



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
NOVEMBER 1, 2021 – 5:30 p.m.
MEDICAL CENTER HOSPITAL BOARD ROOM (2ND FLOOR)
500 W 4TH STREET, ODESSA, TEXAS**

AGENDA (p.1-2)

- I. CALL TO ORDER** Bryn Dodd, President
- II. INVOCATION** Chaplain Doug Herget
- III. PLEDGE OF ALLEGIANCE** Bryn Dodd
- IV. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM** David Dunn (p.3)
- V. AWARDS AND RECOGNITION**
 - A. November 2021 Associates of the Month**..... Russell Tippin
 - Nurse - Monette Montales, RN
 - Clinical – Gilbert Barrera
 - Non-Clinical - Cuca Franco
 - B. Unit HCHAPS High Performer(s)** Christin Timmons
 - MCH ProCare Cardiology – Satellite Clinics: Pecos, Crane, Kermit, Andrews, and McCamey
 - C. Decreased Fall Rate**Christin Timmons (p.4-9)
- VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**
- VII. PUBLIC COMMENTS ON AGENDA ITEMS**
- VIII. CONSENT AGENDA**.....Bryn Dodd (p.10-37)
(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, October 5, 2021**
 - B. Consider Approval of Joint Conference Committee, October 26, 2021**
 - C. Consider Approval of Federally Qualified Health Center Monthly Report, September 2021**
- IX. COMMITTEE REPORTS (p.38-106)**
 - A. Audit Committee**Wallace Dunn
 - 1. Update of Internal Audit Work FY2020 – Weaver
 - 2. Proposed 2021/2022 Project Plan - Weaver
 - B. Finance Committee**Wallace Dunn
 - 1. Quarterly Investment Report – Quarter 4, FY 2021
 - 2. Quarterly Investment Officer’s Certification

- 3. Financial Report for Month Ended September 30, 2021
- 4. Consent Agenda
 - a. Consider Approval of the Merge HealthCare Contract Renewal
 - b. Consider Approval of the Sofie Contract Renewal
- 5. Capital Expenditure Requests
 - a. Consider Approval of CER for Adverse Patient Safety Event Reporting Software
 - b. Consider Approval of CER for Data Switch Upgrade
- 6. Consider Approval of HealthLife Patient Engagement Consulting Agreement
- 7. Consider Approval of Dixon Hughes Goodman Medicare Special Designation Assistance Engagement Agreement

X. TTUHSC AT THE PERMIAN BASIN REPORT..... Dr. Timothy Benton

XI. QUALITY UPDATE Christin Timmons (p.107-124)

XII. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS
..... Russell Tippin

- A. COVID-19 Update**
- B. Ad hoc Report(s)**

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; and (2) 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 Agreement(s)**

XV. ADJOURNMENT Bryn Dodd

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

Medical Center Health System: 9 Central

Maria Loya
Unit Director



Decrease Fall Rate by 30%

4DX WIG

- Goal was set by admin at 30%
- We decided to increase goal to 40%.
- Ended with 70% decrease!



Lead-Continued

mch Post Fall Huddle Form

Attach patient label here or enter FIN #

Date: / / Time: AM/PM Shift: Day/Night Unit:

1. Name of person filling out Huddle form:
 2. What could have prevented fall?

What did the patient say about when he/she fell?

3. In the past 30 min prior to fall was medication administered- anti-hypertensive, Antidepressant, Antipsychotic, Opioids, Benzos, and Hypnotics. If yes enter medication name and enter pharmacy consult-others with a comment "medication related fall. (Yes) or (No)

4. Pre Fall Morse Score Post Morse Score
 Fall Prevention Risk High Moderate Low Unknown None

5. When was the patient last rounded on? 0-15 min 16-30 min 31-45 min 46-60 min Longer than one hour

6. Intensive Review Assessment and Determination:

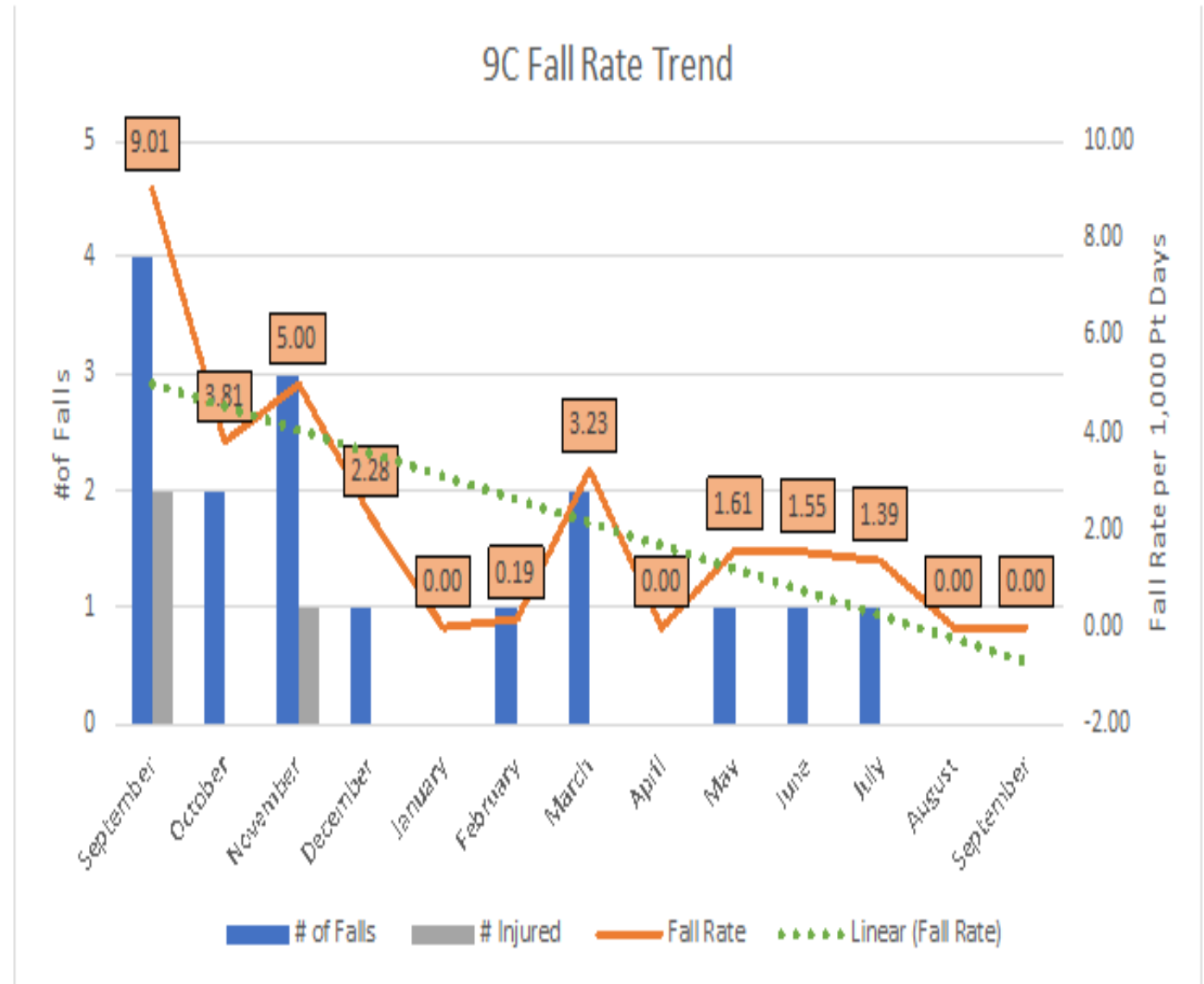
A. Were any of the following interventions used with the patient:	Yes	No	What interventions were missing at time of fall:
1. Call light in reach			
2. Over bed table & supplies in reach			
3. Non-skid yellow footwear on			
4. Bed alarm on circle (if alarm failed) circle (if patient or staff turned alarm off)			
5. Bed in low position			
6. Patient received fall education brochure			
7. Toileting schedule was followed circle (if commode at bedside)			
8. Care Plan revised			
9. Patient had been educated to exit bed on strong side			
10. Yellow gown on			
11. Fall Risk Plan signed			
12. Family member present			
B. Type of fall: from toilet /over the rails/chair/ standing/ambulating /bed/bed to floor/while dressing/wheelchair			
C. Sitter in use			
D. Left alone while toileting			
E. Physician notified and documented in the post fall assessment form			
G. Family notified of patient's fall & provided information about fall program			
I. Assisted Fall (you helped patient to floor)?			
H. Injury Occur? Fx / bruise / hit head / other			
J. Other environmental factors			
K. Patient ORTS Report completed			

Mental Status:	Yes	No
Alert		
Oriented		
Confused		
Aggressive		
Other:		

Name	Circle One
Primary Nurse	FT PT PRN FLOAT AGENCY TRAVEL
Charge Nurse	FT PT PRN FLOAT AGENCY TRAVEL
Support Staff	FT PT PRN FLOAT AGENCY TRAVEL

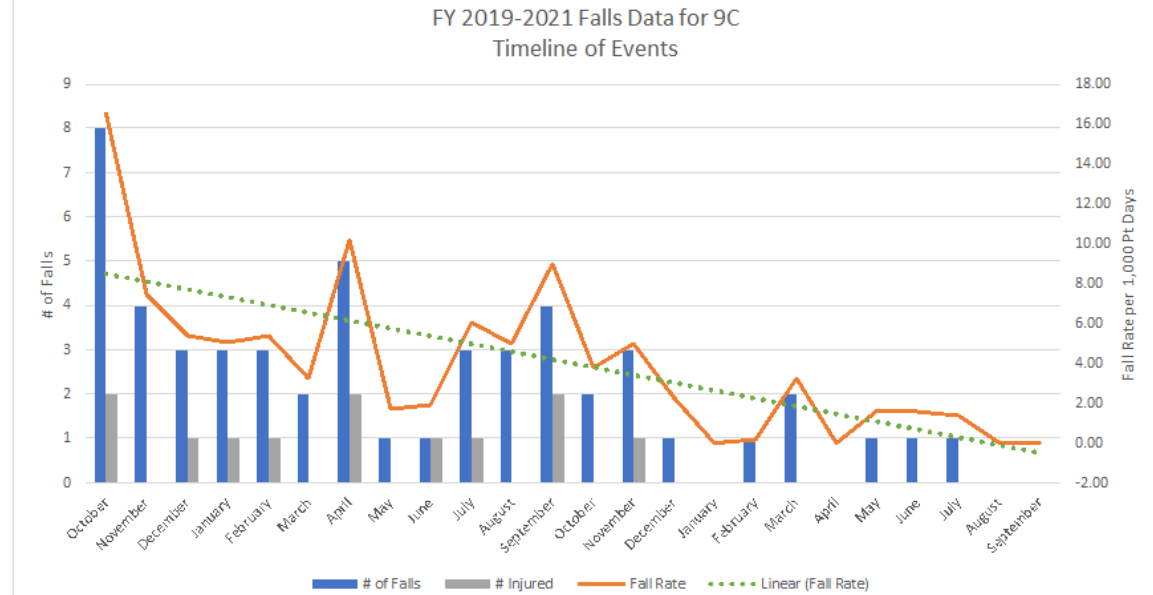
7. Recommendations and Final Action Plan:

LAG- Results!!!



WIG- Results! From 6.17 rate to a 1.36 rate = a -72% reduction We went from 40 falls to 12!

Department/Unit	FY 2020 Rate	FYTD 2021	FY 2022 Goal (20% Reduction)	Percentage Change
4C	4.64	2.36	1.89	-49%
4E	0.76	0.57	0.46	-25%
5C	4.78	3.52	2.82	-26%
5W	1.36	3.62	2.89	167%
6W	3.98	3.37	2.70	-15%
6C	2.88	4.07	3.26	41%
7C	3.96	3.26	2.61	-18%
8C	4.53	3.77	3.02	-17%
9C	6.17	1.70	1.36	-72%
ICU2	0.20	0.74	0.59	271%
ICU4	0.00	0.41	0.33	45%
NICU	0.00	0.00	0.00	0%
Total In-Patient Rate	2.94	2.33	1.86	-21%



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR BOARD MEETING
OCTOBER 5, 2021 – 5:30 p.m.**

MINUTES OF THE MEETING

- MEMBERS PRESENT:** Bryn Dodd, President
Wallace Dunn, Vice President
Mary Lou Anderson
Kathy Rhodes
Don Hallmark
- MEMBERS ABSENT:** David Dunn
Richard Herrera
- OTHERS PRESENT:** Russell Tippin, President/Chief Executive Officer
Steve Steen, Chief Legal Counsel
Steve Ewing, Chief Financial Officer
Matt Collins, Chief Operating Officer
Christin Timmons, Chief Nursing Officer
Adiel Alvarado, President MCH ProCare
David Chancellor, Vice President of Human Resources
Alison Pradon, Vice President of Development
Dr. Donald Davenport, Chief of Staff
Dr. Gregory Shipkey, Interim Vice Chief of Staff
Dr. Timothy Benton, TTUHSC Permian Basin
Kerstin Connolly, Paralegal
Michaela Johnson, Executive Assistant to CEO
- OTHERS PRESENT:** Various other interested members of the
Medical Staff, employees, and citizens

I. CALL TO ORDER

Bryn Dodd, President, called the meeting to order at 5:39 p.m. in the Ector County Hospital District Board Room at Medical Center Hospital. Notice of the meeting was properly posted as required by the Open Meetings Act.

II. INVOCATION

Chaplain Doug Herget offered the invocation.

III. PLEDGE OF ALLEGIANCE

Bryn Dodd led the Pledge of Allegiance to the United States and Texas flags.

IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

Wallace Dunn presented the Mission, Vision and Values of Medical Center Health System.

V. AWARDS AND RECOGNITION

A. October 2021 Associates of the Month

Russell Tippin introduced the 2021 Associates of the Month as follows:

- Clinical – Edna Lazo, Anesthesia
- Non-Clinical – Andrea Davila – ECHD Police Department
- Nurse – Donna Calunod, RN - NICU

B. Unit HCAHPS High Performers

Christin Timmons, Chief Nursing and Experience Officer introduced the Unit HCAHPS High Performer(s)

- 6 West
- ProCare Family Medicine - Golder

VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER

No conflicts were disclosed.

VII. PUBLIC COMMENTS ON AGENDA ITEMS

No comments from the public were received.

VIII. CONSENT AGENDA

- A. Consider Approval of Special Meeting Minutes, September 9, 2021**
- B. Consider Approval of Regular Meeting Minutes, September 9, 2021**
- C. Consider Approval of Joint Conference Committee, September 28, 2021**
- D. Consider Approval of Federally Qualified Health Center Monthly Report, August 2021**
- E. Consider Approval of January 2022 through January 2023 Board/Finance Committee Meeting Dates**

January 6, 2022 (*Thursday*)
February 1, 2022
March 1, 2022
April 5, 2022
May 3, 2022

To be Determined (Board Retreat)
June 7, 2022
July 7, 2022 (*Thursday*)
August 2, 2022
September 8, 2022 (*Thursday*)

October 4, 2022
November 1, 2022
December 6, 2022
January 5, 2023 (*Thursday*)

Don Hallmark moved, and Kathy Rhodes seconded the motion to approve the items listed on the Consent Agenda as presented. The motion carried unanimously.

IX. COMMITTEE REPORTS

A. Finance Committee

1. Financial Report for Month Ended August 31, 2021
2. Consent Agenda
 - a. Consider Approval of the 724 Access Services & Support Contract Renewal
 - b. Consider Approval of the Everbridge Contract Renewal
 - c. Consider Approval of the Advanced Cardiovascular Perfusion Inc. Agreement Renewal
 - d. Consider Approval of Abbot Point of Care Service Plan Agreement for 51 iStat Analyzers Renewal
3. Capital Expenditure Requests
 - a. Consider Approval of CER for Digital Front Door Solution
 - b. Consider Approval of CER for Siemens Artis Q Ceiling Combo Radiology/Cardiology and Ultrasound
 - c. Consider Approval of CER for General Laparoscopic Instrument Sets x5
 - d. Consider Approval of CER for Stryker ENT Navigation with targeted guided Surgery Technology
 - e. Consider Approval of CER for Stryker ENT Tower
 - f. Consider Approval of CER for Sonopet iQ Ultrasonic Aspirator
 - g. Consider Approval of CER for Call Light System
4. Consider Approval of Axon Report Management System, Body Worn Cameras and Tazers

Wallace Dunn moved, and Don Hallmark seconded the motion to approve the Finance Committee report as presented. The motion carried unanimously.

X. TTUHSC AT THE PERMIAN BASIN REPORT

Dr. Timothy Benton, Regional Dean of TTUHSC provided the TTUHSC at the Permian Basin Report. This report was for information only and no action was taken.

XI. CONSIDER RESOLUTION APPROVING CERTIFICATE OF FORMATION AND BYLAWS FOR A LOCAL GOVERNMENT CORPORATION TO ESTABLISH, OWN, AND OPERATE A COMPREHENSIVE BEHAVIORAL HEALTH CENTER TO SERVE THE PERMIAN BASIN REGION OF THE STATE OF TEXAS AND APPOINTING DIRECTORS

Steve Steen, Chief Legal Counsel, presented the following Resolution:

RESOLUTION

APPROVING CERTIFICATE OF FORMATION AND BYLAWS FOR A LOCAL GOVERNMENT CORPORATION TO ESTABLISH, OWN, AND OPERATE A COMPREHENSIVE BEHAVIORAL HEALTH CENTER TO SERVE THE PERMIAN BASIN REGION OF THE STATE OF TEXAS AND APPOINTING DIRECTORS

WHEREAS, Ector County Hospital District (the "Sponsor") has received a written application (the "Application") for approval of the certificate of formation and bylaws of a local government corporation (the "Corporation"), to be named Permian Basin Behavioral Health Center, under authority of Chapter 431, Subchapter D, Texas Transportation Code, to act on behalf of the Sponsor and Midland County Hospital District; the Application has been signed by at least three (3) residents of the Sponsor and three (3) residents of Midland County Hospital District, all of whom are citizens of the State of Texas and at least 18 years of age; and a majority of the initial directors of the Corporation named in the certificate of formation are residents of either the Sponsor or Midland County Hospital District; and

WHEREAS, the board of directors (the "Governing Body") of the Sponsor has considered the Application and determined that the Sponsor and its residents will benefit from a comprehensive behavioral health center to serve the Permian Basin region of the State of Texas;

NOW, THEREFORE, THE GOVERNING BODY OF THE SPONSOR HEREBY FINDS AND DETERMINES THAT the formation of the Corporation is wise, expedient, necessary, and advisable; and

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE SPONSOR THAT:

1. **Governing Documents.** The Governing Body approves the form of certificate of formation and bylaws of the Corporation as presented with the Application.
2. **Initial Directors.** The Governing Body appoints the persons specified as initial directors resident in the Sponsor in such certificate of formation as initial directors of the Corporation.
3. **No Liability.** The approvals and appointments made hereby are solely for purposes of satisfying a condition to the filing of certificate of formation of the Corporation with the Secretary of State of Texas and shall not be construed as a representation, warranty, or other undertaking of any kind by the Governing Body or the Sponsor in respect of the Corporation. No obligation of the Corporation shall constitute an obligation of the Sponsor or a pledge of the faith or credit of the Sponsor.
4. **Severability.** If any provision of this resolution or the application thereof to any person or circumstance shall be held to be invalid, the remaining provisions and applications of this resolution shall nevertheless be valid, and the Governing Body hereby declares that this resolution would have been enacted without such invalid provision.
5. **Open Meeting.** It is hereby officially found and determined that the meeting at which this resolution is passed was open to the public as required and that public notice of the time, place, and purpose of said meeting was given as required by the Open Meetings Act, Chapter 551, Texas Government Code.

PASSED AND APPROVED this the 5th day of October, 2021.



103882511

The Ector County Hospital District Directors are Russell Tippin, Matt Collins, and Steve Steen.

Wallace Dunn moved, and Mary Lou Anderson seconded the motion to approve the Resolution as stated. The motion carried.

XII. PRESIDENT/CHIEF EXECUTIVE OFFICER'S REPORT AND ACTIONS

A. Resolution to Appoint ECHD Board Member to the Ector County Appraisal District Board

At the request of Ector County Appraisal District, Russell Tippin presented the following Resolution. This appointment was original done back in July with all the other board appointments.



RESOLUTION

THE STATE OF TEXAS §
COUNTY OF ECTOR §


On the 5th day of October, 2021, at a meeting of the Board of Directors of the Ector County Hospital District (ECHD), a government entity, held in the City of Odessa, Ector County, with a quorum of the Directors present, the following Resolution was adopted:

WHEREAS, the Property Tax Code sets the terms of the members of the Ector County Appraisal District Board of Directors.

WHEREAS, ECHD has one (1) member on the appraisal district board, and the current member's term expires December 31, 2021.

WHEREAS, ECHD appoints David Dunn, ECHD Board Member to serve on the Ector County Appraisal District Board of Directors for the 2022-2023 term.

BE IT RESOLVED that the Board of Directors of ECHD hereby appoints David Dunn to serve on the Ector County Appraisal District Board of Directors.


Bryn Dodd, President
Ector County Hospital District
Board of Directors


Wallace Dunn, Vice President
Ector County Hospital District
Board of Directors

Wallace Dunn moved, and Kathy Rhodes seconded the motion to approve the Resolution as presented. The motion carried.

B. COVID-19 Update

Russell Tippin, President/CEO provided a report on Medical Center Hospital and the response to the COVID-19 virus.

There are currently 42 patients in-house. There have been lines at the clinics for testing and vaccinations. We anticipate seeing a bump in the numbers with the holidays being 30 days apart.

Vaccine mandate – right now it is a hurry up and wait situation. Moderna has not been approved for the booster, but Pfizer has.

62% of employees are fully vaccinated.

The Regeneron Clinic is working to keep people out of the hospital. They are seeing between 50 and 70 people a day.

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

C. Nursing Workforce Review

Christin Timmons, Chief Nursing Officer, presented the Nursing Workforce Review.

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

D. Level II Trauma

There was discussion about the Hospital's Trauma designation. The decision to move from Level II to Level III a year ago was due to the financial burden of maintaining the Level II designation.

This was for information only. No action was taken.

E. Ad-hoc Reports

Russell Tippin, President/CEO provided an update on Dr. Huhnke, the new Chief Medical Officer. Her anticipated start date is January 1, 2022.

ECHD and the City of Odessa will be entering into an agreement for the \$3 Million Dollars the city has appropriated to ECHD. The deadline to receive 100% reimbursement is the end of the year.

The services for Sgt. Valenzuela were held on Saturday and there was a great response from the region.

October is Breast Cancer Awareness Month. Everyone is encouraged to wear pink on Wednesdays in honor of Breast Cancer Awareness.

The Regional Services Report was provided.

These reports were for information only. No action was taken.

XIII. EXECUTIVE SESSION

Bryn Dodd stated that the Board would go into Executive Session for the 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; and (2) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code.

ATTENDEES for the entire Executive Session: ECHD Board members Bryn Dodd, Mary Lou Anderson, Don Hallmark, Kathy Rhodes, Wallace Dunn, and Russell Tippin, President/CEO, Steve Steen, Chief Legal Counsel, Michaela Johnson, Executive Assistant to CEO, and Kerstin Connolly, Paralegal.

Adiel Alvarado, President for MCH ProCare, reported to the Board of Directors regarding ProCare provider agreements, MCHS On-call agreement and a Medical Director agreement with TTUHSC during Executive Session then was excused.

Russell Tippin, President and Chief Executive Officer, Steve Ewing, Chief Financial Officer and Steve Steen, Chief Legal Counsel led the Board of Directors in discussions regarding the agreement and funds with Nacero. Steve Ewing was excused from the remainder of Executive Session.

Russell Tippin, President and Chief Executive Officer and Steve Steen, Chief Legal Counsel led the Board of Directors in discussions about an Open Records Request during Executive Session.

**Executive Session began at 6:52 pm.
Executive Session ended at 8:31 p.m.**

No action was taken during Executive Session.

XIV. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. Consider Approval of MCHS On-call Agreements

Bryn Dodd presented the following MCHS On-call Agreement:

- Dr. Dorman, Neurosurgery and Spinal Surgery (Trauma/Emergency Services). This is 1-year Agreement.

Don Hallmark moved, and Kathy Rhodes seconded the motion to approve the MCHS On-call Agreement as presented. The motion carried.

B. Consider Approval of MCH ProCare Provider Agreements

Bryn Dodd presented the following new agreement:

- Merissa Ramirez, FNP-BC. This is a 3-year agreement for Retail.

Bryn Dodd presented the following amendments:

- Rizwan Asim, M.D. This is an amendment to the hospitalist agreement.
- Suzanne Cearley, APRN, PNP-C. This is an amendment to the FHC Pediatrics contract.

Bryn Dodd presented the following renewal agreement:

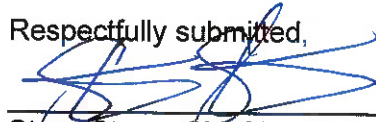
- Suzanne Cearley, APRN, PNP-C. This is a 3-year renewal for FHC Pediatrics contract.

Kathy Rhodes moved, and Don Hallmark seconded the motion to approve the MCH ProCare Provider Agreements as presented. The motion carried.

XV. ADJOURNMENT

There being no further business to come before the Board, Bryn Dodd adjourned the meeting at 8:31 p.m.

Respectfully submitted,



Steve Steen, Chief Legal Counsel
Ector County Hospital District



November 2, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Medical Staff and Allied Health Professionals Staff Applicants

Statement of Pertinent Facts:

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

Medical Staff:

Applicant	Department	Specialty/Privileges	Group	Dates
Mary Alfidi, MD	Radiology	Telemedicine	VRAD	11/2/2021-11/1/2023
Stewart Bober, MD	Radiology	Telemedicine	VRAD	11/2/2021-11/1/2023
Monica Kessi, MD	Radiology	Telemedicine	VRAD	11/2/2021-11/1/2023
Teresa McQueen, MD	Radiology	Telemedicine	VRAD	11/2/2021-11/1/2023

Allied Health:

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician(s)	Dates
Suzanna Hewtty, NP	Family Medicine	AHP	Family Medicine	ProCare	Dr. Twum-Barimah	11/2/2021-11/1/2023
Nathanael Longacre, PA	Surgery	AHP	Physician Assistant	ProCare	Dr. Babbel	11/2/2021-11/1/2023
*Brittney McClannahan, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	Dr. Gillala, Dr. Bhari, Dr. Bryan, Dr. Reddy	11/2/2021-11/1/2023

***Please grant temporary Privileges**

Advice, Opinions, Recommendations and Motions:

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

Donald Davenport, DO Chief of Staff
Executive Committee Chair
/MM



November 2, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

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

Medical Staff:

Applicant	Department	Status Criteria Met	Staff Category	Specialty / Privileges	Group	Changes to Privileges	Dates
Errol Anderson, MD	Radiology	Yes	Active	Diagnostic Radiology	ProCare	None	12/1/2021-11/30/2023
Michael Auringer, MD	Family Medicine	Yes	Affiliate	Family Medicine	ProCare	None	12/1/2021-11/30/2023
Aaron Chen, MD	Emergency Medicine	Yes	Active	Emergency Medicine	BEPO	None	12/1/2021-11/30/2023
Landis Griffith, MD	Radiology	Yes	Telemedicine	Telemedicine	American Radiology Associates	None	12/1/2021-11/30/2023
Stanley Grossman, MD	Radiology	Yes	Telemedicine	Telemedicine	American Radiology Associates	None	12/1/2021-11/30/2023
Sajjadul Islam, MD	Radiology	Yes	Active	Diagnostic Radiology		None	12/1/2021-11/30/2023
Kristin Joyner, MD	Radiology	Yes	Telemedicine	Telemedicine	American Radiology Associates	None	12/1/2021-11/30/2023
Abdul Kadir, MD	Medicine	Yes	Active	Neurology		None	12/1/2021-11/30/2023

Shailendri Philip, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/1/2021-11/30/2023
Douglas Porter, MD	Medicine	Yes	Telemedicine	Neurology	Real Time Neuromonitoring	None	12/1/2021-11/30/2023
Alison Robinette, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/1/2021-11/30/2023
Russel Schroeder, MD	Radiology	Yes	Active	Diagnostic Radiology	Pro Care	None	12/1/2021-11/30/2023
Richard Slone, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	12/1/2021-11/30/2023
Kelley Struble, MD	Medicine	Yes	Associate	Internal Medicine	Eagle Telemedicine	None	12/1/2021-11/30/2022
Joel Adams, MD	Medicine	Yes	Courtesy	Pulmonary		None	01/1/2022-12/31/2023
Madhava Agusala, MD	Cardiology	Yes	Active	Cardiovascular Disease		None	01/1/2022-12/31/2023
Manohar Angirekula, MD	Cardiology	Yes	Active	Cardiovascular Disease Interventional Cardiology	ProCare	None	01/1/2022-12/31/2023
Sudhir Bare, MD	Hospitalist	Yes	Active	Hospitalist	Pro Care	None	01/1/2022-12/31/2023
Renuka Borra, MD	Medicine	Yes	Active	Oncology	Texas Oncology	None	01/1/2022-12/31/2023
James Burks, MD	Medicine	Yes	Active	Endocrinology	TTUHSC	None	01/1/2022-12/31/2023
Timothy George, MD	Medicine	Yes	Active to Courtesy	Oncology	Texas Oncology	None	01/1/2022-12/31/2023
Sreedevi Godey, MD	Medicine	Yes	Active	Internal Medicine	ProCare	None	01/1/2022-12/31/2023
Pankaj Khandelwal, MD	Medicine	Yes	Active to Courtesy	Oncology	Texas Oncology	None	01/1/2022-12/31/2023
Ramachandra Kolluru, MD	Cardiology	Yes	Active to Courtesy	Cardiovascular Disease		None	01/1/2022-12/31/2023
Usha Kurra, MD	Medicine	Yes	Affiliate	Internal Medicine		None	01/1/2022-12/31/2023
Varuna Nargunan, MD	Medicine	Yes	Active	Endocrinology	ProCare	None	01/1/2022-12/31/2023
Madhu Pamganamamula, MD	Medicine	Yes	Courtesy	Internal Medicine		None	01/1/2022-12/31/2023
Rajesh Patel, MD	Medicine	Yes	Active	Internal Medicine		None	01/1/2022-12/31/2023
Suresh Prasad, MD	Medicine	Yes	Affiliate	Internal Medicine		None	01/1/2022-12/31/2023
Vivek Rao, MD	Medicine	Yes	Courtesy	Allergy/Immunology		None	01/1/2022-12/31/2023
Kevan Akrami, MD	Medicine	Yes	Associateto Active	Infectious Disease	Eagle Telemedicine	None	02/1/2022-01/31/2024
David Fitzgerald, MD	Medicine	Yes	Associateto Active	Infectious Disease	Eagle Telemedicine	None	02/1/2022-01/31/2024
Kathy Toler, MD	Medicine	Yes	Active	Neuromonitoring		None	02/1/2022-01/31/2024



Allied Health Professionals:

Applicant	Department	AHP Category	Specialty /Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Trudian Lester, NP	Family Medicine	AHP	Nurse Practitioner	ProCare	Dr. Alamo	None	11/1/2021-10/31/2023
Albino Gelera, NP	Medicine	AHP	Hospitalist	ProCare	Dr. Bare, Dr. Caparas, Dr. Chennamaneni, Dr. Enuganti, Dr. Tabasam, Dr. Sajja, Dr. Thummala, Dr. HerreraDr. Asim and Dr. Kandikatla	None	12/1/2021-11/30/2023
Annalee Mora, NP	Family Medicine	AHP	Nurse Practitioner	ProCare	Dr. Eduardo Salcedo	None	12/1/2021-11/30/2023
Ma Ellen Novicio, NP	Cardiology	AHP	Nurse Practitioner	ProCare	Dr. Amaram and Dr. Boccalandro	None	12/1/2021-11/30/2023
Samuel Baumgardner, PA	Surgery	AHP	Physician Assistant		Dr. Kirit Patel and Dr. Awtrey	None	02/1/2022-01/31/2024
Kayla Ott, PA	Surgery	AHP	Physician Assistant	West Texas Urology	Dr. Stike, Dr. Staub, Dr. Nelson, and Dr. Dragun	None	02/1/2022-01/31/2024

***Requesting Temporary Privilege**

Advice, Opinions, Recommendations and Motions:

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

Donald Davenport, DO Chief of Staff
 Executive Committee Chair
 /MM



November 2, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Clinical Privileges

Statement of Pertinent Facts:

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

Additional Privileges:

Staff Member	Department	Privilege
None		

Advice, Opinions, Recommendations and Motions:

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

Donald Davenport, DO Chief of Staff
Executive Committee Chair
/MM



November 2, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

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

Resignation/Lapse of Privileges:

Staff Member	Staff Category	Department	Effective Date	Action
Rafik Ben Abda, MD	Telemedicine	Radiology	10/08/2021	Resignation
Stace Bradshaw, MD	Telemedicine	Radiology	10/09/2021	Resignation
Pamela Cunningham, MD	Affiliate	Anesthesiology	9/23/2021	Resignation
Juan Gil, MD	Affiliate	Medicine	10/06/2021	Resignation
Leila Green, MD	Active	Surgery	08/31/2021	Lapse on Privileges
Christopher Huerta, MD	Active	Emergency Medicine	11/30/2021	Lapse In Privileges
James Maher, MD	Active	OB/GYN	06/30/2021	Resignation
Kendall Wong, MD	Active	Medicine	09/21/2021	Resignation

Advice, Opinions, Recommendations and Motion:

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

Donald Davenport, DO Chief of Staff
Executive Committee Chair
/MM



November 2, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Medical Staff or AHP Staff Category

Statement of Pertinent Facts:

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

Staff Category Change:

Staff Member	Department	Category
David Fitzgerald, MD	Medicine	Associate to Active
Timothy George, MD	Medicine	Active to Courtesy
Pankaj Khandelwal, MD	Medicine	Active to Courtesy
Ramachandra Kolluru, MD	Cardiology	Active to Courtesy

Proctoring Credentialing:

Applicant	Department	Specialty/Privileges	Group	Comments
None				

Changes to Credentialing Dates:

Staff Member	Staff Category	Department	Dates
Mohammed Aljarwi, MD	Courtesy	Pediatrics	11/01/2021-10/31/2023

Changes of Supervising Physician(s):

Staff Member	Group	Department
None		



Leave of Absence:

Staff Member	StaffCategory	Department	EffectiveDate	Action
None				

Advice, Opinions, Recommendations and Motion:

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

Donald Davenport, DO Chief of Staff
 Executive Committee Chair
 /MM

Family Health Clinic
November 2021
ECHD Board Packet

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CENTERS COMBINED - OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 714,671	\$ 473,488	50.9%	\$ 461,942	54.7%	\$ 6,393,036	\$ 6,027,678	6.1%	\$ 5,789,683	10.4%
TOTAL PATIENT REVENUE	\$ 714,671	\$ 473,488	50.9%	\$ 461,942	54.7%	\$ 6,393,036	\$ 6,027,678	6.1%	\$ 5,789,683	10.4%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 337,700	\$ 162,800	107.4%	\$ 266,817	26.6%	\$ 3,457,932	\$ 2,072,440	66.9%	\$ 2,119,816	63.1%
Self Pay Adjustments	95,061	45,863	107.3%	69,433	36.9%	838,257	583,806	43.6%	605,422	38.5%
Bad Debts	23,314	75,832	-69.3%	(28,136)	-182.9%	259,853	965,338	-73.1%	1,060,196	-75.5%
TOTAL REVENUE DEDUCTIONS	\$ 456,075	\$ 284,495	60.3%	\$ 308,114	48.0%	\$ 4,556,042	\$ 3,621,584	25.8%	\$ 3,785,434	20.4%
	63.82%	60.08%		66.70%		71.27%	60.08%		65.38%	
NET PATIENT REVENUE	\$ 258,596	\$ 188,993	36.8%	\$ 153,828	68.1%	\$ 1,836,995	\$ 2,406,094	-23.7%	\$ 2,004,248	-8.3%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ 166,217	\$ 26,692	522.7%	\$ 3,075	5306.2%	\$ 609,878	\$ 320,359	90.4%	\$ 322,859	88.9%
TOTAL OTHER REVENUE	\$ 166,217	\$ 26,692	522.7%	\$ 3,075	5306.2%	\$ 609,878	\$ 320,359	90.4%	\$ 322,859	88.9%
NET OPERATING REVENUE	\$ 424,813	\$ 215,685	97.0%	\$ 156,902	170.7%	\$ 2,446,873	\$ 2,726,453	-10.3%	\$ 2,327,107	5.1%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 211,266	\$ 100,617	110.0%	\$ 85,357	147.5%	\$ 1,237,120	\$ 1,280,933	-3.4%	\$ 1,142,265	8.3%
Benefits	31,319	26,000	20.5%	(6,784)	-561.7%	325,034	325,463	-0.1%	244,975	32.7%
Physician Services	67,504	151,468	-55.4%	95,251	-29.1%	1,588,140	1,817,649	-12.6%	1,506,856	5.4%
Cost of Drugs Sold	13,442	8,245	63.0%	4,090	228.7%	128,557	104,966	22.5%	103,126	24.7%
Supplies	10,457	5,667	84.5%	4,586	128.0%	154,036	70,991	117.0%	58,372	163.9%
Utilities	7,069	5,931	19.2%	5,081	39.1%	71,296	71,260	0.1%	71,250	0.1%
Repairs and Maintenance	675	1,263	-46.6%	11,332	-94.0%	29,571	14,375	105.7%	19,160	54.3%
Leases and Rentals	475	365	30.2%	347	37.1%	5,875	4,435	32.5%	5,536	6.1%
Other Expense	1,850	1,000	85.0%	69,770	-97.3%	46,524	15,118	207.7%	83,887	-44.5%
TOTAL OPERATING EXPENSES	\$ 344,056	\$ 300,556	14.5%	\$ 269,031	27.9%	\$ 3,586,153	\$ 3,705,190	-3.2%	\$ 3,235,427	10.8%
Depreciation/Amortization	\$ 29,915	\$ 30,969	-3.4%	\$ 33,405	-10.4%	\$ 391,756	\$ 396,028	-1.1%	\$ 409,055	-4.2%
TOTAL OPERATING COSTS	\$ 373,971	\$ 331,525	12.8%	\$ 302,436	23.7%	\$ 3,977,909	\$ 4,101,218	-3.0%	\$ 3,644,482	9.1%
NET GAIN (LOSS) FROM OPERATIONS	\$ 50,842	\$ (115,840)	-143.9%	\$ (145,534)	-134.9%	\$ (1,531,036)	\$ (1,374,765)	11.4%	\$ (1,317,375)	16.2%
Operating Margin	11.97%	-53.71%	-122.3%	-92.75%	-112.9%	-62.57%	-50.42%	24.1%	-56.61%	10.5%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Total Visits	2,204	1,358	62.3%	1,321	66.8%	19,244	17,288	11.3%	16,664	15.5%
Average Revenue per Office Visit	324.26	348.67	-7.0%	349.69	-7.3%	332.21	348.66	-4.7%	347.44	-4.4%
Hospital FTE's (Salaries and Wages)	23.5	27.7	-15.0%	19.4	21.5%	20.9	27.4	-23.9%	23.3	-10.6%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - SOUTH - OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 288,987	\$ 326,522	-11.5%	\$ 463,195	-37.6%	\$ 5,154,726	\$ 4,158,393	24.0%	\$ 3,991,895	29.1%
TOTAL PATIENT REVENUE	\$ 288,987	\$ 326,522	-11.5%	\$ 463,195	-37.6%	\$ 5,154,726	\$ 4,158,393	24.0%	\$ 3,991,895	29.1%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 123,805	\$ 109,158	13.4%	\$ 265,518	-53.4%	\$ 2,788,620	\$ 1,390,165	100.6%	\$ 1,487,966	87.4%
Self Pay Adjustments	61,556	29,108	111.5%	75,453	-18.4%	731,873	370,709	97.4%	432,741	69.1%
Bad Debts	21,388	51,201	-58.2%	(21,866)	-197.8%	283,501	652,051	-56.5%	616,882	-54.0%
TOTAL REVENUE DEDUCTIONS	\$ 206,749	\$ 189,467	9.1%	\$ 319,104	-35.2%	\$ 3,803,994	\$ 2,412,925	57.7%	\$ 2,537,590	49.9%
	71.5%	58.0%		68.9%		73.8%	58.0%		63.6%	
NET PATIENT REVENUE	\$ 82,238	\$ 137,055	-40.0%	\$ 144,091	-42.9%	\$ 1,350,732	\$ 1,745,468	-22.6%	\$ 1,454,305	-7.1%
OTHER REVENUE										
FHC Other Revenue	\$ 166,217	\$ 26,692	0.0%	\$ 3,075	5306.2%	\$ 609,878	\$ 320,359	0.0%	\$ 322,859	88.9%
TOTAL OTHER REVENUE	\$ 166,217	\$ 26,692	522.7%	\$ 3,075	5306.2%	\$ 609,878	\$ 320,359	90.4%	\$ 322,859	88.9%
NET OPERATING REVENUE	\$ 248,455	\$ 163,747	51.7%	\$ 147,165	68.8%	\$ 1,960,610	\$ 2,065,827	-5.1%	\$ 1,777,164	10.3%
OPERATING EXPENSE										
Salaries and Wages	\$ 203,753	\$ 72,587	180.7%	\$ 85,357	138.7%	\$ 1,124,793	\$ 924,420	21.7%	\$ 852,617	31.9%
Benefits	30,206	18,757	61.0%	(6,784)	-545.3%	295,522	234,879	25.8%	182,856	61.6%
Physician Services	(1,375)	104,168	-101.3%	95,251	-101.4%	1,245,339	1,250,049	-0.4%	1,029,709	20.9%
Cost of Drugs Sold	1,936	5,834	-66.8%	4,090	-52.7%	80,442	74,304	8.3%	72,539	10.9%
Supplies	5,851	4,317	35.5%	4,586	27.6%	136,941	54,137	153.0%	47,686	187.2%
Utilities	3,542	3,020	17.3%	2,860	23.8%	35,799	36,251	-1.2%	35,818	-0.1%
Repairs and Maintenance	675	1,072	-37.0%	11,332	-94.0%	29,571	12,875	129.7%	19,097	54.8%
Leases and Rentals	475	365	30.2%	347	37.1%	5,875	4,435	32.5%	5,536	6.1%
Other Expense	1,850	1,000	85.0%	69,770	-97.3%	46,524	15,118	207.7%	83,887	-44.5%
TOTAL OPERATING EXPENSES	\$ 246,914	\$ 211,120	17.0%	\$ 266,809	-7.5%	\$ 3,000,807	\$ 2,606,468	15.1%	\$ 2,329,744	28.8%
Depreciation/Amortization	\$ 3,503	\$ 3,506	-0.1%	\$ 4,081	-14.2%	\$ 46,007	\$ 46,001	0.0%	\$ 54,368	-15.4%
TOTAL OPERATING COSTS	\$ 250,417	\$ 214,626	16.7%	\$ 270,890	-7.6%	\$ 3,046,813	\$ 2,652,469	14.9%	\$ 2,384,112	27.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,962)	\$ (50,879)	96.1%	\$ (123,725)	98.4%	\$ (1,086,203)	\$ (586,642)	-85.2%	\$ (606,948)	79.0%
Operating Margin	-0.79%	-31.07%	-97.5%	-84.07%	-99.1%	-55.40%	-28.40%	95.1%	-34.15%	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	1,028	945	8.8%	1,321	-22.2%	15,350	12,035	27.5%	11,557	32.8%
Average Revenue per Office Visit	281.12	345.53	-18.6%	350.64	-19.8%	335.81	345.52	-2.8%	345.41	-2.8%
Hospital FTE's (Salaries and Wages)	14.9	19.6	-23.9%	19.4	-22.9%	17.2	19.4	-11.7%	16.8	2.3%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - WEST UNIVERSITY - OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 120,774	\$ 146,966	-17.8%	\$ (1,253)	-9735.2%	\$ 731,483	\$ 1,869,285	-60.9%	\$ 1,797,787	-59.3%
TOTAL PATIENT REVENUE	\$ 120,774	\$ 146,966	-17.8%	\$ (1,253)	-9735.2%	\$ 731,483	\$ 1,869,285	-60.9%	\$ 1,797,787	-59.3%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 55,069	\$ 53,642	2.7%	\$ 1,299	4140.7%	\$ 387,111	\$ 682,275	-43.3%	\$ 631,850	-38.7%
Self Pay Adjustments	16,929	16,755	1.0%	(6,019)	-381.2%	81,271	213,097	-61.9%	172,680	-52.9%
Bad Debts	1,927	24,631	-92.2%	(6,270)	-130.7%	(23,648)	313,287	-107.5%	443,314	-105.3%
TOTAL REVENUE DEDUCTIONS	\$ 73,924	\$ 95,028	-22.2%	\$ (10,991)	-772.6%	\$ 444,734	\$ 1,208,659	-63.2%	\$ 1,247,844	-64.4%
	61.21%	64.66%		876.81%		60.80%	64.66%		69.41%	
NET PATIENT REVENUE	\$ 46,850	\$ 51,938	-9.8%	\$ 9,737	381.2%	\$ 286,749	\$ 660,626	-56.6%	\$ 549,943	-47.9%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 46,850	\$ 51,938	-9.8%	\$ 9,737	381.2%	\$ 286,749	\$ 660,626	-56.6%	\$ 549,943	-47.9%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 3,018	\$ 28,030	-89.2%	\$ -	100.0%	\$ 87,142	\$ 356,513	-75.6%	\$ 289,648	-69.9%
Benefits	447	7,243	-93.8%	-	100.0%	22,895	90,584	-74.7%	62,119	-63.1%
Physician Services	(7,988)	47,300	-116.9%	-	100.0%	264,978	567,600	-53.3%	477,147	-44.5%
Cost of Drugs Sold	(25)	2,411	-101.0%	-	0.0%	23,529	30,662	-23.3%	30,587	-23.1%
Supplies	469	1,350	-65.3%	-	100.0%	3,688	16,854	-78.1%	10,686	-65.5%
Utilities	3,527	2,911	21.2%	2,221	58.8%	35,497	35,009	1.4%	35,432	0.2%
Repairs and Maintenance	-	191	-100.0%	-	100.0%	-	1,500	-100.0%	63	-100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ (553)	\$ 89,436	-100.6%	\$ 2,221	-124.9%	\$ 437,729	\$ 1,098,722	-60.2%	\$ 905,682	-51.7%
Depreciation/Amortization	\$ 26,337	\$ 27,463	-4.1%	\$ 29,324	-10.2%	\$ 345,525	\$ 350,027	-1.3%	\$ 354,688	-2.6%
TOTAL OPERATING COSTS	\$ 25,784	\$ 116,899	-77.9%	\$ 31,546	-18.3%	\$ 783,255	\$ 1,448,749	-45.9%	\$ 1,260,370	-37.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ 21,065	\$ (64,961)	-132.4%	\$ (21,809)	-196.6%	\$ (496,505)	\$ (788,123)	-37.0%	\$ (710,427)	-30.1%
Operating Margin	44.96%	-125.07%	-135.9%	-223.98%	-120.1%	-173.15%	-119.30%	45.1%	-129.18%	34.0%

	CURRENT MONTH					YEAR TO DATE				
Total Visits	387	413	-6.3%	-	0.0%	2,512	5,253	-52.2%		0.0%
Average Revenue per Office Visit	312.08	355.85	-12.3%	-	0.0%	291.20	355.85	-18.2%	352.02	-17.3%
Hospital FTE's (Salaries and Wages)	3.6	8.1	-54.8%	-	0.0%	2.8	8.0	-65.3%	6.6	-57.8%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - JBS - OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 304,910	\$ -	0.0%	\$ -	100.0%	\$ 506,827	\$ -	0.0%	\$ -	100.0%
TOTAL PATIENT REVENUE	\$ 304,910	\$ -	0.0%	\$ -	100.0%	\$ 506,827	\$ -	0.0%	\$ -	100.0%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 158,826	\$ -	0.0%	\$ -	100.0%	\$ 282,201	\$ -	0.0%	\$ -	100.0%
Self Pay Adjustments	16,576	-	0.0%	-	100.0%	25,113	-	0.0%	-	100.0%
Bad Debts	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
TOTAL REVENUE DEDUCTIONS	\$ 175,402	\$ -	0.0%	\$ -	100.0%	\$ 307,314	\$ -	0.0%	\$ -	100.0%
	57.53%	0.00%		0.00%		60.63%	0.00%		0.00%	
NET PATIENT REVENUE	\$ 129,508	\$ -	0.0%	\$ -	100.0%	\$ 199,513	\$ -	0.0%	\$ -	100.0%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 129,508	\$ -	0.0%	\$ -	100.0%	\$ 199,513	\$ -	0.0%	\$ -	100.0%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 4,495	\$ -	0.0%	\$ -	100.0%	\$ 25,185	\$ -	0.0%	\$ -	100.0%
Benefits	666	-	0.0%	-	100.0%	6,617	-	0.0%	-	100.0%
Physician Services	76,867	-	0.0%	-	100.0%	77,823	-	0.0%	-	100.0%
Cost of Drugs Sold	11,530	-	0.0%	-	0.0%	24,585	-	100.0%	-	100.0%
Supplies	4,138	-	0.0%	-	100.0%	13,407	-	0.0%	-	100.0%
Utilities	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 97,695	\$ -	0.0%	\$ -	100.0%	\$ 147,617	\$ -	0.0%	\$ -	100.0%
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 225	\$ -	0.0%	\$ -	100.0%
TOTAL OPERATING COSTS	\$ 97,770	\$ -	0.0%	\$ -	100.0%	\$ 147,841	\$ -	0.0%	\$ -	100.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ 31,739	\$ -	0.0%	\$ -	100.0%	\$ 51,672	\$ -	0.0%	\$ -	100.0%
Operating Margin	24.51%	0.00%	0.0%	0.00%	100.0%	25.90%	0.00%	0.0%	0.00%	100.0%

	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	789	-	0.0%	-	0.0%	1,382	-	0.0%	-	0.0%
Total Visits	789	-	0.0%	-	0.0%	1,382	-	0.0%	-	0.0%
Average Revenue per Office Visit	386.45	-	0.0%	-	0.0%	366.73	-	0.0%	-	0.0%
Hospital FTE's (Salaries and Wages)	5.0	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC COMBINED
SEPTEMBER 2021**

	MONTHLY REVENUE					YTD REVENUE				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 51,286	\$ 41,408	\$ 836	\$ 93,531	13.1%	\$ 802,612	\$ 226,327	\$ 832	\$ 1,029,771	16.1%
Medicaid	61,762	27,595	176,531	265,888	37.2%	2,137,588	186,207	267,388	2,591,183	40.5%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	58,264	27,504	107,825	193,594	27.1%	799,117	175,615	208,782	1,183,513	18.5%
Self Pay	103,257	23,362	17,062	143,681	20.1%	1,230,277	134,454	25,116	1,389,848	21.7%
Other	14,418	904	2,655	17,977	2.5%	185,132	8,881	4,709	198,722	3.1%
Total	\$ 288,987	\$ 120,774	\$ 304,910	\$ 714,671	100.0%	\$ 5,154,726	\$ 731,483	\$ 506,827	\$ 6,393,036	100.0%

	MONTHLY PAYMENTS					YEAR TO DATE PAYMENTS				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 14,703	\$ 3,897	-	\$ 18,599	13.8%	\$ 292,192	\$ 78,118	\$ -	\$ 370,310	19.2%
Medicaid	24,635	5,583	17,265	47,483	35.3%	807,164	72,441	17,265	896,870	46.4%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	13,898	4,178	20,845	38,920	28.9%	258,647	91,074	23,280	373,000	19.3%
Self Pay	13,895	5,596	7,206	26,697	19.9%	203,124	41,174	10,703	255,001	13.2%
Other	2,198	194	386	2,778	2.1%	34,113	3,814	386	38,313	2.0%
Total	\$ 69,329	\$ 19,448	\$ 45,701	\$ 134,478	100.0%	\$ 1,595,240	\$ 286,620	\$ 51,635	\$ 1,933,494	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC CLEMENTS
SEPTEMBER 2021**

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	\$ 51,286	17.7%	\$ 79,227	17.1%	\$ 802,612	15.6%	\$ 728,262	18.2%
Medicaid	61,762	21.4%	177,196	38.2%	2,137,588	41.4%	1,517,361	38.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	58,264	20.2%	67,422	14.6%	799,117	15.5%	649,240	16.3%
Self Pay	103,257	35.7%	126,848	27.4%	1,230,277	23.9%	1,080,125	27.1%
Other	14,418	5.0%	12,502	2.7%	185,132	3.6%	16,907	0.4%
TOTAL	\$ 288,987	100.0%	\$ 463,195	100.0%	\$ 5,154,726	100.0%	\$ 3,991,895	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 14,703	21.2%	\$ 31,433	24.6%	\$ 292,192	18.3%	\$ 464,174	34.7%
Medicaid	24,635	35.6%	53,087	41.7%	807,164	50.7%	463,127	34.7%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	13,898	20.0%	22,898	17.9%	258,647	16.2%	177,688	13.3%
Self Pay	13,895	20.0%	19,232	15.1%	203,124	12.7%	223,651	16.7%
Other	2,198	3.2%	921	0.7%	34,113	2.1%	7,646	0.6%
TOTAL	\$ 69,329	100.0%	\$ 127,572	100.0%	\$ 1,595,240	100.0%	\$ 1,336,287	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
SEPTEMBER 2021**

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	\$ 41,408	34.4%	\$ (799)	63.7%	\$ 226,327	31.0%	\$ 426,835	23.7%
Medicaid	27,595	22.8%	\$ (262)	20.9%	186,207	25.5%	475,068	26.4%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	27,504	22.8%	\$ 150	-12.0%	175,615	24.0%	371,573	20.7%
Self Pay	23,362	19.3%	\$ (788)	62.9%	134,454	18.3%	519,795	28.9%
Other	904	0.7%	\$ 446	-35.5%	8,881	1.2%	4,516	0.3%
TOTAL	\$ 120,774	100.0%	\$ (1,253)	100.0%	\$ 731,483	100.0%	\$ 1,797,787	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 3,897	20.0%	\$ 2,078	32.5%	\$ 78,118	27.3%	\$ 139,014	27.5%
Medicaid	5,583	28.7%	2,653	41.5%	\$ 72,441	25.3%	156,040	30.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	4,178	21.5%	682	10.7%	91,074	31.8%	112,703	22.3%
Self Pay	5,596	28.8%	985	15.4%	41,174	14.4%	95,492	18.9%
Other	194	1.0%	-	0.0%	3,814	1.3%	2,138	0.4%
TOTAL	\$ 19,448	100.0%	\$ 6,399	100.0%	\$ 286,619	100.1%	\$ 505,387	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC JBS
SEPTEMBER 2021**

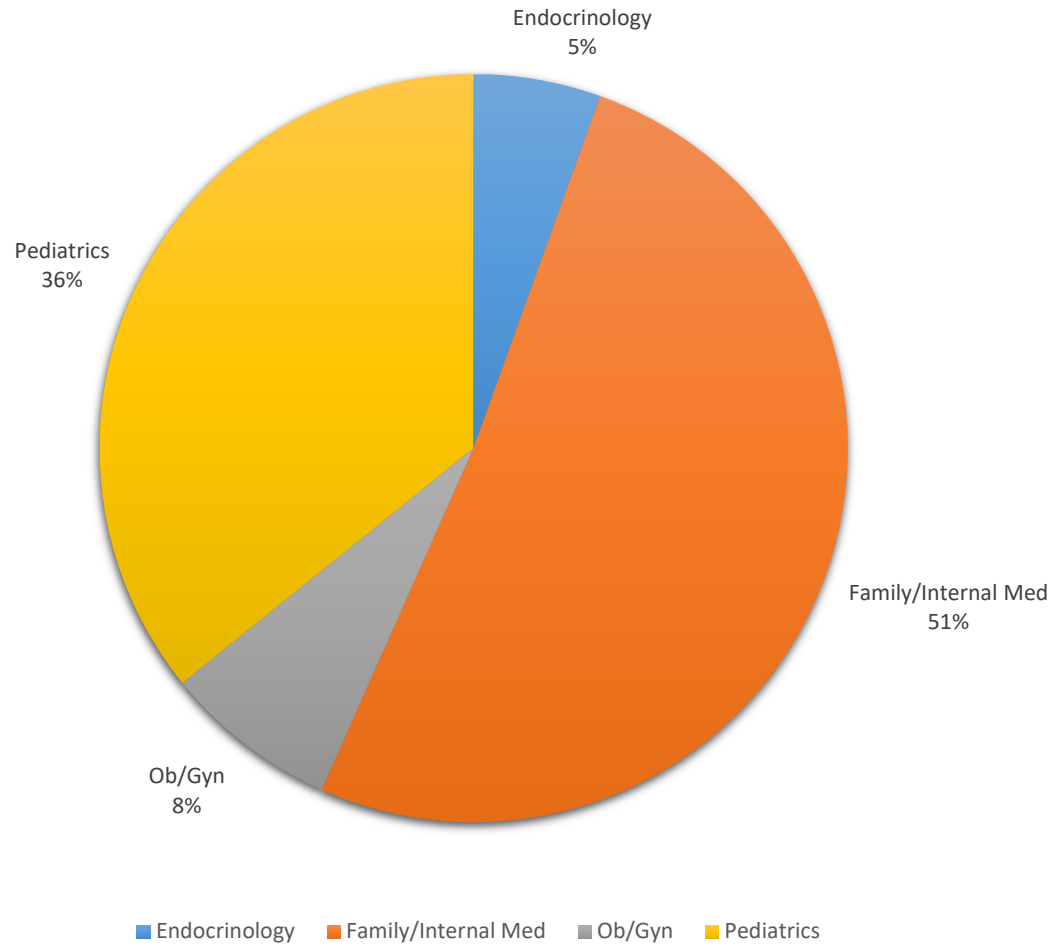
REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 836	0.3%	\$ -	0.0%	\$ 832	0.2%	\$ -	0.0%
Medicaid	176,531	57.8%	\$ -	0.0%	267,388	52.8%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	107,825	35.4%	\$ -	0.0%	208,782	41.2%	-	0.0%
Self Pay	17,062	5.6%	\$ -	0.0%	25,116	4.9%	-	0.0%
Other	2,655	0.9%	\$ -	0.0%	4,709	0.9%	-	0.0%
TOTAL	\$ 304,910	100.0%	\$ -	0.0%	\$ 506,827	100.0%	\$ -	0.0%

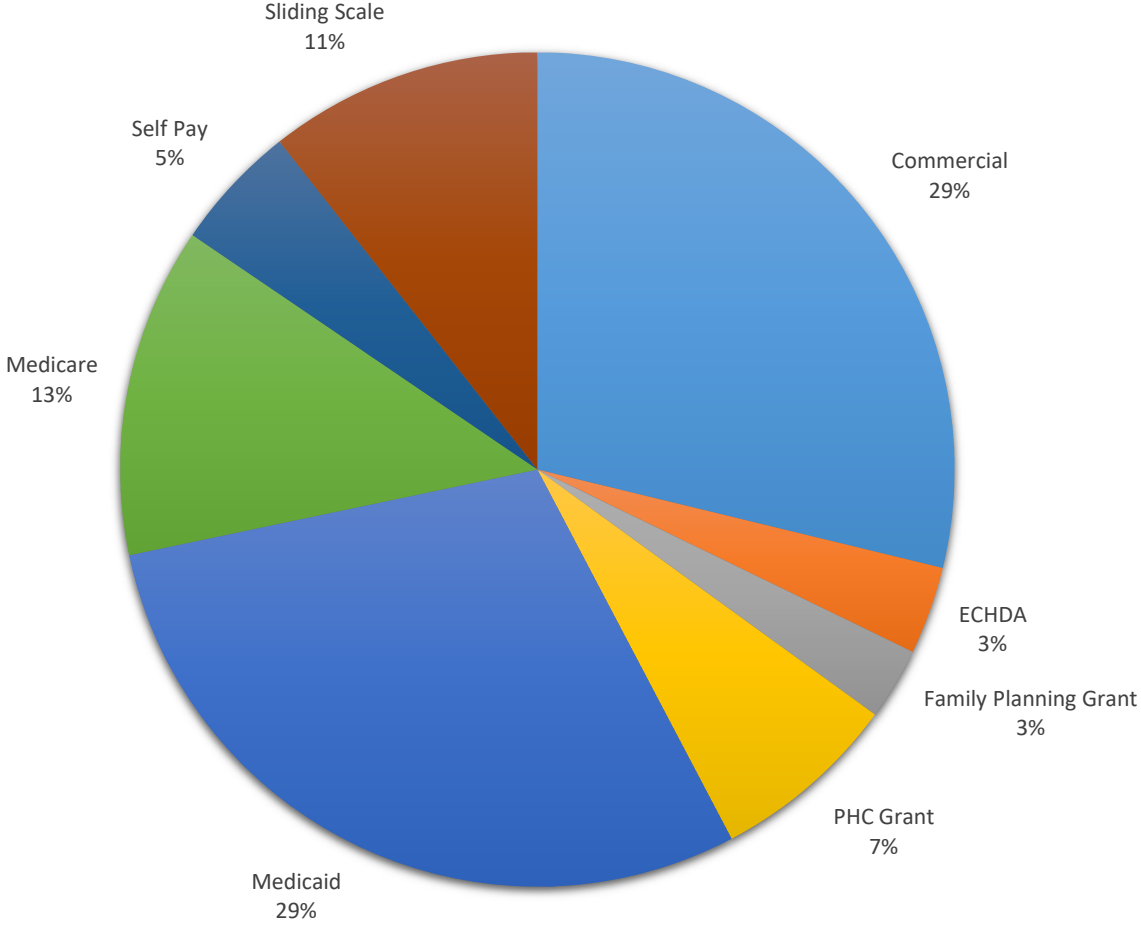
PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ -	-0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	17,265	37.8%	-	0.0%	17,265	33.4%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	20,845	45.6%	-	0.0%	23,280	45.1%	-	0.0%
Self Pay	7,206	15.9%	-	0.0%	10,703	20.8%	-	0.0%
Other	386	0.8%	-	0.0%	386	0.7%	-	0.0%
TOTAL	\$ 45,701	100.0%	\$ -	0.0%	\$ 51,636	100.0%	\$ -	0.0%

FHC September Visits By Service



FHC September Visits by Financial Class



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

FHC Executive Director's Report-November 2021

- **Staffing Update:** The Family Health Clinic has the following active open positions: 2 Medical Assistants, and 1 Clinic Supervisor, 2 Front Desk, and 1 Rad Tech.
- **Provider Update:** Karina Rubio, PA, has given her 90 day notice not to renew her contract. The Clinic has begun its search for Karina's replacement. Karina's last day is December 31, 2021.
- **Telehealth Update:** For the month of September, telehealth visits accounted for 12% of the Clinic's total visits. We continue to provide the telehealth option for sick, wellness, and follow up visits.
- **COVID 19 Update:** The Family Health Clinic has implemented the following temporary operational changes: no walk-in patients, patients will be scheduled with same day appointments; implemented telehealth options for remote health services; decreased operating hours to Monday thru Friday 8am-Noon and 1pm-5pm; Patient screening processes at all FHC locations. Patients and employees are required to wear masks.
- **HRSA American Rescue Plan Act Funding for FQHC Look A Likes Update:** The Family Health Clinic submitted its first drawdown for the ARP LAL Grant in the amount of \$164,778. The drawdown covered eligible salary expenses for the period July 1, 2021 thru September 30, 2021. The ARP LAL grant covers the two-year period from 07/01/2021 to 06/30/2023. The total award amount was for \$2,116,625, with a remaining balance of \$1,131,245 for Year 1.
- **Operational Update:** Beverly Gifford, FNP, has moved back to West University full-time effective Monday October 11, 2021.
- **Community Events:** The Family Health Clinic will be participating in the MCHS Take Time for Your Health Event on Saturday October 30, 2021 from 9am-11am. FHC will be giving flu shots at the event.



Investor Statement

June 30, 2021- September 30, 2021

Prepared for

ECTOR COUNTY HOSPITAL DISTRICT

ECTOR COUNTY HOSPITAL DISTRICT
PO BOX 7239
Odessa, TX 79761

Advisor

Charles Brown, Jarrod Patterson
Momentum Independent Network
Managed Accounts

ECTOR COUNTY HOSPITAL DISTRICT
September 30, 2021

Yield Summary

Sector	Cost Basis	Weighted Avg Yield	Market Value	Gain/Loss
SHORT-TERM INVESTMENTS	\$ 71,888,079.00	0.0557%	\$ 71,853,289.00	\$ - 34,790.00
Total	\$ 71,88	0.0557%	\$ 71,8	\$ -

	9/30/2021	9/30/2020
3 MONTH TREASURY BILL	0.04%	0.10%
5 YEAR TREASURY BILL	0.98%	0.28%
10 YEAR TREASURY NOTE	1.52%	0.69%
30 YEAR TREASURY NOTE	2.08%	1.46%

The information is based on data received. Information supporting the recommendation is enclosed. Mutual funds, ETFs and variable products are sold by prospectus. Please consider the investment objectives, risks, charges, and expenses of the investment company carefully before investing. The prospectus contains this and other information about the investment company. Prospectuses may be obtained from the investment company or from your registered representative. Please read the prospectus carefully before investing. Investors should consider their individual investment time horizon and income tax brackets, both current and anticipated, when making an investment decision. ETFs trade like a stock and may trade for less than their net asset value. Asset allocation and Diversification does not ensure a profit and may not protect against loss in declining markets.

ECTOR COUNTY HOSPITAL DISTRICT Reports: Rollup of All Accounts



Holdings Detail As of Sep 30, 2021

Holdings	Units	Cost ¹	Portfolio Value	Gain/Loss ²	Gain/Loss %	% of Portfolio	Dur	Mat. Date	Price	YTM	Yield ³	S&P Rate
26761549		\$ 3,114,736	\$ 3,106,217	\$ -8,519	-0.27 %	4.32 %						
US Treasury Bill 11/04/21 9127964W6	1,500,000	1,499,299	1,499,910	611	0.04	2.09	0.08	Nov 4, 2021	\$ 99.99	0.05 %	—	NR
US Treasury 0.250 06/15/24 91282CCG4	1,600,000	1,600,010	1,590,880	-9,130	-0.57	2.21	2.68	Jun 15, 2024	99.43	0.25	—	NR
Cash		15,427	15,427			0.02				—	—	NR
38285456		23,254,810	23,240,876	-13,934	-0.06	32.34						
US Treasury Bill 12/30/21 912796A90	20,000,000	19,996,931	19,998,200	1,269	0.01	27.83	0.24	Dec 30, 2021	99.99	0.02	—	NR
US Treasury Bill 11/04/21 9127964W6	500,000	499,773	499,970	197	0.04	0.70	0.08	Nov 4, 2021	99.99	0.05	—	NR
US Treasury 0.250 06/15/24 91282CCG4	2,700,000	2,700,010	2,684,610	-15,400	-0.57	3.74	2.68	Jun 15, 2024	99.43	0.25	—	NR
Cash		58,096	58,096			0.08				—	—	NR
26761610		2,292,869	2,283,977	-8,892	-0.40	3.18						
US Treasury Bill 11/04/21 9127964W6	600,000	599,726	599,964	238	0.04	0.83	0.08	Nov 4, 2021	99.99	0.05	—	NR
US Treasury 0.250 06/15/24 91282CCG4	1,600,000	1,600,010	1,590,880	-9,130	-0.57	2.21	2.68	Jun 15, 2024	99.43	0.25	—	NR
Cash		93,133	93,133			0.13				—	—	NR
26761530		5,402,196	5,404,543	2,347	0.04	7.52						
US Treasury Bill 12/02/21 9127965G0	4,600,000	4,597,723	4,599,770	2,047	0.04	6.40	0.16	Dec 2, 2021	100.00	0.05	—	NR
US Treasury Bill 11/04/21 9127964W6	750,000	749,655	749,955	300	0.04	1.04	0.08	Nov 4, 2021	99.99	0.05	—	NR
Cash		54,818	54,818			0.08				—	—	NR
26761506		34,807,026	34,812,853	5,827	0.02	48.45						
US Treasury Bill 12/02/21 9127965G0	3,000,000	2,998,519	2,999,850	1,331	0.04	4.17	0.16	Dec 2, 2021	100.00	0.05	—	NR
US Treasury Bill 11/04/21 9127964W6	5,000,000	4,997,641	4,999,700	2,059	0.04	6.96	0.08	Nov 4, 2021	99.99	0.05	—	NR
US Treasury Bill 04/21/22 912796G45	19,000,000	18,992,433	18,994,870	2,437	0.01	26.44	0.54	Apr 21, 2022	99.97	0.04	—	NR
Cash		7,818,433	7,818,433			10.88				—	—	NR
38285461		3,016,442	3,004,824	-11,618	-0.39	4.18						
US Treasury Bill 11/04/21 9127964W6	900,000	899,584	899,946	362	0.04	1.25	0.08	Nov 4, 2021	99.99	0.05	—	NR
US Treasury 0.250 06/15/24 91282CCG4	2,100,000	2,100,010	2,088,030	-11,980	-0.57	2.91	2.68	Jun 15, 2024	99.43	0.25	—	NR
Cash		16,848	16,848			0.02				—	—	NR
Total		71,888,079	71,853,289	-34,790	-0.05							

¹ Cost basis values are not provided by the custodian in all cases, and should be independently verified from your original purchase records.

² Capital gain/loss data presented here is a general guide and should not be relied upon in the preparation of your tax returns.

³ An indication of the current dividends and interest vs. the current market value of the holdings. The yield represents the current amount of income that is being generated from the portfolio without liquidating the principal or capital gains on the portfolio. However, the yield will fluctuate daily and current or past performance is not a guarantee of future results.

⁴ Net and Gross expense ratio data is obtained from a third party data provider and is believed to be accurate, but has not been verified by Envestnet.

These reports are not to be construed as an offer or the solicitation of an offer to buy or sell securities mentioned herein. Information contained in these reports is based on sources and data believed reliable. The information used to construct these reports was received via a variety of sources. These reports are for informational purposes only. These reports do not take the place of any brokerage statements, any fund company statements, or any tax forms. You are urged to compare this report with the statement you receive from your custodian covering the same period. Differences in positions may occur due to reporting dates used and whether certain assets are not maintained by your custodian. There may also be differences in the investment values shown due to the use of differing valuation sources and methods.

Note regarding loan balance: Your group annuity contract loan balance (if applicable) is not itemized in this report although it is reflected in your Contract Value. For more details regarding your loan balance please review your most recent group annuity statement or contact your Advisor who can assist you in obtaining this information.

ECTOR COUNTY HOSPITAL DISTRICT Reports: Rollup of All Accounts



Bond Analysis As of Sep 30, 2021

Overview ^{1 2}

Total Number of Issues	14
Face Value	63,850,000
Market Value	\$ 63,796,535
Long/Intermediate Term Average S&P Rating ³	—
Long/Intermediate Term Average Moody's Rating ³	#Aaa

Statistics ^{1 2}

Average Bond Yield ⁴	0.03 %
Average Yield to Maturity ⁵	0.10 %
Average Yield to Worst ⁶	0.10 %
Average Coupon	0.03 %
Average Modified Duration (Years) ⁷	0.60
Average Effective Duration (Years) ⁸	0.60
Average Duration to Worst ⁹	0.60
Average Convexity (par) ¹⁰	0.01

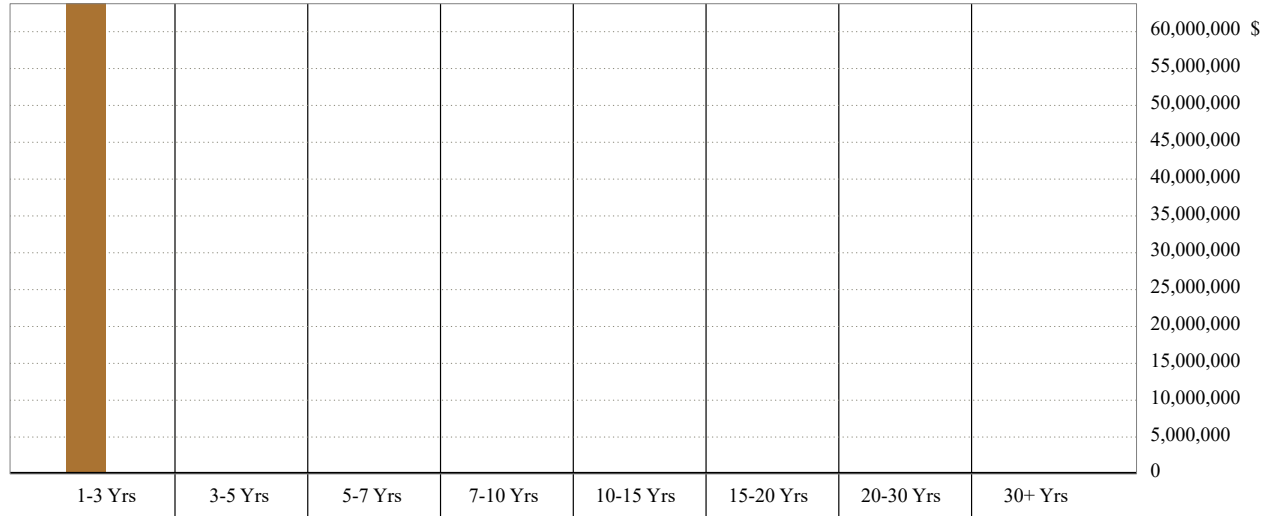
ECTOR COUNTY HOSPITAL DISTRICT Reports: Rollup of All Accounts



Bond Analysis As of Sep 30, 2021

Bond Maturity vs. Call Date Distribution

Maturity | Call Date



Period	Bond Maturity	Total %	Callable	Total %
1 to 3 Years	\$ 63,796,535	100.00 %	—	—

Bond Distribution by S&P Rating ^{111 12}



Bond Distribution by Type ¹¹³



Bond Analysis As of Sep 30, 2021

Bond Distribution by Moody Rating ^{1 14 12}



Bond Coupon Concentration ¹⁵



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- 1 Bond type, statistics and rating information is provided by Refinitiv.
- 2 Data are weighted and calculated based on the criteria of 50% of holdings in total maturing bond market value available. If less than 50%, the data are shown as 'n/a'.
- 3 Average credit quality gives a snapshot of the portfolio's overall credit quality. It is an average of each bond's credit rating, adjusted for its relative weighting in the portfolio. Bonds with one year to maturity at the time of issuance are considered cash and are not include in the Average Credit ratings.
- 4 An indication of the interest vs. the current market value of the holdings. The yield represents the current amount of income that is being generated from the portfolio without liquidating the principal or capital gains on the portfolio. However, the yield will fluctuate daily and current or past performance is not a guarantee of future results.
- 5 Average Yield to Maturity is the yield of the Instrument taking into account the price discount or premium over face value. It is calculated with the cash-flow assumption that the instrument trades to maturity and is averaged with the corresponding weights of the constituent bonds.
- 6 Average Yield to Worst is a measurement of a bonds yield at the yield to worst date for earliest redemption date assuming the worst case scenario for the asset without actually defaulting. It is calculated with the Current or Best Bid Yield or Primary Active Yield field and is averaged with the corresponding weights of the constituent bonds.
- 7 Average Modified duration is a measurement of change in the value of a bond to a change in interest rates; it determines the effect a 100 basis point (1%) change in interest rates will have on the price of the bond. It is calculated with the cash-flow assumption that the instrument trades to maturity and is averaged with the corresponding weights of the constituent bonds.
- 8 Average Effective duration is a simulated measure of duration which measures change in price given change in rates. It is calculated with using an option based model that accounts for embedded options and is averaged with the corresponding weights of the constituent bonds.
- 9 Average Duration to Worst represents the percentage change in value per unit shift in the yield curve. It is calculated using certain cash flow assumptions and is averaged with the corresponding weights of the constituent bonds.
- 10 Convexity is the measure of the sensitivity of a bond's price to a change in yield. A high convexity bond is more sensitive to changes in interest rates and should consequently witness larger fluctuations in price when interest rates move. The opposite is true of low convexity bonds, whose prices don't fluctuate as much when interest rates change. Average convexity is calculated using certain cash flow assumptions and is averaged with the corresponding weights of the constituent bond.
- 11 The Group By Bond Distribution by S&P Rating Holdings Report includes only Bonds Holdings.
- 12 Parent style classifications are provided by Morningstar, Inc. and mapped into one of the style classifications supported on this platform. Sector information is provided by Morningstar. Bond type and rating information is provided by Refinitiv.
- 13 The Group By Bond Distribution by Type Holdings Report includes only Bonds Holdings.
- 14 The Group By Bond Distribution by Moody Rating Holdings Report includes only Bonds Holdings.
- 15 The Group By Bond Coupon Concentration Holdings Report includes only Bonds Holdings.



MEMORANDUM

TO: Russell Tippin, President and Chief Executive Officer

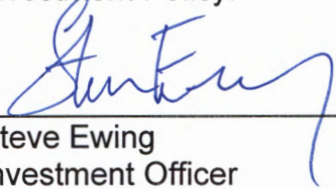
FROM: Steve Ewing, Chief Financial Officer

RE: **Quarterly Investment Report – Fourth Quarter 2021**

DATE: November 1, 2021

The Investment Report of Ector County Hospital District for the fourth quarter ending September 30, 2021 will be presented at the Finance Committee meeting November 1, 2021. This report was prepared to provide the Hospital President and Chief Financial Officer and Board of Directors information as required under the Public Funds Investment Act. No investments were purchased during the fourth quarter of fiscal 2021.

To the best of my knowledge, as of September 30, 2021 the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.



