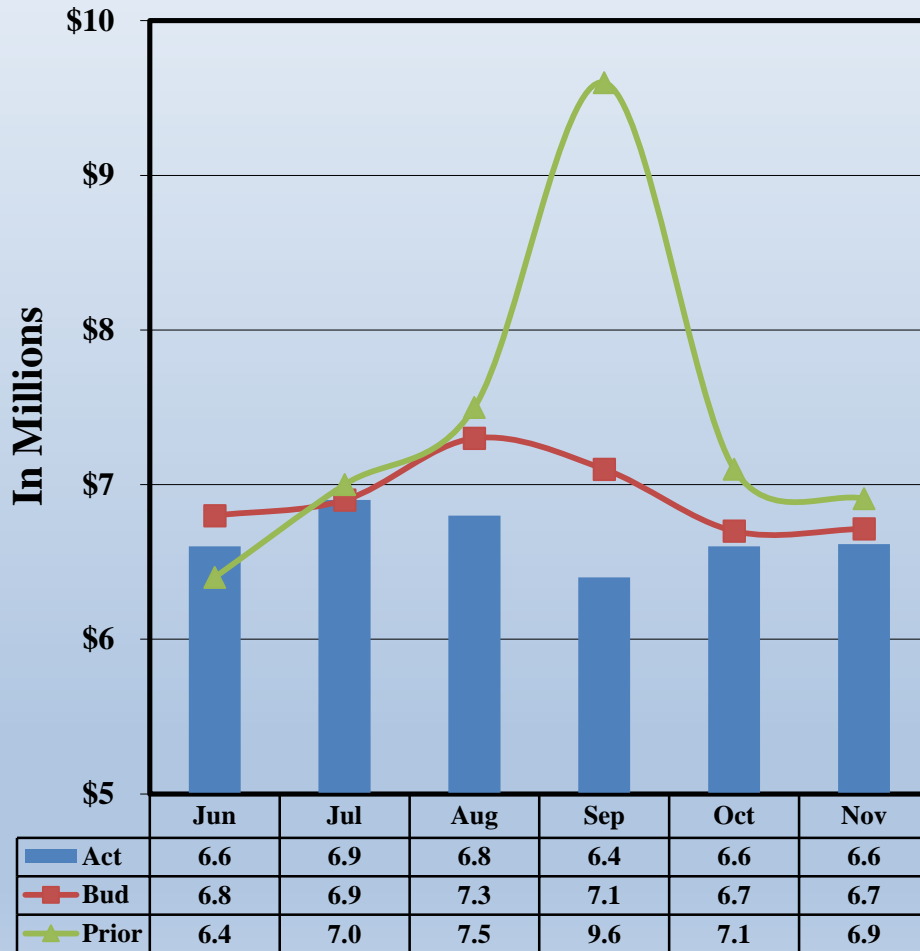


|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 25.3          | 25.5          | 25.5              |
| Var %        |               | -0.6%         | -0.5%             |
| Year-To-Date | 52.2          | 53.1          | 50.2              |
| Var %        |               | -1.7%         | 3.8%              |
| Annualized   | 299.3         | 290.2         | 295.7             |
| Var %        |               | 3.1%          | 1.2%              |

# Other Revenue

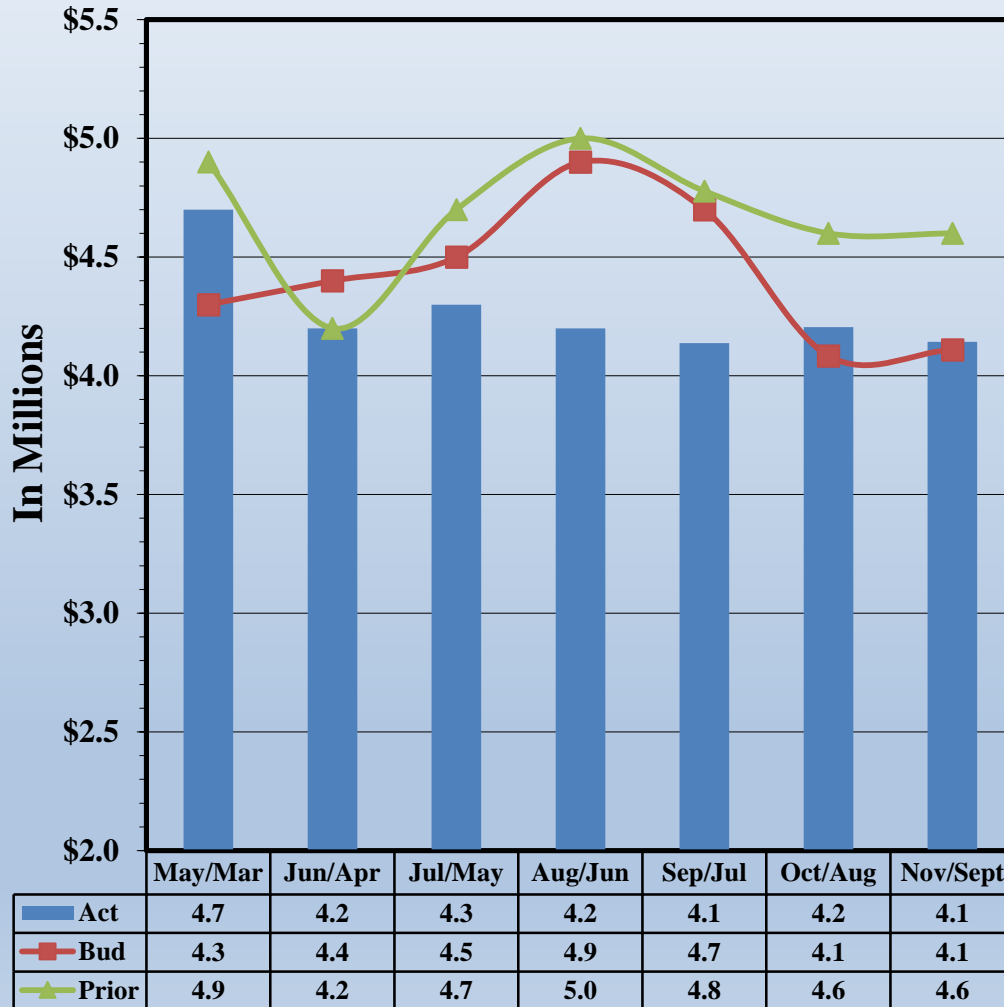
(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



