



ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
JANUARY 6, 2022 – 5:00 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 ... Don Hallmark (p.3)
V. UNITED WAY OF ODESSA PRESENTATION..... Hank Herrick
VI. AWARDS AND RECOGNITION
A. 2021 Associates of the Year
• Dr. H.E. Hestand Humanitarian Award: Edith Longno, RN 4E
• Florence Nightingale Award: Maria Loya – Unit Director, 9C
• Chaplain Jimmy Wilson Service Excellence Award: Ted Crowe, Director of Food Services
B. January 2022 Associates of the Month..... Russell Tippin
• Clinical – Marlin Reaves
• Non-Clinical – Valerie Martinez
• Nurse – Hilda Ramirez
C. Unit HCHAPS High Performers ..... Christin Timmons
VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER
VIII. PUBLIC COMMENTS ON AGENDA ITEMS
IX. CONSENT AGENDA .....Bryn Dodd (p.4-32)
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
A. Consider Approval of Regular Meeting Minutes, December 7, 2021
B. Consider Approval of Federally Qualified Health Center Monthly Report, November 2021
C. Investment Policy Annual Review and Approval

**X. COMMITTEE REPORTS**

- A. Finance Committee** ..... Wallace Dunn (p.33-90)
  - 1. Financial Report for Month Ended November 30, 2021
  - 2. Consent Agenda
    - a. Consider Approval of Amendment to Newborn Hearing Screen Services Contract
  - 3. Consider Approval of Nuance Modlink Software Contract
  - 4. Consider Ratification of Paycom Agreement and situation update

**XI. CMS/DNV/SIGNAGE CHANGE UPDATE** ..... Christin Timmons

**XII. TTUHSC AT THE PERMIAN BASIN REPORT**..... Dr. Timothy Benton

**XIII. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS**.....  
..... Russell Tippin (p.91-97)

- A. COVID-19 Update**
- B. Kronos Payroll Update**
- C. THA Conference – February 7-9, 2022 in Houston**
- D. Ad Hoc Reports**

**XIV. 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.

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

- A. Consider Approval of MCH ProCare Provider Agreements**
- B. Consider Approval of Chief of Staff and Vice Chief of Staff Agreements**

**XVI. 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***



**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGULAR BOARD MEETING  
DECEMBER 7, 2021 – 5:00 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

Wallace Dunn, Vice President  
Mary Lou Anderson  
David Dunn  
Don Hallmark  
Richard Herrera  
Kathy Rhodes

**MEMBERS ABSENT:**

Bryn Dodd, President

**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  
Kerstin Connolly, Paralegal  
Michaela Johnson, Executive Assistant to CEO

**OTHERS PRESENT:**

Various other interested members of the  
Medical Staff, employees, and citizens

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**I. CALL TO ORDER**

Wallace Dunn, Vice President, called the meeting to order at 5:00 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. page 4 of 97

**II. INVOCATION**

Chaplain Doug Herget offered the invocation.

**III. PLEDGE OF ALLEGIANCE**

Wallace Dunn led the Pledge of Allegiance to the United States and Texas flags.

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

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

#### **V. CHECK PRESENTATION FROM FMH FOUNDATION**

Joni Hines, Project Manager with FMH Foundation presented a \$250,000 check to the MCHS Foundation. Larry Melton, MCHS Foundation Member and Alison Pradon, Vice President of Development, accepted the donation. This donation will be used to further the Telecare program at Medical Center Hospital.

#### **VI. EMPLOYEE GIVING CAMPAIGN**

Alison Pradon, Vice President of Development, reported that the Employee Giving Campaign has raised \$112,000.

#### **VII. AWARDS AND RECOGNITION**

##### **A. December 2021 Associates of the Month**

Russell Tippin, Chief Executive Officer, introduced the 2021 Associates of the Month as follows:

- Clinical – Jeanette Galindo
- Non-Clinical – Lisa Russell
- Nurse – Alicia Smith-Furlow, RN

##### **B. Unit HCAHPS High Performers**

Russell Tippin, Chief Executive Officer, introduced the Unit HCAHPS High Performer(s)

- 4 East

#### **VIII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**

No conflicts were disclosed.

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

No comments from the public were received.

#### **X. CONSENT AGENDA**

- A. Consider Approval of Regular Meeting Minutes, November 1, 2021**
- B. Consider Approval of Special Meeting Minutes, November 15, 2021**
- C. Consider Approval of Joint Conference Committee, November 30, 2021**
- D. Consider Approval of Federally Qualified Health Center Monthly Report, October 2021**
- E. Consider Approval of MCHS Compliance Program Reaffirmation and Compliance Committee Charter**
- F. Consider Approval of TCDRS Annual Contribution Authorization**

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

## **XI. COMMITTEE REPORTS**

### **A. Finance Committee**

1. Financial Report for Month Ended October 31, 2021
2. Consent Agenda
  - a. Consider Approval of the VMWare Software License Support Renewal
  - b. Consider Approval of the Cisco SmartNet Hardware/Software Maintenance Support Renewal
  - c. Consider Approval of Vizient Utilization Management Support Agreement Renewal
  - d. Consider Approval of Gjerset & Lorenz LLP Waiver Engagement Agreement
3. Capital Expenditure Requests
  - a. Consider Ratification of Emergency Purchase of CER for ECHD Police Department Vehicles
  - b. Consider Approval of CER for Nihon Kohden Network Upgrade
4. Consider Approval of Cerner Patient Reminders
5. Consider Approval of HPIR LLC – CDI Consultant Services Agreement
6. Consider Approval of XSolis – Revenue Cycle Case Management Agreement
7. Consider Approval of Capital Expenditure 3-year Program

### **B. Executive Policy Committee**

1. Policies reviewed and approved

Kathy Rhodes moved, and David Dunn seconded the motion to approve the Finance Committee and Executive Policy Committee reports as presented. The motion carried unanimously.

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

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

## **XIII. QUALITY UPDATE**

Christin Timmons, Chief Nursing Officer and Chief Patient Experience Officer, provide the Quality Update, including the new CMS Star Rating.

This report was informational only. No action was taken.

Page 6 of 97

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

### **A. COVID-19 Update**

Russell Tippin, President and Chief Executive Officer, reported that the numbers for hospital admissions are up a little from previous numbers. Dr. Shipkey stated that there have been less COVID admissions from last week.

This report was informational only. No action was taken.

## **B. Update of Permian Basin Behavioral Health Center**

Russell Tippin reported that the first organizational meeting was held. There was discussion at the meeting about changing each hospital's foundation bylaws.

This report was informational only. No action was taken.

## **C. Update on the Redistricting Joint Task Force Committee**

The first meeting of the task force was held last week. Don Hallmark, Board Member and Steve Steen, Chief Legal Counsel, also attended. ECHD will probably share the same boundaries as Odessa College.

This report was informational only. No action was taken.

## **D. Update on CMS Vaccine Mandate and Policy**

The current CMS Vaccine Mandate has been stayed by the court. The policy in place has deadlines that have already passed.

Don Hallmark moved, and Richard Herrera seconded the motion to delete or rescind COVID-19 Vaccine Mandate Policy, MCH Policy MCH-1016. The motion carried unanimously.

## **E. Agreement with the City of Odessa regarding ARPA Funds**

The agreement with the City of Odessa to provide ECHD with ARPA funds includes a reimbursement clause and is ready to be executed.

Kathy Rhodes moved, and Mary Lou Anderson seconded the motion to approve the agreement with the City of Odessa as presented and have Mr. Tippin sign the agreement. The motion carried.

## **F. Ad-hoc Reports**

The new Chief Medical Officer was scheduled to start on January 1, 2022, she requested to extend her start date by 6 months. Her request was declined, and the search for a CMO has resumed.

Letters will be going out to physician offices and EMS regarding the January 2022 change to their access to our EMR. Page 7 of 97

Last week there was a meeting with the retiree group. The purpose of the meeting was to provide them with communication opportunities. It was shared that some retirees would like to return to work at MCH.

The plan is to open up surgeries at the Wheatley Stewart Medical Pavilion and to not close surgeries again, no matter what happens with COVID-19.

The Regional Services Report was provided.

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

## **XV. EXECUTIVE SESSION**

Wallace Dunn 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 the Section 551.071 of the Texas Government Code; (2) Deliberation regarding exchange, lease, or value of real property pursuant to 551.072 of the Texas Government Code; (3) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; and (4) Deliberation regarding Economic Development Negotiations, pursuant to Section 551.087.

ATTENDEES for the entire Executive Session: ECHD Board members, Mary Lou Anderson, David Dunn, Don Hallmark, Richard Herrera, Wallace Dunn, and Russell Tippin, President/CEO, Steve Steen, Chief Legal Counsel, Steve Ewing, Chief Financial Officer, Michaela Johnson, Executive Assistant to CEO, and Kerstin Connolly, Paralegal.

Adiel Alvarado, President of MCH ProCare, presented the provider agreements to the ECHD Board of Directors during Executive Session and then was excused from the remainder of Executive Session.

Gingie Sredanovich, Chief Compliance Officer, presented the compliance update to the ECHD Board of Directors during Executive Session and then was excused.

Mary Gallegos, Risk Manager, reported to the ECHD Board of Directors the risk update and the culture of safety survey during Executive Session and then was excused.

Russell Tippin, President/CEO, led the Board of Directors in discussion about the Nacero Agreement.

Matt Collins, Chief Operating Officer, presented the MCH lease agreements to the ECHD Board of Directors during Executive Session.

Matt Collins and Russell Tippin led the Board of Directors in discussion about facility planning.

**Executive Session began at 6:07 p.m.**

**Executive Session ended at 7:30 p.m.**

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

### **A. Consider Approval of MCH Lease Agreement(s)**

Page 8 of 97

Wallace Dunn presented the following MCH Lease Agreements for approval:

- Dr. Pankaj Patel This is a 3-year lease agreement at 8050 Hwy 191, Suite 203, Odessa, Texas.
- Dr. Khavar Dar. This is a 1-year lease agreement at 540 W. 5<sup>th</sup> Street, Suite 340, Odessa, Texas.

Don Hallmark moved, and Richard Herrera seconded the motion to approve the MCH Lease Agreements as presented. The motion carried.

**B. Consider Approval of MCH ProCare Provider Agreement(s).**

Wallace Dunn presented the following new agreements:

- Abdul Alahavem, M.D. This is a 3-year agreement for Vascular Surgery.
- Steve Irving, M.D. This is a 1-year agreement for Critical Care nocturnal on-call.
- Alexander Bastidas, M.D. This is a 1-year agreement for Critical Care on-call.
- Adelina Saldivar, N.P. This is a 3-year agreement for the Hospitalist Group.

Wallace Dunn presented the following renewals:

- Janie Lopez, PA – This is a 3-year renewal for Cardiology.
- Reyna Barrera, PA – This is a 3-year renewal for Cardiology.

Wallace Dunn presented the following amendment:

- Valerie Drnovsek, M.D. This is an amendment to a Radiology Agreement.

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

**C. Consider Approval of the Nacero Agreement**

Wallace Dunn presented the Nacero Agreement.