Steve Ewing
Investment Officer

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
SEPTEMBER 2021**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
Hospital InPatient Admissions										
Acute / Adult	960	1,027	-6.5%	1,016	-5.5%	12,034	13,066	-7.9%	12,576	-4.3%
Neonatal ICU (NICU)	24	27	-11.1%	16	50.0%	285	344	-17.2%	312	-8.7%
Total Admissions	984	1,054	-6.6%	1,032	-4.7%	12,319	13,410	-8.1%	12,888	-4.4%
Patient Days										
Adult & Pediatric	4,901	3,730	31.4%	3,803	28.9%	52,035	47,482	9.6%	45,972	13.2%
ICU	526	340	54.7%	487	8.0%	5,413	4,325	25.2%	5,022	7.8%
CCU	456	346	31.8%	260	75.4%	4,877	4,405	10.7%	3,614	34.9%
NICU	448	464	-3.4%	343	30.6%	3,980	5,907	-32.6%	5,745	-30.7%
Total Patient Days	6,331	4,880	29.7%	4,893	29.4%	66,305	62,119	6.7%	60,353	9.9%
Observation (Obs) Days	292	719	-59.4%	731	-60.0%	5,960	9,147	-34.8%	8,340	-28.5%
Nursery Days	285	288	-1.0%	285	0.0%	3,228	3,673	-12.1%	3,542	-8.9%
Total Occupied Beds / Bassinets	6,908	5,887	17.3%	5,909	16.9%	75,493	74,939	0.7%	72,235	4.5%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	6.13	4.30	42.5%	4.48	36.8%	5.18	4.30	20.4%	4.34	19.3%
NICU	18.67	17.19	8.6%	21.44	-12.9%	13.96	17.17	-18.7%	18.41	-24.2%
Total ALOS	6.43	4.63	39.0%	4.74	35.7%	5.38	4.63	16.2%	4.68	14.9%
Acute / Adult & Pediatric w/o OB	7.44			5.41	37.6%	6.08			5.27	15.2%
Average Daily Census	211.0	162.7	29.7%	163.1	29.4%	181.7	170.2	6.7%	164.9	10.2%
Hospital Case Mix Index (CMI)	1.9209	1.5944	20.5%	1.6562	16.0%	1.7404	1.5944	9.2%	1.5944	9.2%
Medicare										
Admissions	326	368	-11.4%	364	-10.4%	4,358	4,685	-7.0%	4,541	-4.0%
Patient Days	2,206	1,768	24.8%	1,959	12.6%	26,091	22,498	16.0%	22,041	18.4%
Average Length of Stay	6.77	4.80	40.8%	5.38	25.7%	5.99	4.80	24.7%	4.85	23.3%
Case Mix Index	2.0297			1.8870	7.6%	2.0160			1.8505	8.9%
Medicaid										
Admissions	131	132	-0.8%	126	4.0%	1,592	1,677	-5.1%	1,602	-0.6%
Patient Days	760	660	15.2%	518	46.7%	7,608	8,405	-9.5%	7,821	-2.7%
Average Length of Stay	5.80	5.00	16.0%	4.11	41.1%	4.78	5.01	-4.6%	4.88	-2.1%
Case Mix Index	1.1802			1.0181	15.9%	1.2069			1.1311	6.7%
Commercial										
Admissions	270	285	-5.3%	280	-3.6%	3,350	3,629	-7.7%	3,466	-3.3%
Patient Days	1,804	1,253	44.0%	1,100	64.0%	16,493	15,950	3.4%	15,046	9.6%
Average Length of Stay	6.68	4.40	52.0%	3.93	70.1%	4.92	4.40	12.0%	4.34	13.4%
Case Mix Index	2.1836			1.3966	56.3%	1.7184			1.4761	16.4%
Self Pay										
Admissions	232	244	-4.9%	239	-2.9%	2,697	3,104	-13.1%	2,976	-9.4%
Patient Days	1,389	1,123	23.7%	1,189	16.8%	14,265	14,290	-0.2%	13,887	2.7%
Average Length of Stay	5.99	4.60	30.1%	4.97	20.3%	5.29	4.60	14.9%	4.67	13.3%
Case Mix Index	1.8423			1.7319	6.4%	1.5713			1.4957	5.1%
All Other										
Admissions	25	25	0.0%	23	8.7%	322	315	2.2%	303	6.3%
Patient Days	172	127	35.4%	127	35.4%	1,848	1,613	14.6%	1,558	18.6%
Average Length of Stay	6.88	5.08	35.4%	5.52	24.6%	5.74	5.12	12.1%	5.14	11.6%
Case Mix Index	2.0509			2.7804	-26.2%	1.9776			2.0001	-1.1%
Radiology										
InPatient	4,699	3,773	24.5%	3,957	18.8%	50,562	48,011	5.3%	46,954	7.7%
OutPatient	7,146	6,685	6.9%	6,600	8.3%	84,706	85,089	-0.5%	82,833	2.3%
Cath Lab										
InPatient	432	414	4.3%	423	2.1%	6,510	5,270	23.5%	5,629	15.7%
OutPatient	479	531	-9.8%	694	-31.0%	6,768	6,757	0.2%	6,929	-2.3%
Laboratory										
InPatient	83,612	64,231	30.2%	27,166	207.8%	916,195	693,492	32.1%	734,334	24.8%
OutPatient	55,371	54,211	2.1%	29,042	90.7%	654,496	688,874	-5.0%	637,305	2.7%
Other										
Deliveries	181	170	6.5%	178	1.7%	1,977	2,170	-8.9%	2,134	-7.4%
Surgical Cases										
InPatient	177	248	-28.6%	248	-28.6%	2,640	3,159	-16.4%	2,870	-8.0%
OutPatient	261	480	-45.6%	501	-47.9%	5,385	6,109	-11.9%	5,283	1.9%
Total Surgical Cases	438	728	-39.8%	749	-41.5%	8,025	9,268	-13.4%	8,153	-1.6%
GI Procedures (Endo)										
InPatient	106	137	-22.6%	115	-7.8%	1,389	1,744	-20.4%	1,531	-9.3%
OutPatient	64	220	-70.9%	119	-46.2%	1,340	2,804	-52.2%	2,258	-40.7%
Total GI Procedures	170	357	-52.4%	234	-27.4%	2,729	4,548	-40.0%	3,789	-28.0%

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
SEPTEMBER 2021**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
OutPatient (O/P)										
Emergency Room Visits	4,467	3,600	24.1%	3,271	36.6%	43,768	42,890	2.0%	45,118	-3.0%
Observation Days	292	719	-59.4%	731	-60.0%	5,960	9,147	-34.8%	8,340	-28.5%
Other O/P Occasions of Service	20,947	16,933	23.7%	16,210	29.2%	220,511	215,537	2.3%	209,124	5.4%
Total O/P Occasions of Svc.	25,706	21,252	21.0%	20,212	27.2%	270,239	267,574	1.0%	262,582	2.9%
Hospital Operations										
Manhours Paid	258,914	264,925	-2.3%	253,312	2.2%	3,104,793	3,164,018	-1.9%	3,167,696	-2.0%
FTE's	1,510.3	1,545.4	-2.3%	1,477.7	2.2%	1,488.6	1,517.0	-1.9%	1,514.6	-1.7%
Adjusted Patient Days	10,462	9,059	15.5%	8,710	20.1%	115,794	114,486	1.1%	110,502	4.8%
Hours / Adjusted Patient Day	24.75	29.25	-15.4%	29.08	-14.9%	26.81	27.64	-3.0%	28.67	-6.5%
Occupancy - Actual Beds	60.5%	46.6%	29.7%	45.8%	32.0%	52.1%	48.8%	6.7%	47.2%	10.2%
FTE's / Adjusted Occupied Bed	4.3	5.1	-15.4%	5.1	-14.9%	4.7	4.8	-3.0%	5.0	-6.5%
InPatient Rehab Unit										
Admissions	-	29	-100.0%	41	-100.0%	56	372	-84.9%	437	-87.2%
Patient Days	-	389	-100.0%	578	-100.0%	880	4,950	-82.2%	5,902	-85.1%
Average Length of Stay	-	13.4	-100.0%	14.1	-100.0%	15.7	13.3	18.1%	13.5	16.4%
Manhours Paid	-	7,824	-100.0%	4,927	-100.0%	17,073	95,902	-82.2%	67,076	-74.5%
FTE's	-	45.6	-100.0%	28.7	-100.0%	8.2	46.0	-82.2%	32.1	-74.5%
Center for Primary Care - Clements										
Total Medical Visits	1,028	945	8.8%	1,321	-22.2%	15,350	12,035	27.5%	11,557	32.8%
Manhours Paid	2,560	3,364	-23.9%	3,319	-22.9%	35,827	40,560	-11.7%	35,109	2.0%
FTE's	14.9	19.6	-23.9%	19.4	-22.9%	17.2	19.4	-11.7%	16.8	2.3%
Center for Primary Care - West University										
Total Medical Visits	387	413	-6.3%	-	0.0%	2,512	5,253	-52.2%	5,107	-50.8%
Manhours Paid	624	1,380	-54.8%	-	0.0%	5,777	16,640	-65.3%	13,716	-57.9%
FTE's	3.6	8.1	-54.8%	-	0.0%	2.8	8.0	-65.3%	6.6	-57.8%
Center for Primary Care - JBS										
Total Medical Visits	789	-	0.0%	-	0.0%	1,382	-	0.0%	-	0.0%
Manhours Paid	849	-	0.0%	-	0.0%	1,932	-	0.0%	-	0.0%
FTE's	5.0	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%
Total ECHD Operations										
Total Admissions	984	1,083	-9.1%	1,073	-8.3%	12,375	13,782	-10.2%	13,325	-7.1%
Total Patient Days	6,331	5,269	20.2%	5,471	15.7%	67,185	67,069	0.2%	66,255	1.4%
Total Patient and Obs Days	6,623	5,988	10.6%	6,202	6.8%	73,145	76,216	-4.0%	74,595	-1.9%
Total FTE's	1,533.9	1,618.7	-5.2%	1,525.8	0.5%	1,517.7	1,590.4	-4.6%	1,570.0	-3.3%
FTE's / Adjusted Occupied Bed	4.4	5.0	-11.4%	4.7	-6.4%	4.7	4.7	-0.1%	4.7	-0.3%
Total Adjusted Patient Days	10,462	9,781	7.0%	9,739	7.4%	117,326	122,868	-4.5%	121,303	-3.3%
Hours / Adjusted Patient Day	25.13	28.37	-11.4%	26.86	-6.4%	26.98	27.00	-0.1%	27.07	-0.3%
Outpatient Factor	1.6526	1.8563	-11.0%	1.7801	-7.2%	1.7457	1.8576	-6.0%	1.8309	-4.7%
Blended O/P Factor	1.8191	2.1235	-14.3%	2.0161	-9.8%	1.9574	2.0706	-5.5%	2.0547	-4.7%
Total Adjusted Admissions	1,626	2,010	-19.1%	1,910	-14.9%	21,700	25,400	-14.6%	24,396	-11.1%
Hours / Adjusted Admission	161.70	138.03	17.2%	136.94	18.1%	145.87	130.59	11.7%	134.60	8.4%
FTE's - Hospital Contract	75.3	34.4	119.1%	34.9	115.6%	40.3	35.9	12.0%	29.6	35.9%
FTE's - Mgmt Services	47.1	50.4	-6.6%	15.9	195.1%	53.4	50.4	5.9%	50.3	6.2%
Total FTE's (including Contract)	1,656.3	1,703.5	-2.8%	1,576.6	5.0%	1,611.3	1,676.7	-3.9%	1,649.9	-2.3%
Total FTE'S per Adjusted Occupied Bed (including Contract)	4.7	5.2	-9.1%	4.9	-2.2%	5.0	5.0	0.6%	5.0	0.7%
ProCare FTEs	214.7	242.1	-11.3%	197.4	8.8%	210.1	238.0	-11.7%	199.7	5.2%
Total System FTEs	1,871.0	1,945.6	-3.8%	1,774.0	5.5%	1,821.4	1,914.7	-4.9%	1,849.6	-1.5%
Urgent Care Visits										
JBS Clinic	2,435	746	226.4%	539	351.8%	12,978	9,501	36.6%	9,643	34.6%
West University	2,005	419	378.5%	386	419.4%	13,200	5,328	147.7%	6,048	118.3%
42nd Street	681	447	52.3%	675	0.9%	12,703	5,693	123.1%	9,575	32.7%
Total Urgent Care Visits	5,121	1,612	217.7%	1,600	220.1%	38,881	20,522	89.5%	25,266	53.9%
Wal-Mart Clinic Visits										
East Clinic	338	363	-6.9%	-	0.0%	2,895	5,130	-43.6%	2,480	16.7%
West Clinic	-	-	0.0%	-	0.0%	-	-	0.0%	2,381	-100.0%
Total Wal-Mart Visits	338	363	-6.9%	-	0.0%	2,895	5,130	-43.6%	4,861	-40.4%

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
SEPTEMBER 2021**

	HOSPITAL	PRO CARE	ECTOR COUNTY HOSPITAL DISTRICT
ASSETS			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 51,186,029	\$ 4,500	\$ 51,190,529
Investments	63,929,700	-	63,929,700
Patient Accounts Receivable - Gross	238,367,515	23,851,173	262,218,687
Less: 3rd Party Allowances	(153,865,506)	(10,248,128)	(164,113,634)
Bad Debt Allowance	(53,122,125)	(8,592,762)	(61,714,887)
Net Patient Accounts Receivable	31,379,884	5,010,283	36,390,167
Taxes Receivable	8,121,560	-	8,121,560
Accounts Receivable - Other	13,516,790	36,244	13,553,034
Inventories	7,642,276	420,138	8,062,414
Prepaid Expenses	3,223,336	159,539	3,382,875
Total Current Assets	178,999,575	5,630,704	184,630,279
CAPITAL ASSETS:			
Property and Equipment	494,009,653	393,970	494,403,622
Construction in Progress	886,158	-	886,158
	494,895,810	393,970	495,289,780
Less: Accumulated Depreciation and Amortization	(324,671,790)	(288,301)	(324,960,091)
Total Capital Assets	170,224,021	105,668	170,329,689
INTANGIBLE ASSETS / GOODWILL - NET	-	-	-
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	4,896	-	4,896
Restricted Assets Held in Endowment	6,303,870	-	6,303,870
Restricted TPC, LLC	1,169,753	-	1,169,753
Restricted MCH West Texas Services	2,322,472	-	2,322,472
Pension, Deferred Outflows of Resources	29,138,210	-	29,138,210
Assets whose use is Limited	-	97,008	97,008
TOTAL ASSETS	\$ 388,162,796	\$ 5,833,380	\$ 393,996,176
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 2,556,272	\$ -	\$ 2,556,272
Self-Insurance Liability - Current Portion	2,975,092	-	2,975,092
Accounts Payable	16,754,399	1,363,641	18,118,040
A/R Credit Balances	2,342,858	-	2,342,858
Accrued Interest	19,294	-	19,294
Accrued Salaries and Wages	4,066,267	4,173,631	8,239,898
Accrued Compensated Absences	4,151,036	-	4,151,036
Due to Third Party Payors	15,115,504	-	15,115,504
Deferred Revenue	422,820	328,939	751,759
Total Current Liabilities	48,403,543	5,866,210	54,269,753
ACCRUED POST RETIREMENT BENEFITS	87,114,505	-	87,114,505
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	-	1,688,420
LONG-TERM DEBT - Less Current Maturities	54,414,462	-	54,414,462
Total Liabilities	191,620,930	5,866,210	197,487,140
FUND BALANCE	196,541,866	(32,831)	196,509,036
TOTAL LIABILITIES AND FUND BALANCE	\$ 388,162,796	\$ 5,833,380	\$ 393,996,176

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
SEPTEMBER 2021**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
ASSETS				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 51,190,529	\$ 83,911,677	\$ 4,650	\$ (32,725,797)
Investments	63,929,700	37,790,083	-	26,139,617
Patient Accounts Receivable - Gross	262,218,687	229,405,154	28,260,062	4,553,472
Less: 3rd Party Allowances	(164,113,634)	(130,246,448)	(6,079,147)	(27,788,039)
Bad Debt Allowance	(61,714,887)	(74,141,620)	(15,966,971)	28,393,704
Net Patient Accounts Receivable	36,390,167	25,017,086	6,213,943	5,159,137
Taxes Receivable	8,121,560	6,690,004	-	1,431,556
Accounts Receivable - Other	13,553,034	7,612,645	1,703,368	4,237,021
Inventories	8,062,414	7,585,878	398,279	78,256
Prepaid Expenses	3,382,875	2,891,777	202,921	288,176
Total Current Assets	184,630,279	171,499,152	8,523,161	4,607,966
CAPITAL ASSETS:				
Property and Equipment	494,403,622	480,276,838	467,364	13,659,420
Construction in Progress	886,158	4,122,443	-	(3,236,285)
	495,289,780	484,399,281	467,364	10,423,135
Less: Accumulated Depreciation and Amortization	(324,960,091)	(307,901,871)	(331,334)	(16,726,886)
Total Capital Assets	170,329,689	176,497,410	136,030	(6,303,751)
INTANGIBLE ASSETS / GOODWILL - NET	-	-	-	-
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	4,896	2,370,723	-	(2,365,827)
Restricted Assets Held in Endowment	6,303,870	6,375,569	-	(71,699)
Restricted TPC, LLC	1,169,753	593,971	-	575,782
Restricted MCH West Texas Services	2,322,472	2,255,728	-	66,744
Pension, Deferred Outflows of Resources	29,138,210	6,438,549	-	22,699,661
Assets whose use is Limited	97,008	-	69,426	27,582
TOTAL ASSETS	\$ 393,996,176	\$ 366,031,101	\$ 8,728,618	\$ 19,236,457
LIABILITIES AND FUND BALANCE				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 2,556,272	\$ 2,035,380	\$ -	\$ 520,892
Self-Insurance Liability - Current Portion	2,975,092	2,975,092	-	-
Accounts Payable	18,118,040	24,244,787	3,024,149	(9,150,895)
A/R Credit Balances	2,342,858	4,064,002	-	(1,721,143)
Accrued Interest	19,294	32,015	-	(12,721)
Accrued Salaries and Wages	8,239,898	3,550,931	4,346,323	342,645
Accrued Compensated Absences	4,151,036	4,182,624	-	(31,587)
Due to Third Party Payors	15,115,504	1,880,653	-	13,234,851
Deferred Revenue	751,759	1,970,161	1,390,977	(2,609,379)
Total Current Liabilities	54,269,753	44,935,644	8,761,448	572,661
ACCRUED POST RETIREMENT BENEFITS	87,114,505	57,229,923	-	29,884,582
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	1,688,420	-	-
LONG-TERM DEBT - Less Current Maturities	54,414,462	91,045,386	-	(36,630,924)
Total Liabilities	197,487,140	194,899,372	8,761,448	(6,173,681)
FUND BALANCE	196,509,036	171,131,729	(32,831)	25,410,137
TOTAL LIABILITIES AND FUND BALANCE	\$ 393,996,176	\$ 366,031,101	\$ 8,728,618	\$ 19,236,457

**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 60,926,127	\$ 50,871,466	19.8%	\$ 49,929,406	22.0%	\$ 662,997,472	\$ 616,833,251	7.5%	\$ 588,872,268	12.6%
Outpatient Revenue	49,902,089	55,427,840	-10.0%	50,733,504	-1.6%	634,727,259	660,362,977	-3.9%	621,102,007	2.2%
TOTAL PATIENT REVENUE	\$ 110,828,217	\$ 106,299,306	4.3%	\$ 100,662,910	10.1%	\$ 1,297,724,731	\$ 1,277,196,228	1.6%	\$ 1,209,974,276	7.3%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 69,981,098	\$ 61,143,950	14.5%	\$ 58,566,344	19.5%	\$ 799,224,823	\$ 739,593,204	8.1%	\$ 708,666,743	12.8%
Policy Adjustments	1,098,024	1,320,174	-16.8%	2,423,834	-54.7%	19,745,400	15,820,269	24.8%	17,704,073	11.5%
Uninsured Discount	9,141,056	14,545,752	-37.2%	9,213,635	-0.8%	124,545,043	163,108,194	-23.6%	146,485,622	-15.0%
Indigent	2,386,597	1,332,097	79.2%	1,188,517	100.8%	20,803,263	16,150,391	28.8%	15,351,348	35.5%
Provision for Bad Debts	5,144,907	6,407,973	-19.7%	3,110,086	65.4%	68,707,503	84,119,678	-18.3%	76,182,988	-9.8%
TOTAL REVENUE DEDUCTIONS	\$ 87,751,682	\$ 84,749,946	3.5%	\$ 74,502,416	17.8%	\$ 1,033,026,032	\$ 1,018,791,736	1.4%	\$ 964,390,773	7.1%
	79.18%	79.73%		74.01%		79.60%	79.77%		79.70%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 1,641,709	\$ 1,752,245	-6.3%	\$ 2,567,893	-36.1%	\$ 21,825,595	21,026,929	3.8%	\$ 23,784,358	-8.2%
DSRIP	4,943,580	547,170	803.5%	5,346,574	-7.5%	18,145,863	6,566,073	176.4%	14,188,407	27.9%
TOTAL OTHER PATIENT REVENUE	\$ 6,585,288	\$ 2,299,415	186.4%	\$ 7,914,467	-16.8%	\$ 39,971,459	\$ 27,593,002	44.9%	\$ 37,972,765	5.3%
NET PATIENT REVENUE	\$ 29,661,823	\$ 23,848,775	24.4%	\$ 34,074,960	-13.0%	\$ 304,670,157	\$ 285,997,494	6.5%	\$ 283,556,267	7.4%
OTHER REVENUE										
Tax Revenue	\$ 5,617,278	\$ 4,937,931	13.8%	\$ 4,813,580	16.7%	\$ 64,419,905	\$ 62,711,652	2.7%	\$ 59,344,095	8.6%
Other Revenue	1,122,145	839,081	33.7%	738,018	52.0%	11,044,385	10,125,870	9.1%	10,036,495	10.0%
TOTAL OTHER REVENUE	\$ 6,739,423	\$ 5,777,012	16.7%	\$ 5,551,599	21.4%	\$ 75,464,290	\$ 72,837,522	3.6%	\$ 69,380,590	8.8%
NET OPERATING REVENUE	\$ 36,401,247	\$ 29,625,787	22.9%	\$ 39,626,559	-8.1%	\$ 380,134,448	\$ 358,835,016	5.9%	\$ 352,936,857	7.7%
OPERATING EXPENSES										
Salaries and Wages	\$ 13,558,170	\$ 12,636,426	7.3%	\$ 12,695,469	6.8%	\$ 156,234,916	\$ 154,895,411	0.9%	\$ 154,432,025	1.2%
Benefits	1,765,193	2,593,451	-31.9%	(353,371)	-599.5%	33,320,584	31,697,488	5.1%	27,850,879	19.6%
Temporary Labor	1,974,369	748,456	163.8%	781,585	152.6%	11,775,668	8,043,333	46.4%	9,586,066	22.8%
Physician Fees	1,958,643	1,203,792	62.7%	1,411,062	38.8%	17,516,605	15,358,103	14.1%	17,643,669	-0.7%
Texas Tech Support	526,292	820,234	-35.8%	1,253,735	-58.0%	9,922,380	9,842,830	0.8%	12,548,056	-20.9%
Purchased Services	4,130,120	4,240,628	-2.6%	2,500,427	65.2%	48,267,486	45,822,201	5.3%	53,168,083	-9.2%
Supplies	5,745,918	4,636,541	23.9%	4,034,070	42.4%	61,212,997	58,721,978	4.2%	54,436,957	12.4%
Utilities	317,382	332,053	-4.4%	328,204	-3.3%	3,824,807	3,984,284	-4.0%	3,908,382	-2.1%
Repairs and Maintenance	937,134	734,148	27.6%	903,199	3.8%	9,308,801	8,822,566	5.5%	8,420,612	10.5%
Leases and Rent	587,262	158,546	270.4%	133,328	340.5%	2,373,450	1,904,730	24.6%	1,765,761	34.4%
Insurance	146,981	155,551	-5.5%	(412,987)	-135.6%	1,812,448	1,865,529	-2.8%	1,207,267	50.1%
Interest Expense	11,947	150,453	-92.1%	27,167	-56.0%	1,194,994	1,805,392	-33.8%	2,746,777	-56.5%
ECHDA	300,231	317,390	-5.4%	162,852	84.4%	2,861,473	3,808,669	-24.9%	3,169,481	-9.7%
Other Expense	146,102	127,920	14.2%	218,350	-33.1%	1,701,514	2,148,609	-20.8%	1,717,482	-0.9%
TOTAL OPERATING EXPENSES	\$ 32,105,744	\$ 28,855,589	11.3%	\$ 23,683,089	35.6%	\$ 361,328,122	\$ 348,721,123	3.6%	\$ 352,601,516	2.5%
Depreciation/Amortization	\$ 1,752,643	\$ 1,623,155	8.0%	\$ 1,543,169	13.6%	\$ 19,309,491	\$ 19,137,829	0.9%	\$ 18,540,768	4.1%
(Gain) Loss on Sale of Assets	4,294	-	0.0%	(474,907)	-100.9%	12,467	-	0.0%	(467,002)	-102.7%
TOTAL OPERATING COSTS	\$ 33,862,681	\$ 30,478,744	11.1%	\$ 24,751,351	36.8%	\$ 380,650,081	\$ 367,858,952	3.5%	\$ 370,675,282	2.7%
NET GAIN (LOSS) FROM OPERATIONS	\$ 2,538,565	\$ (852,957)	397.6%	\$ 14,875,208	82.9%	\$ (515,633)	\$ (9,023,936)	-94.3%	\$ (17,738,425)	-97.1%
Operating Margin	6.97%	-2.88%	-342.2%	37.54%	-81.4%	-0.14%	-2.51%	-94.6%	-5.03%	-97.3%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 2,585	\$ 33,514	-92.3%	\$ 21,197	-87.8%	\$ 50,806	\$ 402,223	-87.4%	\$ 749,713	-93.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,171,633	1,206,091	-2.9%	1,274,529	-8.1%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	8,957	0.0%
Donations	167,000	21,076	692.4%	50,000	234.0%	305,275	253,000	20.7%	303,000	0.8%
COVID-19 Stimulus	23,040,949	-	0.0%	658,782	3397.5%	23,040,949	-	0.0%	3,487,582	560.7%
Underwriter Discount & Bond Costs	-	-	0.0%	(738,213)	-100.0%	-	-	0.0%	(738,213)	-100.0%
Build America Bonds Subsidy	-	-	0.0%	-	-	-	-	0.0%	872,245	-100.0%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ 25,749,100	\$ (798,367)	3325.2%	\$ 14,866,973	-73.2%	\$ 24,053,030	\$ (7,162,622)	435.8%	\$ (11,780,612)	304.2%
Unrealized Gain/(Loss) on Investments	\$ (40,335)	\$ 14,279	0.0%	\$ (998)	3942.2%	\$ (83,095)	\$ 171,414	0.0%	\$ 85,159	-197.6%
Investment in Subsidiaries	6,236	1,613	286.6%	8,133	-23.3%	1,440,203	771,944	86.6%	847,008	70.0%
CHANGE IN NET POSITION	\$ 25,715,001	\$ (782,475)	3386.4%	\$ 14,874,108	-72.9%	\$ 25,410,137	\$ (6,219,264)	508.6%	\$ (10,848,444)	334.2%

**ECTOR COUNTY HOSPITAL DISTRICT
HOSPITAL OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 60,926,127	\$ 50,871,466	19.8%	\$ 49,929,406	22.0%	\$ 662,997,472	\$ 616,833,251	7.5%	\$ 588,872,268	12.6%
Outpatient Revenue	39,757,378	44,689,894	-11.0%	38,947,521	2.1%	494,367,151	528,998,889	-6.5%	489,265,488	1.0%
TOTAL PATIENT REVENUE	\$ 100,683,506	\$ 95,561,360	5.4%	\$ 88,876,926	13.3%	\$ 1,157,364,623	\$ 1,145,832,140	1.0%	\$ 1,078,137,757	7.3%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 65,771,969	\$ 56,655,053	16.1%	\$ 53,581,413	22.8%	\$ 731,283,988	\$ 685,876,756	6.6%	\$ 648,999,103	12.7%
Policy Adjustments	368,093	135,409	171.8%	62,944	484.8%	7,752,638	1,638,951	373.0%	1,429,006	442.5%
Uninsured Discount	8,597,000	13,831,751	-37.8%	8,529,787	0.8%	117,119,147	154,561,960	-24.2%	138,296,978	-15.3%
Indigent Care	2,366,660	1,307,510	81.0%	1,184,350	99.8%	20,624,217	15,854,456	30.1%	15,085,174	36.7%
Provision for Bad Debts	3,376,129	5,370,249	-37.1%	2,921,911	15.5%	56,518,736	71,699,999	-21.2%	66,448,224	-14.9%
TOTAL REVENUE DEDUCTIONS	\$ 80,479,850	\$ 77,299,972	4.1%	\$ 66,280,404	21.4%	\$ 933,298,727	\$ 929,632,122	0.4%	\$ 870,258,485	7.2%
	79.93%	80.89%		74.58%		80.64%	81.13%		80.72%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 1,641,709	\$ 1,752,245	-6.3%	\$ 2,567,893	-36.1%	\$ 21,825,595	\$ 21,026,929	3.8%	\$ 23,784,358	-8.2%
DSRIP	4,943,580	547,170	803.5%	5,346,574	-7.5%	18,145,863	6,566,073	176.4%	14,188,407	27.9%
TOTAL OTHER PATIENT REVENUE	\$ 6,585,288	\$ 2,299,415	186.4%	\$ 7,914,467	-16.8%	\$ 39,971,459	\$ 27,593,002	44.9%	\$ 37,972,765	5.3%
NET PATIENT REVENUE	\$ 26,788,944	\$ 20,560,803	30.3%	\$ 30,510,989	-12.2%	\$ 264,037,355	\$ 243,793,020	8.3%	\$ 245,852,037	7.4%
OTHER REVENUE										
Tax Revenue	\$ 5,617,278	\$ 4,937,931	13.8%	\$ 4,813,580	16.7%	\$ 64,419,905	\$ 62,711,652	2.7%	\$ 59,344,095	8.6%
Other Revenue	829,196	606,462	36.7%	569,277	45.7%	8,535,277	7,338,210	16.3%	7,518,483	13.5%
TOTAL OTHER REVENUE	\$ 6,446,474	\$ 5,544,393	16.3%	\$ 5,382,858	19.8%	\$ 72,955,182	\$ 70,049,862	4.1%	\$ 66,862,578	9.1%
NET OPERATING REVENUE	\$ 33,235,419	\$ 26,105,196	27.3%	\$ 35,893,847	-7.4%	\$ 336,992,537	\$ 313,842,882	7.4%	\$ 312,714,614	7.8%
OPERATING EXPENSE										
Salaries and Wages	\$ 9,397,202	\$ 8,581,151	9.5%	\$ 8,585,723	9.5%	\$ 108,503,306	\$ 106,434,952	1.9%	\$ 109,562,500	-1.0%
Benefits	1,393,124	2,217,450	-37.2%	(682,351)	-304.2%	28,507,602	27,043,253	5.4%	23,497,295	21.3%
Temporary Labor	1,735,893	532,793	225.8%	611,250	184.0%	9,095,243	5,455,333	66.7%	5,074,731	79.2%
Physician Fees	1,777,919	1,058,696	67.9%	1,302,392	36.5%	15,828,265	13,616,456	16.2%	15,741,585	0.6%
Texas Tech Support	526,292	820,234	-35.8%	1,253,735	-58.0%	9,922,380	9,842,830	0.8%	12,548,056	-20.9%
Purchased Services	4,116,196	4,247,198	-3.1%	2,594,244	58.7%	48,474,570	45,899,862	5.6%	51,905,086	-6.6%
Supplies	5,546,410	4,488,335	23.6%	3,901,701	42.2%	59,709,413	56,988,028	4.8%	52,917,553	12.8%
Utilities	316,805	331,228	-4.4%	327,516	-3.3%	3,817,049	3,974,494	-4.0%	3,885,639	-1.8%
Repairs and Maintenance	937,134	733,985	27.7%	903,199	3.8%	9,307,925	8,814,916	5.6%	8,419,062	10.6%
Leases and Rentals	434,749	(7,314)	-604.4%	(25,288)	-1819.2%	409,040	(87,152)	-569.3%	(234,878)	-274.1%
Insurance	104,380	109,275	-4.5%	(458,473)	-122.8%	1,239,118	1,311,542	-5.5%	650,604	90.5%
Interest Expense	11,947	150,453	-92.1%	27,167	-56.0%	1,194,994	1,805,392	-33.8%	2,746,777	-56.5%
ECHDA	300,231	317,390	-5.4%	162,852	84.4%	2,861,473	3,808,669	-24.9%	3,169,481	-9.7%
Other Expense	45,146	68,066	-33.7%	136,617	-67.0%	912,387	1,312,986	-30.5%	1,002,027	-8.9%
TOTAL OPERATING EXPENSES	\$ 26,643,427	\$ 23,648,940	12.7%	\$ 18,640,285	42.9%	\$ 299,782,766	\$ 286,221,561	4.7%	\$ 290,885,519	3.1%
Depreciation/Amortization	\$ 1,746,907	\$ 1,615,716	8.1%	\$ 1,535,975	13.7%	\$ 19,229,695	\$ 19,048,055	1.0%	\$ 18,382,752	4.6%
(Gain)/Loss on Disposal of Assets	(5,503)	-	0.0%	(473,727)	-98.8%	2,671	-	100.0%	(471,955)	-100.6%
TOTAL OPERATING COSTS	\$ 28,384,831	\$ 25,264,656	12.3%	\$ 19,702,533	44.1%	\$ 319,015,131	\$ 305,269,616	4.5%	\$ 308,796,316	3.3%
NET GAIN (LOSS) FROM OPERATIONS	\$ 4,850,588	\$ 840,540	477.1%	\$ 16,191,313	70.0%	\$ 17,977,406	\$ 8,573,266	109.7%	\$ 3,918,298	358.8%
Operating Margin	14.59%	3.22%	353.3%	45.11%	-67.6%	5.33%	2.73%	95.3%	1.25%	325.8%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 2,585	\$ 33,514	-92.3%	\$ 21,197	-87.8%	\$ 50,806	\$ 402,223	-87.4%	\$ 749,713	-93.2%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,171,633	1,206,091	-2.9%	1,274,529	-8.1%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	8,957	-100.0%
Donations	167,000	21,076	692.4%	50,000	234.0%	305,275	253,000	20.7%	303,000	0.8%
COVID-19 Stimulus	21,882,629	-	0.0%	658,782	3221.7%	21,882,629	-	-	3,487,582	527.4%
Underwriter Discount & Bond Costs	-	-	0.0%	(738,213)	-100.0%	-	-	-	(738,213)	-100.0%
Build America Bonds Subsidy	-	-	-	-	0.0%	-	-	-	872,245	-100.0%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ 26,902,802	\$ 895,130	2905.5%	\$ 16,183,079	66.2%	\$ 41,387,749	\$ 10,434,580	296.6%	\$ 9,876,112	319.1%
Procure Capital Contribution	(1,153,703)	(1,693,497)	-31.9%	(2,474,425)	-53.4%	(17,334,719)	(17,597,202)	-1.5%	(21,656,723)	-20.0%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ 25,749,100	\$ (798,367)	3325.2%	\$ 13,708,653	-87.8%	\$ 24,053,030	\$ (7,162,622)	435.8%	\$ (11,780,611)	304.2%
Unrealized Gain/(Loss) on Investments	\$ (40,335)	\$ 14,279	-382.5%	\$ (998)	3942.2%	\$ (83,095)	\$ 171,414	-148.5%	\$ 85,159	-197.6%
Investment in Subsidiaries	6,236	1,613	286.6%	8,133	-23.3%	1,440,203	771,944	86.6%	847,008	70.0%
CHANGE IN NET POSITION	\$ 25,715,001	\$ (782,475)	3386.4%	\$ 13,715,788	-87.5%	\$ 25,410,137	\$ (6,219,264)	508.6%	\$ (10,848,444)	334.2%