|                     | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|---------------------|---------------|---------------|-------------------|
| <b>Month</b>        | <b>6.6</b>    | <b>6.7</b>    | <b>6.9</b>        |
| <b>Var %</b>        |               | <b>-1.5%</b>  | <b>-4.2%</b>      |
| <b>Year-To-Date</b> | <b>13.2</b>   | <b>13.5</b>   | <b>14.0</b>       |
| <b>Var %</b>        |               | <b>-1.7%</b>  | <b>-5.6%</b>      |
| <b>Annualized</b>   | <b>84.4</b>   | <b>83.5</b>   | <b>83.3</b>       |
| <b>Var %</b>        |               | <b>1.1%</b>   | <b>1.3%</b>       |

# Sales Tax Receipts



|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 4.1           | 4.1           | 4.6               |
| Var %        |               | 0.8%          | -10.0%            |
| Year-To-Date | 8.3           | 8.2           | 9.2               |
| Var %        |               | 2.0%          | -9.1%             |
| Annualized   | 52.6          | 53.5          | 55.0              |
| Var %        |               | -1.7%         | -4.3%             |

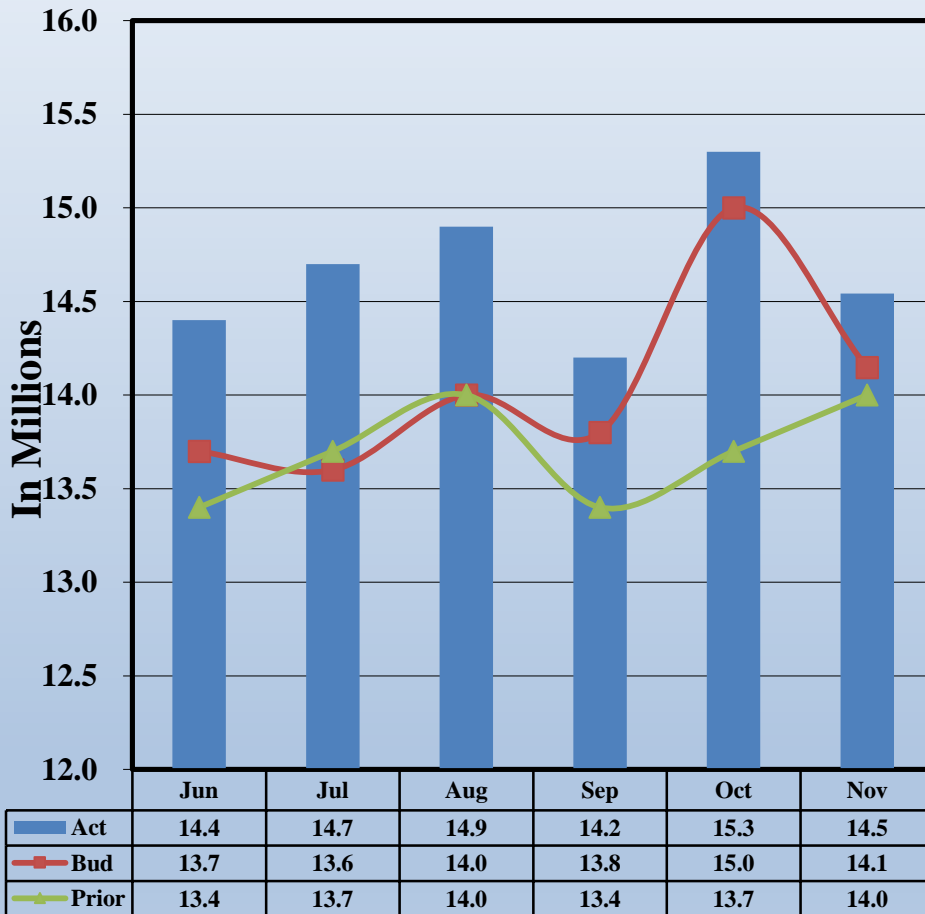
# Operating Expenses





# Salaries, Wages & Contract Labor

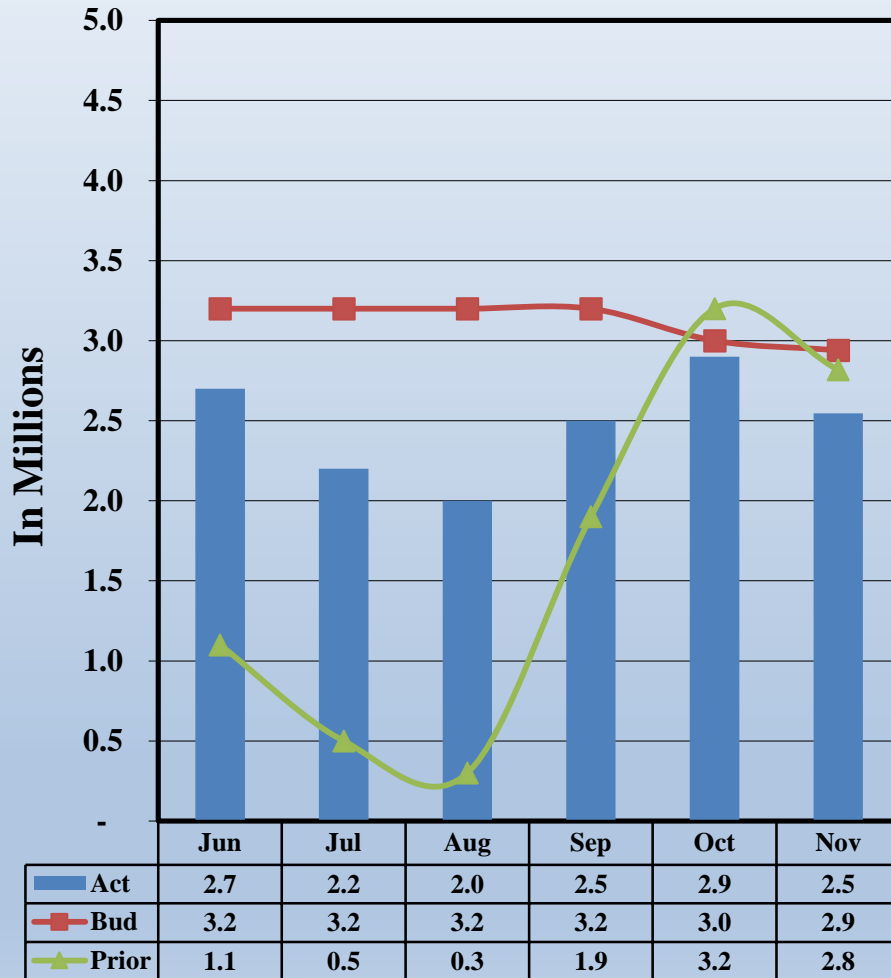