Don Hallmark moved, and Richard Herrera seconded the motion to approve the Nacero Agreement as presented. The motion carried.

**XVII. ADJOURNMENT**

There being no further business to come before the Board, Wallace Dunn adjourned the meeting at 7:31 p.m.

Respectfully submitted,



David Dunn, Secretary  
Ector County Hospital District

Family Health Clinic  
January 2022  
ECHD Board Packet

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 550,616	\$ 682,979	-19.4%	\$ 548,888	0.3%	\$ 1,286,821	\$ 1,386,165	-7.2%	\$ 1,194,312	7.7%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 550,616</b>	<b>\$ 682,979</b>	<b>-19.4%</b>	<b>\$ 548,888</b>	<b>0.3%</b>	<b>\$ 1,286,821</b>	<b>\$ 1,386,165</b>	<b>-7.2%</b>	<b>\$ 1,194,312</b>	<b>7.7%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 296,206	\$ 348,753	-15.1%	\$ 296,867	-0.2%	\$ 860,408	\$ 707,981	21.5%	\$ 651,910	32.0%
Self Pay Adjustments	34,994	94,571	-63.0%	55,897	-37.4%	62,356	192,077	-67.5%	129,836	-52.0%
Bad Debts	46,092	14,837	210.7%	40,056	15.1%	(62,394)	30,216	-306.5%	81,182	-176.9%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 377,293</b>	<b>\$ 458,161</b>	<b>-17.7%</b>	<b>\$ 392,819</b>	<b>-4.0%</b>	<b>\$ 860,370</b>	<b>\$ 930,274</b>	<b>-7.5%</b>	<b>\$ 862,928</b>	<b>-0.3%</b>
	<b>68.52%</b>	<b>67.08%</b>		<b>71.57%</b>		<b>66.86%</b>	<b>67.11%</b>		<b>72.25%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 173,323</b>	<b>\$ 224,818</b>	<b>-22.9%</b>	<b>\$ 156,069</b>	<b>11.1%</b>	<b>\$ 426,451</b>	<b>\$ 455,891</b>	<b>-6.5%</b>	<b>\$ 331,384</b>	<b>28.7%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 63,815	\$ 25,436	150.9%	\$ 12,722	401.6%	\$ 81,818	\$ 50,872	60.8%	\$ 22,038	271.3%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 63,815</b>	<b>\$ 25,436</b>	<b>150.9%</b>	<b>\$ 12,722</b>	<b>401.6%</b>	<b>\$ 81,818</b>	<b>\$ 50,872</b>	<b>60.8%</b>	<b>\$ 22,038</b>	<b>271.3%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 237,137</b>	<b>\$ 250,254</b>	<b>-5.2%</b>	<b>\$ 168,791</b>	<b>40.5%</b>	<b>\$ 508,268</b>	<b>\$ 506,763</b>	<b>0.3%</b>	<b>\$ 353,423</b>	<b>43.8%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 82,472	\$ 109,033	-24.4%	\$ 99,384	-17.0%	\$ 175,359	\$ 221,404	-20.8%	\$ 181,330	-3.3%
Benefits	24,239	32,225	-24.8%	25,175	-3.7%	49,337	64,897	-24.0%	45,651	8.1%
Physician Services	170,828	156,823	8.9%	148,602	15.0%	340,003	313,646	8.4%	284,535	19.5%
Cost of Drugs Sold	13,775	13,176	4.5%	8,485	62.3%	39,566	26,612	48.7%	14,503	172.8%
Supplies	8,445	22,692	-62.8%	2,162	290.7%	16,524	45,869	-64.0%	10,131	63.1%
Utilities	5,738	8,692	-34.0%	5,903	-2.8%	10,643	17,133	-37.9%	11,556	-7.9%
Repairs and Maintenance	6,599	2,216	197.8%	675	877.7%	8,933	4,432	101.6%	4,646	92.3%
Leases and Rentals	505	977	-48.3%	468	7.8%	991	1,954	-49.3%	992	0.0%
Other Expense	1,000	1,542	-35.1%	1,000	0.0%	5,335	3,084	73.0%	2,100	154.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 313,601</b>	<b>\$ 347,376</b>	<b>-9.7%</b>	<b>\$ 291,853</b>	<b>7.5%</b>	<b>\$ 646,691</b>	<b>\$ 699,031</b>	<b>-7.5%</b>	<b>\$ 555,444</b>	<b>16.4%</b>
Depreciation/Amortization	\$ 28,692	\$ 32,704	-12.3%	\$ 33,244	-13.7%	\$ 57,745	\$ 66,496	-13.2%	\$ 66,649	-13.4%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 342,292</b>	<b>\$ 380,080</b>	<b>-9.9%</b>	<b>\$ 325,097</b>	<b>5.3%</b>	<b>\$ 704,437</b>	<b>\$ 765,527</b>	<b>-8.0%</b>	<b>\$ 622,093</b>	<b>13.2%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (105,155)</b>	<b>\$ (129,826)</b>	<b>-19.0%</b>	<b>\$ (156,306)</b>	<b>-32.7%</b>	<b>\$ (196,168)</b>	<b>\$ (258,764)</b>	<b>-24.2%</b>	<b>\$ (268,670)</b>	<b>-27.0%</b>
Operating Margin	-44.34%	-51.88%	-14.5%	-92.60%	-52.1%	-38.60%	-51.06%	-24.4%	-76.02%	-49.2%

	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	1,834	2,110	-13.1%	1,450	26.5%	4,026	4,281	-6.0%	3,069	31.2%
Average Revenue per Office Visit	300.23	323.69	-7.2%	378.54	-20.7%	319.63	323.79	-1.3%	389.15	-17.9%
Hospital FTE's (Salaries and Wages)	20.5	28.1	-27.1%	21.4	-4.3%	21.3	28.0	-24.0%	20.1	5.9%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 172,401	\$ 325,889	-47.1%	\$ 548,140	-68.5%	\$ 418,193	\$ 665,843	-37.2%	\$ 1,193,346	-65.0%
<b>TOTAL PATIENT REVENUE</b>	\$ 172,401	\$ 325,889	-47.1%	\$ 548,140	-68.5%	\$ 418,193	\$ 665,843	-37.2%	\$ 1,193,346	-65.0%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 78,326	\$ 177,246	-55.8%	\$ 303,348	-74.2%	\$ 375,797	\$ 362,141	3.8%	\$ 661,141	-43.2%
Self Pay Adjustments	21,824	50,847	-57.1%	58,329	-62.6%	35,254	103,888	-66.1%	143,235	-75.4%
Bad Debts	31,963	10,415	206.9%	30,568	4.6%	(83,501)	21,279	-492.4%	57,933	-244.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 132,113	\$ 238,508	-44.6%	\$ 392,244	-66.3%	\$ 327,551	\$ 487,308	-32.8%	\$ 862,309	-62.0%
	76.6%	73.2%		71.6%		78.3%	73.2%		72.3%	
<b>NET PATIENT REVENUE</b>	\$ 40,288	\$ 87,381	-53.9%	\$ 155,895	-74.2%	\$ 90,642	\$ 178,535	-49.2%	\$ 331,037	-72.6%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 63,815	\$ 25,436	0.0%	\$ 12,722	401.6%	\$ 81,818	\$ 50,872	0.0%	\$ 22,038	271.3%
<b>TOTAL OTHER REVENUE</b>	\$ 63,815	\$ 25,436	150.9%	\$ 12,722	401.6%	\$ 81,818	\$ 50,872	60.8%	\$ 22,038	271.3%
<b>NET OPERATING REVENUE</b>	\$ 104,102	\$ 112,817	-7.7%	\$ 168,618	-38.3%	\$ 172,459	\$ 229,407	-24.8%	\$ 353,075	-51.2%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 68,478	\$ 56,757	20.7%	\$ 99,384	-31.1%	\$ 140,027	\$ 115,962	20.8%	\$ 181,330	-22.8%
Benefits	20,126	16,775	20.0%	25,175	-20.1%	39,396	33,990	15.9%	45,651	-13.7%
Physician Services	99,111	68,581	44.5%	148,602	-33.3%	177,381	137,162	29.3%	284,535	-37.7%
Cost of Drugs Sold	5,540	2,956	87.4%	8,485	-34.7%	5,215	6,040	-13.7%	14,503	-64.0%
Supplies	5,517	4,398	25.4%	2,162	155.2%	10,780	8,940	20.6%	10,131	6.4%
Utilities	3,154	2,960	6.6%	2,961	6.5%	6,238	6,619	-5.8%	6,620	-5.8%
Repairs and Maintenance	6,599	1,799	266.8%	675	877.7%	8,933	3,598	148.3%	4,646	92.3%
Leases and Rentals	505	477	5.8%	468	7.8%	991	954	3.9%	992	0.0%
Other Expense	1,000	1,125	-11.1%	1,000	0.0%	5,335	2,250	137.1%	2,100	154.1%
<b>TOTAL OPERATING EXPENSES</b>	\$ 210,029	\$ 155,828	34.8%	\$ 288,911	-27.3%	\$ 394,296	\$ 315,515	25.0%	\$ 550,507	-28.4%
Depreciation/Amortization	\$ 2,625	\$ 3,874	-32.2%	\$ 3,919	-33.0%	\$ 5,267	\$ 7,876	-33.1%	\$ 8,000	-34.2%
<b>TOTAL OPERATING COSTS</b>	\$ 212,654	\$ 159,702	33.2%	\$ 292,830	-27.4%	\$ 399,563	\$ 323,391	23.6%	\$ 558,508	-28.5%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (108,552)	\$ (46,885)	-131.5%	\$ (124,213)	12.6%	\$ (227,103)	\$ (93,984)	-141.6%	\$ (205,433)	10.5%
Operating Margin	-104.27%	-41.56%	150.9%	-73.67%	41.6%	-131.69%	-40.97%	221.4%	-58.18%	126.3%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	653	950	-31.3%	1,450	-55.0%	1,498	1,941	-22.8%	3,069	-51.2%
Average Revenue per Office Visit	264.01	343.04	-23.0%	378.03	-30.2%	279.17	343.04	-18.6%	388.84	-28.2%
Hospital FTE's (Salaries and Wages)	13.6	12.7	7.5%	21.4	-36.4%	14.3	12.7	12.7%	20.1	-28.7%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 150,744	\$ 169,515	-11.1%	\$ 748	20052.9%	\$ 318,652	\$ 341,207	-6.6%	\$ 967	32863.8%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 150,744</b>	<b>\$ 169,515</b>	<b>-11.1%</b>	<b>\$ 748</b>	<b>20052.9%</b>	<b>\$ 318,652</b>	<b>\$ 341,207</b>	<b>-6.6%</b>	<b>\$ 967</b>	<b>32863.8%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 85,532	\$ 96,256	-11.1%	\$ (6,481)	-1419.7%	\$ 195,503	\$ 193,748	0.9%	\$ (9,231)	-2218.0%
Self Pay Adjustments	8,421	22,137	-62.0%	(2,432)	-446.3%	14,384	44,558	-67.7%	(13,399)	-207.4%
Bad Debts	9,127	-	0.0%	9,488	-3.8%	2,199	-	0.0%	23,249	-90.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 103,080</b>	<b>\$ 118,393</b>	<b>-12.9%</b>	<b>\$ 575</b>	<b>17836.7%</b>	<b>\$ 212,086</b>	<b>\$ 238,306</b>	<b>-11.0%</b>	<b>\$ 619</b>	<b>34147.2%</b>
	<b>68.38%</b>	<b>69.84%</b>		<b>76.83%</b>		<b>66.56%</b>	<b>69.84%</b>		<b>64.06%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 47,663</b>	<b>\$ 51,122</b>	<b>-6.8%</b>	<b>\$ 173</b>	<b>27401.9%</b>	<b>\$ 106,566</b>	<b>\$ 102,901</b>	<b>3.6%</b>	<b>\$ 347</b>	<b>30576.1%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 47,663</b>	<b>\$ 51,122</b>	<b>-6.8%</b>	<b>\$ 173</b>	<b>27401.9%</b>	<b>\$ 106,566</b>	<b>\$ 102,901</b>	<b>3.6%</b>	<b>\$ 347</b>	<b>30576.1%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 5,576	\$ 26,053	-78.6%	\$ -	100.0%	\$ 12,744	\$ 52,441	-75.7%	\$ -	100.0%
Benefits	1,639	7,700	-78.7%	-	100.0%	3,586	15,371	-76.7%	-	100.0%
Physician Services	27,065	45,750	-40.8%	-	100.0%	65,232	91,500	-28.7%	-	100.0%
Cost of Drugs Sold	109	10,220	-98.9%	-	0.0%	10,872	20,572	-47.2%	-	100.0%
Supplies	794	5,312	-85.1%	-	100.0%	3,167	10,691	-70.4%	-	100.0%
Utilities	2,584	2,943	-12.2%	2,943	-12.2%	4,405	4,936	-10.8%	4,936	-10.8%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 37,767</b>	<b>\$ 97,978</b>	<b>-61.5%</b>	<b>\$ 2,943</b>	<b>1183.4%</b>	<b>\$ 100,006</b>	<b>\$ 195,511</b>	<b>-48.8%</b>	<b>\$ 4,936</b>	<b>1926.0%</b>
Depreciation/Amortization	\$ 25,992	\$ 28,830	-9.8%	\$ 29,325	-11.4%	\$ 52,329	\$ 58,620	-10.7%	\$ 58,649	-10.8%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 63,759</b>	<b>\$ 126,808</b>	<b>-49.7%</b>	<b>\$ 32,267</b>	<b>97.6%</b>	<b>\$ 152,335</b>	<b>\$ 254,131</b>	<b>-40.1%</b>	<b>\$ 63,585</b>	<b>139.6%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (16,096)</b>	<b>\$ (75,686)</b>	<b>-78.7%</b>	<b>\$ (32,094)</b>	<b>-49.8%</b>	<b>\$ (45,770)</b>	<b>\$ (151,230)</b>	<b>-69.7%</b>	<b>\$ (63,238)</b>	<b>-27.6%</b>
Operating Margin	-33.77%	-148.05%	-77.2%	-18518.20%	-99.8%	-42.95%	-146.97%	-70.8%	-18203.68%	-99.8%