**ECTOR COUNTY HOSPITAL DISTRICT
PROCARE OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 10,144,711	\$ 10,737,946	-5.5%	\$ 11,785,983	-13.9%	\$ 140,360,108	\$ 131,364,088	6.8%	\$ 131,836,519	6.5%
TOTAL PATIENT REVENUE	\$ 10,144,711	\$ 10,737,946	-5.5%	\$ 11,785,983	-13.9%	\$ 140,360,108	\$ 131,364,088	6.8%	\$ 131,836,519	6.5%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 4,209,129	\$ 4,488,897	-6.2%	\$ 4,984,931	-15.6%	\$ 67,940,835	\$ 53,716,448	26.5%	\$ 59,667,640	13.9%
Policy Adjustments	729,932	1,184,765	-38.4%	2,360,890	-69.1%	11,992,761	14,181,318	-15.4%	16,275,068	-26.3%
Uninsured Discount	544,056	714,001	-23.8%	683,848	-20.4%	7,425,896	8,546,234	-13.1%	8,188,644	-9.3%
Indigent	19,937	24,587	-18.9%	4,168	378.4%	179,047	295,935	-39.5%	266,174	-32.7%
Provision for Bad Debts	1,768,778	1,037,724	70.4%	188,176	840.0%	12,188,766	12,419,679	-1.9%	9,734,764	25.2%
TOTAL REVENUE DEDUCTIONS	\$ 7,271,832	\$ 7,449,974	-2.4%	\$ 8,222,012	-11.6%	\$ 99,727,305	\$ 89,159,614	11.9%	\$ 94,132,289	5.9%
	71.68%	69.38%		69.76%		71.05%	67.87%		71.40%	
NET PATIENT REVENUE	\$ 2,872,879	\$ 3,287,972	-12.6%	\$ 3,563,971	-19.4%	\$ 40,632,803	\$ 42,204,474	-3.7%	\$ 37,704,231	7.8%
						28.9%				
OTHER REVENUE										
Other Income	\$ 292,949	\$ 232,619	25.9%	\$ 168,741	73.6%	\$ 2,509,109	\$ 2,787,660	-10.0%	\$ 2,518,012	-0.4%
TOTAL OTHER REVENUE	\$ 292,949	\$ 232,619	25.9%	\$ 168,741	73.6%	\$ 2,509,109	\$ 2,787,660	-10.0%	\$ 2,518,012	-0.4%
NET OPERATING REVENUE	\$ 3,165,828	\$ 3,520,591	-10.1%	\$ 3,732,712	-15.2%	\$ 43,141,911	\$ 44,992,134	-4.1%	\$ 40,222,242	7.3%
OPERATING EXPENSE										
Salaries and Wages	\$ 4,160,968	\$ 4,055,275	2.6%	\$ 4,109,746	1.2%	\$ 47,731,610	\$ 48,460,459	-1.5%	\$ 44,869,524	6.4%
Benefits	372,069	376,001	-1.0%	328,980	13.1%	4,812,982	4,654,235	3.4%	4,353,584	10.6%
Temporary Labor	238,476	215,663	10.6%	170,335	40.0%	2,680,425	2,588,000	3.6%	4,511,354	-40.6%
Physician Fees	180,724	145,096	24.6%	108,670	66.3%	1,688,339	1,741,647	-3.1%	1,902,083	-11.2%
Purchased Services	13,924	(6,570)	-311.9%	(93,817)	-114.8%	(207,084)	(77,661)	166.7%	1,262,998	-116.4%
Supplies	199,508	148,206	34.6%	132,368	50.7%	1,503,584	1,733,950	-13.3%	1,519,404	-1.0%
Utilities	577	825	-30.0%	688	-16.1%	7,758	9,790	-20.8%	22,743	-65.9%
Repairs and Maintenance	-	163	-100.0%	-	0.0%	876	7,650	-88.5%	1,550	-43.5%
Leases and Rentals	152,513	165,860	-8.0%	158,616	-3.8%	1,964,409	1,991,882	-1.4%	2,000,639	-1.8%
Insurance	42,601	46,276	-7.9%	45,486	-6.3%	573,331	553,987	3.5%	556,663	3.0%
Other Expense	100,956	59,854	68.7%	81,733	23.5%	789,126	835,623	-5.6%	715,455	10.3%
TOTAL OPERATING EXPENSES	\$ 5,462,317	\$ 5,206,649	4.9%	\$ 5,042,804	8.3%	\$ 61,545,357	\$ 62,499,562	-1.5%	\$ 61,715,997	-0.3%
Depreciation/Amortization	\$ 5,737	\$ 7,439	-22.9%	\$ 7,193	-20.3%	\$ 79,796	\$ 89,774	-11.1%	\$ 158,016	-49.5%
(Gain)/Loss on Sale of Assets	9,797	-	0.0%	(1,180)	0.0%	9,797	-	0.0%	4,952	0.0%
TOTAL OPERATING COSTS	\$ 5,477,851	\$ 5,214,088	5.1%	\$ 5,048,818	8.5%	\$ 61,634,950	\$ 62,589,336	-1.5%	\$ 61,878,965	-0.4%
NET GAIN (LOSS) FROM OPERATIONS	\$ (2,312,023)	\$ (1,693,497)	-36.5%	\$ (1,316,105)	75.7%	\$ (18,493,039)	\$ (17,597,202)	-5.1%	\$ (21,656,723)	14.6%
Operating Margin	-73.03%	-48.10%	51.8%	-35.26%	107.1%	-42.87%	-39.11%	9.6%	-53.84%	-20.4%
COVID-19 Stimulus	\$ 1,158,320	\$ -		\$ -	0.0%	\$ 1,158,320	\$ -	0.0%	\$ (0)	0.0%
MCH Contribution	\$ 1,153,703	\$ 1,693,497	-31.9%	\$ 1,316,105	-12.3%	\$ 17,334,719	\$ 17,597,202	-1.5%	\$ 21,656,723	-20.0%
CAPITAL CONTRIBUTION	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	9,131	9,618	-5.06%	8,387	8.87%	103,888	114,820	-9.52%	105,123	-1.17%
Total Hospital Visits	6,095	4,676	30.35%	5,049	20.72%	66,379	60,170	10.32%	59,992	10.65%
Total Procedures	10,943	11,611	-5.75%	9,826	11.37%	141,973	141,748	0.16%	127,674	11.20%
Total Surgeries	582	862	-32.48%	673	-13.52%	8,302	10,349	-19.78%	9,013	-7.89%
Total Provider FTE's	94.6	96.9	-2.31%	89.4	5.89%	92.4	94.9	-2.61%	85.9	7.61%
Total Staff FTE's	106.5	132.1	-19.33%	95.6	11.41%	105.1	130.1	-19.21%	101.6	3.43%
Total Administrative FTE's	13.5	13.2	2.58%	12.4	9.33%	12.7	13.0	-2.70%	12.3	3.11%
Total FTE's	214.7	242.1	-11.33%	197.4	8.78%	210.1	238.0	-11.69%	199.7	5.21%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - SOUTH - OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 288,987	\$ 326,522	-11.5%	\$ 463,195	-37.6%	\$ 5,154,726	\$ 4,158,393	24.0%	\$ 3,991,895	29.1%
TOTAL PATIENT REVENUE	\$ 288,987	\$ 326,522	-11.5%	\$ 463,195	-37.6%	\$ 5,154,726	\$ 4,158,393	24.0%	\$ 3,991,895	29.1%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 123,805	\$ 109,158	13.4%	\$ 265,518	-53.4%	\$ 2,788,620	\$ 1,390,165	100.6%	\$ 1,487,966	87.4%
Self Pay Adjustments	61,556	29,108	111.5%	75,453	-18.4%	731,873	370,709	97.4%	432,741	69.1%
Bad Debts	21,388	51,201	-58.2%	(21,866)	-197.8%	283,501	652,051	-56.5%	616,882	-54.0%
TOTAL REVENUE DEDUCTIONS	\$ 206,749	\$ 189,467	9.1%	\$ 319,104	-35.2%	\$ 3,803,994	\$ 2,412,925	57.7%	\$ 2,537,590	49.9%
	71.5%	58.0%		68.9%		73.8%	58.0%		63.6%	
NET PATIENT REVENUE	\$ 82,238	\$ 137,055	-40.0%	\$ 144,091	-42.9%	\$ 1,350,732	\$ 1,745,468	-22.6%	\$ 1,454,305	-7.1%
OTHER REVENUE										
FHC Other Revenue	\$ 166,217	\$ 26,692	0.0%	\$ 3,075	5306.2%	\$ 609,878	\$ 320,359	0.0%	\$ 322,859	88.9%
TOTAL OTHER REVENUE	\$ 166,217	\$ 26,692	522.7%	\$ 3,075	5306.2%	\$ 609,878	\$ 320,359	90.4%	\$ 322,859	88.9%
NET OPERATING REVENUE	\$ 248,455	\$ 163,747	51.7%	\$ 147,165	68.8%	\$ 1,960,610	\$ 2,065,827	-5.1%	\$ 1,777,164	10.3%
OPERATING EXPENSE										
Salaries and Wages	\$ 203,753	\$ 72,587	180.7%	\$ 85,357	138.7%	\$ 1,124,793	\$ 924,420	21.7%	\$ 852,617	31.9%
Benefits	30,206	18,757	61.0%	(6,784)	-545.3%	295,522	234,879	25.8%	182,856	61.6%
Physician Services	(1,375)	104,168	-101.3%	95,251	-101.4%	1,245,339	1,250,049	-0.4%	1,029,709	20.9%
Cost of Drugs Sold	1,936	5,834	-66.8%	4,090	-52.7%	80,442	74,304	8.3%	72,539	10.9%
Supplies	5,851	4,317	35.5%	4,586	27.6%	136,941	54,137	153.0%	47,686	187.2%
Utilities	3,542	3,020	17.3%	2,860	23.8%	35,799	36,251	-1.2%	35,818	-0.1%
Repairs and Maintenance	675	1,072	-37.0%	11,332	-94.0%	29,571	12,875	129.7%	19,097	54.8%
Leases and Rentals	475	365	30.2%	347	37.1%	5,875	4,435	32.5%	5,536	6.1%
Other Expense	1,850	1,000	85.0%	69,770	-97.3%	46,524	15,118	207.7%	83,887	-44.5%
TOTAL OPERATING EXPENSES	\$ 246,914	\$ 211,120	17.0%	\$ 266,809	-7.5%	\$ 3,000,807	\$ 2,606,468	15.1%	\$ 2,329,744	28.8%
Depreciation/Amortization	\$ 3,503	\$ 3,506	-0.1%	\$ 4,081	-14.2%	\$ 46,007	\$ 46,001	0.0%	\$ 54,368	-15.4%
TOTAL OPERATING COSTS	\$ 250,417	\$ 214,626	16.7%	\$ 270,890	-7.6%	\$ 3,046,813	\$ 2,652,469	14.9%	\$ 2,384,112	27.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,962)	\$ (50,879)	96.1%	\$ (123,725)	98.4%	\$ (1,086,203)	\$ (586,642)	-85.2%	\$ (606,948)	79.0%
Operating Margin	-0.79%	-31.07%	-97.5%	-84.07%	-99.1%	-55.40%	-28.40%	95.1%	-34.15%	62.2%

	CURRENT MONTH				YEAR TO DATE					
Medical Visits	1,028	945	8.8%	1,321	-22.2%	15,350	12,035	27.5%	11,557	32.8%
Average Revenue per Office Visit	281.12	345.53	-18.6%	350.64	-19.8%	335.81	345.52	-2.8%	345.41	-2.8%
Hospital FTE's (Salaries and Wages)	14.9	19.6	-23.9%	19.4	-22.9%	17.2	19.4	-11.7%	16.8	2.3%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - WEST UNIVERSITY - OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 120,774	\$ 146,966	-17.8%	\$ (1,253)	-9735.2%	\$ 731,483	\$ 1,869,285	-60.9%	\$ 1,797,787	-59.3%
TOTAL PATIENT REVENUE	\$ 120,774	\$ 146,966	-17.8%	\$ (1,253)	-9735.2%	\$ 731,483	\$ 1,869,285	-60.9%	\$ 1,797,787	-59.3%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 55,069	\$ 53,642	2.7%	\$ 1,299	4140.7%	\$ 387,111	\$ 682,275	-43.3%	\$ 631,850	-38.7%
Self Pay Adjustments	16,929	16,755	1.0%	(6,019)	-381.2%	81,271	213,097	-61.9%	172,680	-52.9%
Bad Debts	1,927	24,631	-92.2%	(6,270)	-130.7%	(23,648)	313,287	-107.5%	443,314	-105.3%
TOTAL REVENUE DEDUCTIONS	\$ 73,924	\$ 95,028	-22.2%	\$ (10,991)	-772.6%	\$ 444,734	\$ 1,208,659	-63.2%	\$ 1,247,844	-64.4%
	61.21%	64.66%		876.81%		60.80%	64.66%		69.41%	
NET PATIENT REVENUE	\$ 46,850	\$ 51,938	-9.8%	\$ 9,737	381.2%	\$ 286,749	\$ 660,626	-56.6%	\$ 549,943	-47.9%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 46,850	\$ 51,938	-9.8%	\$ 9,737	381.2%	\$ 286,749	\$ 660,626	-56.6%	\$ 549,943	-47.9%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 3,018	\$ 28,030	-89.2%	\$ -	100.0%	\$ 87,142	\$ 356,513	-75.6%	\$ 289,648	-69.9%
Benefits	447	7,243	-93.8%	-	100.0%	22,895	90,584	-74.7%	62,119	-63.1%
Physician Services	(7,988)	47,300	-116.9%	-	100.0%	264,978	567,600	-53.3%	477,147	-44.5%
Cost of Drugs Sold	(25)	2,411	-101.0%	-	0.0%	23,529	30,662	-23.3%	30,587	-23.1%
Supplies	469	1,350	-65.3%	-	100.0%	3,688	16,854	-78.1%	10,686	-65.5%
Utilities	3,527	2,911	21.2%	2,221	58.8%	35,497	35,009	1.4%	35,432	0.2%
Repairs and Maintenance	-	191	-100.0%	-	100.0%	-	1,500	-100.0%	63	-100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ (553)	\$ 89,436	-100.6%	\$ 2,221	-124.9%	\$ 437,729	\$ 1,098,722	-60.2%	\$ 905,682	-51.7%
Depreciation/Amortization	\$ 26,337	\$ 27,463	-4.1%	\$ 29,324	-10.2%	\$ 345,525	\$ 350,027	-1.3%	\$ 354,688	-2.6%
TOTAL OPERATING COSTS	\$ 25,784	\$ 116,899	-77.9%	\$ 31,546	-18.3%	\$ 783,255	\$ 1,448,749	-45.9%	\$ 1,260,370	-37.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ 21,065	\$ (64,961)	-132.4%	\$ (21,809)	-196.6%	\$ (496,505)	\$ (788,123)	-37.0%	\$ (710,427)	-30.1%
Operating Margin	44.96%	-125.07%	-135.9%	-223.98%	-120.1%	-173.15%	-119.30%	45.1%	-129.18%	34.0%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Total Visits	387	413	-6.3%	-	0.0%	2,512	5,253	-52.2%	-	0.0%
Average Revenue per Office Visit	312.08	355.85	-12.3%	-	0.0%	291.20	355.85	-18.2%	352.02	-17.3%
Hospital FTE's (Salaries and Wages)	3.6	8.1	-54.8%	-	0.0%	2.8	8.0	-65.3%	6.6	-57.8%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC - JBS - OPERATIONS SUMMARY
SEPTEMBER 2021**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 304,910	\$ -	0.0%	\$ -	100.0%	\$ 506,827	\$ -	0.0%	\$ -	100.0%
TOTAL PATIENT REVENUE	\$ 304,910	\$ -	0.0%	\$ -	100.0%	\$ 506,827	\$ -	0.0%	\$ -	100.0%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 158,826	\$ -	0.0%	\$ -	100.0%	\$ 282,201	\$ -	0.0%	\$ -	100.0%
Self Pay Adjustments	16,576	-	0.0%	-	100.0%	25,113	-	0.0%	-	100.0%
Bad Debts	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
TOTAL REVENUE DEDUCTIONS	\$ 175,402	\$ -	0.0%	\$ -	100.0%	\$ 307,314	\$ -	0.0%	\$ -	100.0%
	57.53%	0.00%		0.00%		60.63%	0.00%		0.00%	
NET PATIENT REVENUE	\$ 129,508	\$ -	0.0%	\$ -	100.0%	\$ 199,513	\$ -	0.0%	\$ -	100.0%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 129,508	\$ -	0.0%	\$ -	100.0%	\$ 199,513	\$ -	0.0%	\$ -	100.0%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 4,495	\$ -	0.0%	\$ -	100.0%	\$ 25,185	\$ -	0.0%	\$ -	100.0%
Benefits	666	-	0.0%	-	100.0%	6,617	-	0.0%	-	100.0%
Physician Services	76,867	-	0.0%	-	100.0%	77,823	-	0.0%	-	100.0%
Cost of Drugs Sold	11,530	-	0.0%	-	0.0%	24,585	-	100.0%	-	100.0%
Supplies	4,138	-	0.0%	-	100.0%	13,407	-	0.0%	-	100.0%
Utilities	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 97,695	\$ -	0.0%	\$ -	100.0%	\$ 147,617	\$ -	0.0%	\$ -	100.0%
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 225	\$ -	0.0%	\$ -	100.0%
TOTAL OPERATING COSTS	\$ 97,770	\$ -	0.0%	\$ -	100.0%	\$ 147,841	\$ -	0.0%	\$ -	100.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ 31,739	\$ -	0.0%	\$ -	100.0%	\$ 51,672	\$ -	0.0%	\$ -	100.0%
Operating Margin	24.51%	0.00%	0.0%	0.00%	100.0%	25.90%	0.00%	0.0%	0.00%	100.0%

	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	789	-	0.0%	-	0.0%	1,382	-	0.0%	-	0.0%
Total Visits	789	-	0.0%	-	0.0%	1,382	-	0.0%	-	0.0%
Average Revenue per Office Visit	386.45	-	0.0%	-	0.0%	366.73	-	0.0%	-	0.0%
Hospital FTE's (Salaries and Wages)	5.0	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%

**ECTOR COUNTY HOSPITAL DISTRICT
SEPTEMBER 2021**

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 34,495,017	34.3%	\$ 35,750,505	40.2%	\$ 447,756,939	38.7%	\$ 416,240,566	38.6%
Medicaid	12,197,869	12.1%	8,280,808	9.3%	139,964,426	12.1%	124,386,442	11.5%
Commercial	33,456,701	33.2%	23,249,966	26.2%	341,623,505	29.5%	307,851,362	28.6%
Self Pay	14,804,752	14.7%	15,762,684	17.7%	151,877,277	13.1%	191,715,643	17.8%
Other	5,729,167	5.7%	5,832,963	6.6%	76,142,476	6.6%	37,943,743	3.5%
TOTAL	\$ 100,683,506	100.0%	\$ 88,876,926	100.0%	\$ 1,157,364,623	100.0%	\$ 1,078,137,757	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,153,667	37.3%	\$ 6,964,163	43.4%	\$ 83,364,929	38.9%	\$ 83,318,636	39.4%
Medicaid	1,856,513	11.3%	1,760,649	11.0%	24,481,353	11.4%	26,310,625	12.5%
Commercial	6,434,564	39.0%	5,173,564	32.2%	79,106,314	37.0%	78,264,362	37.1%
Self Pay	1,049,147	6.4%	1,147,895	7.1%	12,780,861	6.0%	13,011,818	6.2%
Other	993,096	6.0%	1,019,323	6.3%	14,241,750	6.7%	10,186,141	4.8%
TOTAL	\$ 16,486,988	100.0%	\$ 16,065,595	100.0%	\$ 213,975,207	100.0%	\$ 211,091,582	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC CLEMENTS
SEPTEMBER 2021**

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	\$ 51,286	17.7%	\$ 79,227	17.1%	\$ 802,612	15.6%	\$ 728,262	18.2%
Medicaid	61,762	21.4%	177,196	38.2%	2,137,588	41.4%	1,517,361	38.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	58,264	20.2%	67,422	14.6%	799,117	15.5%	649,240	16.3%
Self Pay	103,257	35.7%	126,848	27.4%	1,230,277	23.9%	1,080,125	27.1%
Other	14,418	5.0%	12,502	2.7%	185,132	3.6%	16,907	0.4%
TOTAL	\$ 288,987	100.0%	\$ 463,195	100.0%	\$ 5,154,726	100.0%	\$ 3,991,895	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 14,703	21.2%	\$ 31,433	24.6%	\$ 292,192	18.3%	\$ 464,174	34.7%
Medicaid	24,635	35.6%	53,087	41.7%	807,164	50.7%	463,127	34.7%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	13,898	20.0%	22,898	17.9%	258,647	16.2%	177,688	13.3%
Self Pay	13,895	20.0%	19,232	15.1%	203,124	12.7%	223,651	16.7%
Other	2,198	3.2%	921	0.7%	34,113	2.1%	7,646	0.6%
TOTAL	\$ 69,329	100.0%	\$ 127,572	100.0%	\$ 1,595,240	100.0%	\$ 1,336,287	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
SEPTEMBER 2021**

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	\$ 41,408	34.4%	\$ (799)	63.7%	\$ 226,327	31.0%	\$ 426,835	23.7%
Medicaid	27,595	22.8%	\$ (262)	20.9%	186,207	25.5%	475,068	26.4%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	27,504	22.8%	\$ 150	-12.0%	175,615	24.0%	371,573	20.7%
Self Pay	23,362	19.3%	\$ (788)	62.9%	134,454	18.3%	519,795	28.9%
Other	904	0.7%	\$ 446	-35.5%	8,881	1.2%	4,516	0.3%
TOTAL	\$ 120,774	100.0%	\$ (1,253)	100.0%	\$ 731,483	100.0%	\$ 1,797,787	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 3,897	20.0%	\$ 2,078	32.5%	\$ 78,118	27.3%	\$ 139,014	27.5%
Medicaid	5,583	28.7%	2,653	41.5%	\$ 72,441	25.3%	156,040	30.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	4,178	21.5%	682	10.7%	91,074	31.8%	112,703	22.3%
Self Pay	5,596	28.8%	985	15.4%	41,174	14.4%	95,492	18.9%
Other	194	1.0%	-	0.0%	3,814	1.3%	2,138	0.4%
TOTAL	\$ 19,448	100.0%	\$ 6,399	100.0%	\$ 286,619	100.1%	\$ 505,387	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC JBS
SEPTEMBER 2021**

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	\$ 836	0.3%	\$ -	0.0%	\$ 832	0.2%	\$ -	0.0%
Medicaid	176,531	57.8%	\$ -	0.0%	267,388	52.8%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	107,825	35.4%	\$ -	0.0%	208,782	41.2%	-	0.0%
Self Pay	17,062	5.6%	\$ -	0.0%	25,116	4.9%	-	0.0%
Other	2,655	0.9%	\$ -	0.0%	4,709	0.9%	-	0.0%
TOTAL	\$ 304,910	100.0%	\$ -	0.0%	\$ 506,827	100.0%	\$ -	0.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ -	-0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	17,265	37.8%	-	0.0%	17,265	33.4%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	20,845	45.6%	-	0.0%	23,280	45.1%	-	0.0%
Self Pay	7,206	15.9%	-	0.0%	10,703	20.8%	-	0.0%
Other	386	0.8%	-	0.0%	386	0.7%	-	0.0%
TOTAL	\$ 45,701	100.0%	\$ -	0.0%	\$ 51,636	100.0%	\$ -	0.0%

**ECTOR COUNTY HOSPITAL DISTRICT
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY
SEPTEMBER 2021**

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 11,325,343	\$ -	\$ 11,325,343
Mission Fitness	254,261	-	254,261
Petty Cash	8,700	-	8,700
Dispro	-	54,818	54,818
General Liability	-	16,848	16,848
Professional Liability	-	15,427	15,427
Funded Worker's Compensation	-	93,133	93,133
Funded Depreciation	-	7,818,432	7,818,432
Designated Funds	-	58,096	58,096
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 11,588,305	\$ 8,056,754	\$ 19,645,058

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 5,350,000	\$ 5,350,000
Funded Depreciation	-	27,000,000	27,000,000
Funded Worker's Compensation	-	2,200,000	2,200,000
General Liability	-	3,000,000	3,000,000
Professional Liability	-	3,100,000	3,100,000
Designated Funds	133,165	23,200,000	23,333,165
Allowance for Change in Market Values	-	(53,465)	(53,465)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 133,165	\$ 63,796,535	\$ 63,929,700
Total Unrestricted Cash and Investments			\$ 83,574,758

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,896	\$ -	\$ 4,896
Assets Held In Endowment-Board Designated	-	6,303,870	6,303,870
Advanced Medicare Payment	31,540,971	-	31,540,971
Restricted TPC, LLC-Equity Stake	1,169,753	-	1,169,753
Restricted MCH West Texas Services-Equity Stake	2,322,472	-	2,322,472
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 35,038,092	\$ 6,303,870	\$ 41,341,961

Total Cash & Investments **\$ 124,916,719**

**ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
SEPTEMBER 2021**

	Hospital	Procare	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ 25,410,137	-	\$ 25,410,137
Noncash Expenses:			
Depreciation and Amortization	16,769,919	(43,032)	16,726,887
Unrealized Gain/Loss on Investments	(83,095)	-	(83,095)
Accretion (Bonds) & Covid Funding	(35,966,419)	-	(35,966,419)
Changes in Assets and Liabilities			
Patient Receivables, Net	(6,362,798)	1,203,660	(5,159,137)
Taxes Receivable/Deferred	(2,978,897)	(1,062,038)	(4,040,935)
Inventories, Prepaids and Other	(6,292,101)	1,688,647	(4,603,453)
Accounts Payable	(9,211,531)	(1,660,508)	(10,872,039)
Accrued Expenses	471,028	(200,274)	270,754
Due to Third Party Payors	13,234,851	-	13,234,851
Accrued Post Retirement Benefit Costs	<u>7,184,921</u>	<u>-</u>	<u>7,184,921</u>
Net Cash Provided by Operating Activities	<u>\$ 2,176,015</u>	<u>(73,544)</u>	<u>\$ 2,102,471</u>
Cash Flows from Investing Activities:			
Investments	\$ (26,056,521)	-	\$ (26,056,521)
Acquisition of Property and Equipment	<u>(10,496,530)</u>	<u>73,394</u>	<u>(10,423,135)</u>
Net Cash used by Investing Activities	<u>\$ (36,553,051)</u>	<u>73,394</u>	<u>\$ (36,479,657)</u>
Cash Flows from Financing Activities:			
Current Portion Debt	\$ 520,892	-	\$ 520,892
Intercompany Activities	-	-	-
Net Repayment of Long-term Debt/Bond Issuance	<u>(664,504)</u>	<u>-</u>	<u>(664,504)</u>
Net Cash used by Financing Activities	<u>(143,612)</u>	<u>-</u>	<u>(143,612)</u>
Net Increase (Decrease) in Cash	(34,520,648)	(150)	(34,520,798)
Beginning Cash & Cash Equivalents @ 9/30/2020	<u>95,507,668</u>	<u>4,650</u>	<u>95,512,318</u>
Ending Cash & Cash Equivalents @ 9/30/2021	<u>\$ 60,987,020</u>	<u>\$ 4,500</u>	<u>\$ 60,991,520</u>
<hr/>			
Balance Sheet			
Cash and Cash Equivalents	\$ 19,645,058	4,500	\$ 19,649,558
Restricted Assets	<u>41,341,961</u>	<u>-</u>	<u>41,341,961</u>
Ending Cash & Cash Equivalents @ 9/30/2021	<u>\$ 60,987,020</u>	<u>4,500</u>	<u>\$ 60,991,520</u>

ECTOR COUNTY HOSPITAL DISTRICT
TAX COLLECTIONS
FISCAL 2021

	<u>ACTUAL</u> <u>COLLECTIONS</u>	<u>BUDGETED</u> <u>COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR</u> <u>COLLECTIONS</u>	<u>VARIANCE</u>
<u>AD VALOREM</u>					
OCTOBER	\$ 251,630	\$ 2,025,971	\$ (1,774,341)	\$ 357,473	\$ (105,843)
NOVEMBER	1,075,295	2,025,971	(950,676)	1,151,010	(75,715)
DECEMBER	6,840,747	2,025,971	4,814,776	3,300,400	3,540,347
JANUARY	7,131,638	2,025,971	5,105,667	4,845,249	2,286,389
FEBRUARY	4,756,484	2,025,971	2,730,513	6,455,075	(1,698,591)
MARCH	2,415,426	2,025,971	389,455	1,361,450	1,053,976
APRIL	464,788	2,025,971	(1,561,183)	271,564	193,224
MAY	239,559	2,025,971	(1,786,412)	254,701	(15,143)
JUNE	322,185	2,025,971	(1,703,786)	177,064	145,121
JULY	107,495	2,025,971	(1,918,476)	106,473	1,022
AUGUST	109,680	2,025,971	(1,916,291)	90,659	19,020
SEPTEMBER	308,241	2,025,971	(1,717,730)	239,875	68,366
TOTAL	\$ 24,023,166	\$ 24,311,652	\$ (288,486)	\$ 18,610,992	\$ 5,412,174
<u>SALES</u>					
OCTOBER	\$ 2,929,377	\$ 3,282,683	\$ (353,306)	\$ 4,204,814	\$ (1,275,437)
NOVEMBER	3,099,131	3,443,239	(344,108)	4,143,047	(1,043,916)
DECEMBER	2,855,097	3,230,027	(374,930)	4,251,049	(1,395,953)
JANUARY	2,796,371	3,139,626	(343,255)	3,763,912	(967,541)
FEBRUARY	4,354,021	3,453,266	900,755	3,771,703	582,318
MARCH	2,721,819	3,081,486	(359,667)	3,855,612	(1,133,793)
APRIL	2,650,606	3,148,751	(498,145)	4,710,736	(2,060,131)
MAY	3,668,808	3,500,841	167,967	4,055,799	(386,991)
JUNE	3,276,521	2,897,074	379,447	2,958,862	317,659
JULY	3,406,244	2,987,595	418,649	2,762,363	643,881
AUGUST	3,951,134	3,323,452	627,682	3,102,487	848,646
SEPTEMBER	3,290,180	2,911,960	378,220	2,965,033	325,147
SUB TOTAL	38,999,309	38,400,000	599,309	44,545,417	(5,546,109)
ACCRUAL	1,070,762	-	1,070,762	-	1,070,762
TOTAL	\$ 40,070,071	\$ 38,400,000	\$ 1,670,071	\$ 44,545,417	\$ (4,475,347)
TAX REVENUE	\$ 64,093,237	\$ 62,711,652	\$ 1,381,585	\$ 63,156,410	\$ 936,827

**ECTOR COUNTY HOSPITAL DISTRICT
MEDICAID SUPPLEMENTAL PAYMENTS
FISCAL YEAR 2021**

CASH ACTIVITY	TAX (IGT) ASSESSED	GOVERNMENT PAYOUT	BURDEN ALLEVIATION	NET INFLOW
DSH				
1st Qtr	\$ (1,315,030)	\$ 4,110,753		\$ 2,795,723
2nd Qtr	(1,065,780)	3,331,602		2,265,823
3rd Qtr	-	-		-
4th Qtr	(3,630,955)	11,350,280		7,719,325
DSH TOTAL	\$ (6,011,764)	\$ 18,792,635		\$ 12,780,871
UC				
1st Qtr	\$ (16,099)	\$ 38,376		22,278
2nd Qtr	(2,752,574)	8,549,558		5,796,984
3rd Qtr	(199,682)	455,686		256,004
4th Qtr	-	-		-
UC TOTAL	\$ (2,968,355)	\$ 9,043,620		\$ 6,075,265
DSRIP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	(826,293)	2,354,855		1,528,562
3rd Qtr	-	-		-
4th Qtr	(6,463,335)	20,136,981		13,673,647
DSRIP UPL TOTAL	\$ (7,289,628)	\$ 22,491,837		\$ 15,202,208
UHRIP				
1st Qtr	\$ (1,916,564)	\$ -		\$ (1,916,564)
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	(299,409)	-		(299,409)
UHRIP TOTAL	\$ (2,215,973)	\$ -		\$ (2,215,973)
GME				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	(236,659)	739,789		503,131
3rd	-	-		-
4th Qtr	(236,659)	739,789		503,131
GME TOTAL	\$ (473,317)	\$ 1,479,578		\$ 1,006,261
CHIRP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd	(2,667,259)	-		(2,667,259)
4th Qtr	-	-		-
CHIRP TOTAL	\$ (2,667,259)	\$ -		\$ (2,667,259)
MCH Cash Activity	\$ (21,626,296)	\$ 51,807,670		\$ 30,181,374
ProCare Cash Activity	\$ -	\$ -	\$ -	\$ -
Blended Cash Activity	\$ (21,626,296)	\$ 51,807,670	\$ -	\$ 30,181,374

INCOME STATEMENT ACTIVITY:

FY 2021 Accrued / (Deferred) Adjustments:

	BLEND
DSH Accrual	\$ 9,988,052
Uncompensated Care Accrual	14,854,154
URIP	(3,576,662)
GME	1,006,261
CHIRP	(446,210)
Regional UPL Benefit	-
Medicaid Supplemental Payments	21,825,595
DSRIP Accrual	18,145,863
Total Adjustments	\$ 39,971,459

**ECTOR COUNTY HOSPITAL DISTRICT
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY
AS OF SEPTEMBER 30, 2021**

ITEM	CIP BALANCE AS OF 8/31/2021	SEPTEMBER "+" ADDITIONS	SEPTEMBER "- " ADDITIONS	SEPTEMBER TRANSFERS	CIP BALANCE AS OF 9/30/2021	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) APRVD/BUDGET
<u>RENOVATIONS</u>									
IREGIONAL LAB	53,700	-	-	(53,700)	-	-	-	150,000	150,000
SUB-TOTAL	\$ 53,700	\$ -	\$ -	\$ (53,700)	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000
<u>MINOR BUILDING IMPROVEMENT</u>									
ITENNET IMPROVEMENT - 750 W 5TH	50,950	-	-	(50,950)	-	-	-	25,000	25,000
ITUBE SYSTEM UPGRADE	1,473	-	-	(1,473)	-	-	-	10,000	10,000
IBADGE ACCESS UPGRADE	23,505	-	-	-	23,505	-	23,505	45,000	21,495
ICHW FLOORING	-	55,322	-	-	55,322	-	55,322	60,000	4,678
SUB-TOTAL	\$ 75,927	\$ 55,322	\$ -	\$ (52,423)	\$ 78,827	\$ -	\$ 78,827	\$ 140,000	\$ 61,173
<u>EQUIPMENT & SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 855,324	\$ 1,901,964	\$ (1,949,958)	\$ -	\$ 807,331	\$ -	\$ 807,331	\$ 1,200,000	\$ 392,669
SUB-TOTAL	\$ 855,324	\$ 1,901,964	\$ (1,949,958)	\$ -	\$ 807,331	\$ -	\$ 807,331	\$ 1,200,000	\$ 392,669
TOTAL CONSTRUCTION IN PROGRESS	\$ 984,951	\$ 1,957,287	\$ (1,949,958)	\$ (106,123)	\$ 886,158	\$ -	\$ 886,158	\$ 1,490,000	\$ 603,842

ECTOR COUNTY HOSPITAL DISTRICT
CAPITAL PROJECT & EQUIPMENT EXPENDITURES
SEPTEMBER 2021

ITEM	CLASS	BOOKED AMOUNT
TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS		
Regional Lab Renovation	Building	\$ 53,700
Tennent Improvement	Building	50,950
Tube System Upgrade	Building	1,473
TOTAL PROJECT TRANSFERS		\$ 106,123
EQUIPMENT PURCHASES		
None		\$ -
TOTAL EQUIPMENT PURCHASES		\$ -
TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES		\$ 106,123

**ECTOR COUNTY HOSPITAL DISTRICT
FISCAL 2021 CAPITAL EQUIPMENT
CONTINGENCY FUND
SEPTEMBER 2021**

MONTH/ YEAR	DESCRIPTION	DEPT NUMBER	BUDGETED AMOUNT	P.O AMOUNT	ACTUAL AMOUNT	TO/(FROM) CONTINGENCY
	Available funds from budget		\$ 600,000	\$ -	\$ -	\$ 600,000
Oct-20	UltraLite 500 Series	6850	-	-	8,827	(8,827)
Oct-20	CombiM 84	7410	-	-	18,294	(18,294)
Oct-20	Giraffe Warmer	6550	-	-	15,562	(15,562)
Nov-20	Rockhouse Renovation	8200	48,500	-	108,169	(59,669)
Nov-20	Jaco Mobile Carts	8700	-	-	20,790	(20,790)
Nov-20	Ipads	9290	-	-	3,553	(3,553)
Nov-20	Isotrex	7460	-	-	28,676	(28,676)
Nov-20	Lab Refrigerator	7040	-	-	6,915	(6,915)
Nov-20	Car 13 ER	8200	-	-	168,198	(168,198)
Nov-20	V-Pro Max 2 Sterilizer	6790	-	-	148,840	(148,840)
Nov-20	iNtuition Gold Suite Software	7230	-	-	49,007	(49,007)
Dec-21	RENTAL PROPERTY REPAIRS - CASA ORTI	8200	25,000	-	55,004	(30,004)
Dec-20	Prescot Omni Plus Ceiling Mount	9300	-	-	12,500	(12,500)
Dec-20	Prescot Omni Plus Ceiling Mount	9300	-	-	25,000	(25,000)
Dec-20	Trinzic	9100	-	-	9,940	(9,940)
Dec-20	Prec 5820 and Monitor	9100	-	-	2,227	(2,227)
Dec-20	Jaco Mobile Carts	9100	-	-	56,896	(56,896)
Dec-20	Cisco MDS 9100 Fabric Switches	9100	-	-	68,539	(68,539)
Dec-20	Aruba E500M	9100	-	-	289,331	(289,331)
Dec-20	Belmont Rapid Infuser	6850	-	-	28,260	(28,260)
Dec-20	Surgical Instruments	6620	-	-	463,381	(463,381)
Jan-21	Uroskop Omnia Max	6620	-	-	378,591	(378,591)
Jan-21	4 Replacment Tele	6140	-	-	10,350	(10,350)
Jan-21	Cisco ASR	9100	-	-	30,356	(30,356)
Jan-21	Outdoor Eyeball Dome and LCD Monitor	8420	-	-	3,853	(3,853)
Jan-21	Prime Big Wheel Stretcher	8390	-	-	13,774	(13,774)
Jan-21	Prime Big Wheel Stretcher	7310	-	-	21,273	(21,273)
Jan-21	Telemedicine Cart	9100	-	-	38,860	(38,860)
Jan-21	Motorized Stock Cart	7330	-	-	4,203	(4,203)
Jan-21	Barcode Scanners	9100	-	-	14,175	(14,175)
Jan-21	Blanket Warming Cabinet	6870	-	-	3,197	(3,197)
Feb-21	ER Triage Renovation	6850	75,000	-	139,926	(64,926)
Feb-21	Central Station Monitor	6550	-	-	41,470	(41,470)
Feb-21	Cardiac Monitor	6850	-	-	35,033	(35,033)
Feb-21	Plyxis Anesthesia System	7330	-	-	374,463	(374,463)
Feb-21	Versapulse Powersuite 60W	6620	-	-	87,900	(87,900)
Feb-21	Matrix TSX-08 Treadmill	6350	-	-	4,060	(4,060)
Feb-21	Falcon IT Mount for Anesthesia	6700	-	-	3,187	(3,187)
Feb-21	Ford EcoSport 2020	7090	-	-	19,471	(19,471)
Feb-21	BK5000 Ultrasound System	6620	-	-	145,777	(145,777)
Feb-21	Microscope	7050	-	-	9,114	(9,114)
Mar-21	SecurView DX 600	7240	-	-	26,130	(26,130)
Mar-21	Nexus Software	8200	-	-	151,090	(151,090)
Mar-21	Perseus A500 Anesthesia Machine	6700	-	-	98,622	(98,622)
Mar-21	Software for Perseus A500	6700	-	-	1,825	(1,825)
Mar-21	Protector Echo Filtered Fume Hood	7040	-	-	9,273	(9,273)
Mar-21	Giraffe Resuscitation System	6550	-	-	6,176	(6,176)
Apr-21	Sterile Storage Renovation	6790	25,000	-	45,454	(20,454)
Apr-21	Panda Ires Bedded Warmer	6700	-	-	15,268	(15,268)
Apr-21	Dual Tier Cart and Holder	7240	-	-	9,067	(9,067)
Apr-21	(50) iPod Touch	9100	-	-	9,930	(9,930)
Apr-21	Stand on Scale	6190	-	-	3,070	(3,070)
Apr-21	Urine Analyzer Aulion Eleven	7050	-	-	4,500	(4,500)
Apr-21	Transport Monitors	6850	-	-	14,942	(14,942)
Apr-21	Bilicocoon Bag System	6550	-	-	14,985	(14,985)
Apr-21	16 Bedside Monitors	6130	-	-	188,362	(188,362)
Apr-21	Cardiac Ablation Maestro 400 POD	7220	-	-	6,000	(6,000)
Apr-21	Zebra Blood Bank Printer	7100	-	-	2,215	(2,215)
May-21	CT Scan Renovation	7230	175,000	-	199,621	(24,621)
May-21	Pharmacy Plyxis Renovation	7330	15,000	-	22,667	(7,667)
May-21	Generator G11	6620	-	-	7,878	(7,878)
May-21	Water Booster Pump System	8200	-	-	27,800	(27,800)
May-21	Ice Maker Cube Style	8020	-	-	10,756	(10,756)
May-21	MyoMaps	7210	-	-	10,000	(10,000)
May-21	S3 PX4-3005 Stryker Beds	7460	-	-	1,745,812	(1,745,812)
May-21	Ford EcoSport 2021	7090	-	-	22,767	(22,767)
May-21	Under Counter Refrigerator	8380	-	-	2,473	(2,473)
May-21	Wireless Packs for Monitors	6200	-	-	3,098	(3,098)
May-21	Refrigerator	7050	-	-	4,725	(4,725)
May-21	Vacuum Curettage System	6700	-	-	6,395	(6,395)
May-21	Blood Pressure Machine w/Temp	6200	-	-	11,182	(11,182)
Jun-21	MRI Chair	7210	-	-	3,132	(3,132)
Jun-21	Transport Chair	6850	-	-	5,569	(5,569)
Jun-21	Mobile Data Evolution MXG	7260	-	-	254,900	(254,900)
Jun-21	Software House C-Cure 9000	8410	-	-	448,850	(448,850)
Jun-21	Giraffe Omnibed Care Station	6550	-	-	54,008	(54,008)
Jun-21	Complete CuddleCot System	6700	-	-	7,028	(7,028)
Jul-21	Medication Dispenser	7330	-	-	3,472	(3,472)
Jul-21	Telemetry	6200	-	-	540,319	(540,319)
Jul-21	Ice Maker Cube Style	8020	-	-	6,061	(6,061)
Jul-21	Dell PowerEdge Servers	9100	-	-	90,092	(90,092)
Jul-21	Freezer and Refrigerator	9000	-	-	8,982	(8,982)
Jul-21	Stat Temperature Management System	6310	-	-	235,300	(235,300)
Jul-21	Temporary Pacemakers	6330	-	-	17,147	(17,147)
Jul-21	Incubator	7060	-	-	14,815	(14,815)
Jul-21	2021 Ford EcoSport	7090	-	-	24,282	(24,282)
Aug-21	Refractory Boiler Upgrade	8200	30,000	-	20,765	9,235
Aug-21	ER Tube Station Renovation	6850	48,000	-	97,555	(49,555)
Aug-21	3W OBS Unit Renovation	6300	49,000	-	8,607	40,393
Aug-21	Digital Mobile Super C-Arm	7260	-	-	246,756	(246,756)
Aug-21	Symbia Evo	7300	-	-	313,601	(313,601)
Aug-21	Cubicles	6200	-	-	15,594	(15,594)
Aug-21	CareAware MDI Interface	7030	-	-	2,800	(2,800)
Aug-21	Epiq Upgrade	7180	-	-	38,924	(38,924)
Aug-21	Monitoring System	7220	-	-	35,139	(35,139)
Aug-21	Sonosite Ultrasound	7310	-	-	49,990	(49,990)
Aug-21	PowerEdge Server	9100	-	-	3,723	(3,723)
Aug-21	Vacuum Regulator	6550	-	-	5,100	(5,100)
Aug-21	Blood Bank Refrigerator	7100	-	-	10,927	(10,927)
Aug-21	Xenon XP	9100	-	-	7,400	(7,400)
Sep-21	Regional Lab Renovation	7090	150,000	-	53,700	96,300
Sep-21	Tannant Improvement	8200	25,000	-	50,956	(25,956)
Sep-21	Tube System Upgrade	6850	10,000	-	1,473	8,527
Sep-21	Cobas Liat PCR System	7140	-	-	37,686	(37,686)
Sep-21	Giraffe Shuttle	6550	-	-	19,082	(19,082)
Sep-21	Mac Lab Support	7220	-	-	12,000	(12,000)
Sep-21	CNS and BSM Upgrades	6200	-	-	50,050	(50,050)
Sep-21	Recliners	6550	-	-	10,893	(10,893)
Sep-21	OEC Elite MiniView System	7260	-	-	71,900	(71,900)
Sep-21	Matrix Indoor Cycle	9310	-	-	19,838	(19,838)
Sep-21	Matrix R3XM Recumbent	6350	-	-	3,290	(3,290)
Sep-21	Venue Go R3 Focus Package	6310	-	-	150,890	(150,890)
Sep-21	NuStep T5XRW	7480	-	-	6,717	(6,717)
Sep-21	Dell Latitude 5520	9100	-	-	15,863	(15,863)
Sep-21	Vectra Genisys Therapy System	7430	-	-	7,627	(7,627)
Sep-21	Head/Neck Rest	6620	-	-	15,223	(15,223)
Sep-21	Metrix II Set Surgical Instruments	6620	-	-	138,549	(138,549)
Sep-21	Zebra Blood Bank Printer	7100	-	-	6,437	(6,437)
Sep-21	LCD Displays	6200	-	-	2,290	(2,290)
Sep-21	Cell Washer	7100	-	-	8,203	(8,203)
Sep-21	DD Software and Installation	9100	-	-	117,045	(117,045)
Sep-21	Refrigerator	8020	-	-	3,300	(3,300)
Sep-21	CareAware iBus	7050	-	-	6,000	(6,000)
			\$ 963,500	\$ -	\$ 7,362,878	\$ (6,399,479)