## *(Ector County Hospital District)*



|                     | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|---------------------|---------------|---------------|-------------------|
| <b>Month</b>        | <b>14.5</b>   | <b>14.1</b>   | <b>14.0</b>       |
| <b>Var %</b>        |               | <b>2.8%</b>   | <b>3.9%</b>       |
| <b>Year-To-Date</b> | <b>29.8</b>   | <b>29.1</b>   | <b>27.7</b>       |
| <b>Var %</b>        |               | <b>2.4%</b>   | <b>7.6%</b>       |
| <b>Annualized</b>   | <b>173.9</b>  | <b>165.3</b>  | <b>164.3</b>      |
| <b>Var %</b>        |               | <b>5.2%</b>   | <b>5.8%</b>       |

# *Employee Benefit Expense*

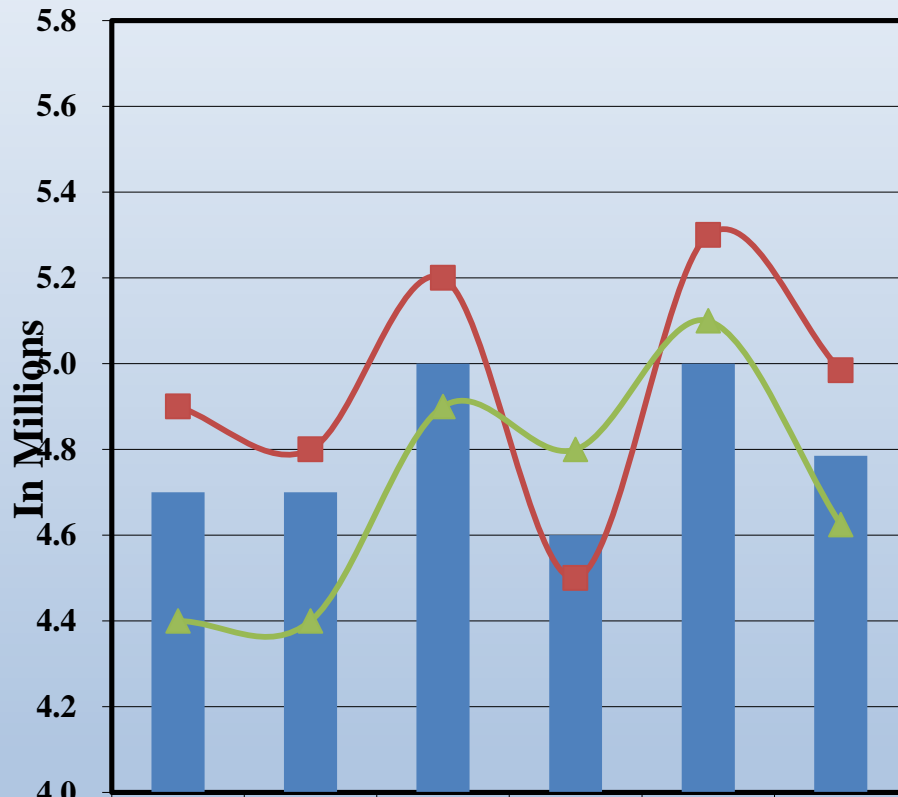
## *(Ector County Hospital District)*



|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 2.5           | 2.9           | 2.8               |
| Var %        |               | -13.4%        | -9.7%             |
| Year-To-Date | 5.4           | 6.0           | 6.0               |
| Var %        |               | -9.1%         | -9.4%             |
| Annualized   | 31.7          | 38.4          | 31.1              |
| Var %        |               | -17.4%        | 1.9%              |