	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	537	545	-1.5%	-	0.0%	1,096	1,097	-0.1%	-	0.0%
Average Revenue per Office Visit	280.71	311.04	-9.7%	-	0.0%	290.74	311.04	-6.5%	-	0.0%
Hospital FTE's (Salaries and Wages)	2.9	7.3	-60.0%	-	0.0%	2.9	7.2	-60.3%	-	0.0%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 227,471	\$ 187,575	21.3%	\$ -	100.0%	\$ 549,977	\$ 379,115	45.1%	\$ -	100.0%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 227,471</b>	<b>\$ 187,575</b>	<b>21.3%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 549,977</b>	<b>\$ 379,115</b>	<b>45.1%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 132,348	\$ 75,251	75.9%	\$ -	100.0%	\$ 289,108	\$ 152,092	90.1%	\$ -	100.0%
Self Pay Adjustments	4,749	21,587	-78.0%	-	100.0%	12,718	43,631	-70.9%	-	100.0%
Bad Debts	5,002	4,422	13.1%	-	100.0%	18,908	8,937	111.6%	-	100.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 142,099</b>	<b>\$ 101,260</b>	<b>40.3%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 320,734</b>	<b>\$ 204,660</b>	<b>56.7%</b>	<b>\$ -</b>	<b>100.0%</b>
	<b>62.47%</b>	<b>53.98%</b>		<b>0.00%</b>		<b>58.32%</b>	<b>53.98%</b>		<b>0.00%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 85,371</b>	<b>\$ 86,315</b>	<b>-1.1%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 229,243</b>	<b>\$ 174,455</b>	<b>31.4%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 85,371</b>	<b>\$ 86,315</b>	<b>-1.1%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 229,243</b>	<b>\$ 174,455</b>	<b>31.4%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 8,418	\$ 26,223	-67.9%	\$ -	100.0%	\$ 22,588	\$ 53,001	-57.4%	\$ -	100.0%
Benefits	2,474	7,750	-68.1%	-	100.0%	6,355	15,536	-59.1%	-	100.0%
Physician Services	44,651	42,492	5.1%	-	100.0%	97,389	84,984	14.6%	-	100.0%
Cost of Drugs Sold	8,126	-	0.0%	-	0.0%	23,480	-	100.0%	-	100.0%
Supplies	2,135	12,982	-83.6%	-	100.0%	2,578	26,238	-90.2%	-	100.0%
Utilities	-	2,789	-100.0%	-	100.0%	-	5,578	-100.0%	-	100.0%
Repairs and Maintenance	-	417	-100.0%	-	100.0%	-	834	-100.0%	-	100.0%
Other Expense	-	417	-100.0%	-	0.0%	-	834	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 65,804</b>	<b>\$ 93,570</b>	<b>-29.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 152,389</b>	<b>\$ 188,005</b>	<b>-18.9%</b>	<b>\$ -</b>	<b>100.0%</b>
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 150	\$ -	0.0%	\$ -	100.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 65,879</b>	<b>\$ 93,570</b>	<b>-29.6%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 152,539</b>	<b>\$ 188,005</b>	<b>-18.9%</b>	<b>\$ -</b>	<b>100.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 19,492</b>	<b>\$ (7,255)</b>	<b>-368.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 76,705</b>	<b>\$ (13,550)</b>	<b>-666.1%</b>	<b>\$ -</b>	<b>100.0%</b>
Operating Margin	22.83%	-8.41%	-371.6%	0.00%	100.0%	33.46%	-7.77%	-530.8%	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	644	615	4.7%	-	0.0%	1,432	1,243	15.2%	-	0.0%
Total Visits	644	615	4.7%	-	0.0%	1,432	1,243	15.2%	-	0.0%
Average Revenue per Office Visit	353.22	305.00	15.8%	-	0.0%	384.06	305.00	25.9%	-	0.0%
Hospital FTE's (Salaries and Wages)	4.0	8.2	-51.6%	-	0.0%	4.1	8.1	-49.4%	-	0.0%

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

	MONTHLY REVENUE					YTD REVENUE				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 45,157	\$ 30,806	\$ (251)	\$ 75,712	13.8%	\$ 96,566	\$ 71,160	\$ (459)	\$ 167,267	13.0%
Medicaid	33,007	38,867	132,634	204,508	37.1%	84,380	78,410	324,928	487,719	37.9%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	25,609	38,827	85,908	150,344	27.3%	68,696	83,965	202,989	355,650	27.6%
Self Pay	65,028	29,919	7,341	102,288	18.6%	152,869	66,255	20,620	239,744	18.6%
Other	3,600	12,326	1,838	17,764	3.2%	15,681	18,861	1,898	36,440	2.8%
<b>Total</b>	<b>\$ 172,401</b>	<b>\$ 150,744</b>	<b>\$ 227,471</b>	<b>\$ 550,616</b>	<b>100.0%</b>	<b>\$ 418,193</b>	<b>\$ 318,652</b>	<b>\$ 549,977</b>	<b>\$ 1,286,821</b>	<b>100.0%</b>

	MONTHLY PAYMENTS					YEAR TO DATE PAYMENTS				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 16,773	\$ 18,471	-	\$ 35,244	16.6%	\$ 35,022	\$ 30,459	\$ -	\$ 65,481	15.5%
Medicaid	21,095	12,915	56,482	90,492	42.7%	41,707	21,506	77,185	140,397	33.2%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	8,175	16,223	35,667	60,066	28.3%	25,573	26,041	107,147	158,761	37.6%
Self Pay	9,451	5,572	6,900	21,924	10.3%	21,341	13,833	15,888	51,063	12.1%
Other	1,969	1,413	769	4,151	2.0%	4,484	1,422	1,180	7,086	1.7%
<b>Total</b>	<b>\$ 57,464</b>	<b>\$ 54,594</b>	<b>\$ 99,819</b>	<b>\$ 211,877</b>	<b>100.0%</b>	<b>\$ 128,127</b>	<b>\$ 93,261</b>	<b>\$ 201,401</b>	<b>\$ 422,788</b>	<b>100.0%</b>

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

**REVENUE BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>GROSS REVENUE</b>	<b>%</b>						
Medicare	\$ 45,157	26.2%	\$ 96,292	17.6%	\$ 96,566	23.1%	\$ 188,542	15.8%
Medicaid	33,007	19.1%	252,521	46.0%	84,380	20.2%	577,151	48.4%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	25,609	14.9%	69,650	12.7%	68,696	16.4%	170,851	14.3%
Self Pay	65,028	37.7%	113,455	20.7%	152,869	36.6%	214,131	17.9%
Other	3,600	2.1%	16,222	3.0%	15,681	3.7%	42,671	3.6%
<b>TOTAL</b>	<b>\$ 172,401</b>	<b>100.0%</b>	<b>\$ 548,140</b>	<b>100.0%</b>	<b>\$ 418,193</b>	<b>100.0%</b>	<b>\$ 1,193,346</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>
Medicare	\$ 16,773	29.2%	\$ 33,274	17.9%	\$ 35,022	27.3%	\$ 55,392	17.0%
Medicaid	21,095	36.8%	111,615	59.9%	41,707	32.5%	178,104	54.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	8,175	14.2%	20,549	11.0%	25,573	20.0%	45,494	14.0%
Self Pay	9,451	16.4%	20,712	11.1%	21,341	16.7%	46,386	14.2%
Other	1,969	3.4%	257	0.1%	4,484	3.5%	640	0.2%
<b>TOTAL</b>	<b>\$ 57,464</b>	<b>100.0%</b>	<b>\$ 186,408</b>	<b>100.0%</b>	<b>\$ 128,127</b>	<b>100.0%</b>	<b>\$ 326,016</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
NOVEMBER 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	\$ 30,806	20.4%	\$ 2,233	298.5%	\$ 71,160	22.4%	\$ (19,661)	-2033.9%
Medicaid	38,867	25.8%	\$ 289	38.6%	78,410	24.6%	(81,996)	-8482.3%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	38,827	25.8%	\$ 139	18.5%	83,965	26.4%	(111,343)	-11518.2%
Self Pay	29,919	19.8%	\$ (5,388)	-720.3%	66,255	20.7%	262,066	27110.2%
Other	12,326	8.2%	\$ 3,476	464.7%	18,861	5.9%	(48,099)	-4975.8%
<b>TOTAL</b>	<b>\$ 150,744</b>	<b>100.0%</b>	<b>\$ 748</b>	<b>100.0%</b>	<b>\$ 318,652</b>	<b>100.0%</b>	<b>\$ 967</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 18,471	33.8%	\$ 1,229	34.9%	\$ 30,459	32.7%	\$ 3,163	34.8%
Medicaid	12,915	23.7%	1,210	34.4%	\$ 21,506	23.1%	2,175	23.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	16,223	29.7%	(820)	-23.3%	26,041	27.9%	(85)	-0.9%
Self Pay	5,572	10.2%	1,899	54.0%	13,833	14.8%	3,645	40.1%
Other	1,413	2.6%	-	0.0%	1,422	1.5%	194	2.1%
<b>TOTAL</b>	<b>\$ 54,594</b>	<b>100.0%</b>	<b>\$ 3,517</b>	<b>100.0%</b>	<b>\$ 93,260</b>	<b>100.0%</b>	<b>\$ 9,093</b>	<b>100.0%</b>