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER
SEPTEMBER 2021**

	CURRENT YEAR	PRIOR YEAR		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
AR DISPRO/UPL	\$ -	\$ -	\$ -	\$ -
AR UNCOMPENSATED CARE	8,778,889	-	-	8,778,889
AR DSRIP	1,675,869	1,436,786	-	239,083
AR NURSING HOME UPL	2,231,049	-	-	2,231,049
AR UHRIP	-	1,601,876	-	(1,601,876)
AR GME	-	-	-	-
AR PHYSICIAN GUARANTEES	518,647	358,963	-	159,683
AR ACCRUED INTEREST	5,863	99,784	-	(93,921)
AR OTHER:	(1,627,099)	1,770,860	1,703,368	(5,101,328)
Procure On-Call Fees	6,846	-	-	6,846
Procure A/R - FHC	-	-	-	-
Other Misc A/R	(1,633,945)	1,770,860	1,703,368	(5,108,174)
AR DUE FROM THIRD PARTY PAYOR	2,657,942	2,371,598	-	286,344
TOTAL ACCOUNTS RECEIVABLE - OTHER	\$ 13,553,034	\$ 7,612,645	\$ 1,703,368	\$ 4,237,021

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S
SEPTEMBER 2021**

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR
Intensive Care Unit (CCU) 4	24.8	5.7	333.8%	7.9	213.0%	9.0	6.0	50.3%	2.0	342.0%
Cardiopulmonary	8.2	2.3	264.0%	3.3	149.8%	7.2	2.4	207.3%	2.3	216.6%
Intensive Care Unit (ICU) 2	0.9	5.8	-83.9%	1.1	-15.6%	2.8	6.0	-53.7%	0.2	1326.1%
5 Central	2.6	1.9	33.9%	3.1	-17.6%	2.5	2.0	23.8%	2.5	-1.7%
Operating Room	4.4	1.9	128.7%	0.9	382.2%	2.5	2.0	24.4%	1.5	68.2%
4 Central	8.1	1.5	427.6%	1.4	476.5%	2.2	1.6	35.5%	1.0	119.4%
9 Central	4.2	2.6	59.5%	3.1	35.4%	1.7	2.7	-36.9%	2.9	-39.7%
7 Central	3.6	4.5	-19.8%	2.5	43.2%	1.5	4.7	-68.4%	1.3	15.3%
8 Central	1.4	1.0	45.1%	3.1	-55.6%	1.3	1.0	29.5%	1.4	-8.6%
Labor & Delivery	-	0.8	-100.0%	2.1	-100.0%	0.9	0.9	4.2%	1.2	-24.9%
Imaging - Diagnostics	1.0	1.0	7.8%	-	0.0%	1.0	1.0	-0.6%	1.0	-2.8%
6 Central	3.8	1.4	164.2%	1.2	204.1%	1.1	1.5	-24.6%	1.8	-35.9%
3 West Observation	4.2	-	0.0%	-	0.0%	1.0	-	0.0%	-	0.0%
2 Central	-	-	0.0%	0.1	-100.0%	0.5	-	0.0%	0.0	4338.8%
NURSING ORIENTATION	2.0	-	0.0%	1.2	74.3%	0.5	-	0.0%	0.5	6.4%
Disaster & Emergency Operations	0.2	-	0.0%	0.1	30.2%	0.2	-	0.0%	0.2	22.1%
6 West	0.1	0.3	-74.9%	0.2	-68.4%	0.2	0.3	-42.6%	0.2	-17.5%
Cath Lab	-	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
Human Resources	0.3	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
Emergency Department	0.8	-	0.0%	-	0.0%	0.1	-	0.0%	0.1	50.7%
5 West	-	-	0.0%	-	0.0%	0.0	-	0.0%	0.0	2.7%
3 West - Observation	-	-	0.0%	0.2	-100.0%	-	-	0.0%	0.0	-100.0%
4 EAST	-	-	0.0%	-	0.0%	-	-	0.0%	0.7	-100.0%
Sterile Processing	-	-	0.0%	-	0.0%	-	-	0.0%	1.0	-100.0%
Imaging - CVI	-	-	0.0%	-	0.0%	-	-	0.0%	0.1	-100.0%
Imaging - Nuclear Medicine	-	-	0.0%	-	0.0%	-	-	0.0%	0.1	-100.0%
Laboratory - Chemistry	-	3.1	-100.0%	-	0.0%	-	3.3	-100.0%	0.4	-100.0%
Imaging - Ultrasound	-	0.5	-100.0%	-	0.0%	-	0.6	-100.0%	0.2	-100.0%
PM&R - Speech	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
Imaging - Cat Scan	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
PM&R - Physical	-	-	0.0%	-	0.0%	-	-	0.0%	1.4	-100.0%
Medical Staff	-	-	0.0%	-	0.0%	-	-	0.0%	0.3	-100.0%
SUBTOTAL	70.5	34.4	105.1%	31.7	122.4%	36.5	35.9	1.5%	24.3	50.2%
TRANSITION LABOR										
Laboratory - Chemistry	3.5	-	0.0%	3.2	7.0%	3.7	-	0.0%	3.1	20.2%
Intensive Care Unit (CCU) 4	-	-	0.0%	-	0.0%	-	-	0.0%	0.6	-100.0%
Inpatient Rehab - Therapy	-	-	0.0%	-	0.0%	-	-	0.0%	0.5	-100.0%
7 Central	-	-	0.0%	-	0.0%	-	-	0.0%	0.4	-100.0%
Neonatal Intensive Care	-	-	0.0%	-	0.0%	-	-	0.0%	0.3	-100.0%
PM&R - Occupational	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
Intensive Care Unit (ICU) 2	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
4 EAST	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
9 Central	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
SUBTOTAL	3.5	-	0.0%	3.2	7.0%	3.7	-	0.0%	5.3	-31.1%
GRAND TOTAL	74.0	34.4	115.2%	34.9	111.7%	40.1	35.9	11.7%	29.6	35.6%

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY
SEPTEMBER 2021**

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
RT TEMPORARY LABOR	\$ 167,377	\$ 12,261	\$ 155,116	1265.1%	\$ 53,646	212.0%	\$ 1,655,115	\$ 156,087	\$ 1,499,028	960.4%	\$ 452,566	265.7%
ICU4 TEMPORARY LABOR	640,766	76,267	564,499	740.2%	162,768	293.7%	2,482,808	970,977	1,511,831	155.7%	407,565	509.2%
8C TEMPORARY LABOR	34,967	7,429	27,538	370.7%	53,290	-34.4%	279,799	77,275	202,524	262.1%	231,975	20.6%
TEMPORARY LABOR	80,010.75	-	80,011	100.0%	-	100.0%	229,436.35	-	229,436	100.0%	-	100.0%
TEMPORARY LABOR	-	-	-	100.0%	3,271	-100.0%	140,407.90	-	140,408	100.0%	3,271	4192.8%
IMCU4 TEMPORARY LABOR	221,536	19,349	202,187	1045.0%	26,608	732.6%	530,695	245,948	284,747	115.8%	166,713	218.3%
Temp Labor - Productive Salaries	56,515.15	-	56,515	100.0%	21,155	167.2%	131,799.26	-	131,799	100.0%	87,673	50.3%
L & D TEMPORARY LABOR	-	13,290	(13,290)	-100.0%	35,195	-100.0%	182,042	169,646	12,396	7.3%	236,614	-23.1%
6C TEMPORARY LABOR	95,372.35	19,685	75,687	384.5%	17,897	432.9%	256,340.52	250,841	5,500	2.2%	288,462	-11.1%
ICU2 TEMPORARY LABOR	31,415	75,956	(44,541)	-58.6%	34,275	-8.3%	775,132	965,641	(190,509)	-19.7%	56,582	1269.9%
IMCU9 TEMPORARY LABOR	101,741	37,640	64,101	170.3%	48,170	111.2%	389,547	478,923	(89,376)	-18.7%	500,675	-22.2%
7C TEMPORARY LABOR	82,454	61,304	21,150	34.5%	44,163	86.7%	332,354	780,858	(448,504)	-57.4%	224,958	47.7%
ALL OTHER	165,559	187,373	(21,814)	-11.6%	74,045	123.6%	803,109	1,076,872	(273,763)	-25.4%	1,607,639	-50.0%
TOTAL TEMPORARY LABOR	\$ 1,706,567	\$ 532,793	\$ 1,173,774	220.3%	\$ 594,779	186.9%	\$ 8,708,984	\$ 5,455,333	\$ 3,253,651	59.6%	\$ 4,497,744	93.6%
CHEM TRANSITION LABOR	\$ 29,325.59	\$ -	\$ 29,326	100.0%	\$ 16,470	78.1%	\$ 386,259	\$ -	\$ 386,259	100.0%	\$ 293,153	31.8%
ALL OTHER	-	-	-	100.0%	-	100.0%	-	-	-	100.0%	283,835	-100.0%
TOTAL TRANSITION LABOR	\$ 29,326	\$ -	\$ 29,326	0%	\$ 16,470	78.1%	\$ 386,259	\$ -	\$ 386,259	0.0%	\$ 576,988	-33.1%
GRAND TOTAL TEMPORARY LABOR	\$ 1,735,893	\$ 532,793	\$ 1,203,100	225.8%	\$ 611,250	184.0%	\$ 9,095,243	\$ 5,455,333	\$ 3,639,910	66.7%	\$ 5,074,731	79.2%
PA OTHER PURCH SVCS	\$ 825,190	\$ 761,536	\$ 63,654	8.4%	\$ 990,423	-16.7%	\$ 10,506,177	\$ 9,138,432	\$ 1,367,745	15.0%	\$ 8,048,889	30.5%
MISSION FITNESS CONTRACT PURCH SVC	55,645	5,821	49,824	855.9%	30,777	80.8%	731,447.19	68,927	662,520	961.2%	161,995	10.5%
OTHER PURCH SVCS	93,524	-	93,524	100.0%	20,053	366.4%	635,481.76	-	635,482	100.0%	318,083	99.8%
ADM CONSULTANT FEES	100,531	81,000	19,531	24.1%	13,250	658.7%	1,024,285	481,000	543,285	112.9%	629,042	62.8%
CONSULTANT FEES	33,936	-	33,936	100.0%	-	100.0%	240,719.00	-	240,719	100.0%	-	100.0%
REF LAB ARUP PURCH SVCS	73,325	280,701	(207,376)	-73.9%	57,081	28.5%	779,372	806,259	(26,887)	-3.3%	745,868	4.5%
ADM PHYS RECRUITMENT	27,129	9,500	17,629	185.6%	(48,920)	-155.5%	333,636.74	142,000	191,637	135.0%	173,638	92.1%
ADM APPRAISAL DIST FEE	19,981	60,938	(40,957)	-67.2%	23,101	-13.5%	372,094	243,752	128,342	52.7%	252,577	47.3%
OR FEES (PERFUSSION SERVICES)	35,279	34,166	1,113	3.3%	37,011	-4.7%	575,235	409,992	165,243	40.3%	405,667	41.8%
COMM HEALTH OTHER PURCH SVCS	12,320	1,565	10,755	687.2%	1,082	1038.6%	191,733.44	18,725	173,008	923.9%	14,014	1268.2%
MED ASSETS CONTRACT	24,919	-	24,919	100.0%	24,622	1.2%	313,214	141,249	171,965	121.7%	384,777	-18.6%
PT ACCTS COLLECTION FEES	57,812	56,946	866	1.5%	82,997	-30.3%	799,162	683,352	115,810	16.9%	2,502,554	-68.1%
OBLD OTHER PURCH SVCS	17,489	7,435	10,054	135.2%	15,130	15.6%	212,834	89,253	123,581	138.5%	95,426	123.0%
COMM REL ADVERTISEMENT PURCH SVCS	35,219	27,536	7,683	27.9%	16,395	114.8%	440,737	330,498	110,239	33.4%	443,345	-0.6%
CREDIT CARD FEES	21,836	23,096	(1,260)	-5.5%	39,778	-45.1%	368,136	281,002	87,134	31.0%	334,206	10.2%
COMM REL MEDIA PLACEMENT	55,578	34,805	20,773	59.7%	111,715	-50.2%	522,580	417,693	104,887	25.1%	497,506	5.0%
FHC PHC OTHER PURCH SVCS	-	-	-	100.0%	1,531	-100.0%	76,818.00	-	76,818	100.0%	1,531	4918.5%
HR RECRUITING FEES	54,641	15,750	38,891	246.9%	97,652	-44.0%	343,867	229,200	114,667	50.0%	418,077	-17.8%
FA AUDIT FEES - INTERNAL	5,400	7,684	(2,284)	-29.7%	7,040	-23.3%	164,390.00	92,241	72,149	78.2%	97,230	69.1%
UC-CPC 42ND STREET PURCH SVCS-OTHER	57,803	40,937	16,866	41.2%	45,885	26.0%	610,743	521,360	89,383	17.1%	521,391	17.1%
TS OTHER PURCH SVCS	3,060	4,264	(1,204)	-28.2%	3,227	-5.2%	120,767.88	54,267	66,501	122.5%	59,056	104.5%
COMP PURCH SVCS CONTRACT	15,650	-	15,650	100.0%	-	100.0%	79,069.50	-	79,070	100.0%	-	100.0%
AMBULANCE FEES	8,062	-	8,062	100.0%	22,683	-64.5%	64,404.88	-	64,405	100.0%	350,787	-81.6%
CVS CONTRACT PURCH SVC	13,739	3,501	10,238	292.4%	3,553	286.7%	104,378.66	41,979	62,400	148.6%	42,200	147.3%
NSG ED OTHER PURCH SVCS	10,785	-	10,785	100.0%	8,332	29.4%	117,340.43	67,745	49,595	73.2%	121,241	-3.2%
LAB ADMIN OTHER PURCH SVCS	6,844	5,000	1,844	36.9%	2,044	234.8%	72,068.49	60,000	12,068	20.1%	78,045	-7.7%
4E OTHER PURCH SVCS	15,722	12,155	3,567	29.3%	5,414	190.4%	123,367.46	145,860	(22,493)	-15.4%	138,843	-24.4%
340B CONTRACT PURCH SVC	5,351	(12,172)	17,523	-144.0%	25,024	-78.6%	72,734.19	82,160	(9,426)	-11.5%	92,915	-21.7%
ADMIN OTHER FEES	39,349	54,500	(15,151)	-27.8%	9,361	320.3%	202,279.86	254,000	(51,720)	-20.4%	274,625	-26.3%
MED STAFF REVIEW FEES	6,937	13,837	(6,900)	-49.9%	8,558	-18.9%	92,157.51	166,000	(73,842)	-44.5%	80,959	13.8%
PH CONTRACT PURCH SVC	8,497	16,113	(7,616)	-47.3%	9,039	-6.0%	96,370.91	193,301	(96,930)	-50.1%	117,538	-18.0%
PI FEES (TRANSITION NURSE PROGRAM)	13,568	90,950	(77,382)	-85.1%	14,767	-8.1%	189,573.40	366,080	(176,507)	-48.2%	466,158	-59.3%
HISTOLOGY SERVICES	40,230	35,286	4,944	14.0%	19,140	110.2%	346,422	449,200	(102,778)	-22.9%	394,756	-12.2%
PHARMACY SERVICES	12,403	10,491	1,912	18.2%	10,684	16.1%	267,422.70	412,059	(144,636)	-35.1%	138,843	92.6%
HK SVC CONTRACT PURCH SVC	85,495	87,602	(2,107)	-2.4%	75,746	12.9%	937,930	1,096,439	(158,509)	-14.5%	1,047,285	-10.4%
LD OTHER PURCH SVCS	72,152	91,663	(19,511)	-21.3%	85,766	-15.9%	918,347.20	1,100,000	(181,653)	-16.5%	967,733	-5.1%
PRIMARY CARE WEST OTHER PURCH SVCS	(7,988)	47,300	(55,288)	-116.9%	-	100.0%	264,977.74	567,600	(302,622)	-53.3%	477,147	-44.5%
MISSION FITNESS OTHER PURCH SVCS	8,852	73,931	(65,079)	-88.0%	10,277	-13.9%	121,916.70	887,722	(765,805)	-86.3%	111,759	9.1%
ALL OTHERS	2,175,947	2,602,634	(426,687)	-16.4%	839,615	159.2%	26,519,473	27,624,029	(1,104,556)	-4.0%	32,052,077	-17.3%
TOTAL PURCHASED SERVICES	\$ 4,116,196	\$ 4,247,198	\$ (131,002)	-3.1%	\$ 2,594,244	58.7%	\$ 48,474,570	\$ 45,899,862	\$ 2,574,708	5.6%	\$ 51,905,086	-6.8%

**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED RATIO ANALYSIS
SEPTEMBER 30, 2021**

		YTD SEPTEMBER 2021	2020 S&P Comparison**	YTD September 2020	YTD September 2019	YTD September 2018
<u>Statement of Operations:</u>						
Salaries & Benefits/Net Pt Rev (%)	↓	62.2	59.4	67.4	69.1	68.6
Bad Debt Exp/Total Operating Revenue (%)	↓	38.0	N/A	41.1	34.6	6.9
Maximum Debt Service Coverage (x)	↑	12.9	2.7	5.3	7.1	7.9
Maximum Debt Service/Total Operating Revenue	↓	1.1	N/A	1.3	1.7	1.8
Interest Coverage (x) ¹						
EBITDA Margin (%) ¹	↑	12.0	8.4	5.6	74.1	74.3
Operating Margin (%)	↑	-0.1	0.7	-2.0	-0.7	0.7
Profit Margin (%)	↑	6.6	2.5	-1.1	-8.4	72.2
<u>Balance Sheet:</u>						
Average Age Net Fixed Assets (years)	↑	16.8	13.7	13.2	15.8	13.8
Cushion Ratio (x)	↑	23.4	15.8	15.5	17.8	15.0
Days' Cash on Hand	↑	94.6	171.7	65.5	77.8	71.4
Days in Accounts Receivable	↓	38.6	44.7	44.5	53.6	54.6
Cash Flow/Total Liabilities (%)	↑	22.6	9.2	9.9	-0.3	678.5
Unrestricted Cash/Long-Term Debt (%)	↓	95.6	134.1	130.6	177.7	193.1
Long-Term Debt/Capitalization (%)	↑	22.6	35.5	19.7	18.0	18.6
Payment Period (days)	↓	52.0	N/A	63.1	57.9	51.0
<u>Other Ratios:</u>						
Inventory Turnover ²	↑	9.6	N/A	9.4	12.0	2.5

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

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



Financial Presentation

For the Month Ended

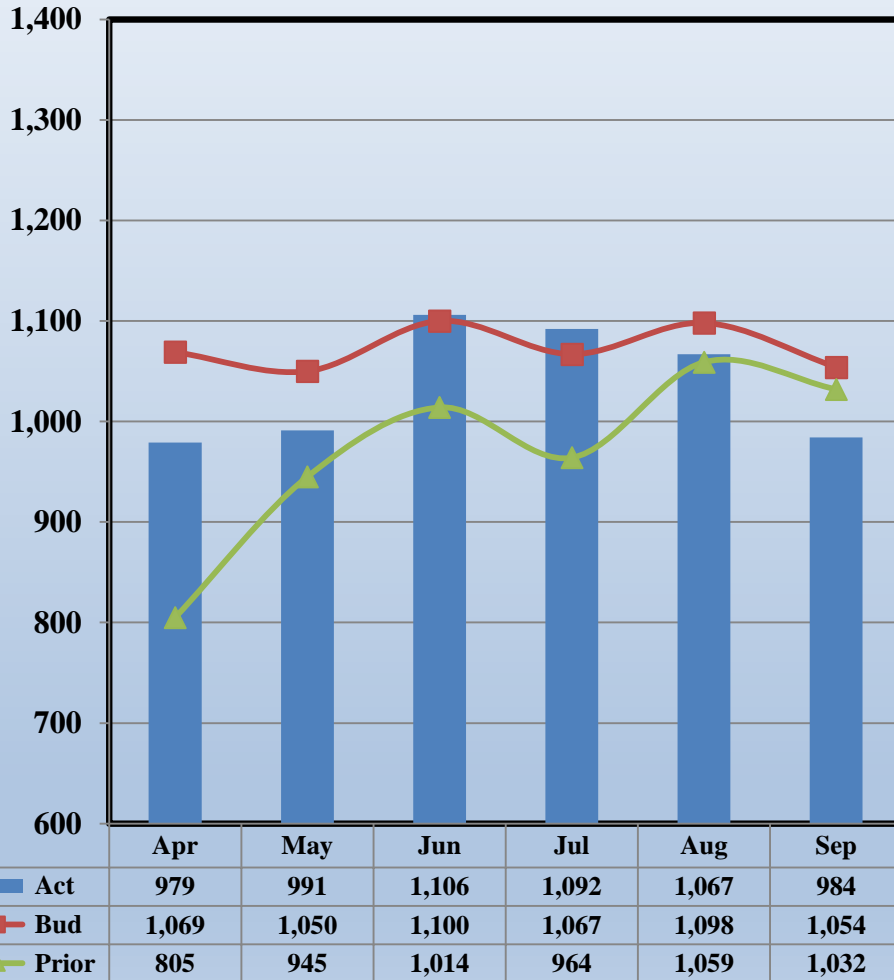
September 30, 2021

Volume



Admissions

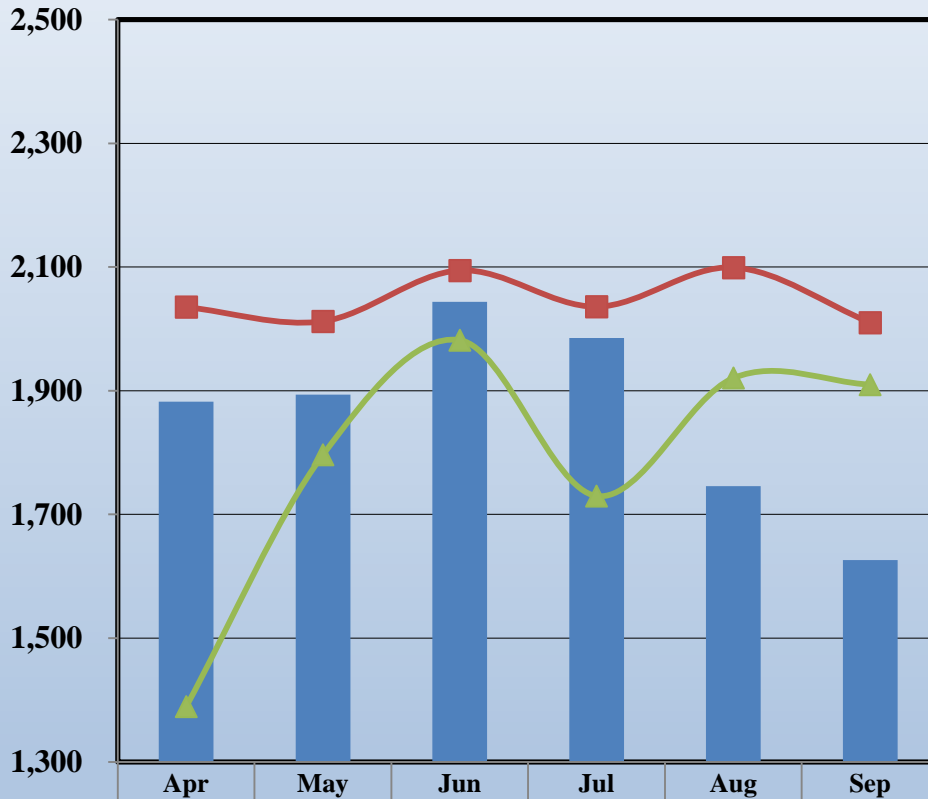
Total – Adults and NICU



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	984	1,054	1,032
Var %		-6.6%	-4.7%
Year-To-Date	12,319	13,410	12,888
Var %		-8.1%	-4.4%
Annualized	12,319	13,410	12,888
Var %		-8.1%	-4.4%

Adjusted Admissions

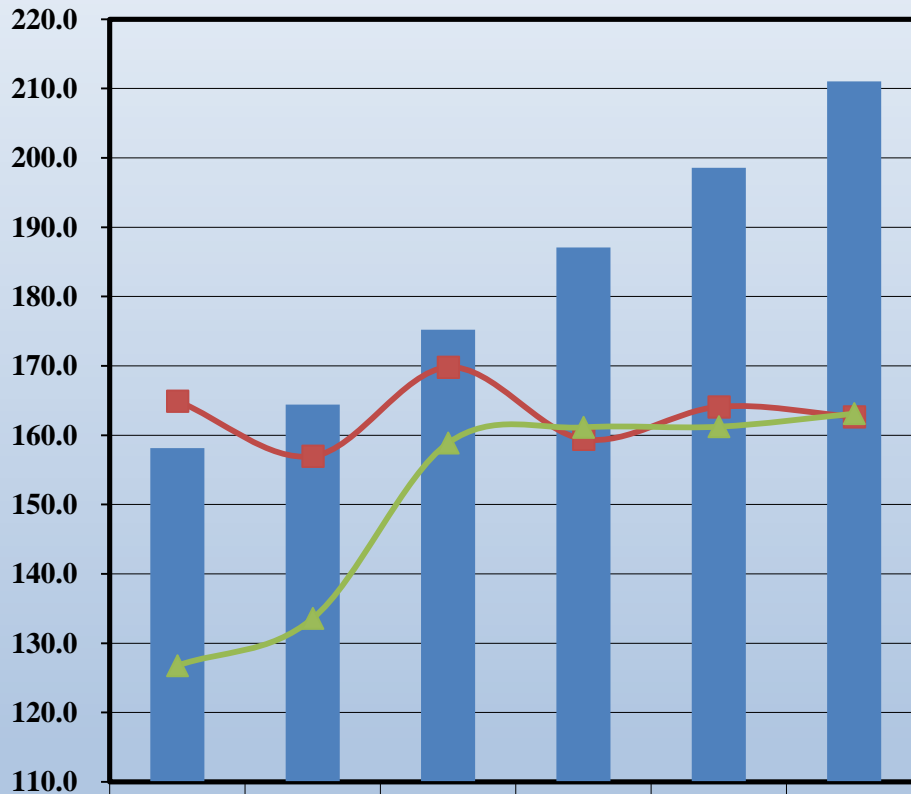
Including Acute & Rehab Unit



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,626	2,010	1,910
Var %		-19.1%	-14.9%
Year-To-Date	21,700	25,400	24,396
Var %		-14.6%	-11.1%
Annualized	21,700	25,400	24,422
Var %		-14.6%	-11.1%

Act	1,883	1,894	2,044	1,985	1,746	1,626
Bud	2,035	2,012	2,095	2,036	2,099	2,010
Prior	1,389	1,796	1,982	1,730	1,921	1,910

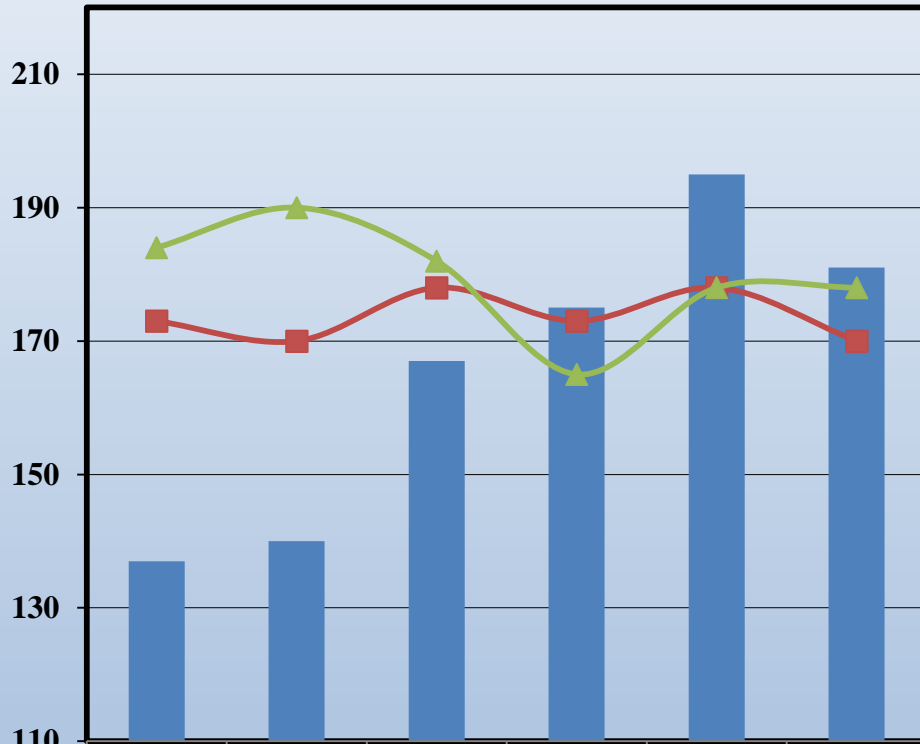
Average Daily Census



Act	158.1	164.4	175.2	187.1	198.6	211.0
Bud	164.9	157.0	169.8	159.4	164.1	162.7
Prior	126.8	133.6	158.9	161.1	161.2	163.1

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	211.0	162.7	163.1
Var %		29.7%	29.4%
Year-To-Date	181.7	170.2	164.9
Var %		6.7%	10.2%
Annualized	181.7	170.3	164.9
Var %		6.7%	10.2%

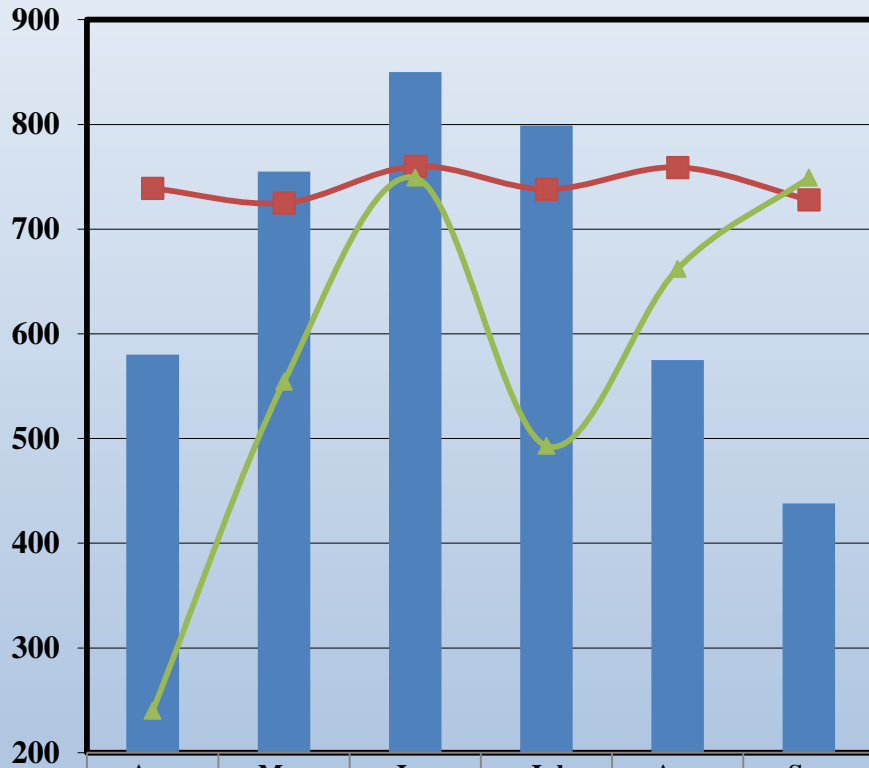
Deliveries



	Apr	May	Jun	Jul	Aug	Sep
Act	137	140	167	175	195	181
Bud	173	170	178	173	178	170
Prior	184	190	182	165	178	178

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	181	170	178
Var %		6.5%	1.7%
Year-To-Date	1,977	2,170	2,134
Var %		-8.9%	-7.4%
Annualized	1,977	2,170	2,134
Var %		-8.9%	-7.4%

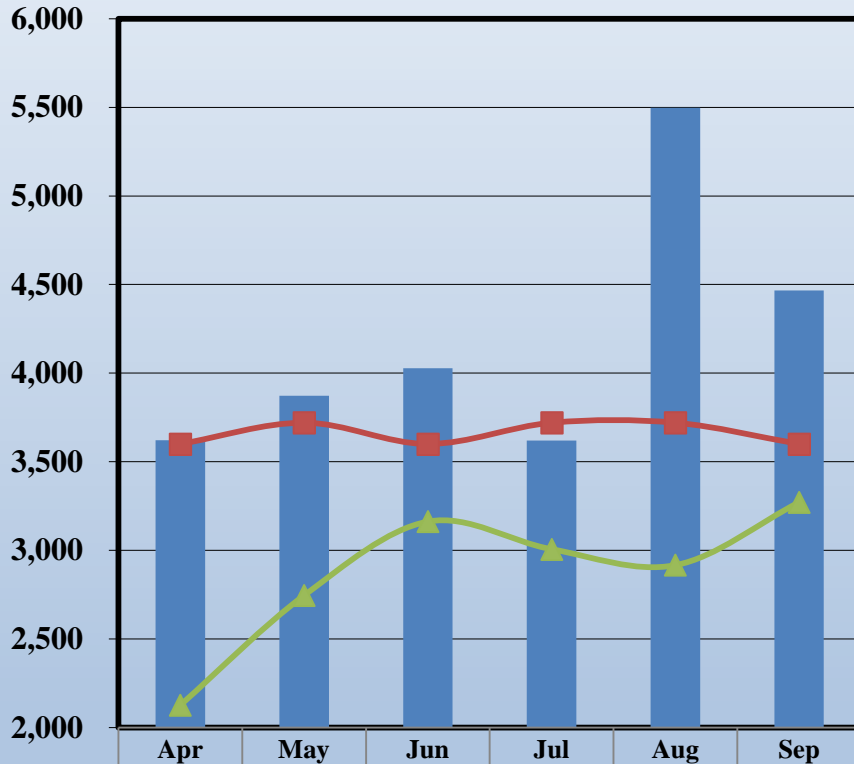
Total Surgical Cases



	Apr	May	Jun	Jul	Aug	Sep
Act	580	755	850	799	575	438
Bud	739	725	760	738	759	728
Prior	240	554	749	493	662	749

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	438	728	749
Var %		-39.8%	-41.5%
Year-To-Date	8,025	9,268	8,153
Var %		-13.4%	-1.6%
Annualized	8,025	9,268	8,153
Var %		-13.4%	-1.6%