# Supply Expense

## *(Ector County Hospital District)*

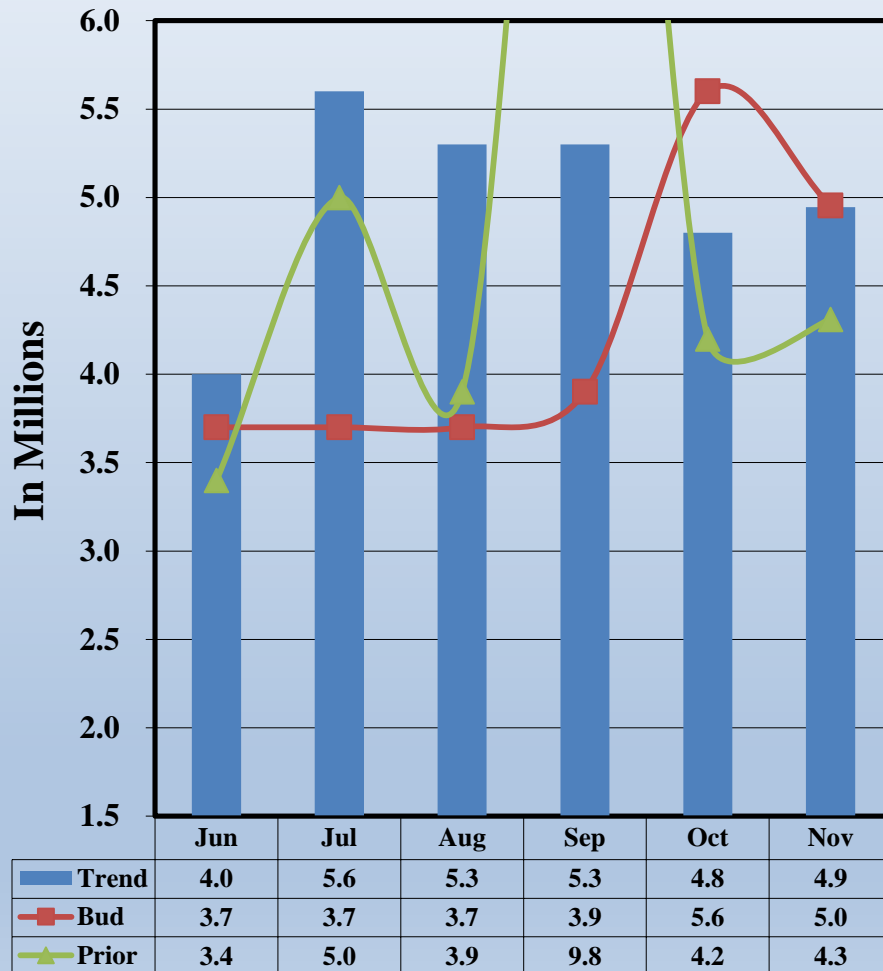


|       | Jun | Jul | Aug | Sep | Oct | Nov |
|-------|-----|-----|-----|-----|-----|-----|
| Act   | 4.7 | 4.7 | 5.0 | 4.6 | 5.0 | 4.8 |
| Bud   | 4.9 | 4.8 | 5.2 | 4.5 | 5.3 | 5.0 |
| Prior | 4.4 | 4.4 | 4.9 | 4.8 | 5.1 | 4.6 |

|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 4.8           | 5.0           | 4.6               |
| Var %        |               | -4.0%         | 3.5%              |
| Year-To-Date | 9.8           | 10.3          | 9.7               |
| Var %        |               | -5.0%         | 0.9%              |
| Annualized   | 59.2          | 59.0          | 56.3              |
| Var %        |               | 0.3%          | 5.2%              |

# Purchased Services

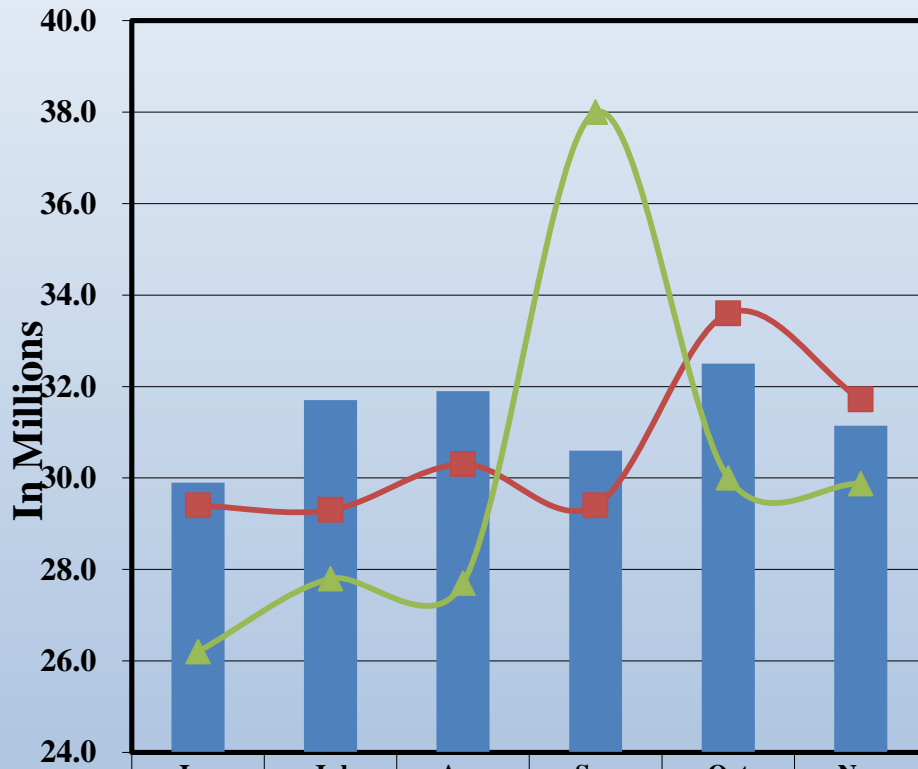
## *(Ector County Hospital District)*



|                     | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|---------------------|---------------|---------------|-------------------|
| <b>Month</b>        | <b>4.9</b>    | <b>5.0</b>    | <b>4.3</b>        |
| <b>Var %</b>        |               | <b>-0.2%</b>  | <b>14.8%</b>      |
| <b>Year-To-Date</b> | <b>9.7</b>    | <b>10.6</b>   | <b>8.5</b>        |
| <b>Var %</b>        |               | <b>-8.1%</b>  | <b>13.6%</b>      |
| <b>Annualized</b>   | <b>58.3</b>   | <b>48.0</b>   | <b>45.7</b>       |
| <b>Var %</b>        |               | <b>21.5%</b>  | <b>27.6%</b>      |