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

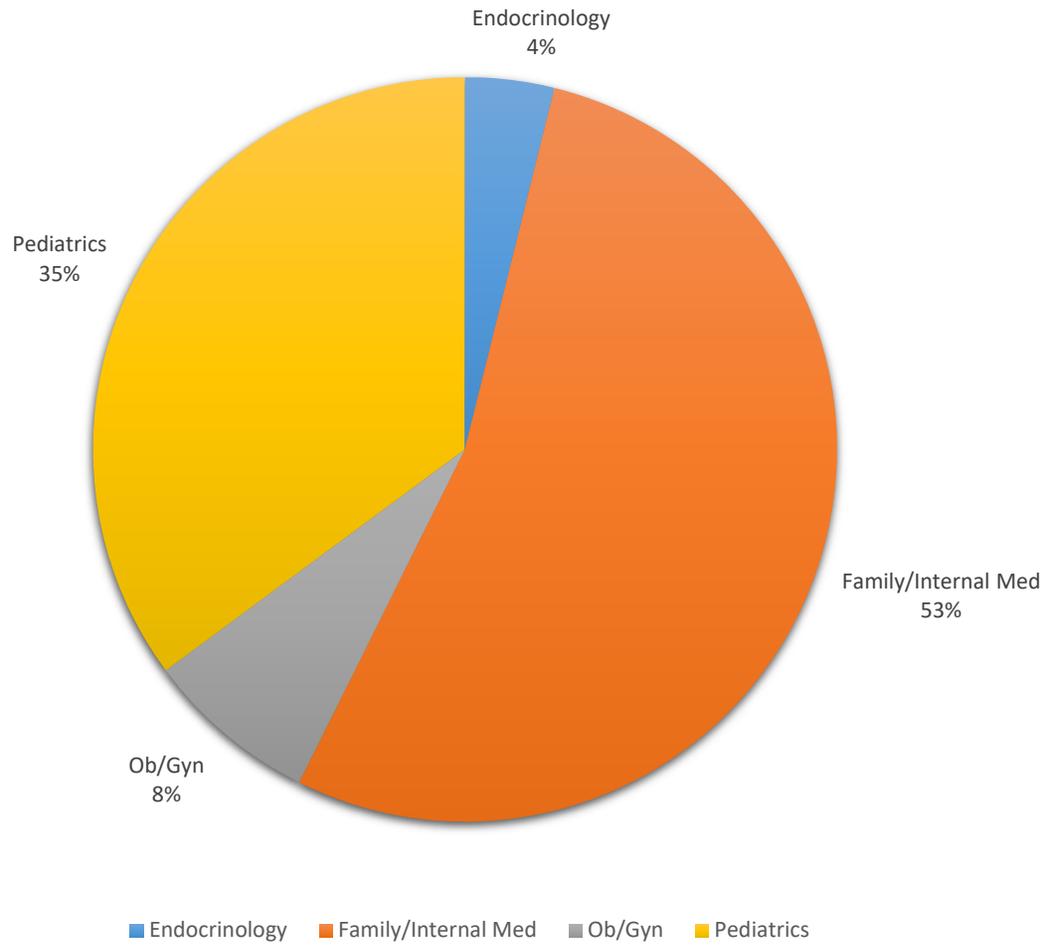
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ (251)	-0.1%	\$ -	0.0%	\$ (459)	-0.1%	\$ -	0.0%
Medicaid	132,634	58.3%	\$ -	0.0%	324,928	59.2%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	85,908	37.8%	\$ -	0.0%	202,989	36.9%	-	0.0%
Self Pay	7,341	3.2%	\$ -	0.0%	20,620	3.7%	-	0.0%
Other	1,838	0.8%	\$ -	0.0%	1,898	0.3%	-	0.0%
<b>TOTAL</b>	<b>\$ 227,471</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 549,977</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

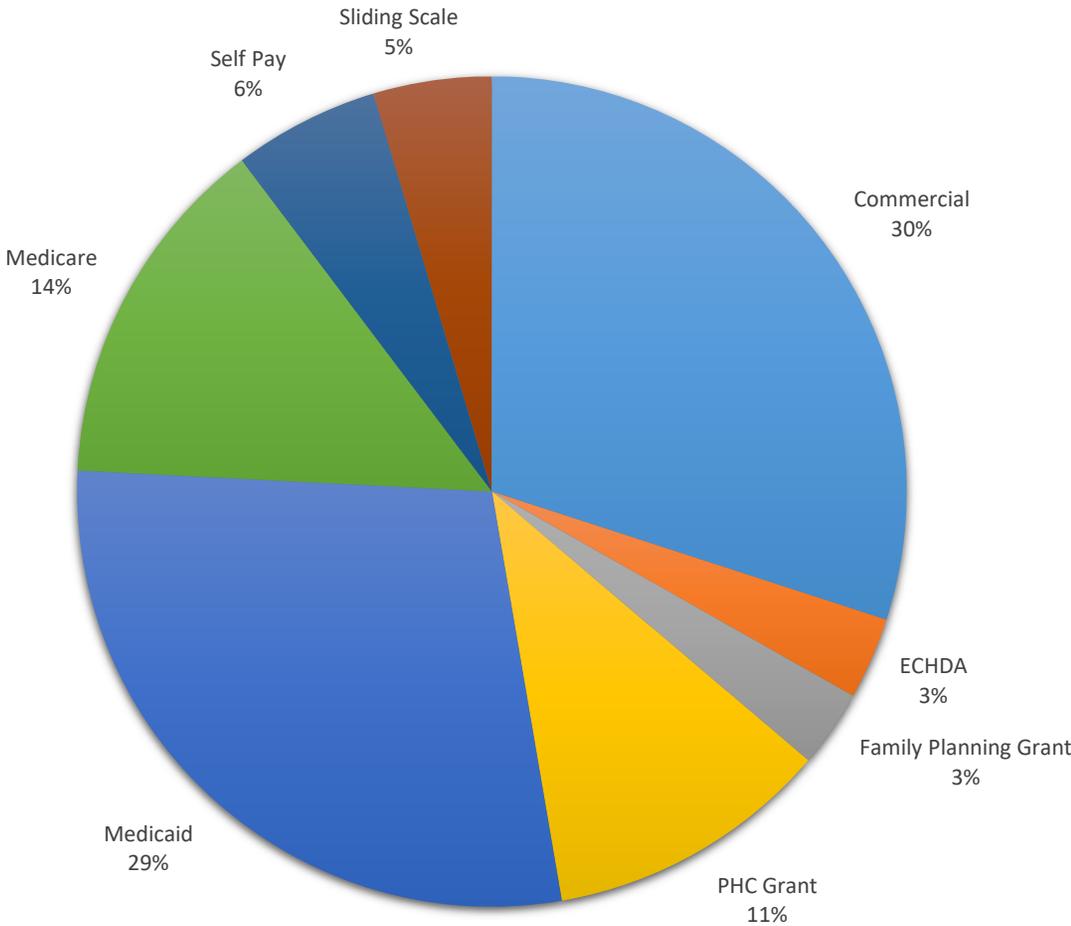
**PAYMENTS BY PAYOR**

	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	56,482	56.6%	-	0.0%	77,185	38.3%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	35,667	35.7%	-	0.0%	107,147	53.2%	-	0.0%
Self Pay	6,900	7.0%	-	0.0%	15,888	7.9%	-	0.0%
Other	769	0.8%	-	0.0%	1,180	0.6%	-	0.0%
<b>TOTAL</b>	<b>\$ 99,819</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 201,402</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

## FHC November Visits By Service



### FHC November Visits by Financial Class



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

## FHC Executive Director's Report-January 2022

- **Staffing Update:** The Family Health Clinic has the following active open positions: 2.5 Medical Assistants, 1 LVN, and 2 Front Desk.
- **Provider Update:** The Family Health Clinic is currently searching for two mid-level providers. One for our JBS Pediatrics clinic and one for our Family Medicine clinic at Clements.
- **Telehealth Update:** For the month of November, telehealth visits accounted for 4% of the Clinic's total visits. We continue to provide the telehealth option for sick 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 FQHC Annual Recertification:** The Family Health Clinic's annual recertification is due January 1, 2022. This is an annual requirement for Federally Qualified Health Centers and Look A Likes. (FQHC).

**MEMORANDUM**

DATE: January 6, 2022  
TO: Ector County Hospital District Board of Directors  
FROM: Steve Ewing, Chief Financial Officer  
SUBJECT: Review, Revision and Re-Adoption of Ector County Hospital District Investment Policy

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

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

- Hilltop Securities Independent Network (Long Term Investment Funds)
- Prosperity Bank (Endowments)
- Frost Bank (Operating, Payroll and Money Market Accounts)

Please contact me if you have any questions.