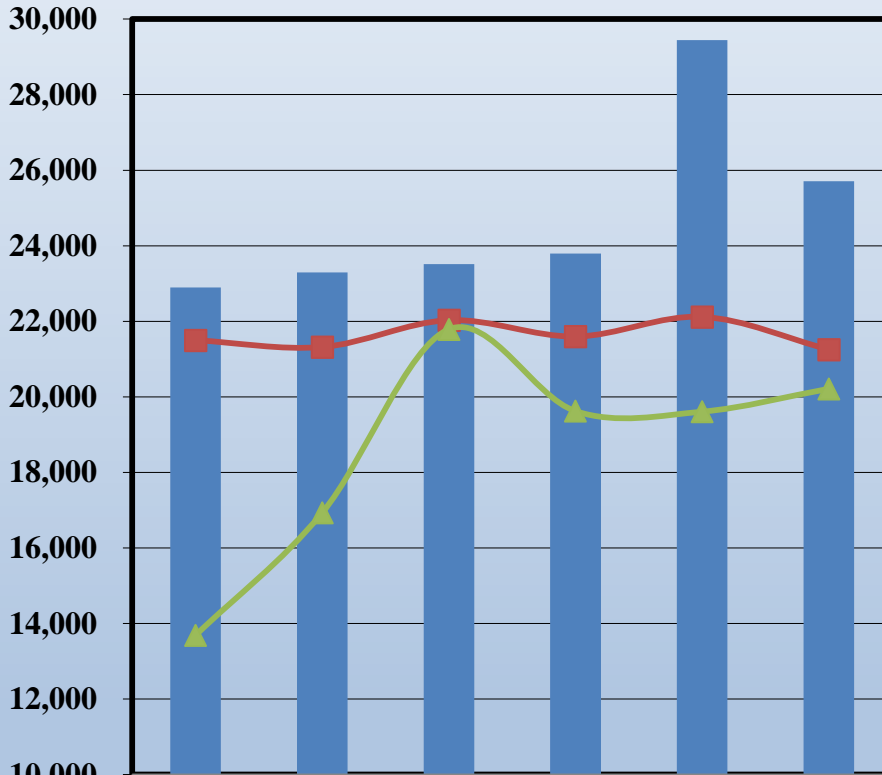
Emergency Room Visits



Act	3,622	3,872	4,027	3,619	5,497	4,467
Bud	3,600	3,720	3,600	3,720	3,720	3,600
Prior	2,126	2,745	3,162	3,006	2,916	3,271

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4,467	3,600	3,271
Var %		24.1%	36.6%
Year-To-Date	43,768	42,890	45,118
Var %		2.0%	-3.0%
Annualized	43,768	42,890	45,118
Var %		2.0%	-3.0%

Total Outpatient Occasions of Service

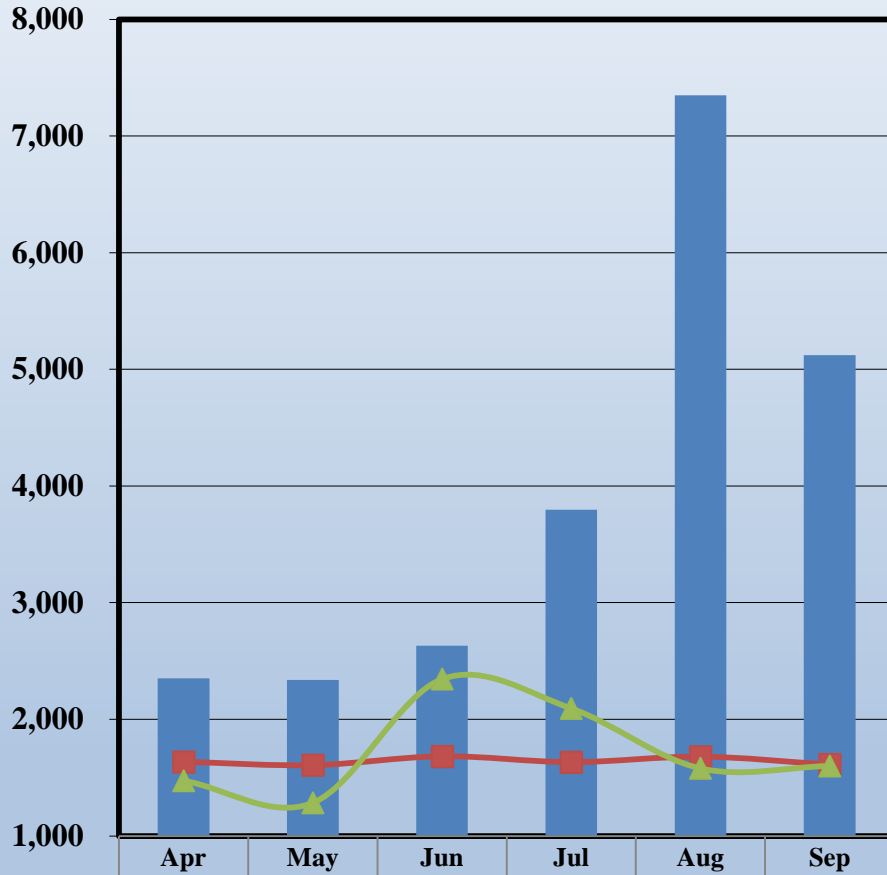


	Apr	May	Jun	Jul	Aug	Sep
Act	22,894	23,295	23,513	23,797	29,441	25,706
Bud	21,499	21,317	22,028	21,596	22,117	21,252
Prior	13,686	16,931	21,788	19,620	19,607	20,212

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	25,706	21,252	20,212
Var %		21.0%	27.2%
Year-To-Date	270,239	267,574	262,582
Var %		1.0%	2.9%
Annualized	270,239	267,574	262,582
Var %		1.0%	2.9%

Urgent Care Visits

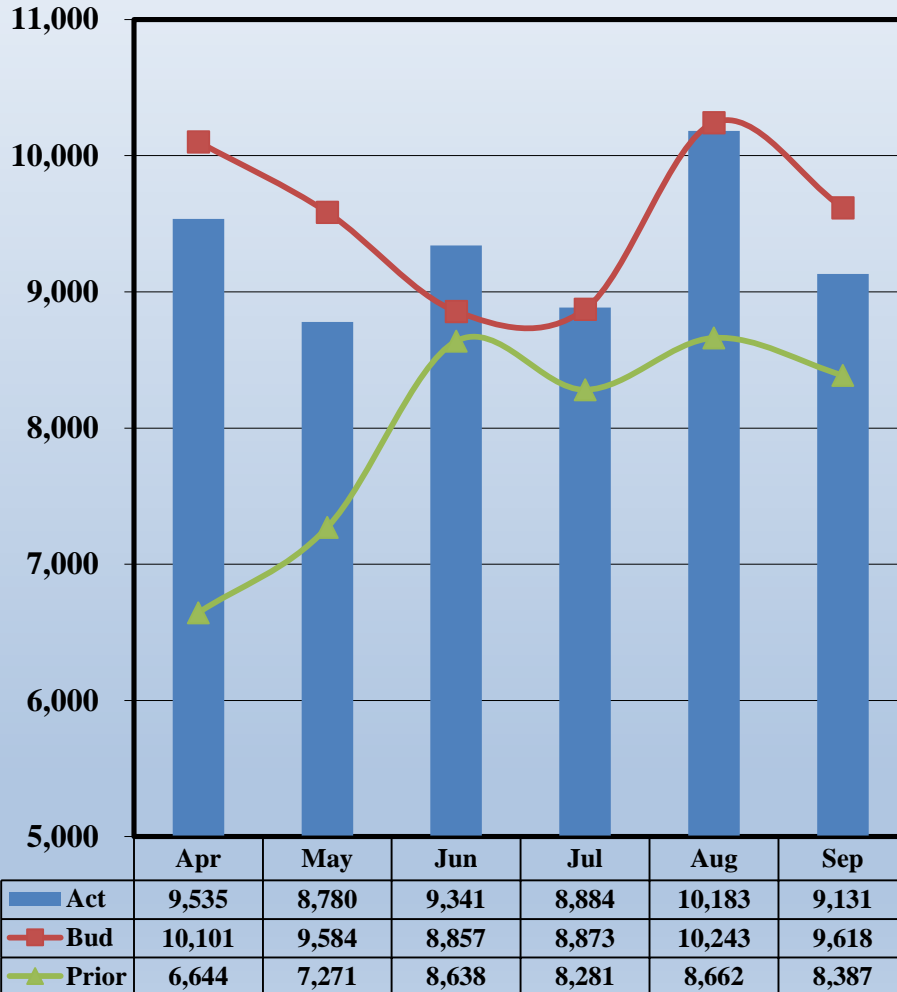
(JBS Clinic, West University & 42nd Street)



Act	2,350	2,338	2,631	3,796	7,349	5,121
Bud	1,636	1,607	1,683	1,633	1,680	1,612
Prior	1,474	1,284	2,345	2,093	1,579	1,600

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	5,121	1,612	1,600
Var %		217.7%	220.1%
Year-To-Date	38,881	20,522	25,266
Var %		89.5%	53.9%
Annualized	38,881	20,522	25,266
Var %		89.5%	53.9%

Total ProCare Office Visits



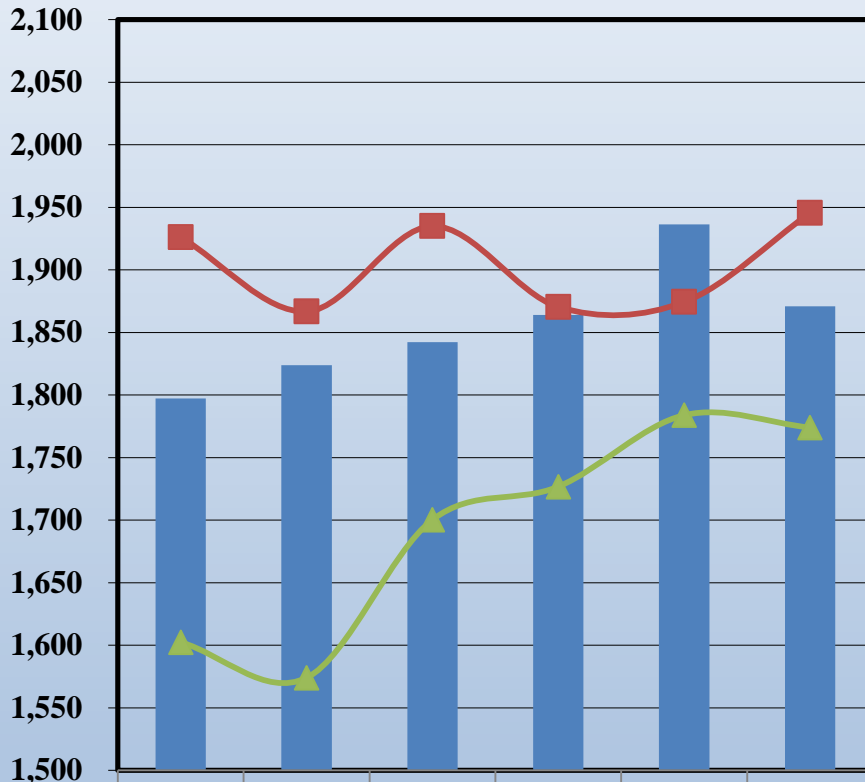
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	9,131	9,618	8,387
Var %		-5.1%	8.9%
Year-To-Date	103,888	114,820	105,123
Var %		-9.5%	-1.2%
Annualized	103,888	114,820	105,123
Var %		-9.5%	-1.2%

Staffing



Blended FTE's

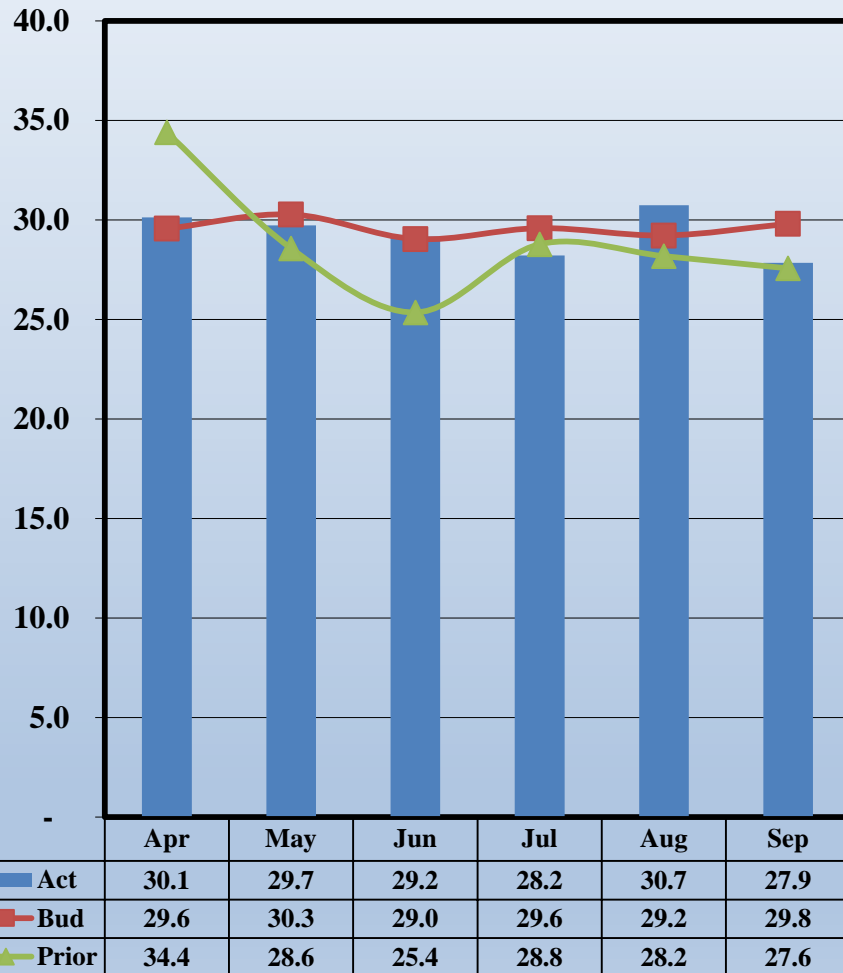
Including Contract Labor and Management Services



■ Act	1,797	1,824	1,842	1,864	1,936	1,871
—■ Bud	1,926	1,867	1,935	1,870	1,874	1,946
—▲ Prior	1,602	1,574	1,700	1,727	1,784	1,774

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,871	1,946	1,774
Var %		-3.8%	5.5%
Year-To-Date	1,821	1,915	1,850
Var %		-4.9%	-1.5%
Annualized	1,821	1,916	1,850
Var %		-5.0%	-1.6%

Paid Hours per Adjusted Patient Day (Ector County Hospital District)



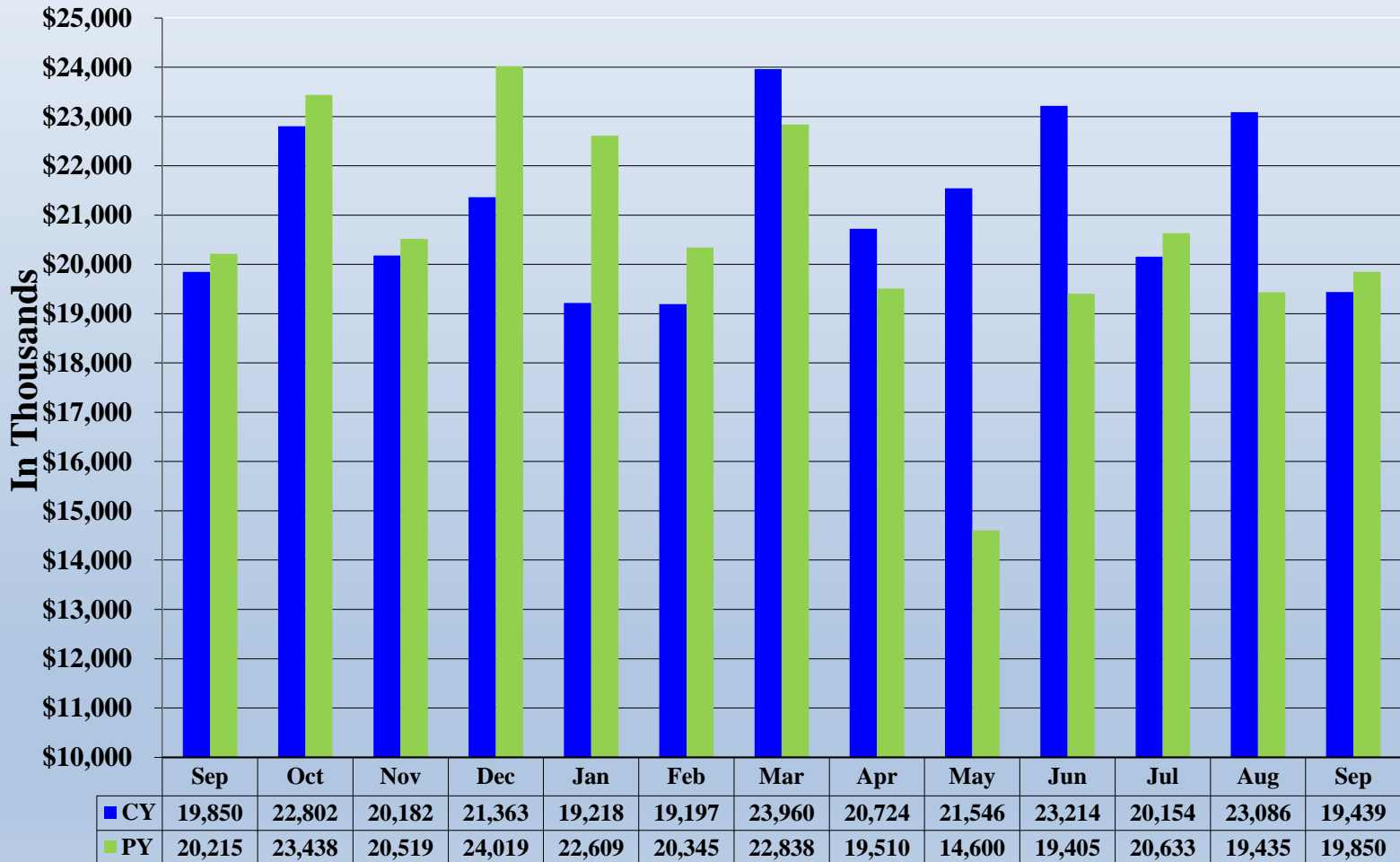
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	27.9	29.8	27.6
Var %		-6.6%	1.0%
Year-To-Date	29.0	28.9	28.5
Var %		0.3%	1.8%
Annualized	29.0	28.9	28.5
Var %		0.3%	1.8%

Accounts Receivable



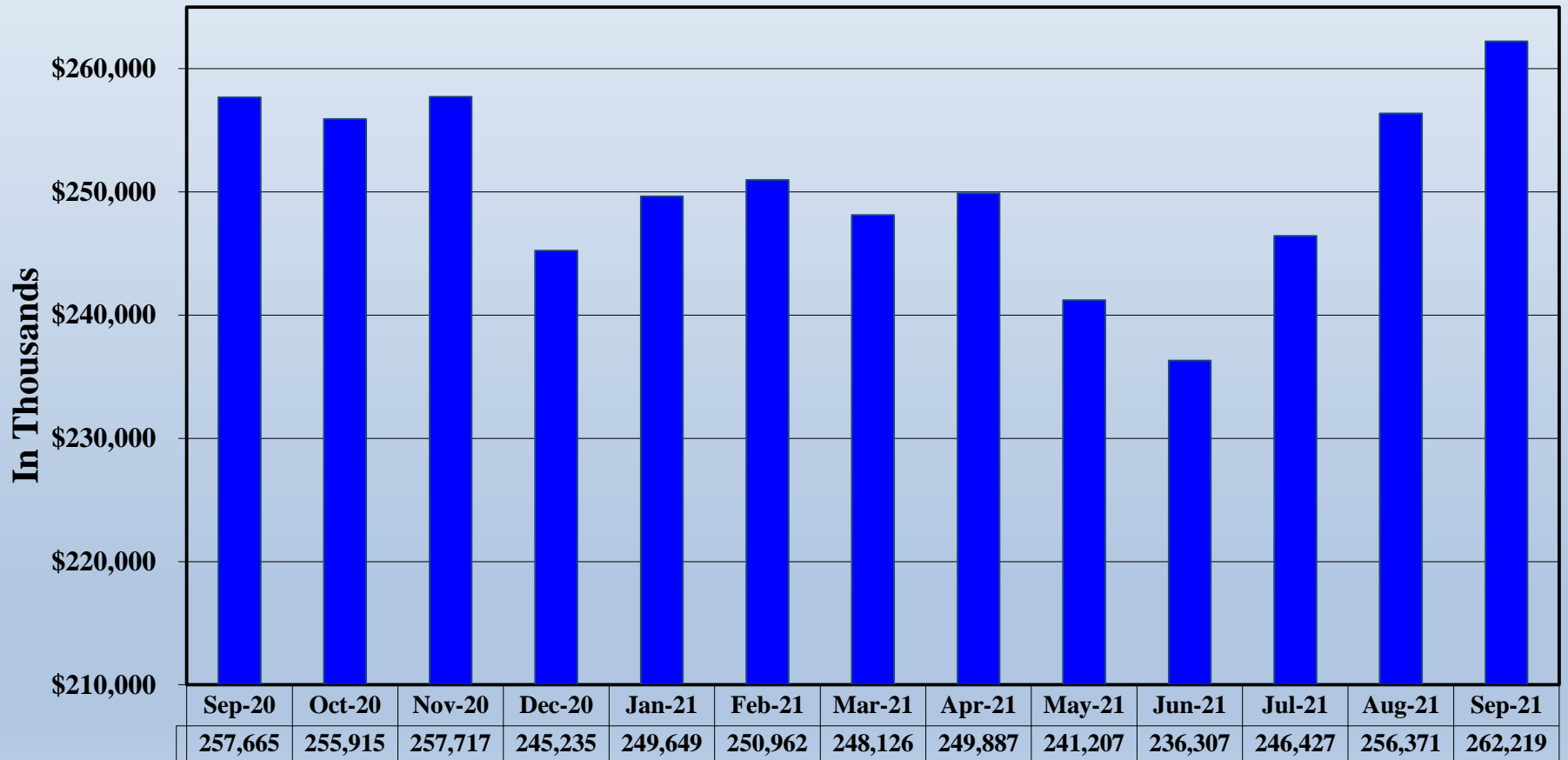
Total AR Cash Receipts

13 Month Trending



Total Accounts Receivable – Gross

Thirteen Month Trending

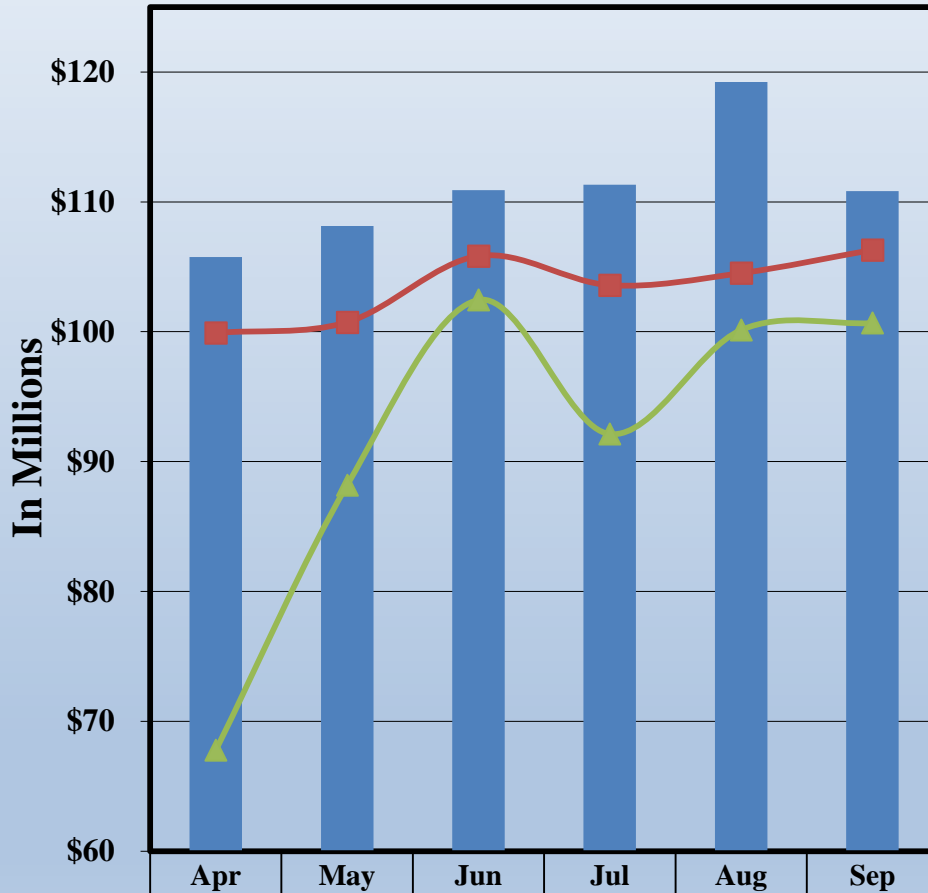


Revenues & Revenue Deductions



Total Patient Revenues

(Ector County Hospital District)



— Act	\$105.7	\$108.1	\$110.9	\$111.3	\$119.2	\$110.8
— Bud	\$99.9	\$100.7	\$105.8	\$103.6	\$104.5	\$106.3
— Prior	\$67.8	\$88.2	\$102.4	\$92.1	\$100.1	\$100.7

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 110.8	\$ 106.3	\$ 100.7
Var %		4.3%	10.1%
Year-To-Date	\$ 1,297.7	\$ 1,277.2	\$ 1,210.0
Var %		1.6%	7.3%
Annualized	\$ 1,297.7	\$ 1,277.2	\$ 1,210.0
Var %		1.6%	7.2%

Total Net Patient Revenues

In Millions



Act	\$23.7	\$24.1	\$24.4	\$24.9	\$32.1	\$29.7
Bud	\$22.1	\$22.8	\$23.7	\$23.3	\$23.4	\$23.8
Prior	\$12.1	\$18.4	\$22.7	\$20.7	\$23.7	\$30.5

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 29.7	\$ 23.8	\$ 30.5
Var %		24.4%	-2.6%
Year-To-Date	\$ 304.7	\$ 286.0	\$ 279.9
Var %		6.5%	8.8%
Annualized	\$ 304.7	\$ 286.0	\$ 279.9
Var %		6.5%	8.9%

Other Revenue

(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



Act	\$7.9	\$6.1	\$6.5	\$7.1	\$6.2	\$28.8
Bud	\$7.4	\$6.4	\$5.9	\$6.0	\$6.2	\$5.8
Prior	\$5.8	\$5.9	\$5.0	\$5.7	\$5.6	\$5.6

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 28.8	\$ 5.8	\$ 5.6
Var %		393.7%	412.1%
Year-To-Date	\$ 98.9	\$ 74.7	\$ 72.6
Var %		32.4%	36.2%
Annualized	\$ 98.9	\$ 74.7	\$ 72.6
Var %		32.4%	36.2%

Operating Expenses



Salaries, Wages & Contract Labor

(Ector County Hospital District)

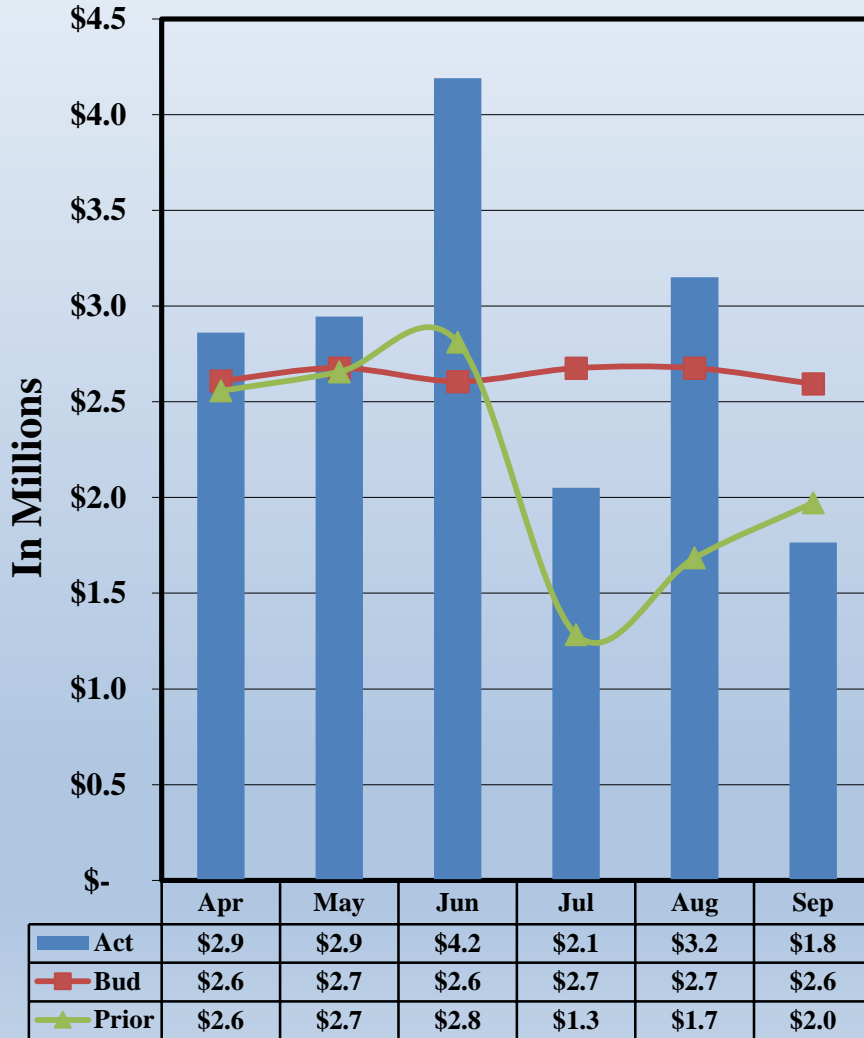


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 15.5	\$ 13.4	\$ 13.5
Var %		15.7%	14.8%
Year-To-Date	\$ 168.0	\$ 162.9	\$ 164.0
Var %		3.1%	2.4%
Annualized	\$ 168.0	\$ 162.9	\$ 164.0
Var %		3.1%	2.4%

	Apr	May	Jun	Jul	Aug	Sep
Act	\$14.2	\$14.0	\$13.9	\$14.6	\$15.4	\$15.5
Bud	\$13.3	\$13.3	\$13.5	\$13.3	\$13.4	\$13.4
Prior	\$11.5	\$11.5	\$12.1	\$13.0	\$13.1	\$13.5

Employee Benefit Expense

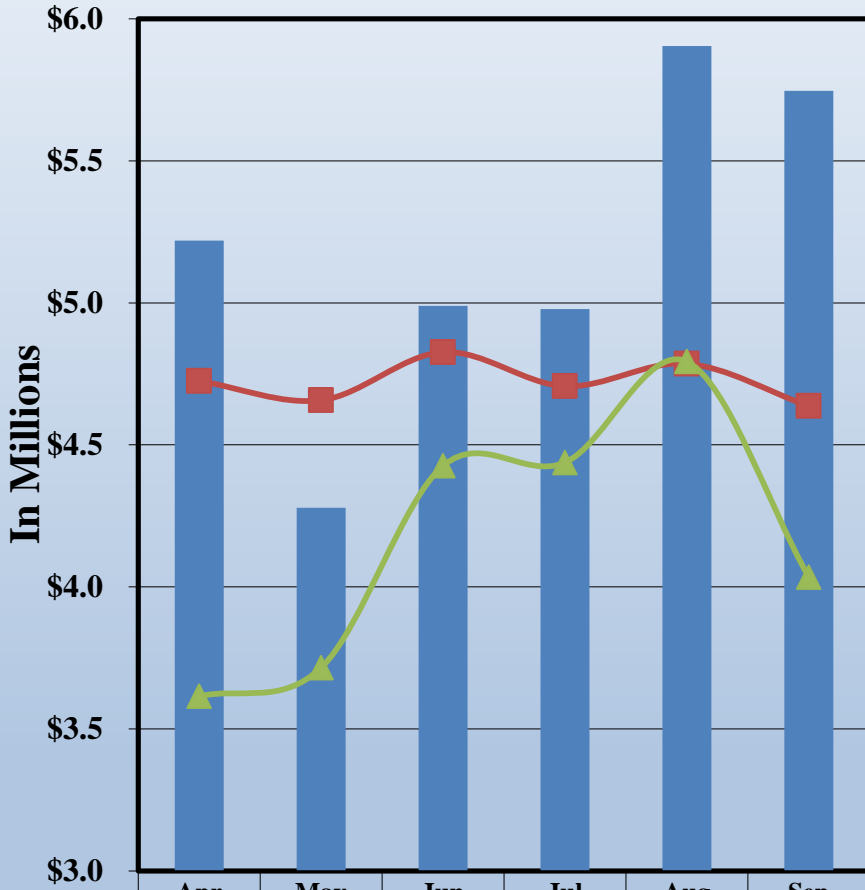
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 1.8	\$ 2.6	\$ 2.0
Var %		-31.9%	-10.5%
Year-To-Date	\$ 33.3	\$ 31.7	\$ 30.2
Var %		5.1%	10.4%
Annualized	\$ 33.3	\$ 31.7	\$ 30.2
Var %		5.0%	10.3%

Supply Expense

(Ector County Hospital District)

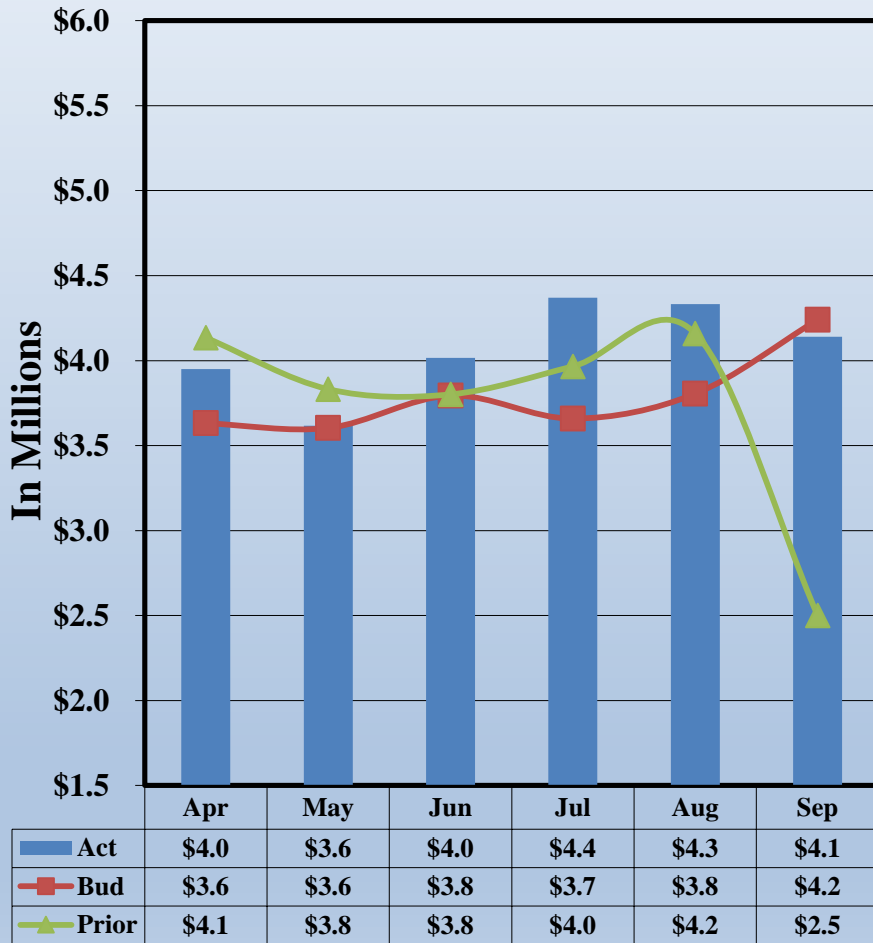


	Apr	May	Jun	Jul	Aug	Sep
■ Act	\$5.2	\$4.3	\$5.0	\$5.0	\$5.9	\$5.7
■ Bud	\$4.7	\$4.7	\$4.8	\$4.7	\$4.8	\$4.6
▲ Prior	\$3.6	\$3.7	\$4.4	\$4.4	\$4.8	\$4.0

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.7	\$ 4.6	\$ 4.0
Var %		23.9%	42.4%
Year-To-Date	\$ 61.2	\$ 58.7	\$ 54.4
Var %		4.2%	12.4%
Annualized	\$ 61.2	\$ 58.7	\$ 54.4
Var %		4.3%	12.5%

Purchased Services

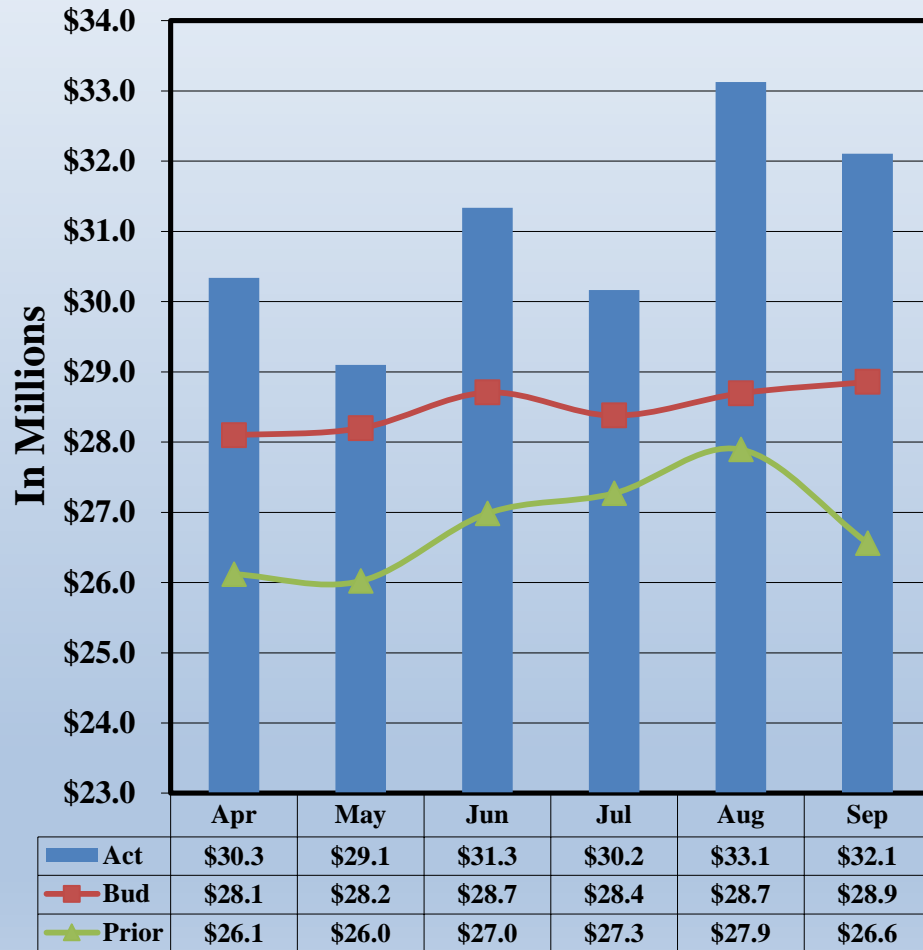
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.1	\$ 4.2	\$ 2.5
Var %		-2.6%	65.2%
Year-To-Date	\$ 48.3	\$ 45.8	\$ 53.2
Var %		5.3%	-9.2%
Annualized	\$ 48.3	\$ 45.8	\$ 53.2
Var %		5.5%	-9.2%