# Total Operating Expense

## *(Ector County Hospital District)*

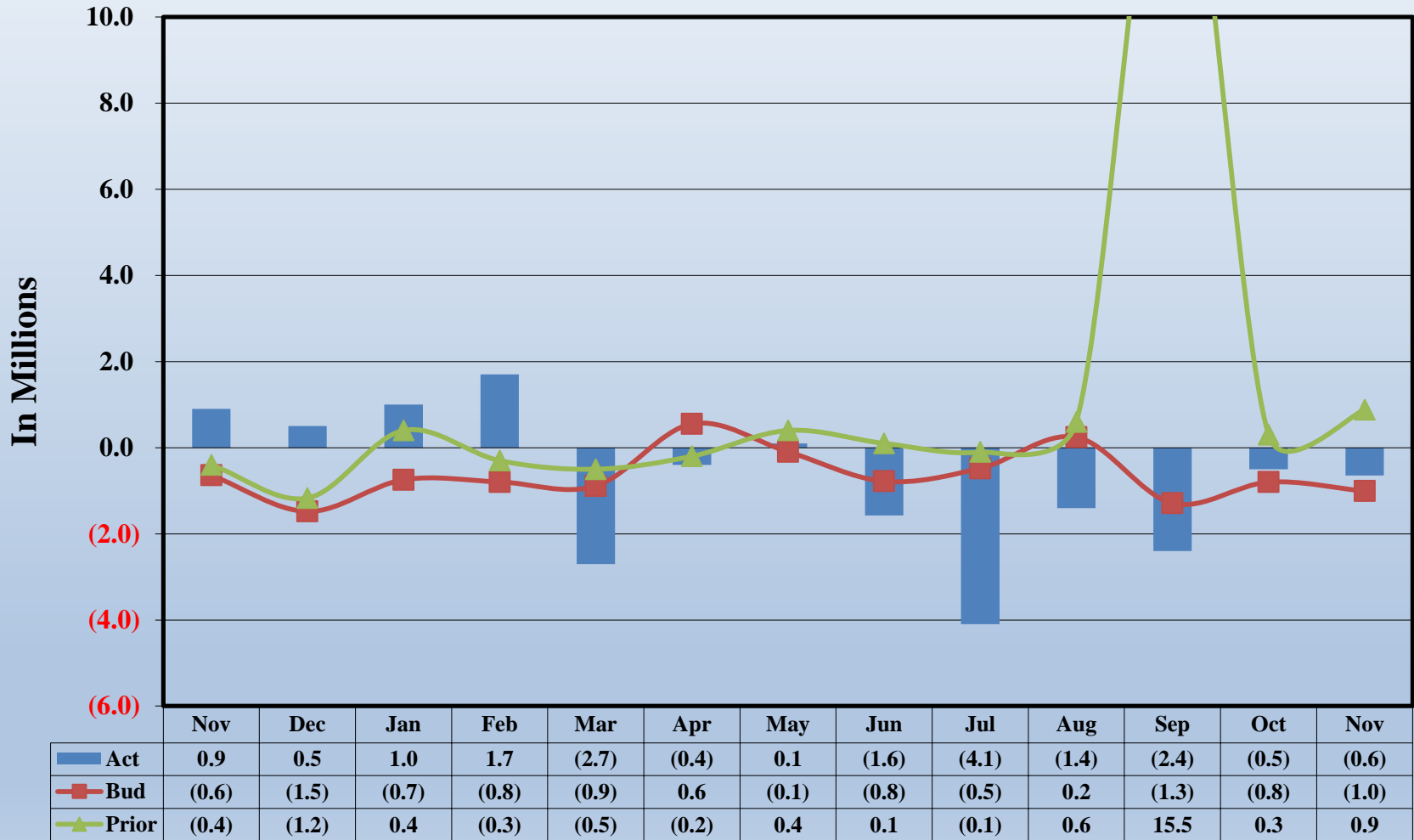


|       | Jun  | Jul  | Aug  | Sep  | Oct  | Nov  |
|-------|------|------|------|------|------|------|
| Act   | 29.9 | 31.7 | 31.9 | 30.6 | 32.5 | 31.1 |
| Bud   | 29.4 | 29.3 | 30.3 | 29.4 | 33.6 | 31.7 |
| Prior | 26.2 | 27.8 | 27.7 | 38.0 | 30.0 | 29.9 |

|              | <u>Actual</u> | <u>Budget</u> | <u>Prior Year</u> |
|--------------|---------------|---------------|-------------------|
| Month        | 31.1          | 31.7          | 29.9              |
| Var %        |               | -1.8%         | 4.2%              |
| Year-To-Date | 63.6          | 65.3          | 59.9              |
| Var %        |               | -2.6%         | 6.3%              |
| Annualized   | 376.4         | 361.4         | 353.1             |
| Var %        |               | 4.2%          | 6.6%              |