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

**EFFECTIVE: December, 1999  
Reaffirmed: January 06, 2022**

**POLICY STATEMENT**

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

**STANDARD OF CARE**

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

**POLICY OBJECTIVES**

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

**A. Safety of Principal**

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

**B. Liquidity**

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

**C. Diversification**

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

## **INVESTMENT STRATEGIES**

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

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

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

## **AUTHORIZED INVESTMENTS**

All investments must be restricted to the following:

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

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

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

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

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

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

**The District shall not:**

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

**INVESTMENTS NOT AUTHORIZED**

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

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

## **MATURITIES**

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

## **COLLATERALIZATION**

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

## **INVESTMENT OFFICER**

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

## **INVESTMENT TRAINING**

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

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

## **CONFLICT OF INTEREST**

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

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

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

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

## **BROKERS/DEALERS**

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

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

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

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

## **REPORTING REQUIREMENTS**

### **A. Internal Reports**

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

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

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

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

**B. External Reports**

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

**C. Other Reports**

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

**REVIEW OF INVESTMENT POLICY**

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

## **ADDENDUM A**

### **Investment Strategies**

#### **GENERAL OPERATING FUNDS**

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

#### **DEBT SERVICE FUNDS**

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

#### **DISPROPORTIONATE SHARE FUNDS**

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

#### **FUNDED DEPRECIATION FUNDS**

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

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

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

## **BOARD DESIGNATED FUNDS**

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

## **LIABILITY FUNDS**

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

## **TAX REVENUE FUNDS**

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

## **TRUSTEE HELD FUNDS**

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

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

## **REVOCABLE TRUST ENDOWMENT FUNDS**

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

## **BROKERS/DEALERS**

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

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

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR. %	AMOUNT	VAR. %		AMOUNT	VAR. %	AMOUNT	VAR. %
<b>Hospital InPatient Admissions</b>										
Acute / Adult	1,028	941	9.2%	968	6.2%	2,020	1,923	5.0%	2,046	-1.3%
Neonatal ICU (NICU)	14	24	-41.7%	18	-22.2%	39	49	-20.4%	45	-13.3%
<b>Total Admissions</b>	<b>1,042</b>	<b>965</b>	<b>8.0%</b>	<b>986</b>	<b>5.7%</b>	<b>2,059</b>	<b>1,972</b>	<b>4.4%</b>	<b>2,091</b>	<b>-1.5%</b>
<b>Patient Days</b>										
Adult & Pediatric	4,736	3,460	36.9%	4,320	9.6%	9,632	7,070	36.2%	8,622	11.7%
ICU	514	376	36.7%	362	42.0%	1,009	768	31.4%	800	26.1%
CCU	383	270	41.9%	482	-20.5%	809	552	46.6%	878	-7.9%
NICU	227	362	-37.3%	196	15.8%	515	740	-30.4%	638	-19.3%
<b>Total Patient Days</b>	<b>5,860</b>	<b>4,468</b>	<b>31.2%</b>	<b>5,360</b>	<b>9.3%</b>	<b>11,965</b>	<b>9,130</b>	<b>31.1%</b>	<b>10,938</b>	<b>9.4%</b>
Observation (Obs) Days	818	442	85.1%	475	72.3%	1,235	903	36.8%	1,247	-1.0%
Nursery Days	286	197	45.2%	281	1.8%	616	394	56.3%	590	4.4%
<b>Total Occupied Beds / Bassinets</b>	<b>6,964</b>	<b>5,107</b>	<b>36.4%</b>	<b>6,116</b>	<b>13.9%</b>	<b>13,816</b>	<b>10,427</b>	<b>32.5%</b>	<b>12,775</b>	<b>8.1%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	5.48	4.36	25.6%	5.33	2.7%	5.67	4.36	29.9%	5.03	12.6%
NICU	16.21	15.08	7.5%	10.89	48.9%	13.21	15.10	-12.6%	14.18	-6.9%
<b>Total ALOS</b>	<b>5.62</b>	<b>4.63</b>	<b>21.5%</b>	<b>5.44</b>	<b>3.5%</b>	<b>5.81</b>	<b>4.63</b>	<b>25.5%</b>	<b>5.23</b>	<b>11.1%</b>
Acute / Adult & Pediatric w/o OB	6.34			6.23	1.7%	6.64			5.99	10.9%
<b>Average Daily Census</b>	<b>195.3</b>	<b>148.9</b>	<b>31.2%</b>	<b>178.7</b>	<b>9.3%</b>	<b>196.1</b>	<b>149.7</b>	<b>31.1%</b>	<b>179.3</b>	<b>9.4%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.7130</b>	<b>1.5386</b>	<b>11.3%</b>	<b>1.7222</b>	<b>-0.5%</b>	<b>1.7311</b>	<b>1.5386</b>	<b>12.5%</b>	<b>1.7404</b>	<b>-0.5%</b>
<b>Medicare</b>										
Admissions	365	347	5.2%	356	2.5%	718	709	1.3%	734	-2.2%
Patient Days	2,363	1,768	33.7%	2,288	3.3%	4,782	3,613	32.4%	4,429	8.0%
Average Length of Stay	6.47	5.10	27.1%	6.43	0.7%	6.66	5.10	30.7%	6.03	10.4%
Case Mix Index	1.9587	1.9446	1%	1.9536	0.3%	2.0044	1.9446	3%	1.8291	9.6%
<b>Medicaid</b>										
Admissions	130	121	7.4%	118	10.2%	280	247	13.4%	271	3.3%
Patient Days	630	501	25.7%	478	31.8%	1,272	1,024	24.2%	1,132	12.4%
Average Length of Stay	4.85	4.14	17.0%	4.05	19.6%	4.54	4.15	9.6%	4.18	8.8%
Case Mix Index	1.3001	0.9632	35%	1.0234	27.0%	1.1915	0.9632	24%	1.0122	17.7%
<b>Commercial</b>										
Admissions	280	257	8.9%	256	9.4%	563	526	7.0%	573	-1.7%
Patient Days	1,316	1,077	22.2%	1,212	8.6%	2,840	2,201	29.0%	2,655	7.0%
Average Length of Stay	4.70	4.19	12.2%	4.73	-0.7%	5.04	4.18	20.6%	4.63	8.9%
Case Mix Index	1.6871	1.5059	12.0%	1.7767	-5.0%	1.7572	1.5059	16.7%	1.4620	20.2%
<b>Self Pay</b>										
Admissions	243	215	13.0%	235	3.4%	447	439	1.8%	460	-2.8%
Patient Days	1,368	1,001	36.7%	1,223	11.9%	2,736	2,046	33.7%	2,419	13.1%
Average Length of Stay	5.63	4.66	20.9%	5.20	8.2%	6.12	4.66	31.3%	5.26	16.4%
Case Mix Index	1.5004	1.5823	-5.2%	1.5814	-5.1%	1.5302	1.5823	-3.3%	1.4166	8.0%
<b>All Other</b>										
Admissions	24	25	-4.0%	21	14.3%	51	51	0.0%	53	-3.8%
Patient Days	183	120	52.5%	159	15.1%	335	245	36.7%	303	10.6%
Average Length of Stay	7.63	4.80	58.9%	7.57	0.7%	6.57	4.80	36.7%	5.72	14.9%
Case Mix Index	2.3217	1.8985	22.3%	2.3980	-3.2%	2.1000	1.8985	10.6%	1.9859	5.7%
<b>Radiology</b>										
InPatient	4,283	3,378	26.8%	3,867	10.8%	8,719	6,902	26.3%	7,964	9.5%
OutPatient	7,070	6,837	3.4%	6,039	17.1%	14,469	13,972	3.6%	13,362	8.3%
<b>Cath Lab</b>										
InPatient	567	447	26.8%	335	69.3%	1,054	913	15.4%	876	20.3%
OutPatient	468	634	-26.2%	459	2.0%	1,011	1,296	-22.0%	1,201	-15.8%
<b>Laboratory</b>										
InPatient	79,735	57,566	38.5%	77,104	3.4%	165,154	117,636	40.4%	151,173	9.2%
OutPatient	57,871	51,503	12.4%	55,636	4.0%	118,004	105,246	12.1%	117,663	0.3%
<b>Other</b>										
Deliveries	168	141	19.1%	166	1.2%	359	288	24.7%	357	0.6%
<b>Surgical Cases</b>										
InPatient	232	235	-1.3%	151	53.6%	467	480	-2.7%	397	17.6%
OutPatient	509	530	-4.0%	481	5.8%	1,015	1,083	-6.3%	1,022	-0.7%
<b>Total Surgical Cases</b>	<b>741</b>	<b>765</b>	<b>-3.1%</b>	<b>632</b>	<b>17.2%</b>	<b>1,482</b>	<b>1,563</b>	<b>-5.2%</b>	<b>1,419</b>	<b>4.4%</b>
<b>GI Procedures (Endo)</b>										
InPatient	182	133	36.8%	64	184.4%	327	272	20.2%	204	60.3%
OutPatient	126	209	-39.7%	96	31.3%	265	427	-37.9%	259	2.3%
<b>Total GI Procedures</b>	<b>308</b>	<b>342</b>	<b>-9.9%</b>	<b>160</b>	<b>92.5%</b>	<b>592</b>	<b>699</b>	<b>-15.3%</b>	<b>463</b>	<b>27.9%</b>