Total Operating Expense

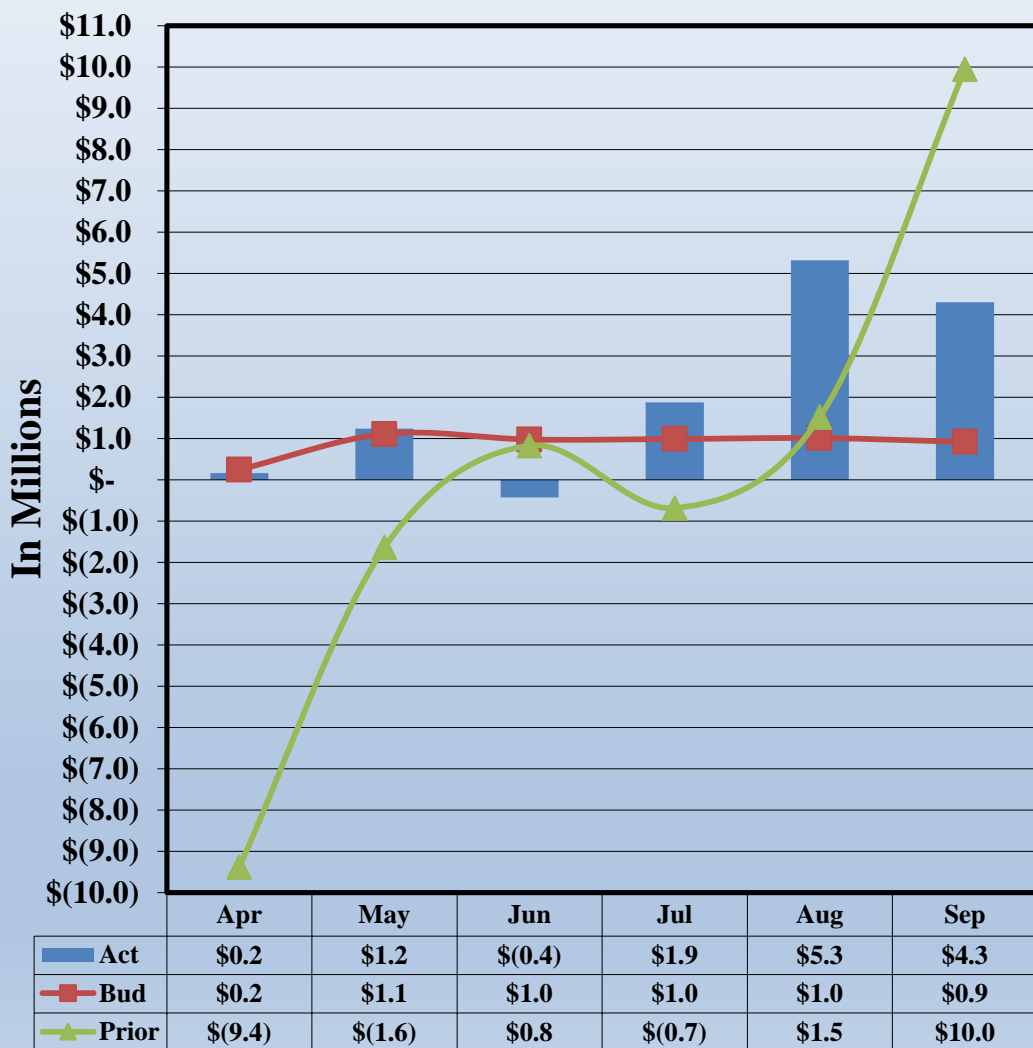
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 32.1	\$ 28.9	\$ 26.6
Var %		11.3%	20.9%
Year-To-Date	\$ 361.3	\$ 348.7	\$ 355.5
Var %		3.6%	1.6%
Annualized	\$ 361.3	\$ 348.7	\$ 355.5
Var %		3.6%	1.6%

Operating EBIDA

Ector County Hospital District Operations

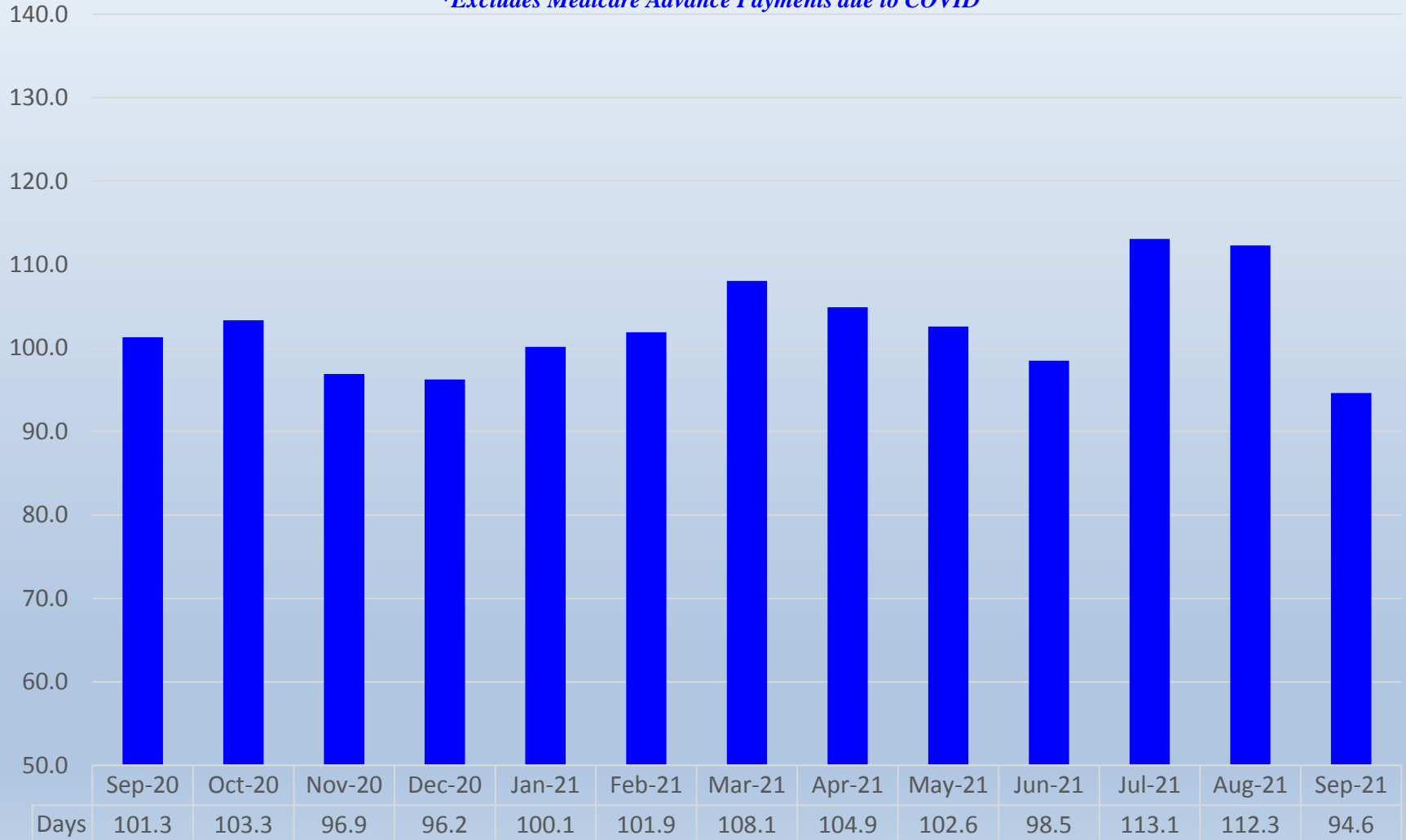


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.3	\$ 0.9	\$ 10.0
Var		3.40	(5.70)
Var %		377.8%	-57.0%
Year-To-Date	\$ 20.0	\$ 11.9	\$ (2.9)
Var %		68.1%	-789.7%
Annualized	\$ 20.0	\$ 11.9	\$ (2.9)
Var %		68.1%	-789.7%

Days Cash on Hand

Thirteen Month Trending

**Excludes Medicare Advance Payments due to COVID*



mch





TO: Matt Collins, COO

FROM: Carol Evans, RT (R), Divisional Director of Radiology

DATE: October 13, 2021

RE: **New PO**
Contract 001-7250-MHS-2019
Merge Healthcare

PO Term: 10/1/21-9/30/23
Expense \$150,00 over two years

The above referenced contract is an evergreen contract for cloud storage of Radiology images. I am requesting a new PO for the next 2 years, 10/2/21-9/30/23 for this expense. The cost of \$0.45 per study has not changed from the previous PO. Estimated expense is \$150,000.



TO: Matt Collins, COO

FROM: Carol Evans, RT (R), Divisional Director of Radiology

DATE: October 13, 2021

RE: **Contract Renewal
Sofie, 001-8420-S-2019**

Amount: \$150,000
Term: 10/31/21 – 10/30/22

Please find attached paperwork to renew the above referenced contract for one year with Sofie. Sofie provides radiopharmaceuticals for PET exams.

Should you have any questions, please let me know.

FY 2021 CAPITAL REQUEST

Date: November 1, 2021
To: Ector County Hospital District Board of Directors
From: Christin Timmons, Chief Nursing Officer/Chief Patient Experience Officer
Re: Adverse Patient Safety Event Reporting Software

Total Cost (budgeted) \$ 98,300.00

OBJECTIVE

Performance Health will provide software services for a Patient Safety Software which will provide workflows/tools for collection, classification, tracking, and evaluation of patient safety processes, events for all MCHS staff and follow-up activities for MCHS management staff.

Proposal

MCHS desires to enter into a three-year agreement and a partnership with Compliance Partners LLC dba Performance Health Partners LLC. Performance Health Partners LLC will provide software for patient and employee incident and patient grievance event reporting.

Deliverables

- Provide a solution for patient and employee incident, patient grievance monitoring and event reporting for all MCHS employees
- Software customization & workflow configuration
- Real-time management tools, reports, worklists and dashboards
- Healthcare focused and HIPAA compliant
- Provide Administration & End User Training
- Single Sign-on, LDAP Connector used for authentication purposes
- EHR Interface between PHP platform and a client platform for the purpose of transferring data from the client EHR to the PHP environment
- To develop a partnership with Performance Health Partners LLC and MCHS Management for a event reporting system that will be used to report any occurrence or near miss that is not consistent with routine operations that may potentially or actually result in harm, or loss to a patient or visitor at MCHS and ProCare Clinics
- Adhere to CMS and DNV requirements and regulatory guidelines, professional and accreditation standards for tracking adverse patient safety events. (The Condition of Participation (CoP) for Quality Assessment and Performance Improvement (QAPI) at 42 CFR 482.21(a)(2) requires hospitals to track adverse patient events) Further, hospitals are obliged to use the data to monitor the effectiveness and safety of services (42 CFR 482.21(b), analyze the causes of adverse patient events, and implement actions and mechanisms to prevent recurrence (42 CFR 482.21(c)(2)

MEMORANDUM

TO: ECHD Board of Directors
FROM: Linda Carpenter, Chief Information Officer
SUBJECT: Data Switch Upgrade
DATE: November 1, 2021

Cost:

Data Switch Upgrade \$133,460.00

Budget Reference:

FY2022 Capital Funds \$133,460.00

Background/Objective:

Medical Center Health System (MCHS) uses Cisco devices for our data network. Network switches serve as the central exchange point for network data flowing between computers, servers and medical equipment. The life span of these Cisco switches is five years. We have (20) network switches that are at end of life and will no longer receive support after November 2021. The objective is to have these switches replaced with current hardware to ensure continued reliable stable network. The (20) replacement switches will be installed in multiple equipment racks at the datacenter and supply network to the server infrastructure. A failure in one of these switches would leave large numbers of users unable to connect to servers or the internet.

Staffing:

No additional FTE's will be required.

Implementation Time Frame:

3 months

Funding:

Data Switch Upgrade in the amount of \$133,460.00 from Computex, will come from budgeted funds for this project.

MEMORANDUM

TO: ECHD Board of Directors
 FROM: Linda Carpenter, Chief Information Officer
 SUBJECT: HealthLife Patient Engagement Consulting
 DATE: November 1, 2021

Cost:
 HealthLife Patient Engagement Consulting \$121,860.00
 (1 year term)

Budget Reference:
 Operational Budget \$121,860.00

Background:
 HealthLife is Medical Center Hospital’s (MCH) patient medical record portal. It is a web-based solution that enables interaction and engagement between MCH and our patients to help them proactively manage their health.

Objective:
 The HealthLife Patient Engagement Consulting agreement will provide MCH with consulting services directed to improve the overall patient experience with the MCH HealthLife Portal, a key component of MCH’s current investment to our Digital Front Door strategy. The value derived from this engagement includes an uplift to our current configuration leveraging unused capabilities and leading to increased patient utilization. Services include:

- Assess configuration and patient usage of current patient portal. Provided detailed report with recommendations.
- Review current workflow and identify opportunities for improvement and optimization. Implement and configure all approved services to move MCH’s configuration to a more robust representation of available features and functions. Configuration of features will improve patient’s ability to easily access a broader range of online information (info about their labs, meds, problems, lab normalcy ranges, medications due for refill or renewal, ability for direct book scheduling).
- Configuration of Consumer Notifications to include email, text and/or mobile push notifications (based on patient preferences) when patient portal is updated with new results, messages, etc.
- Review and provide input for marketing materials, end user scripts and patient education. Share best practices for achieving efficient and successful enrollment of patient engagement; increase patient invitation acceptance rates beyond current 24% level.

- Educate the MCH IT team on portal administrative tools, testing strategies and regulatory considerations.
- Establish annual goals and metrics for the HealthLife portal and patient engagement; track and monitor achievement.
- Roadmap and plan for future enhancements, configure new capabilities as they become available during the engagement.

Staffing:

No additional FTE's required.

Disposition of Existing Equipment:

N/A

Implementation Time Frame:

1 Year Consulting Services

Funding:

HealthLife Patient Engagement Consulting from Cerner, in the amount of \$121,860.00 will come from operational budgeted funds for this project.

MEMORANDUM

TO: ECHD Board of Directors
FROM: Steve Ewing, Chief Financial Officer
SUBJECT: Dixon Hughes Goodman Medicare Cost Reports
DATE: November 1, 2021

Cost:

Professional Fee for Cost Report 2021 (Due 2/28/2022) <i>(Operational Budget)</i>	\$ 99,900
Professional Fee for Cost Report 2022 (Due 2/28/2023) <i>(Operational Budget)</i>	\$ 99,900
Contract Total	\$199,800

Background:

DHG Healthcare will prepare the Medicare/Medicaid Cost Reports for submission to the Medicare Administrative Contractor for the years ending September 30, 2021 and 2022.

Staffing:

No additional FTE.

Disposition of Existing Equipment:

N/A

Implementation Time Frame:

N/A

Funding: budgeted operational expense

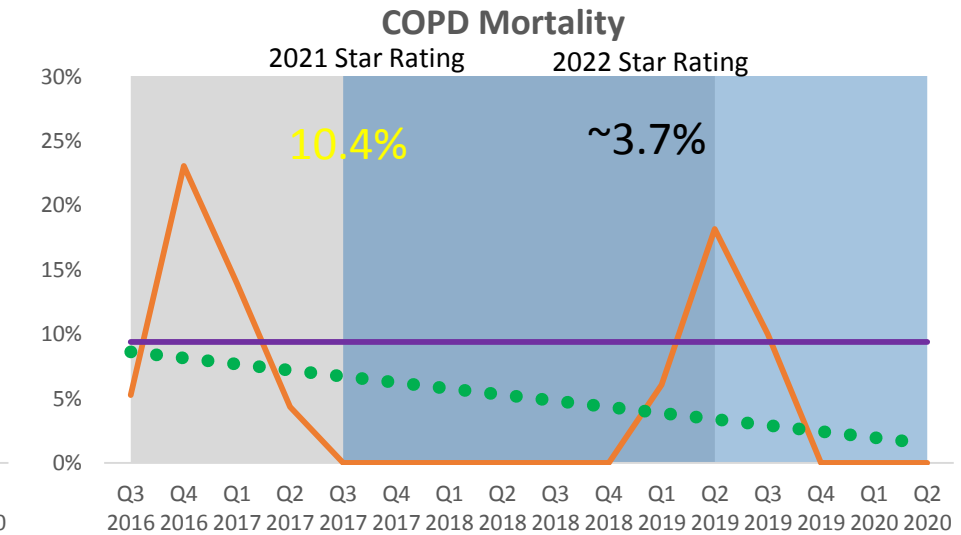
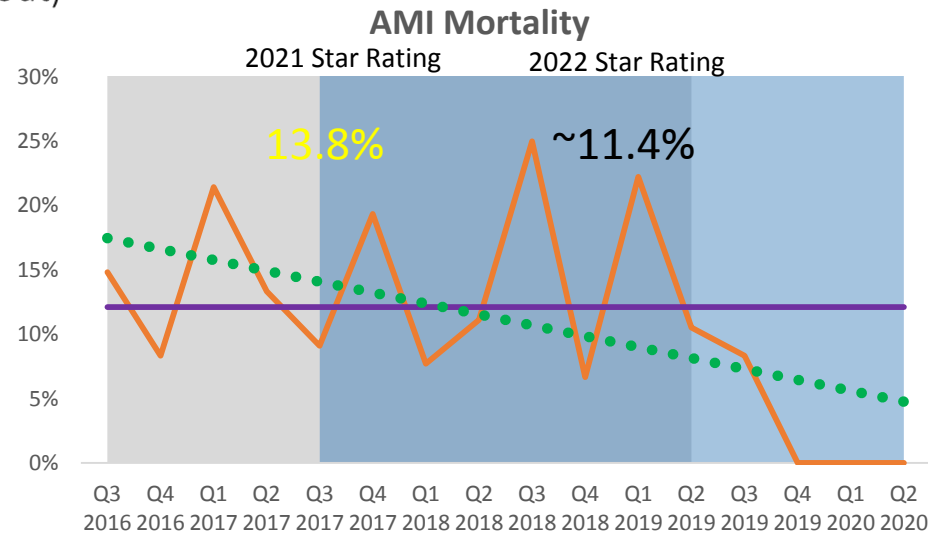
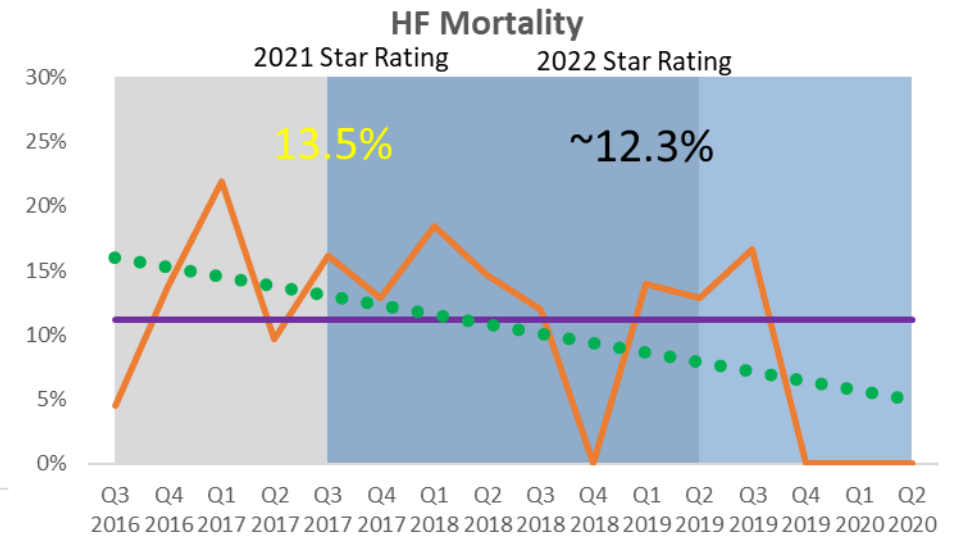
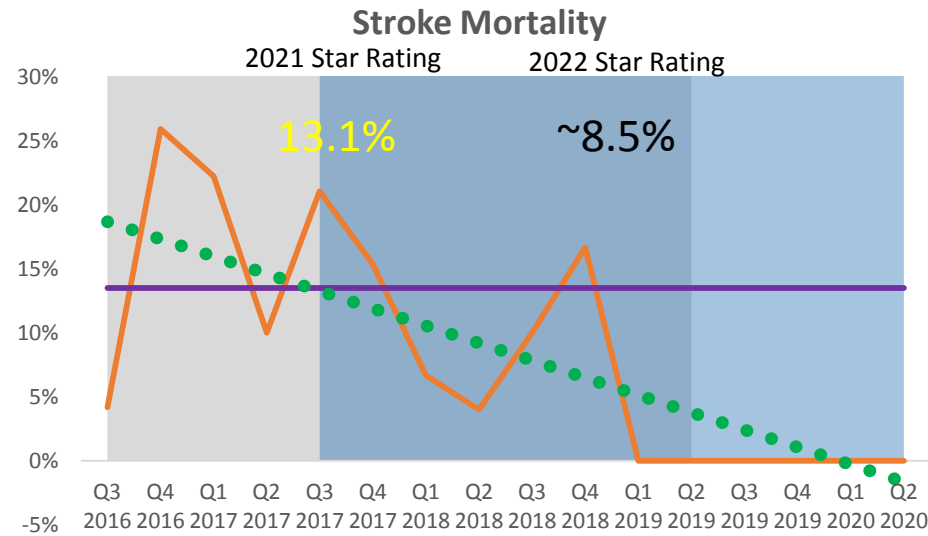
CMS Star Rating Update

Updates to Star Rating

- Next Star Rating should be available Jan to February 2022.
 - This star rating will consist of data ranging from 3Q2017 to 1Q2021 depending on the measure.
 - All 2016 data should fall off in this next report.
- Some of the updated slides have both an orange data line as well as a navy-blue data line.
 - Orange Line = Data from CMS (may take over a year to see current data)
 - Navy-Blue Line = Quality Advisor Data (internal process to see correlating internal data for some measures)
- Newest hospital compare preview report out for January 2022.
 - Improved 13 measures over last year
 - Worsened in only 2 measures

Mortality

(No new reports since last report out)



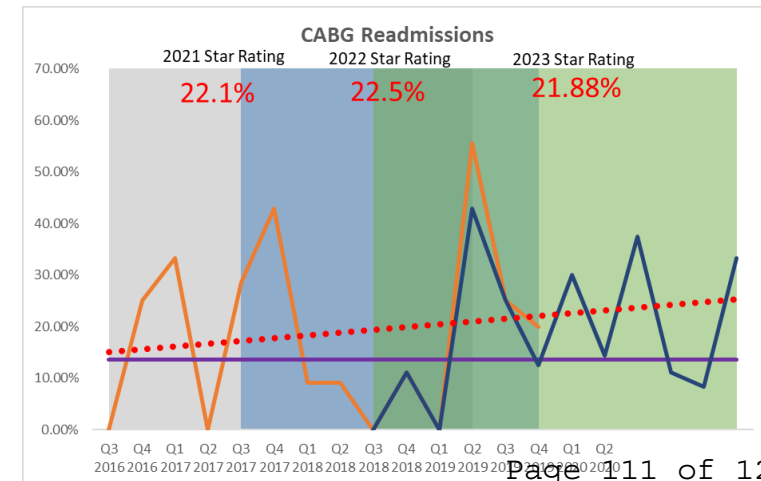
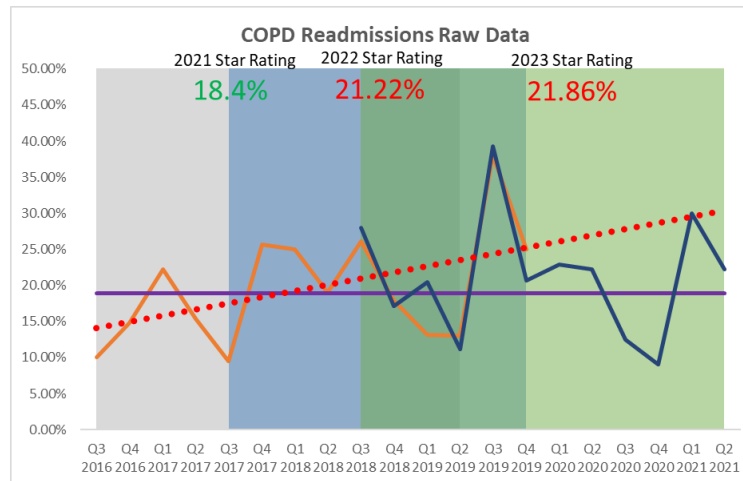
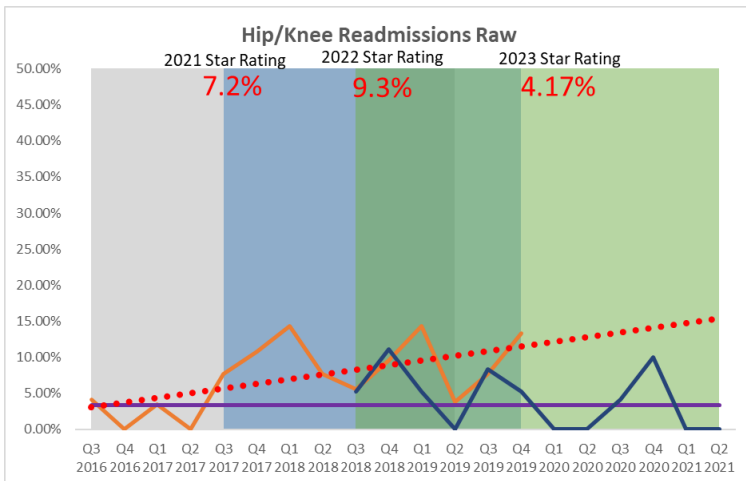
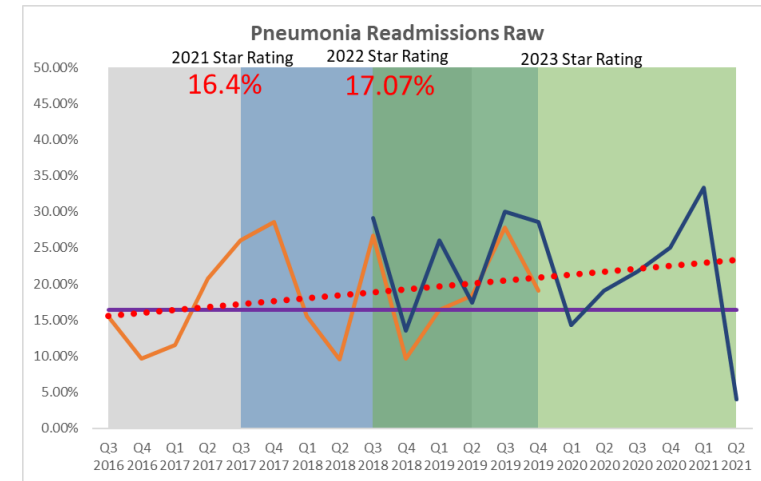
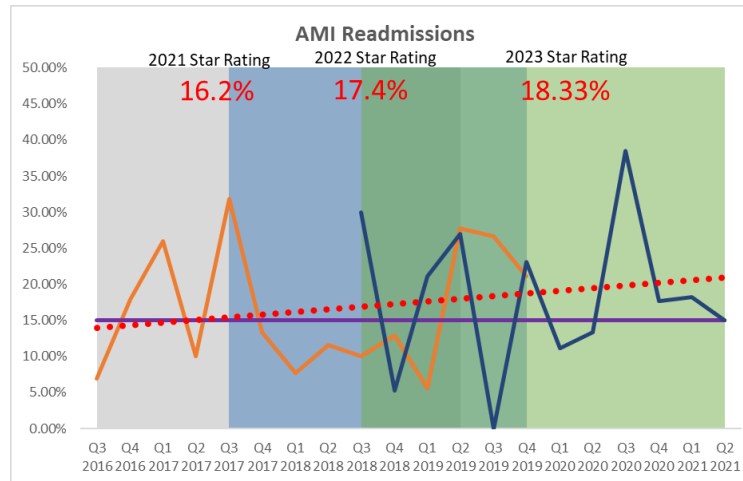
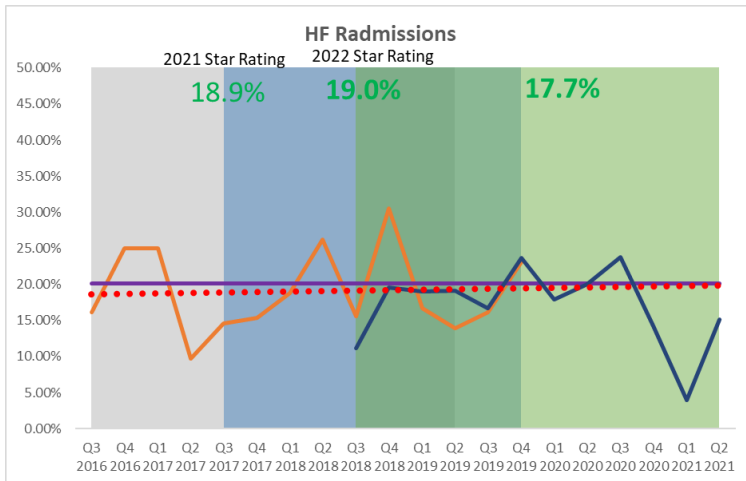
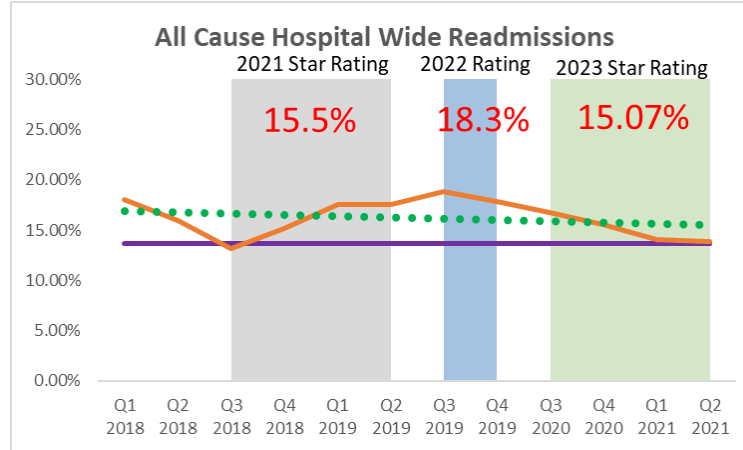
Mortality Action Plan

- Form an interdisciplinary mortality review committee.
- Peer review coordinator to continue reviewing all deaths and forwarding to peer review if delay of care is noted.

Readmission Data

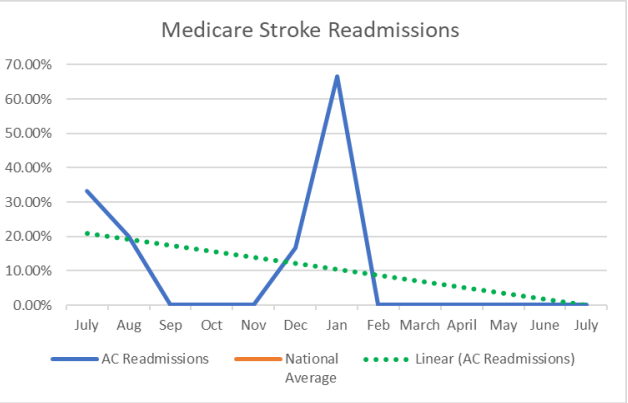
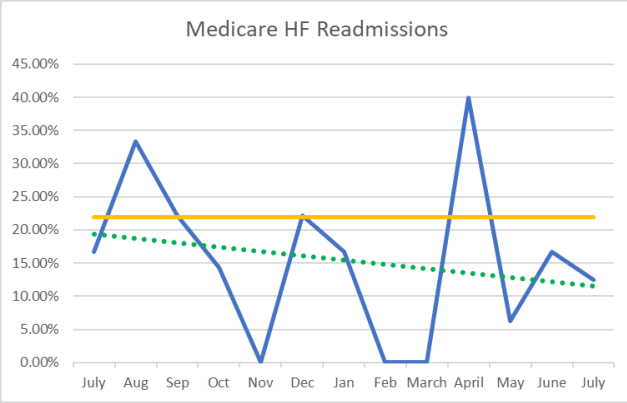
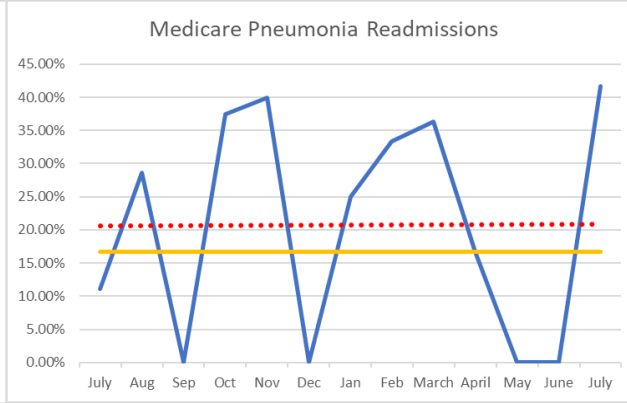
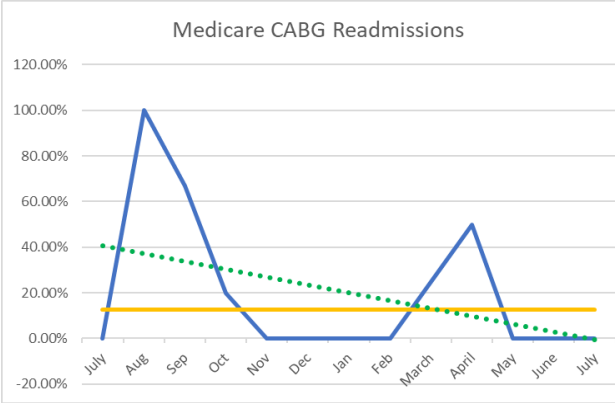
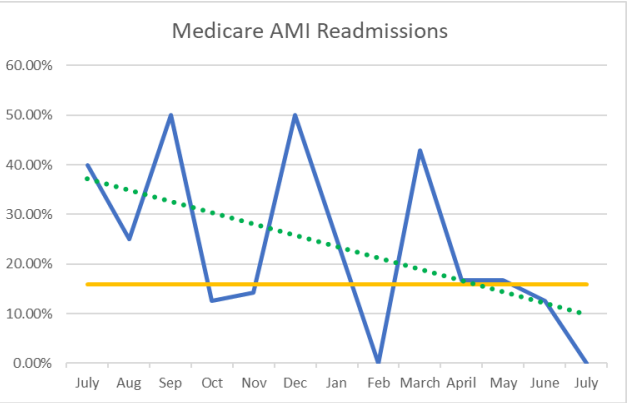
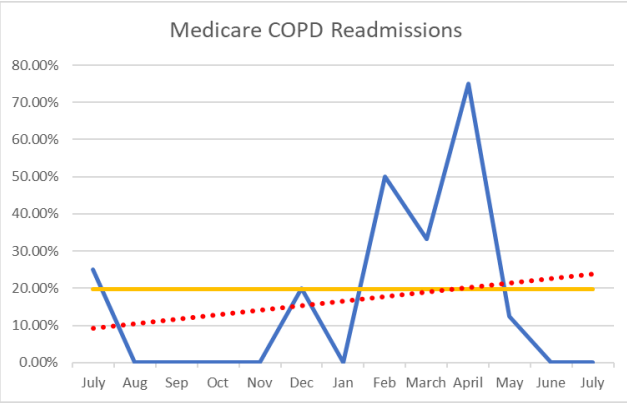
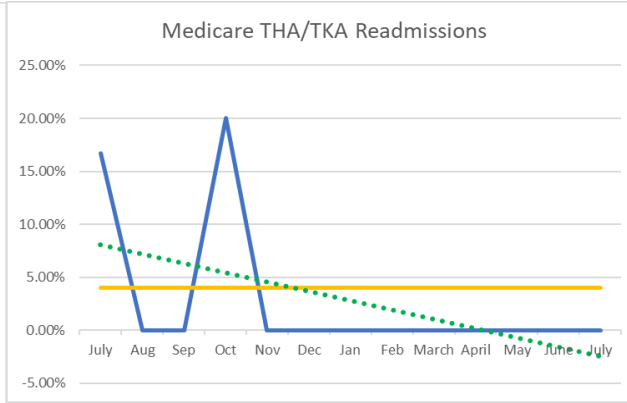
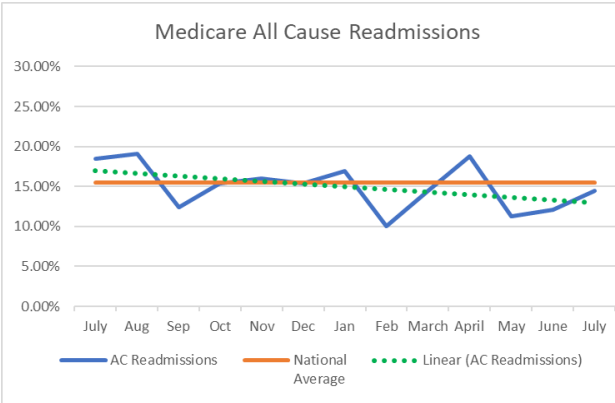
Orange Line = CMS

Navy Line = Quality Advisor



Readmissions Internal Data (12 Month Review)