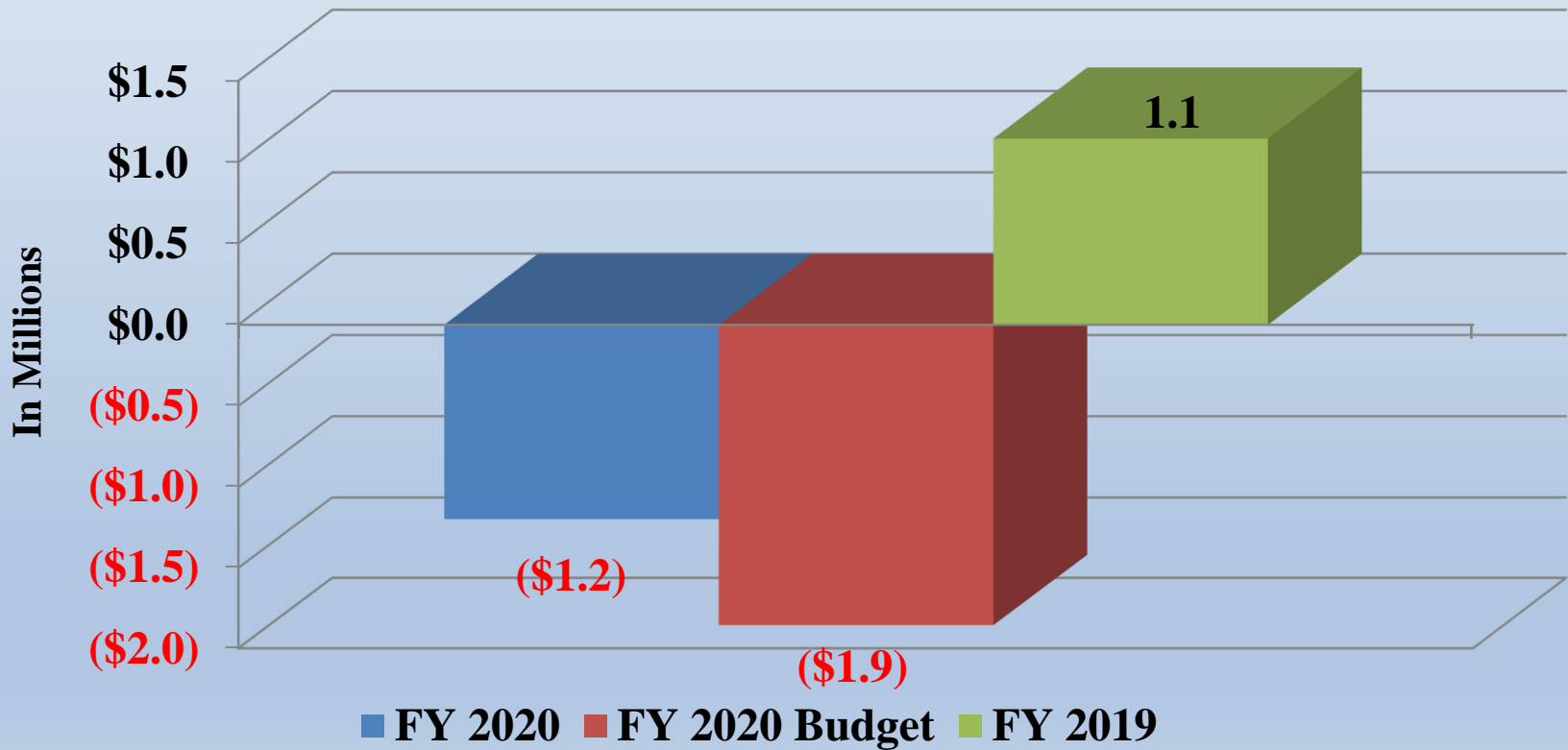
# *Change in Net Position*

## *Ector County Hospital District Operations*



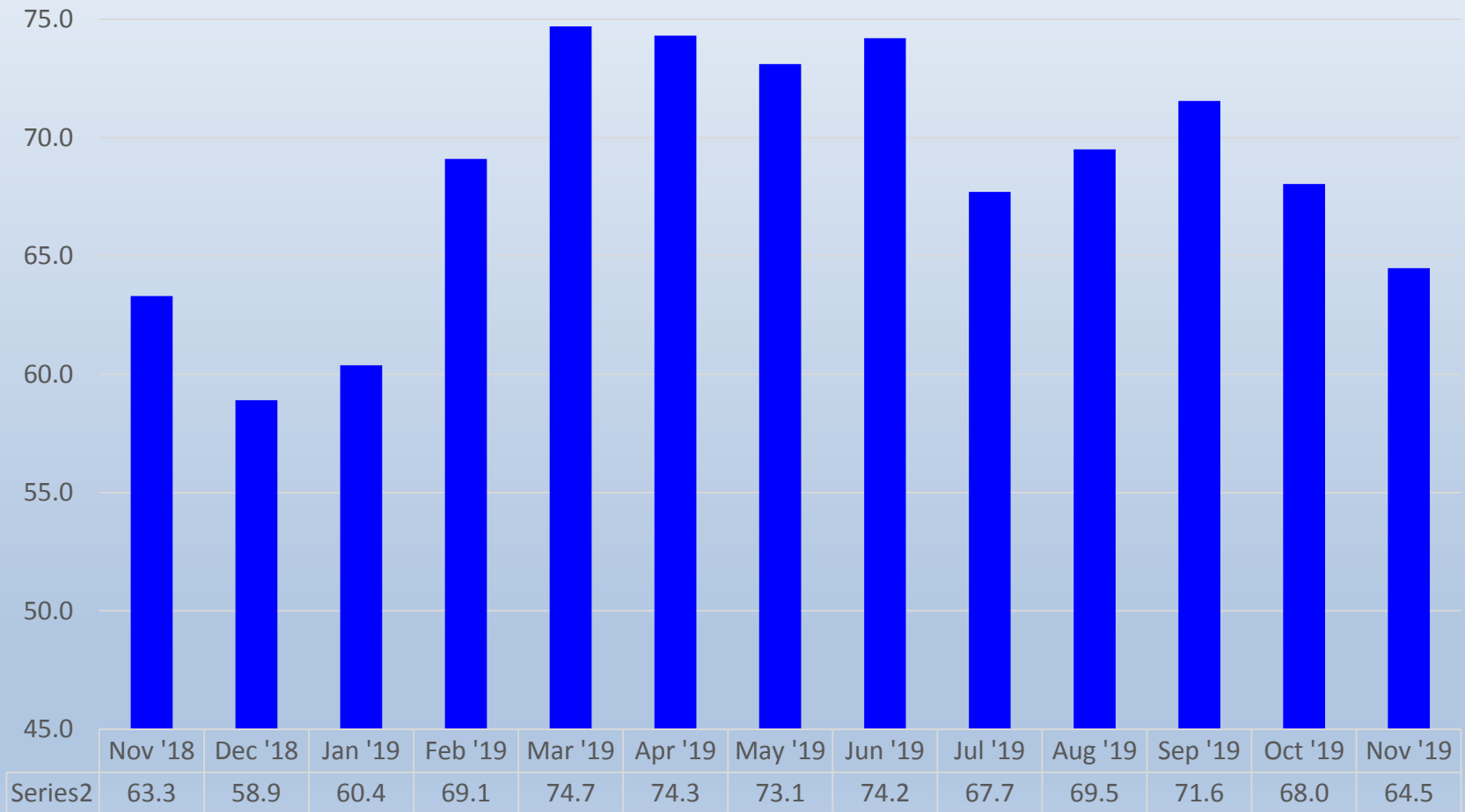
# Change in Net Position

*Ector County Hospital District Operations – Year to Date*



# Days Cash on Hand

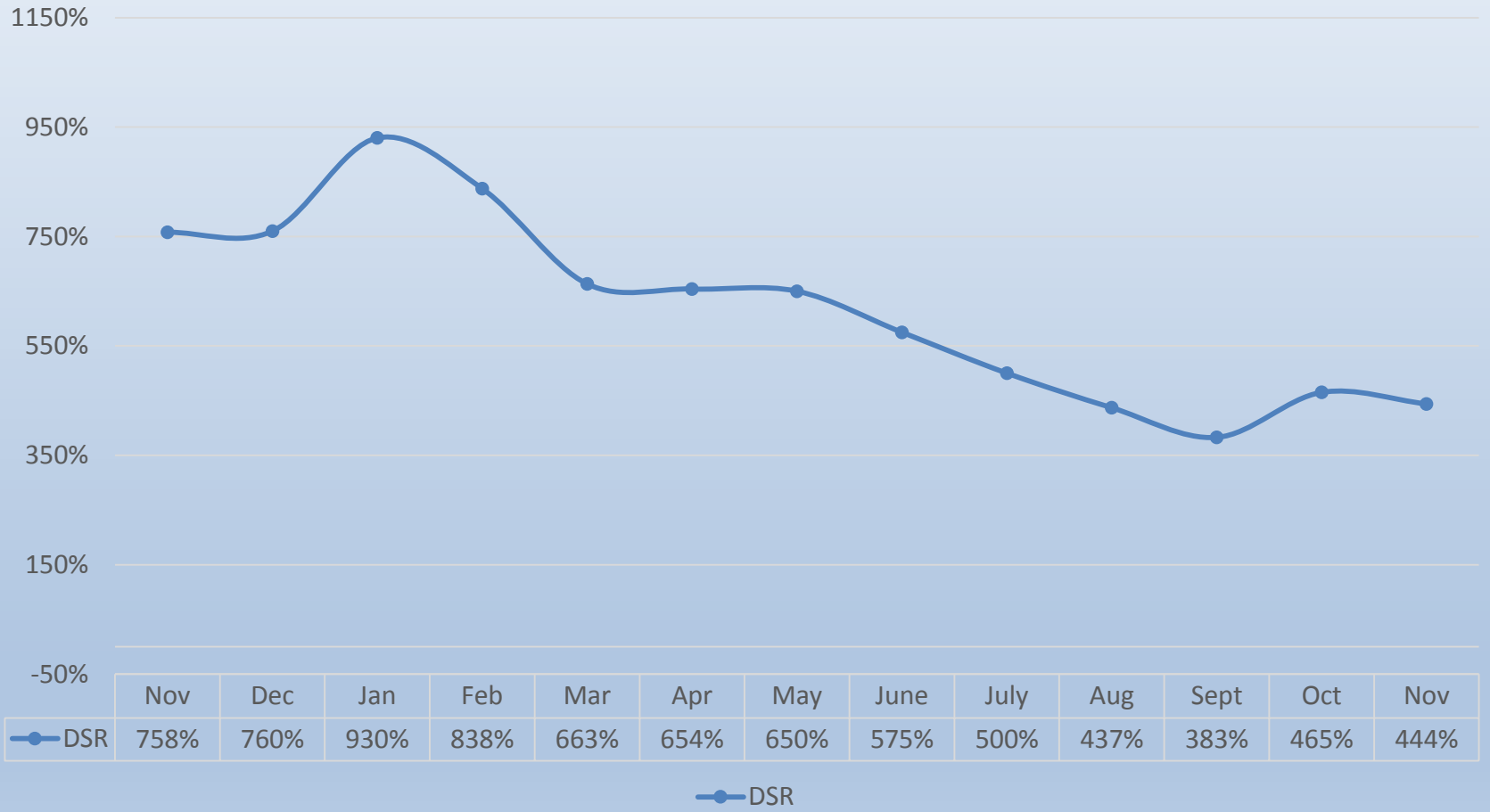
## Thirteen Month Trending





# Year-to-Date Debt Service Ratio

Must be Greater Than 110%



mch





**FY 2020 CAPITAL EQUIPMENT REQUEST**

Date: November 22, 2019  
 To: Ector County Hospital District Board of Directors  
 Through: Christin Timmons, Vice-President / CNO  
 From: Niki McQuitty, RN Director of Nursing Education  
 Re: Alaris IV Pumps

|                   |                       |                  |
|-------------------|-----------------------|------------------|
| <b>Total Cost</b> | <b>\$1,969,550.00</b> | <b>440 units</b> |
| Budgeted Amount   | \$1,358,596.00        | 310 units        |
| From Contingency  | \$610,954.00          |                  |

**OBJECTIVE**

The current Alaris IV pumps are end-of-life as well as end-of-service. The pumps can no longer be repaired if inoperable. This equipment is required to provide safe care for patients throughout the organization.

**HISTORY**

Current pumps purchased in 2007.

**PURCHASE CONSIDERATIONS**

We currently have Alaris IV pumps. We compared other vendors and pricing. The cost is comparable; however, if we change vendors we will have additional IT cost for the interfaces. We are looking to purchase an amount comparable to the Average Daily Census for the facility allowing for LTACH, increased NICU volume and the ability to accommodate critical patients needing more than one pump.