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>OutPatient (O/P)</b>										
Emergency Room Visits	4,477	3,838	16.6%	2,972	50.6%	8,367	7,843	6.7%	6,311	32.6%
Observation Days	818	442	85.1%	475	72.3%	1,235	903	36.8%	1,247	-1.0%
Other O/P Occasions of Service	20,403	16,863	21.0%	18,262	11.7%	40,589	34,459	17.8%	35,852	13.2%
<b>Total O/P Occasions of Svc.</b>	<b>25,698</b>	<b>21,143</b>	<b>21.5%</b>	<b>21,709</b>	<b>18.4%</b>	<b>50,191</b>	<b>43,205</b>	<b>16.2%</b>	<b>43,410</b>	<b>15.6%</b>
<b>Hospital Operations</b>										
Manhours Paid	252,924	263,422	-4.0%	250,733	0.9%	512,778	532,393	-3.7%	515,266	-0.5%
FTE's	1,480.9	1,541.7	-3.9%	1,467.5	0.9%	1,476.3	1,532.3	-3.7%	1,483.3	-0.5%
Adjusted Patient Days	10,394	8,366	24.2%	9,744	6.7%	21,104	17,096	23.4%	20,560	2.6%
Hours / Adjusted Patient Day	24.33	31.49	-22.7%	25.73	-5.4%	24.30	31.14	-22.0%	27.25	-10.8%
Occupancy - Actual Beds	56.0%	42.7%	31.2%	50.2%	11.5%	56.2%	42.9%	31.1%	51.4%	9.4%
FTE's / Adjusted Occupied Bed	4.3	5.5	-22.9%	4.9	-13.0%	4.3	5.5	-22.5%	4.8	-10.5%
<b>InPatient Rehab Unit</b>										
Admissions	-	-	0.0%	38	-100.0%	-	-	0.0%	72	-100.0%
Patient Days	-	-	0.0%	468	-100.0%	-	-	0.0%	914	-100.0%
Average Length of Stay	-	-	0.0%	12.3	-100.0%	-	-	0.0%	12.7	-100.0%
Manhours Paid	-	-	0.0%	8,359	-100.0%	-	-	0.0%	16,514	-100.0%
FTE's	-	-	0.0%	26.9	-100.0%	-	-	0.0%	26.2	-100.0%
<b>Center for Primary Care - Clemons</b>										
Total Medical Visits	653	950	-31.3%	1,450	-55.0%	1,498	1,941	-22.8%	3,069	-51.2%
Manhours Paid	2,334	2,170	7.5%	3,668	-36.4%	4,998	4,435	12.7%	7,013	-28.7%
FTE's	13.6	12.7	7.5%	21.4	-36.4%	14.3	12.7	12.7%	20.1	-28.7%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	537	545	-1.5%	-	0.0%	1,096	1,097	-0.1%	-	0.0%
Manhours Paid	498	1,246	-60.0%	-	0.0%	997	2,508	-60.3%	-	0.0%
FTE's	2.9	7.3	-60.0%	-	0.0%	2.9	7.2	-60.3%	-	0.0%
<b>Center for Primary Care - JBS</b>										
Total Medical Visits	644	615	4.7%	-	0.0%	1,432	1,243	15.2%	-	0.0%
Manhours Paid	678	1,400	-51.6%	-	0.0%	1,429	2,826	-49.4%	-	0.0%
FTE's	4.0	8.2	-51.6%	-	0.0%	4.1	8.1	-49.4%	-	0.0%
<b>Total ECHD Operations</b>										
Total Admissions	1,042	965	8.0%	1,024	1.8%	2,059	1,972	4.4%	2,163	-4.8%
Total Patient Days	5,860	4,468	31.2%	5,828	0.5%	11,965	9,130	31.1%	11,852	1.0%
Total Patient and Obs Days	6,678	4,910	36.0%	6,303	6.0%	13,200	10,033	31.6%	13,099	0.8%
Total FTE's	1,501.4	1,569.8	-4.4%	1,515.8	-1.0%	1,497.6	1,560.4	-4.0%	1,529.6	-2.1%
FTE's / Adjusted Occupied Bed	4.3	5.6	-23.2%	4.7	-7.2%	4.3	5.6	-22.8%	4.5	-4.6%
<b>Total Adjusted Patient Days</b>	<b>10,394</b>	<b>8,366</b>	<b>24.2%</b>	<b>9,744</b>	<b>6.7%</b>	<b>21,104</b>	<b>17,096</b>	<b>23.4%</b>	<b>20,560</b>	<b>2.6%</b>
<b>Hours / Adjusted Patient Day</b>	<b>24.6704</b>	<b>32.06</b>	<b>-23.1%</b>	<b>26.97</b>	<b>-8.5%</b>	<b>24.65</b>	<b>31.71</b>	<b>-22.3%</b>	<b>26.21</b>	<b>-5.9%</b>
<b>Outpatient Factor</b>	<b>1.7738</b>	<b>1.8725</b>	<b>-5.3%</b>	<b>1.6719</b>	<b>6.1%</b>	<b>1.7638</b>	<b>1.8725</b>	<b>-5.8%</b>	<b>1.7347</b>	<b>1.7%</b>
<b>Blended O/P Factor</b>	<b>1.9707</b>	<b>2.0830</b>	<b>-5.4%</b>	<b>1.8898</b>	<b>4.3%</b>	<b>1.9536</b>	<b>2.0987</b>	<b>-6.9%</b>	<b>1.9822</b>	<b>-1.4%</b>
<b>Total Adjusted Admissions</b>	<b>1,848</b>	<b>1,807</b>	<b>2.3%</b>	<b>1,712</b>	<b>8.0%</b>	<b>3,632</b>	<b>3,692</b>	<b>-1.6%</b>	<b>3,752</b>	<b>-3.2%</b>
<b>Hours / Adjusted Admission</b>	<b>138.7414</b>	<b>148.4481</b>	<b>-6.5%</b>	<b>153.4808</b>	<b>-9.6%</b>	<b>143.2371</b>	<b>146.8280</b>	<b>-2.4%</b>	<b>143.5957</b>	<b>-0.2%</b>
<b>FTE's - Hospital Contract</b>	<b>103.9</b>	<b>46.1</b>	<b>125.2%</b>	<b>35.0</b>	<b>196.7%</b>	<b>104.0</b>	<b>46.4</b>	<b>124.2%</b>	<b>37.3</b>	<b>179.1%</b>
<b>FTE's - Mgmt Services</b>	<b>38.4</b>	<b>53.4</b>	<b>-28.0%</b>	<b>44.0</b>	<b>-12.6%</b>	<b>37.8</b>	<b>53.4</b>	<b>-29.3%</b>	<b>44.3</b>	<b>-14.7%</b>
<b>Total FTE's (including Contract)</b>	<b>1,643.7</b>	<b>1,669.3</b>	<b>-1.5%</b>	<b>1,594.8</b>	<b>3.1%</b>	<b>1,639.4</b>	<b>1,660.1</b>	<b>-1.3%</b>	<b>1,611.1</b>	<b>1.8%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>4.7</b>	<b>6.0</b>	<b>-21.0%</b>	<b>4.9</b>	<b>-3.4%</b>	<b>4.7</b>	<b>6.0</b>	<b>-20.6%</b>	<b>4.8</b>	<b>-0.9%</b>
<b>ProCare FTEs</b>	<b>216.2</b>	<b>234.1</b>	<b>-7.7%</b>	<b>202.4</b>	<b>6.8%</b>	<b>215.4</b>	<b>234.1</b>	<b>-8.0%</b>	<b>204.3</b>	<b>5.5%</b>
<b>Total System FTEs</b>	<b>1,859.9</b>	<b>1,903.4</b>	<b>-2.3%</b>	<b>1,797.2</b>	<b>3.5%</b>	<b>1,854.8</b>	<b>1,894.2</b>	<b>-2.1%</b>	<b>1,815.4</b>	<b>2.2%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	2,318	1,701	36.3%	683	239.4%	4,575	3,477	31.6%	1,238	269.5%
West University	1,854	1,860	-0.3%	1,811	2.4%	3,542	3,801	-6.8%	2,292	54.5%
42nd Street	-	2,460	-100.0%	2,731	-100.0%	9	5,025	-99.8%	3,640	-99.8%
<b>Total Urgent Care Visits</b>	<b>4,172</b>	<b>6,021</b>	<b>-30.7%</b>	<b>5,225</b>	<b>-20.2%</b>	<b>8,126</b>	<b>12,303</b>	<b>-34.0%</b>	<b>7,170</b>	<b>13.3%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	404	130	210.8%	130	210.8%	714	286	149.7%	286	149.7%
West Clinic	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>Total Wal-Mart Visits</b>	<b>404</b>	<b>130</b>	<b>210.8%</b>	<b>130</b>	<b>210.8%</b>	<b>714</b>	<b>286</b>	<b>149.7%</b>	<b>286</b>	<b>149.7%</b>

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

	<b>ECTOR COUNTY HOSPITAL DISTRICT</b>		
	<b>HOSPITAL</b>	<b>PRO CARE</b>	<b>DISTRICT</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 57,338,143	\$ 4,400	\$ 57,342,543
Investments	63,772,474	-	63,772,474
Patient Accounts Receivable - Gross	246,903,902	23,526,954	270,430,856
Less: 3rd Party Allowances	(163,728,349)	(9,333,130)	(173,061,479)
Bad Debt Allowance	(52,332,325)	(9,263,803)	(61,596,128)
Net Patient Accounts Receivable	30,843,228	4,930,020	35,773,249
Taxes Receivable	8,641,747	-	8,641,747
Accounts Receivable - Other	7,105,616	34,898	7,140,514
Inventories	7,783,549	420,138	8,203,687
Prepaid Expenses	3,035,536	150,706	3,186,242
<b>Total Current Assets</b>	<b>178,520,293</b>	<b>5,540,162</b>	<b>184,060,455</b>
<b>CAPITAL ASSETS:</b>			
Property and Equipment	493,858,556	393,970	494,252,526
Construction in Progress	1,261,520	-	1,261,520
	495,120,076	393,970	495,514,046
Less: Accumulated Depreciation and Amortization	(327,279,651)	(291,130)	(327,570,780)
<b>Total Capital Assets</b>	<b>167,840,426</b>	<b>102,840</b>	<b>167,943,266</b>
<b>RESTRICTED ASSETS:</b>			
Restricted Assets Held by Trustee	4,896	-	4,896
Restricted Assets Held in Endowment	6,303,870	-	6,303,870
Restricted TPC, LLC	1,078,095	-	1,078,095
Restricted MCH West Texas Services	2,327,526	-	2,327,526
Pension, Deferred Outflows of Resources	29,138,210	-	29,138,210
Assets whose use is Limited	-	99,668	99,668
<b>TOTAL ASSETS</b>	<b>\$ 385,213,315</b>	<b>\$ 5,742,670</b>	<b>\$ 390,955,985</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>CURRENT LIABILITIES:</b>			
Current Maturities of Long-Term Debt	\$ 2,576,536	\$ -	\$ 2,576,536
Self-Insurance Liability - Current Portion	2,975,092	-	2,975,092
Accounts Payable	20,465,152	1,541,724	22,006,876
A/R Credit Balances	2,717,455	-	2,717,455
Accrued Interest	274,019	-	274,019
Accrued Salaries and Wages	4,612,879	3,929,117	8,541,996
Accrued Compensated Absences	4,306,168	-	4,306,168
Due to Third Party Payors	12,901,244	-	12,901,244
Deferred Revenue	(2,124,284)	304,659	(1,819,625)
<b>Total Current Liabilities</b>	<b>48,704,261</b>	<b>5,775,501</b>	<b>54,479,761</b>
ACCRUED POST RETIREMENT BENEFITS	88,180,533	-	88,180,533
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	-	1,688,420
LONG-TERM DEBT - Less Current Maturities	54,226,224	-	54,226,224
<b>Total Liabilities</b>	<b>192,799,437</b>	<b>5,775,501</b>	<b>198,574,938</b>
<b>FUND BALANCE</b>	<b>192,413,878</b>	<b>(32,831)</b>	<b>192,381,047</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 385,213,315</b>	<b>\$ 5,742,670</b>	<b>\$ 390,955,985</b>