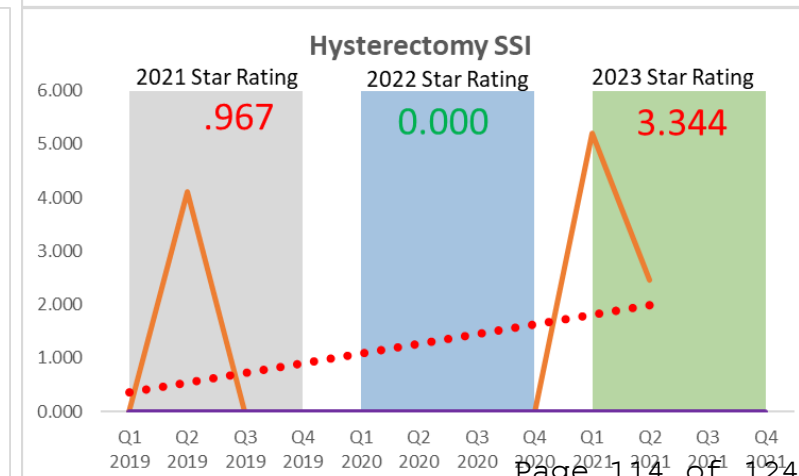
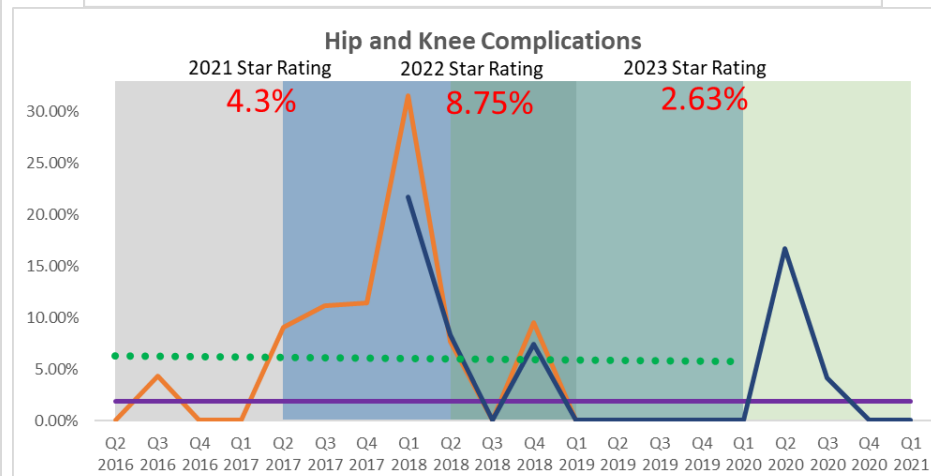
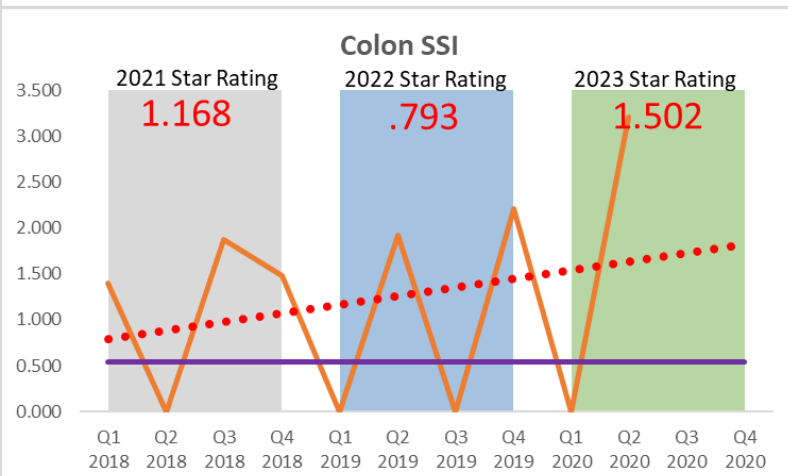
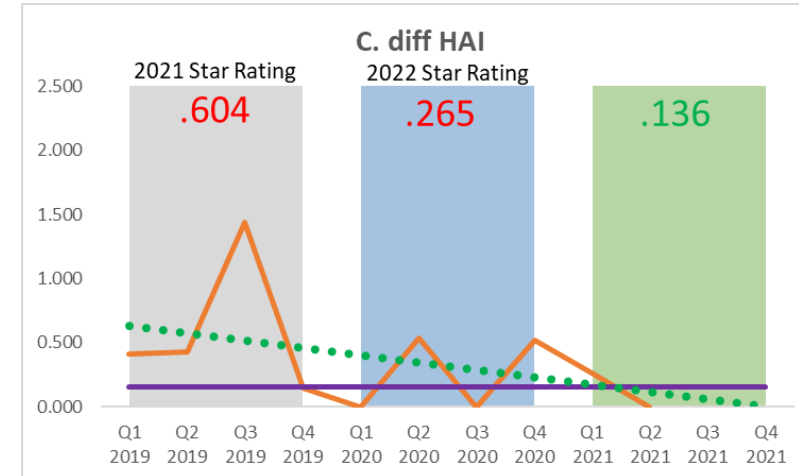
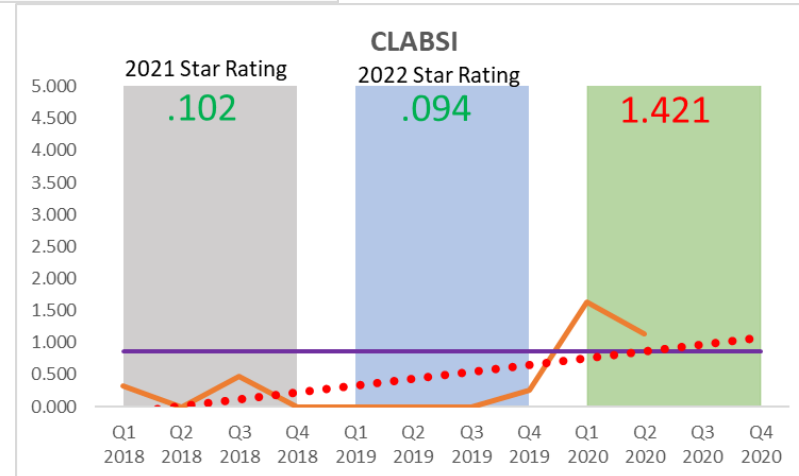
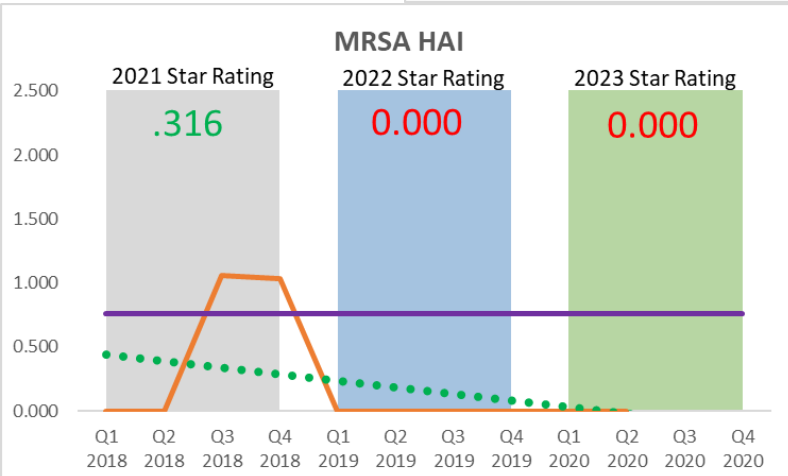
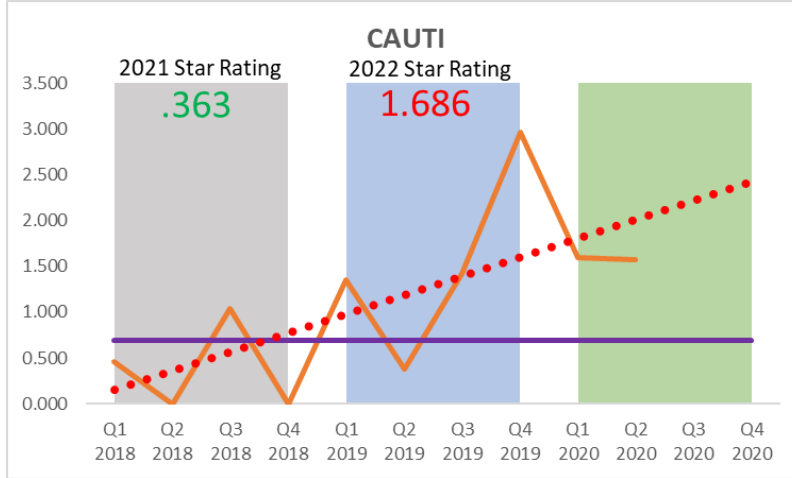
This data only looks at re-admissions into our own hospital.



Readmissions Action Plan

- Readmission Steering Committee – reboot with clearly defined purpose and goals.
- Ensuring accurate data is being given to the readmission cohort teams so correct causes can be investigated.
- Encouraging physicians' involvement in re-admission teams.
- Readmission interviews – to get the patients perspective on what we could have done on index discharge to help prevent the readmission.

Complications



Complications Action Plan

SSI

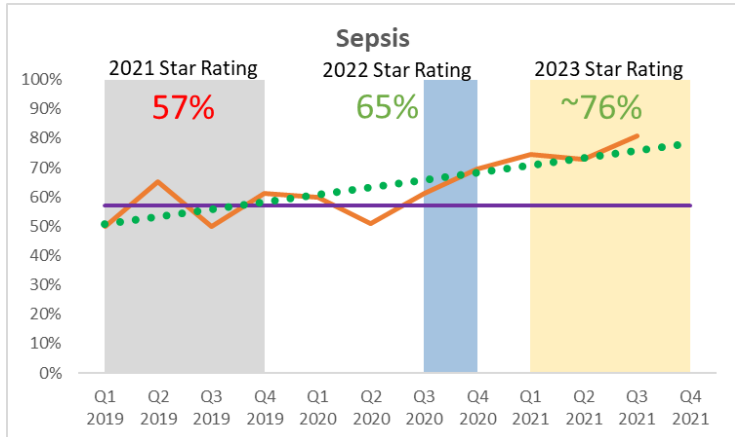
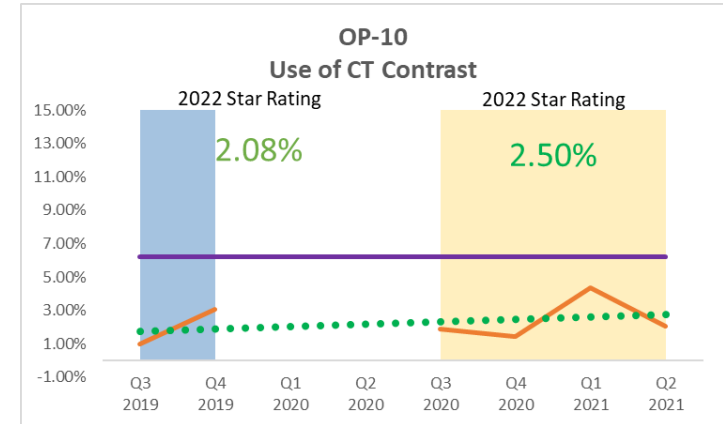
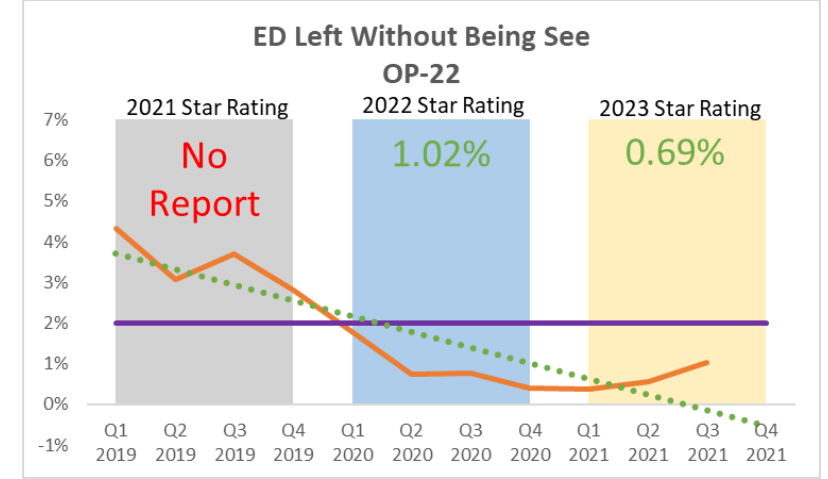
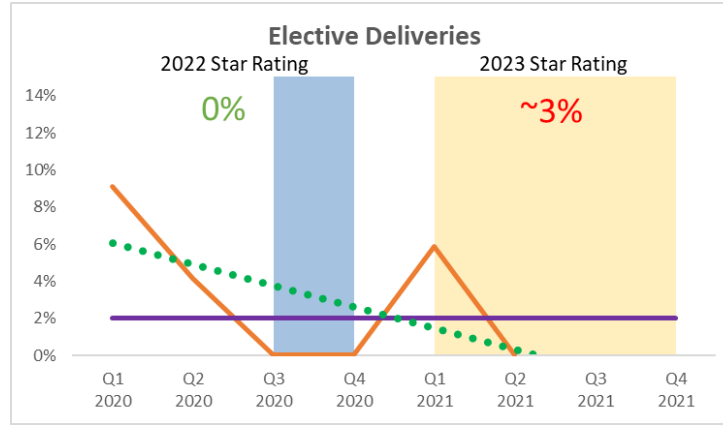
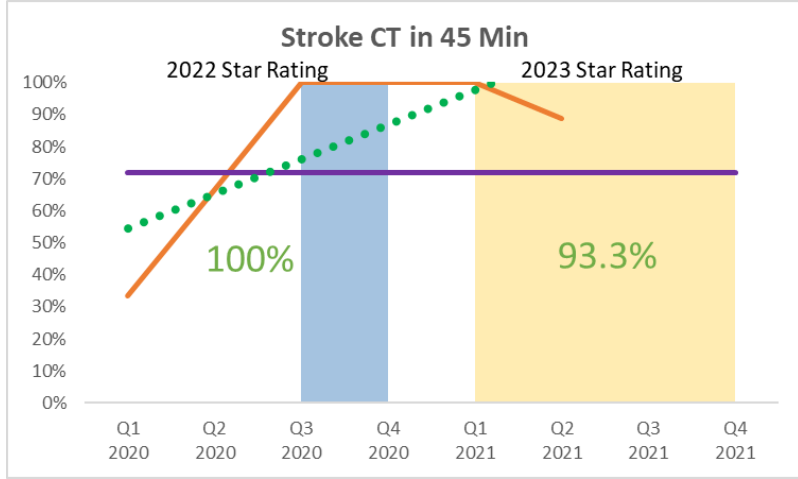
- Re-Conveign the SSI committee.
- Implement De-colonization for CABG, COLO, and Joint Procedures

CAUTI

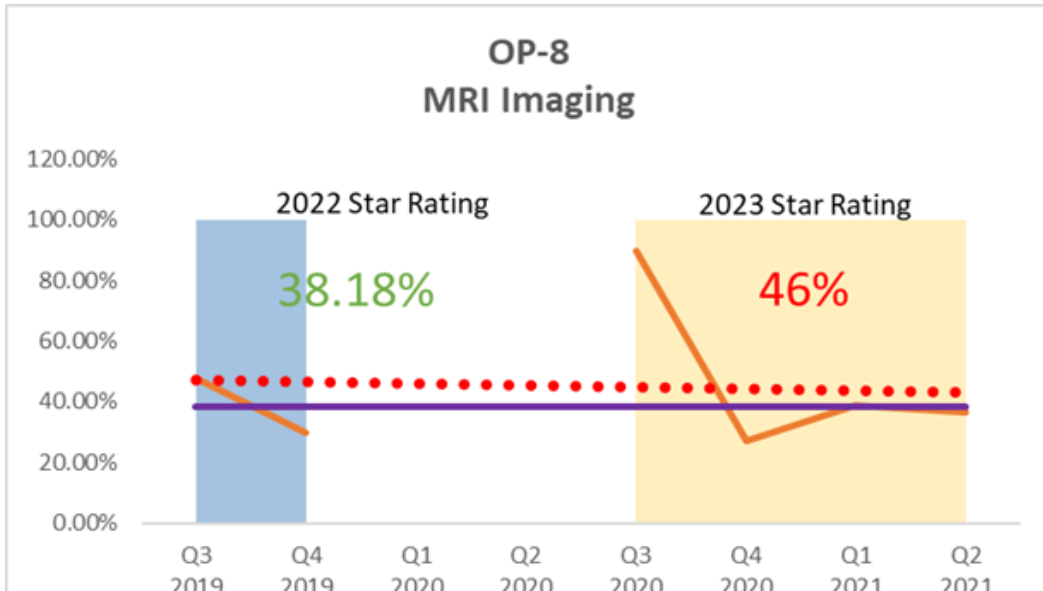
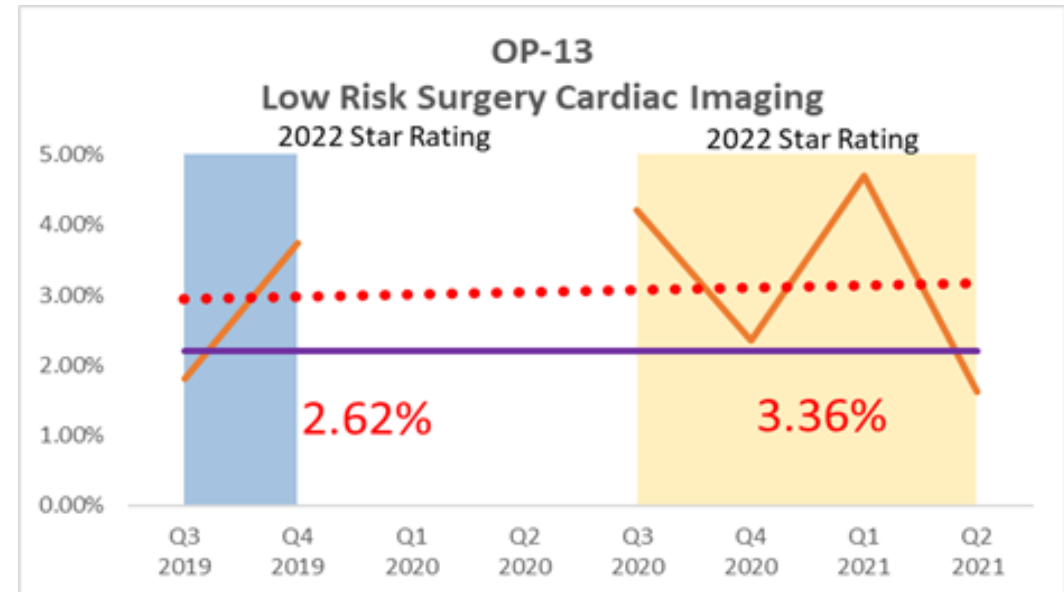
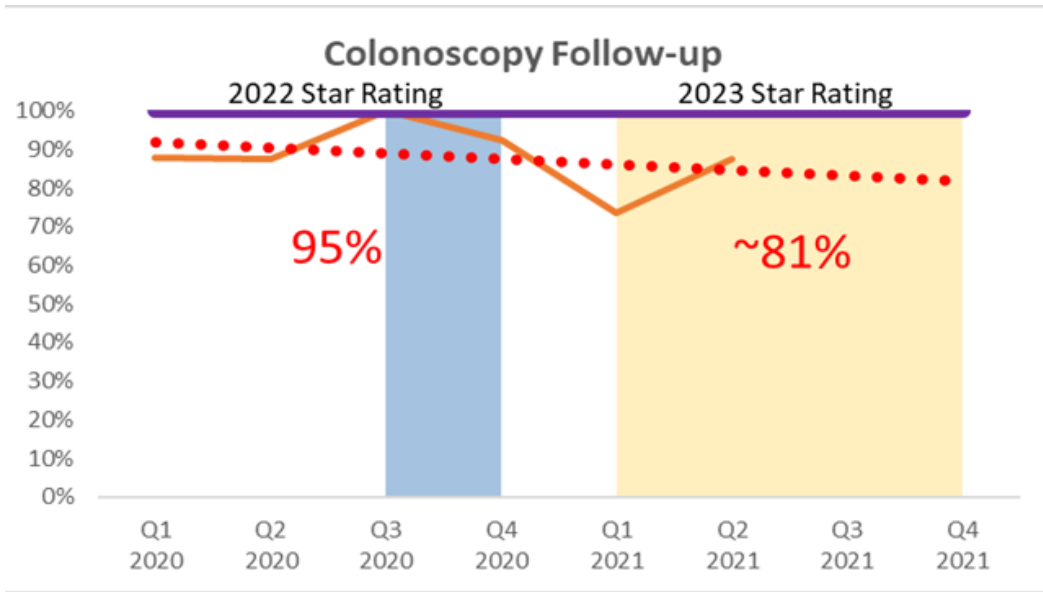
- Build interdisciplinary team to review.
- Educate on Orders, nurse driven protocol, and decreasing foley utilization.
- Work with Nursing Education for nursing re-education on peri-care.
- Add Foley care onto the travel/agency nursing onboarding education.
- IP Audits

CLABSI

- Build interdisciplinary team to review.
- IP Audits
- Possible implementation of de-colonization.



Timely & Effective Care



Timely & Effective Care

Timely & Effective Care Action Plan

HOP-29 (Colonoscopy Follow-up Interval)

- Re-enforce education with the providers to ensure understanding of measure.

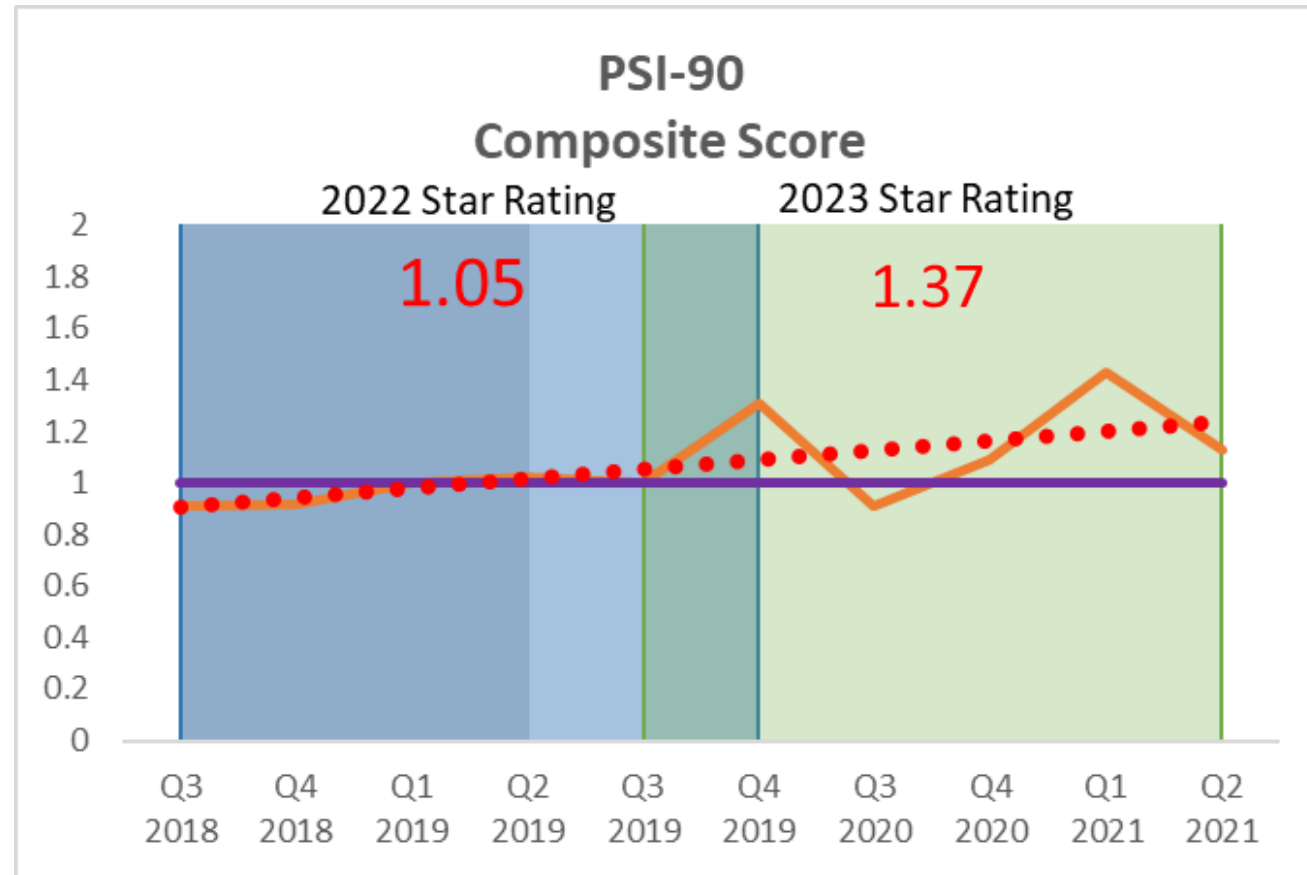
OP-8

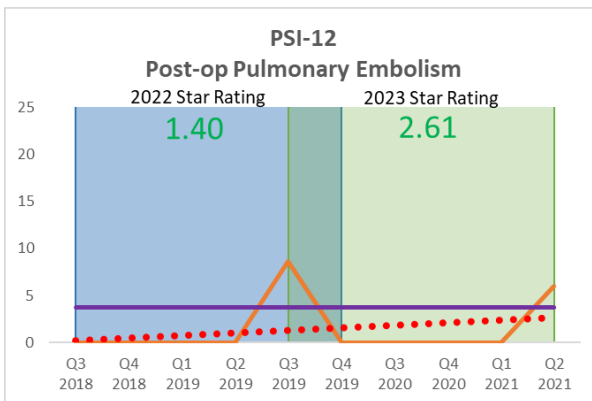
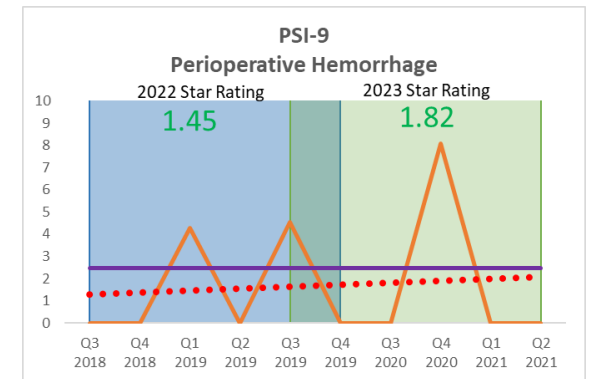
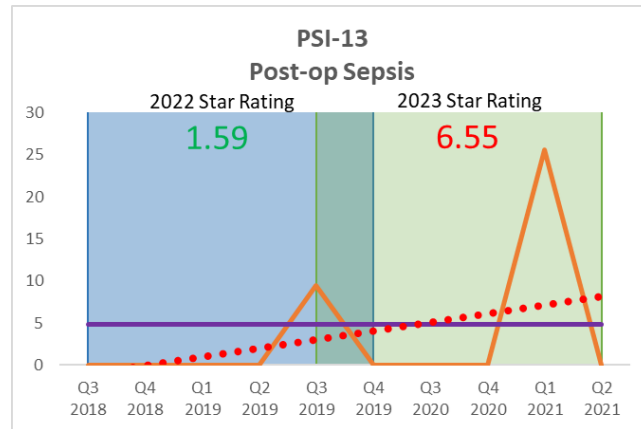
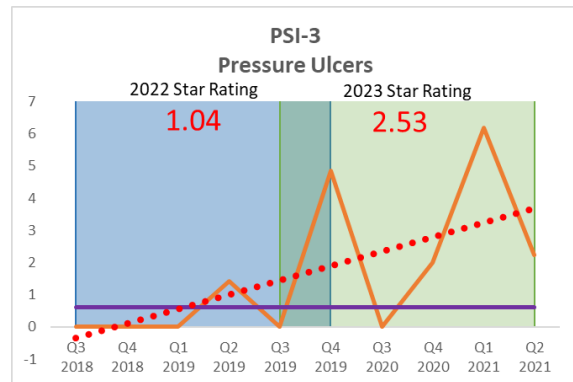
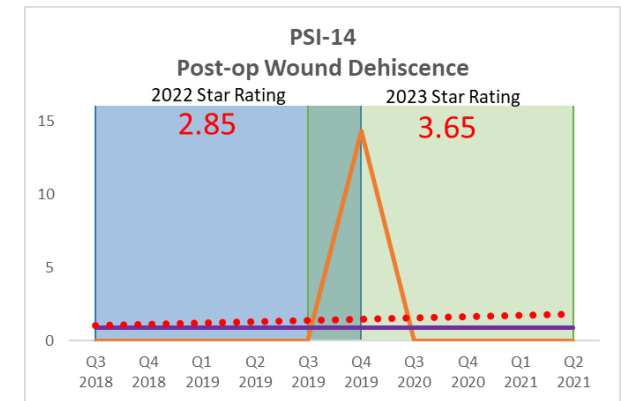
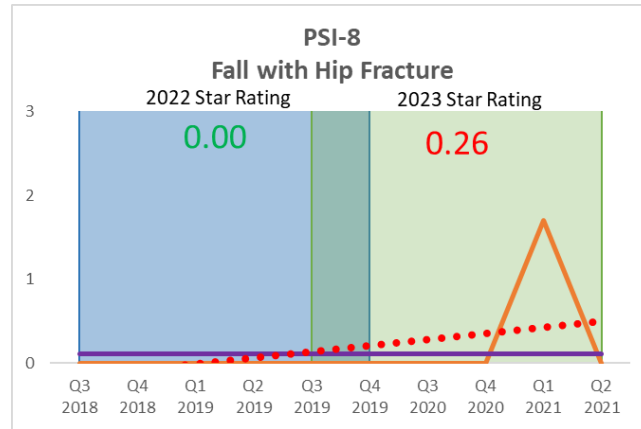
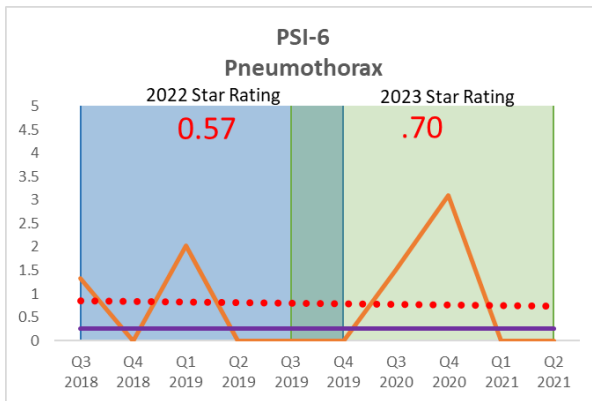
- Work with radiology to implement processes to ensure MRI orders are accompanied with previous history of more conservative therapy in last 60 days.
- Educate physicians.

OP-13

- Educate physicians that heart work-up is not indicated in low-risk surgical patients for low-risk procedures.
- Review OP surgery protocols.

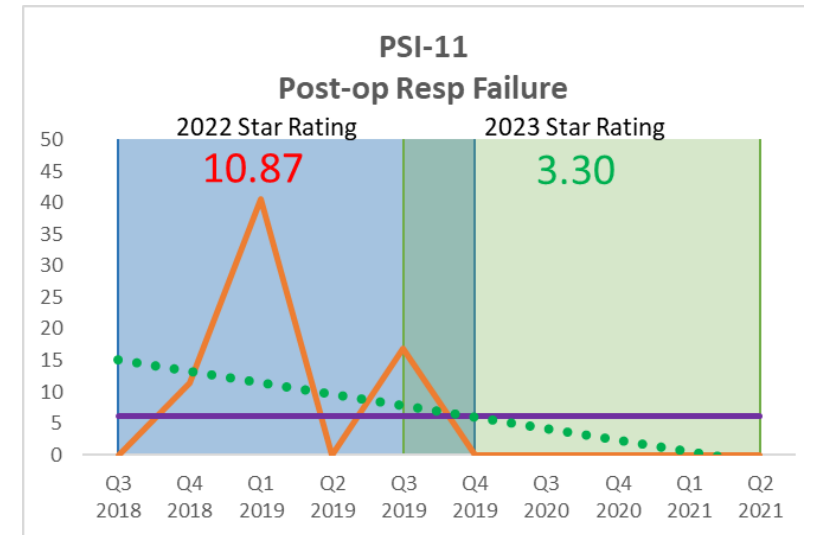
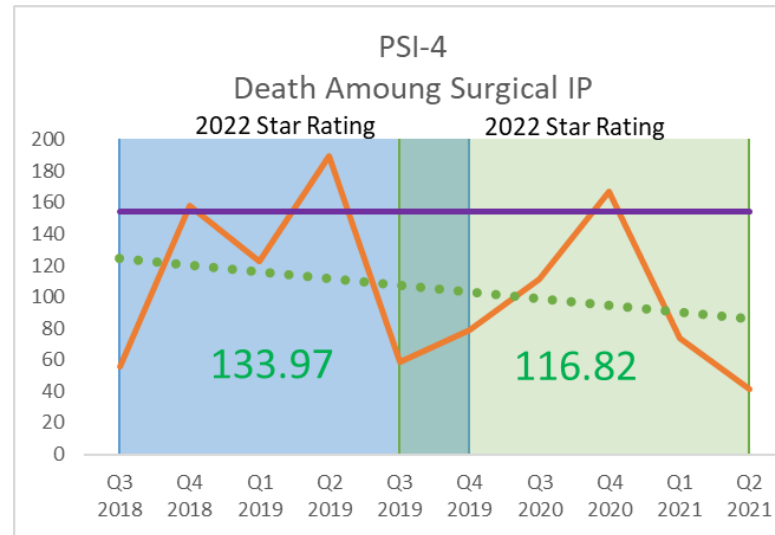
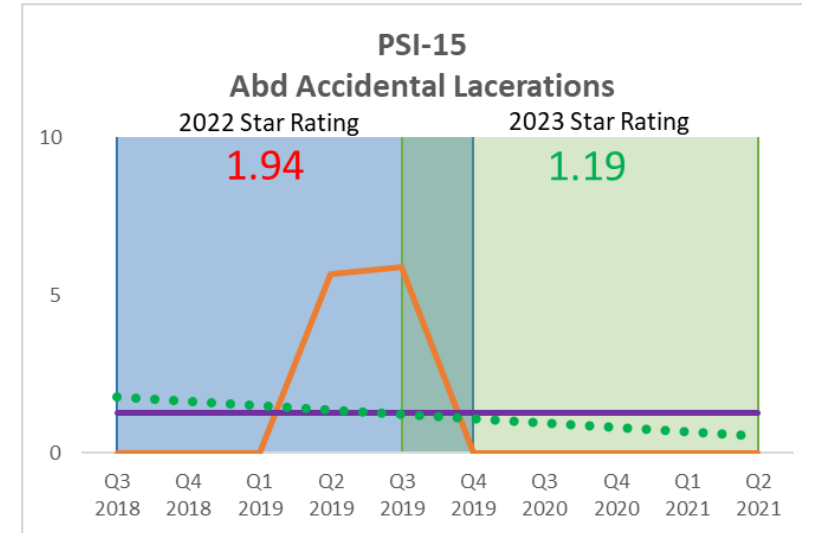
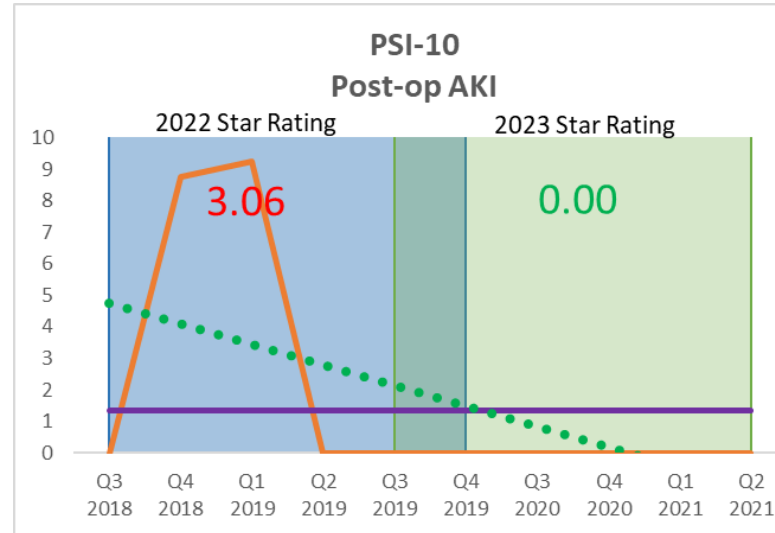
Patient Safety Indicator Composite Score





PSI Needing Action

PSI Making Progress



PSI Action Plan

- Starting in October 2021, all PSIs will be treated as never events.
- Will perform All Cause Analysis' on any PSI (this will include all who are involved in the cause of each PSI)
- Utilize 3M360 Coding/Quality to review each PSI. (Have already found 1 since 10/1/21 that should not be counted)



Important Date:							
October 2021	Fall hospital grade can be previewed by hospitals.						
	<div style="text-align: center;"> <p>Medical Center Hospital (45-0132) 500 W 4TH ST, Odessa, TX 79761-5059</p> <table border="1" style="margin: auto;"> <thead> <tr> <th style="background-color: #2c5e8c; color: white;">My Score</th> <th style="background-color: #2c5e8c; color: white;">My Letter Grade</th> </tr> </thead> <tbody> <tr> <td style="font-size: 2em; font-weight: bold;">2.5138</td> <td style="font-size: 2em; font-weight: bold;">C</td> </tr> <tr> <td colspan="2" style="background-color: #2c5e8c; color: white; text-align: center;"> More Information </td> </tr> </tbody> </table> </div>	My Score	My Letter Grade	2.5138	C	More Information	
My Score	My Letter Grade						
2.5138	C						
More Information							
November 30th	The 2021 Leapfrog Hospital Survey will close to new submissions, and re-submissions that reflect updates to performance, at midnight ET on November 30. Adult and general hospitals that would like Leapfrog Hospital Survey Results included in the Spring 2022 Leapfrog Hospital Safety Grade must submit a Survey by <u>November 30</u> in order to have Leapfrog Hospital Survey Results available for the January 31 Data Snapshot Date						
January 31st (2022)	Hospitals that need to make data entry corrections (i.e., correct data entry errors) or reporting corrections (i.e., in response to Leapfrog’s Extensive Monthly Data Review) to previously submitted 2021 Leapfrog Hospital Surveys must make necessary updates and re-submit the entire Survey by January 31, 2021.						
April 1st (2022)	Launch of 2022 Survey						

Measure Name	Leapfrog's standard	2020 Fall Report	Fall 2021	Action Plans &/or Explanation
*Specially Trained Doctors Care for Critical Care Patients (7.1%)	Hospitals should have intensivists present on-site at least eight hours a day, seven days per week or has intensivists present via 24/7 telemedicine with some on-site intensivist presence. When not in the ICU, the intensivist immediately responds to calls and has another physician or trained clinician who can immediately reach the patient.	LIMITED ACHIEVEMENT	LIMITED ACHIEVEMENT	ICU Team is currently working through the planning of a closed unit in October 2021. In partnership, Med Staff is working to review the certification and training of physicians to identify if their boards or residencies will increase compliance with this standard. ICU leadership is adding audits for intensivists and pharmacy response times in the event the unit is closed for 2021 to fully meet this standard in the Spring of 2022.
*Safe Medication Ordering (5.9%)	Hospitals should enter at least 85% of inpatient medication orders through the CPOE system.	SOME ACHIEVEMENT	ACHIEVED THE STANDARD	Credit was given for CPOE measure due to COVID-19 based on just percentage
*Infection in the Urinary Tract (4.5%)	Hospitals should have fewer than expected catheter-associated urinary tract infections.	ACHIEVED THE STANDARD	LIMITED ACHIEVEMENT	CAUTI has largely been impacted to high catheter utilization due do Covid-19. We are working to build a interdisciplinary team around this
*Surgical Site Infection After Colon Surgery (3.4%)	Hospitals should have fewer than expected surgical site infections after major colon surgery.	SOME ACHIEVEMENT	SOME ACHIEVEMENT	SSI Committee has re-started and is focusing on Colon SSI at this time. Any findings will be reported up through the infection control committee then up to QAPI.