**FTE IMPACT**

No additional FTE(s) will be required.

**INSTALLATION & TRAINING**

Provided by vendor.

**WARRANTY AND SERVICE CONTRACT**

1-2 year warranty

**DISPOSITION OF EXISTING EQUIPMENT**

End-of-life (trade in)

**LIFE EXPECTANCY OF EQUIPMENT**

7-10 years

**MD BUYLINE INFORMATION**

Meets MD Buyline recommended pricing

**COMMITTEE APPROVAL**

|                  |          |
|------------------|----------|
| FCC              | Approved |
| MEC              | Approved |
| Joint Conference | Pending  |
| ECHD Board       | Pending  |

## January Board Report

### Follow up items from last report:

Monahans has reported no further issues with scheduling patients in our GI clinics, this was confirmed with Dr Day's office and Leticia Rodriguez.

Winkler County Hospital is not quite ready for our assistance with cardiologist for cardiology ultrasounds, they stated they have a little more work to do on their end, we are ready on our end once they are ready, OHI has offered to help with this. William Nall will let myself or Brooke know.

Iraan has been provided with HIE information, this allows them to send records electronically to help them meet meaningful use measures. They were also provided with the email where records can also be sent will continue to follow up on this.

Reeves Hospital District- Continuing to work with Dr Timothy Jones to solidify criteria for transferring stroke patients, Rene Rodriguez reached out to Dr Jones for clarification of STEMI protocols.