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

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
<b>ASSETS</b>				
<b>CURRENT ASSETS:</b>				
Cash and Cash Equivalents	\$ 57,342,543	\$ 51,186,029	\$ 4,500	\$ 6,152,014
Investments	63,772,474	63,929,700	-	(157,226)
Patient Accounts Receivable - Gross	270,430,856	238,367,515	23,851,173	8,212,168
Less: 3rd Party Allowances	(173,061,479)	(153,865,506)	(10,248,128)	(8,947,845)
Bad Debt Allowance	(61,596,128)	(53,122,125)	(8,592,762)	118,758
Net Patient Accounts Receivable	35,773,249	31,379,884	5,010,283	(616,918)
Taxes Receivable	8,641,747	8,121,560	-	520,187
Accounts Receivable - Other	7,140,514	13,516,790	36,244	(6,412,520)
Inventories	8,203,687	7,642,276	420,138	141,273
Prepaid Expenses	3,186,242	3,223,336	159,539	(196,633)
<b>Total Current Assets</b>	<b>184,060,455</b>	<b>178,999,575</b>	<b>5,630,704</b>	<b>(569,824)</b>
<b>CAPITAL ASSETS:</b>				
Property and Equipment	494,252,526	494,009,653	393,970	(151,097)
Construction in Progress	1,261,520	886,158	-	375,363
	495,514,046	494,895,810	393,970	224,266
Less: Accumulated Depreciation and Amortization	(327,570,780)	(324,671,790)	(288,301)	(2,610,689)
<b>Total Capital Assets</b>	<b>167,943,266</b>	<b>170,224,021</b>	<b>105,668</b>	<b>(2,386,423)</b>
<b>RESTRICTED ASSETS:</b>				
Restricted Assets Held by Trustee	4,896	4,896	-	-
Restricted Assets Held in Endowment	6,303,870	6,303,870	-	-
Restricted TPC, LLC	1,078,095	1,169,753	-	(91,658)
Restricted MCH West Texas Services	2,327,526	2,322,472	-	5,055
Pension, Deferred Outflows of Resources	29,138,210	29,138,210	-	-
Assets whose use is Limited	99,668	-	97,008	2,660
<b>TOTAL ASSETS</b>	<b>\$ 390,955,985</b>	<b>\$ 388,162,796</b>	<b>\$ 5,833,380</b>	<b>\$ (3,040,191)</b>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>CURRENT LIABILITIES:</b>				
Current Maturities of Long-Term Debt	\$ 2,576,536	\$ 2,556,272	\$ -	\$ 20,264
Self-Insurance Liability - Current Portion	2,975,092	2,975,092	-	-
Accounts Payable	22,006,876	16,754,399	1,363,641	3,888,836
A/R Credit Balances	2,717,455	2,342,858	-	374,597
Accrued Interest	274,019	19,294	-	254,725
Accrued Salaries and Wages	8,541,996	4,066,267	4,173,631	302,098
Accrued Compensated Absences	4,306,168	4,151,036	-	155,132
Due to Third Party Payors	12,901,244	15,115,504	-	(2,214,260)
Deferred Revenue	(1,819,625)	422,820	328,939	(2,571,383)
<b>Total Current Liabilities</b>	<b>54,479,761</b>	<b>48,403,543</b>	<b>5,866,210</b>	<b>210,008</b>
ACCRUED POST RETIREMENT BENEFITS	88,180,533	87,114,505	-	1,066,028
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	1,688,420	-	-
LONG-TERM DEBT - Less Current Maturities	54,226,224	54,414,462	-	(188,238)
<b>Total Liabilities</b>	<b>198,574,938</b>	<b>191,620,930</b>	<b>5,866,210</b>	<b>1,087,798</b>
<b>FUND BALANCE</b>	<b>192,381,047</b>	<b>196,541,866</b>	<b>(32,831)</b>	<b>(4,127,988)</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 390,955,985</b>	<b>\$ 388,162,796</b>	<b>\$ 5,833,380</b>	<b>\$ (3,040,191)</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Inpatient Revenue	\$ 56,974,330	\$ 48,310,164	17.9%	\$ 52,220,459	9.1%	\$ 117,020,144	\$ 98,713,011	18.5%	\$ 106,471,552	9.9%
Outpatient Revenue	55,307,067	52,321,598	5.7%	46,464,513	19.0%	111,592,711	108,457,340	2.9%	104,576,221	6.7%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 112,281,398</b>	<b>\$ 100,631,762</b>	<b>11.6%</b>	<b>\$ 98,684,972</b>	<b>13.8%</b>	<b>\$ 228,612,855</b>	<b>\$ 207,170,351</b>	<b>10.4%</b>	<b>\$ 211,047,773</b>	<b>8.3%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 71,813,830	\$ 61,651,366	16.5%	\$ 58,963,933	21.8%	\$ 150,988,378	\$ 126,760,889	19.1%	\$ 128,031,957	17.9%
Policy Adjustments	848,792	1,796,310	-52.7%	3,351,705	-74.7%	1,617,148	3,834,200	-57.8%	5,122,080	-68.4%
Uninsured Discount	5,575,633	9,400,198	-40.7%	9,267,747	-39.8%	13,531,661	19,329,442	-30.0%	18,728,286	-27.7%
Indigent	860,446	1,621,201	-46.9%	2,178,000	-60.5%	1,895,846	3,313,038	-42.8%	2,812,190	-32.6%
Provision for Bad Debts	11,863,149	5,395,642	119.9%	3,432,710	245.6%	17,534,523	11,233,007	56.1%	12,021,392	45.9%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 90,961,850</b>	<b>\$ 79,864,717</b>	<b>13.9%</b>	<b>\$ 77,194,095</b>	<b>17.8%</b>	<b>\$ 185,567,555</b>	<b>\$ 164,470,576</b>	<b>12.8%</b>	<b>\$ 166,715,905</b>	<b>11.3%</b>
	<b>81.01%</b>	<b>79.36%</b>		<b>78.22%</b>		<b>81.17%</b>	<b>79.39%</b>		<b>78.99%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 2,206,974	\$ 1,892,772	16.6%	\$ 1,954,337	12.9%	\$ 3,967,738	\$ 3,785,544	4.8%	\$ 3,908,673	1.5%
DSRIP	1,282,780	1,282,780	0.0%	547,173	134.4%	2,565,560	2,565,560	0.0%	1,094,346	134.4%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 3,489,754</b>	<b>\$ 3,175,552</b>	<b>9.9%</b>	<b>\$ 2,501,510</b>	<b>39.5%</b>	<b>\$ 6,533,298</b>	<b>\$ 6,351,104</b>	<b>2.9%</b>	<b>\$ 5,003,019</b>	<b>30.6%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 24,809,302</b>	<b>\$ 23,942,597</b>	<b>3.6%</b>	<b>\$ 23,992,386</b>	<b>3.4%</b>	<b>\$ 49,578,598</b>	<b>\$ 49,050,879</b>	<b>1.1%</b>	<b>\$ 49,334,887</b>	<b>0.5%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 5,961,093	\$ 5,474,428	8.9%	\$ 4,802,934	24.1%	\$ 11,346,666	\$ 10,904,030	4.1%	\$ 10,039,554	13.0%
Other Revenue	1,012,982	861,236	17.6%	753,432	34.4%	1,898,843	1,729,799	9.8%	1,683,958	12.8%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,974,075</b>	<b>\$ 6,335,664</b>	<b>10.1%</b>	<b>\$ 5,556,366</b>	<b>25.5%</b>	<b>\$ 13,245,509</b>	<b>\$ 12,633,829</b>	<b>4.8%</b>	<b>\$ 11,723,512</b>	<b>13.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 31,783,376</b>	<b>\$ 30,278,261</b>	<b>5.0%</b>	<b>\$ 29,548,753</b>	<b>7.6%</b>	<b>\$ 62,824,106</b>	<b>\$ 61,684,708</b>	<b>1.8%</b>	<b>\$ 61,058,399</b>	<b>2.9%</b>
<b><u>OPERATING EXPENSES</u></b>										
Salaries and Wages	\$ 12,681,280	\$ 12,705,603	-0.2%	\$ 13,247,750	-4.3%	\$ 25,614,160	\$ 25,723,293	-0.4%	\$ 26,390,886	-2.9%
Benefits	2,888,727	2,893,950	-0.2%	2,725,156	6.0%	5,652,784	5,829,748	-3.0%	5,365,111	5.4%
Temporary Labor	2,934,204	981,203	199.0%	842,775	248.2%	6,174,484	1,996,303	209.3%	1,705,790	262.0%
Physician Fees	1,375,759	1,259,979	9.2%	1,345,072	2.3%	2,842,878	2,519,958	12.8%	2,828,838	0.5%
Texas Tech Support	868,326	885,637	-2.0%	858,977	1.1%	1,741,560	1,771,274	-1.7%	1,682,734	3.5%
Purchased Services	3,976,699	4,313,223	-7.8%	3,989,658	-0.3%	8,288,257	8,653,679	-4.2%	8,128,758	2.0%
Supplies	5,665,599	4,813,535	17.7%	5,196,124	9.0%	11,178,199	9,808,682	14.0%	10,292,148	8.6%
Utilities	321,907	307,354	4.7%	305,571	5.3%	652,489	680,363	-4.1%	676,249	-3.5%
Repairs and Maintenance	976,448	803,372	21.5%	697,723	39.9%	1,840,707	1,604,744	14.7%	1,371,336	34.2%
Leases and Rent	419,309	152,160	175.6%	137,257	205.5%	613,568	304,090	101.8%	287,132	113.7%
Insurance	162,901	155,580	4.7%	131,235	24.1%	316,668	311,160	1.8%	299,409	5.8%
Interest Expense	156,462	133,754	17.0%	143,246	9.2%	254,782	267,587	-4.8%	246,432	3.4%
ECHDA	155,140	200,924	-22.8%	213,185	-27.2%	332,916	401,848	-17.2%	364,180	-8.6%
Other Expense	106,501	167,554	-36.4%	75,641	40.8%	227,334	345,138	-34.1%	181,283	25.4%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 32,689,263</b>	<b>\$ 29,773,828</b>	<b>9.8%</b>	<b>\$ 29,909,370</b>	<b>9.3%</b>	<b>\$ 65,730,785</b>	<b>\$ 60,217,867</b>	<b>9.2%</b>	<b>\$ 59,820,288</b>	<b>9.9%</b>
Depreciation/Amortization	\$ 1,664,332	\$ 1,559,873	6.7%	\$ 1,584,285	5.1%	\$ 3,332,925	\$ 3,171,462	5.1%	\$ 3,152,711	5.7%
(Gain) Loss on Sale of Assets	-	681	-100.0%	2,700	-100.0%	7,515	1,362	451.7%	2,700	178.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 34,353,595</b>	<b>\$ 31,334,382</b>	<b>9.6%</b>	<b>\$ 31,496,355</b>	<b>9.1%</b>	<b>\$ 69,071,225</b>	<b>\$ 63,390,691</b>	<b>9.0%</b>	<b>\$ 62,975,698</b>	<b>9.7%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (2,570,218)</b>	<b>\$ (1,056,121)</b>	<b>-143.4%</b>	<b>\$ (1,947,603)</b>	<b>-32.0%</b>	<b>\$ (6,247,119)</b>	<b>\$ (1,705,983)</b>	<b>266.2%</b>	<b>\$ (1,917,299)</b>	<b>225.8%</b>
Operating Margin	-8.09%	-3.49%	131.8%	-6.59%	22.7%	-9.94%	-2.77%	259.5%	-3.14%	216.7%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 3,545	\$ 17,785	-80.1%	\$ 11,818	-70.0%	\$ 7,336	\$ 35,570	-79.4%	\$ 29,391	-75.0%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	11,772	-100.0%	-	-	-	23,544	-100.0%	-	-