### Site Visits:

During all site visits this month Dr Farber and the TAVR procedure was discussed, brochures given for OB, OHI, and GI clinics given, and updated all on taking traumas 15 and up for January 2020.

**Andrews-** Met with Donny Booth now current CEO, Donny stated there is no issues with transfers. Donny's main concern is for them to get their patients back into their programs. He stated they are now sending all transfers with a resource list of the services they offer for the patients to view at the time of discharge. I have sent this form to the case management department as well. I have asked case management to make sure we are letting patients know of resources in their counties.

**Crane-** Met with Pat Touchstone, CNO. Pat stated they have no issues with transfers and they are already working with Sirena on education. They have about 5-6 members from hospital going to TNC class in January. I requested to introduce myself and meet with ED staff, Pat stated the ED staff were helping medical surgical patients that day so it was not a good day. Will continue to reach out.

**Alpine-** Met with ED Director, introduced self and role, she stated she does not feel there are issues with transfers, but voiced concerns about physician relationships, she feels they could become more trusting of each other. She stated she has worked with Hailey about stroke protocols and will continue to work with her for criteria for transferring patients. Visited with clinic manager at their rural health clinic, they are working to decrease diabetes numbers in their communities but still not sure of all the action items they will implement at this time. Our diabetes team reached out to office manager to collaborate and talk about what we have done in our community, will continue to follow up.

**Hobbs-** Introduced self and role to Eric Simmermon, CNO. Eric stated they have no issues with transfers at this time but they do have a new transfer center called CHS who will be taking over all transfers. Eric will connect me to those people once he gets an email address or point of contact. I also introduced self to ED director, she stated they send majority of patients to Roswell and Carlsbad as that is their sister

facility. She stated they are always seeking education opportunities, I have provided her with TNC calendar for 2020 and will connect her with educators.

**Winkler-** No reported transfer issues at this time. Five nurses will be attending TNC class in January. Visited with clinic, provided brochures on Dr. Farber and TAVR procedure, GI and OBG clinic as well. Office manager to contact about Dr Farber possibly coming to talk about TAVR procedure.

**Monahans-** No reported transfer issues. Leticia is working with our IT department to connect their physicians to our portal per their request. This is still underway at this time.

**Pecos-** Met with ED staff, they reported no issues with transfers, was on site during a transfer to MCH, it was neat to see the other side of things. Continuing to work with Dr Jones to get criteria solidified for Stroke and STEMI patients.

**Ft Stockton-** Met with ED staff, they reported no issues with transfers.

**Denver City-** met with Craig CNO, he stated they do not have issues with transfers to us, they send majority of patients to Lubbock, and they are in BRAC. Craig stated they see about 300-350 patients in their ED monthly. Craig invited myself and Mr. Tippin to come to next med staff meeting, still waiting to hear the date at this time. Craig stated they are open to an education we have available. I have provided with the TNC trauma 2020 calendar.

**Big Lake-** Met with John Michael CNO and ED staff along with David Bushnell NP. Staff stated they have no issues with transfers to us, majority of their patients go to San Angelo or Midland. He stated they have a large volume of MVA patients they and usually require hand ortho which midland does offer so those patients go there. John Michael stated he would like for Mr. Tippin and myself to attend med staff meeting, still waiting on date at this time.

### **Moving forward:**

Some action items that are being worked on/discussed moving forward

- Connecting regional physicians with Cerner access to provide a better continuum of care
- Invitation to LDI to regional leaders
- “Dispensary of Hope” use in the region, this is a program MCHS offers which allows patients to receive free medications and they do not have to be Ector County residents.
- Registration will be working on an intake form for the other regions to use if possible. We receive patients often without complete demographics or any information at all, which can cause a delay in billing.
- Dr Farber to take TAVR procedure education to different counties

### 2019 was a good year for Human Resources

- During this year MCHS hired 362 Full time and 40 part time associates for a total of 402.
- MCHS had 397 full and part time associate terminations, 361 were voluntary and 36 were involuntary.
- In collaboration with the Nursing Departments incentive packages were put together to assist in the recruitment of new graduate nurses. This combined with visits by Nursing and Human Resources to area colleges assisted in the recruitment of many graduate nurses and nurse interns.
- Through our education department 5 scholarships were given to students to pursue a healthcare career.
- Health and Wellness has done an overhaul of services which has resulted in a savings of one FTE (the position was eliminated, and that employee transferred to another department) and savings for supplies.
- Preliminary planning has been done so that FMLA can be outsourced in 2020 to provide better services to associates.
- In collaboration with Lockton-our insurance broker we are upgrading the biometric testing. That will include more relevant information being collected as well as more relationships established by employees with primary care physicians.
- Data was collected and forecasted based on the collected data regarding yearly turnover rates for employees. Based on this our yearly turnover would be 19.35%. According to a study by National Healthcare Retention & RN Staffing Report, the average hospital turnover rate in 2017 was 18.2%. We are within 1.15% of being consistent with National average turnover. We are studying the reasons for our turnover and will put retention plans in place for 2020 based on the top reasons for turnover.
- MCHS had many events during the year to celebrate our employees including the Employee picnic, the Christmas tea, the Christmas Party and other appreciation events.

To: ECHD Board of Directors  
Through: Russell Tippin, President/Chief Executive Officer  
From: Steve Ewing, Chief Financial Officer; Dr. Sari Nabulsi, Chief Medical Officer  
Date: January 7, 2020  
Subject: Amendment to 3M Software License and Services Agreement

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The hospital utilizes software to properly code all patient episodes of care, from inpatient stays to outpatient encounters, so that it can bill to the insurance companies. The company providing the encoder software is 3M, which the hospital is currently within a five year contract. The hospital would like to upgrade the existing encoder software to incorporate clinical documentation improvement (CDI) capabilities into the coding process. Currently, the hospital is doing CDI, but with a manual process. The upgrade would cost less than \$50,000 per year for the software portion, which is a nominal amount and has a return on investment of less than 2 months.

For Board approval are the necessary consulting, training and implementation expenses of \$237,637 to install the upgrade. These expenses will also have a return on investment of less than six months, once fully functional. The complete process will take approximately six months to install, with a projected go-live date of July 1, 2020.