COVID-19 Stimulus	2,215,423	-	0.0%	-	0.0%	2,215,423	-	0.0%	-	0.0%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (351,251)</b>	<b>\$ (1,026,564)</b>	<b>65.8%</b>	<b>\$ (1,935,785)</b>	<b>81.9%</b>	<b>\$ (4,024,360)</b>	<b>\$ (1,646,869)</b>	<b>-144.4%</b>	<b>\$ (1,887,908)</b>	<b>-113.2%</b>
Unrealized Gain/(Loss) on Investments	\$ (61,309)	\$ (9,360)	0.0%	\$ (1,591)	3753.8%	\$ (108,684)	\$ (18,720)	0.0%	\$ (345)	31376.0%
Investment in Subsidiaries	648	124,344	-99.5%	4,320	-85.0%	5,055	248,688	-98.0%	27,227	-81.4%
<b>CHANGE IN NET POSITION</b>	<b>\$ (411,911)</b>	<b>\$ (911,580)</b>	<b>54.8%</b>	<b>\$ (1,933,055)</b>	<b>78.7%</b>	<b>\$ (4,127,989)</b>	<b>\$ (1,416,901)</b>	<b>-191.3%</b>	<b>\$ (1,861,026)</b>	<b>-121.8%</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Revenue	\$ 56,974,330	\$ 48,310,164	17.9%	\$ 52,220,459	9.1%	\$ 117,020,144	\$ 98,713,011	18.5%	\$ 106,471,552	9.9%
Outpatient Revenue	44,085,898	42,149,918	4.6%	35,085,840	25.7%	89,385,117	86,123,457	3.8%	78,224,431	14.3%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 101,060,228</b>	<b>\$ 90,460,082</b>	<b>11.7%</b>	<b>\$ 87,306,299</b>	<b>15.8%</b>	<b>\$ 206,405,261</b>	<b>\$ 184,836,468</b>	<b>11.7%</b>	<b>\$ 184,695,983</b>	<b>11.8%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 66,907,315	\$ 56,996,593	17.4%	\$ 53,604,414	24.8%	\$ 140,152,301	\$ 116,477,962	20.3%	\$ 116,272,903	20.5%
Policy Adjustments	199,087	891,922	-77.7%	2,688,419	-92.6%	575,493	1,822,497	-68.4%	2,765,172	-79.2%
Uninsured Discount	5,075,860	8,793,818	-42.3%	8,554,303	-40.7%	12,704,468	17,969,381	-29.3%	16,611,031	-23.5%
Indigent Care	831,819	1,608,957	-48.3%	2,182,076	-61.9%	1,864,571	3,286,565	-43.3%	2,810,672	-33.7%
Provision for Bad Debts	10,177,109	4,580,688	122.2%	2,058,706	394.3%	15,038,781	9,360,063	60.7%	9,105,768	65.2%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 83,191,191</b>	<b>\$ 72,871,978</b>	<b>14.2%</b>	<b>\$ 69,087,918</b>	<b>20.4%</b>	<b>\$ 170,335,614</b>	<b>\$ 148,916,468</b>	<b>14.4%</b>	<b>\$ 147,565,545</b>	<b>15.4%</b>
		82.32%		79.13%		82.52%	80.57%		79.90%	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 2,206,974	\$ 1,892,772	16.6%	\$ 1,954,337	12.9%	\$ 3,967,738	\$ 3,785,544	4.8%	\$ 3,908,673	1.5%
DSRIP	1,282,780	1,282,780	0.0%	547,173	134.4%	2,565,560	2,565,560	0.0%	1,094,346	134.4%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 3,489,754</b>	<b>\$ 3,175,552</b>	<b>9.9%</b>	<b>\$ 2,501,510</b>	<b>39.5%</b>	<b>\$ 6,533,298</b>	<b>\$ 6,351,104</b>	<b>2.9%</b>	<b>\$ 5,003,019</b>	<b>30.6%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 21,358,791</b>	<b>\$ 20,763,656</b>	<b>2.9%</b>	<b>\$ 20,719,891</b>	<b>3.1%</b>	<b>\$ 42,602,946</b>	<b>\$ 42,271,104</b>	<b>0.8%</b>	<b>\$ 42,133,457</b>	<b>1.1%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 5,961,093	\$ 5,474,428	8.9%	\$ 4,802,934	24.1%	\$ 11,346,666	\$ 10,904,030	4.1%	\$ 10,039,554	13.0%
Other Revenue	680,364	668,224	1.8%	567,980	19.8%	1,384,198	1,339,725	3.3%	1,168,690	18.4%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,641,457</b>	<b>\$ 6,142,652</b>	<b>8.1%</b>	<b>\$ 5,370,914</b>	<b>23.7%</b>	<b>\$ 12,730,863</b>	<b>\$ 12,243,755</b>	<b>4.0%</b>	<b>\$ 11,208,243</b>	<b>13.6%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 28,000,248</b>	<b>\$ 26,906,308</b>	<b>4.1%</b>	<b>\$ 26,090,805</b>	<b>7.3%</b>	<b>\$ 55,333,809</b>	<b>\$ 54,514,859</b>	<b>1.5%</b>	<b>\$ 53,341,700</b>	<b>3.7%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 8,667,685	\$ 8,593,804	0.9%	\$ 9,524,879	-9.0%	\$ 17,563,132	\$ 17,448,814	0.7%	\$ 18,732,406	-6.2%
Benefits	2,547,518	2,539,977	0.3%	2,412,806	5.6%	4,941,377	5,114,549	-3.4%	4,716,063	4.8%
Temporary Labor	2,748,760	780,086	252.4%	602,923	355.9%	5,747,755	1,594,069	260.6%	1,287,230	346.5%
Physician Fees	1,227,105	1,144,616	7.2%	1,228,283	-0.1%	2,555,385	2,289,232	11.6%	2,600,437	-1.7%
Texas Tech Support	868,326	885,637	-2.0%	858,977	1.1%	1,741,560	1,771,274	-1.7%	1,682,734	3.5%
Purchased Services	3,999,943	4,316,436	-7.3%	3,994,309	0.1%	8,423,210	8,637,970	-2.5%	8,098,825	4.0%
Supplies	5,569,069	4,702,654	18.4%	5,088,894	9.4%	10,959,043	9,575,120	14.5%	10,057,177	9.0%
Utilities	321,443	306,849	4.8%	304,585	5.5%	650,974	679,353	-4.2%	674,618	-3.5%
Repairs and Maintenance	975,257	803,267	21.4%	697,723	39.8%	1,839,516	1,604,534	14.6%	1,371,336	34.1%
Leases and Rentals	265,166	(7,470)	-3649.7%	(26,043)	-1118.2%	304,844	(14,940)	-2140.5%	(39,690)	-868.1%
Insurance	112,809	103,977	8.5%	81,242	38.9%	214,090	207,954	3.0%	200,547	6.8%
Interest Expense	156,462	133,754	17.0%	143,246	9.2%	254,782	267,587	-4.8%	246,432	3.4%
ECHDA	155,140	200,924	-22.8%	213,185	-27.2%	332,916	401,848	-17.2%	364,180	-8.6%
Other Expense	61,737	93,289	-33.8%	33,271	85.6%	125,213	195,189	-35.9%	77,932	60.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 27,676,419</b>	<b>\$ 24,597,800</b>	<b>12.5%</b>	<b>\$ 25,158,279</b>	<b>10.0%</b>	<b>\$ 55,653,797</b>	<b>\$ 49,772,553</b>	<b>11.8%</b>	<b>\$ 50,070,226</b>	<b>11.2%</b>
Depreciation/Amortization	\$ 1,659,178	\$ 1,551,727	6.9%	\$ 1,577,320	5.2%	\$ 3,322,851	\$ 3,155,170	5.3%	\$ 3,138,567	5.9%
(Gain)/Loss on Disposal of Assets	-	681	-100.0%	2,700	-100.0%	-	1,362	100.0%	2,700	-100.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 29,335,596</b>	<b>\$ 26,150,208</b>	<b>12.2%</b>	<b>\$ 26,738,299</b>	<b>9.7%</b>	<b>\$ 58,976,647</b>	<b>\$ 52,929,085</b>	<b>11.4%</b>	<b>\$ 53,211,493</b>	<b>10.8%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (1,335,348)</b>	<b>\$ 756,100</b>	<b>-276.6%</b>	<b>\$ (647,495)</b>	<b>-106.2%</b>	<b>\$ (3,642,838)</b>	<b>\$ 1,585,774</b>	<b>-329.7%</b>	<b>\$ 130,207</b>	<b>-2897.7%</b>
Operating Margin	-4.77%	2.81%	-269.7%	-2.48%	92.2%	-6.58%	2.91%	-326.3%	0.24%	-2797.0%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 3,545	\$ 17,785	-80.1%	\$ 11,818	-70.0%	\$ 7,336	\$ 35,570	-79.4%	\$ 29,391	-75.0%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	11,772	-100.0%	-	0.0%	-	23,544	-100.0%	-	0.0%
COVID-19 Stimulus	2,215,423	-	0.0%	-	0.0%	2,215,423	-	-	-	0.0%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ 883,619</b>	<b>\$ 785,657</b>	<b>12.5%</b>	<b>\$ (635,677)</b>	<b>-239.0%</b>	<b>\$ (1,420,079)</b>	<b>\$ 1,644,888</b>	<b>-186.3%</b>	<b>\$ 159,598</b>	<b>-989.8%</b>
Procure Capital Contribution	(1,234,870)	(1,812,221)	-31.9%	(1,300,108)	-5.0%	(2,604,281)	(3,291,757)	-20.9%	(2,047,506)	27.2%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (351,251)</b>	<b>\$ (1,026,564)</b>	<b>65.8%</b>	<b>\$ (1,935,785)</b>	<b>81.9%</b>	<b>\$ (4,024,360)</b>	<b>\$ (1,646,869)</b>	<b>-144.4%</b>	<b>\$ (1,887,908)</b>	<b>-113.2%</b>
Unrealized Gain/(Loss) on Investments	\$ (61,309)	\$ (9,360)	555.0%	\$ (1,591)	3753.8%	\$ (108,684)	\$ (18,720)	480.6%	\$ (345)	31376.0%
Investment in Subsidiaries	648	124,344	-99.5%	4,320	-85.0%	5,055	248,688	-98.0%	27,227	-81.4%
<b>CHANGE IN NET POSITION</b>	<b>\$ (411,911)</b>	<b>\$ (911,580)</b>	<b>54.8%</b>	<b>\$ (1,933,055)</b>	<b>78.7%</b>	<b>\$ (4,127,989)</b>	<b>\$ (1,416,901)</b>	<b>-191.3%</b>	<b>\$ (1,861,026)</b>	<b>-121.8%</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 11,221,170	\$ 10,171,680	10.3%	\$ 11,378,673	-1.4%	\$ 22,207,594	\$ 22,333,883	-0.6%	\$ 26,351,790	-15.7%
<b>TOTAL PATIENT REVENUE</b>	\$ 11,221,170	\$ 10,171,680	10.3%	\$ 11,378,673	-1.4%	\$ 22,207,594	\$ 22,333,883	-0.6%	\$ 26,351,790	-15.7%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 4,906,515	\$ 4,654,773	5.4%	\$ 5,359,519	-8.5%	\$ 10,836,078	\$ 10,282,927	5.4%	\$ 11,759,054	-7.8%
Policy Adjustments	649,705	904,388	-28.2%	663,287	-2.0%	1,041,654	2,011,703	-48.2%	2,356,908	-55.8%
Uninsured Discount	499,773	606,380	-17.6%	713,444	-29.9%	827,192	1,360,061	-39.2%	2,117,256	-60.9%
Indigent	28,627	12,244	133.8%	(4,076)	-802.3%	31,275	26,473	18.1%	1,518	1960.6%
Provision for Bad Debts	1,686,040	814,954	106.9%	1,374,004	22.7%	2,495,742	1,872,944	33.3%	2,915,624	-14.4%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 7,770,659	\$ 6,992,739	11.1%	\$ 8,106,177	-4.1%	\$ 15,231,941	\$ 15,554,108	-2.1%	\$ 19,150,359	-20.5%
	69.25%	68.75%		71.24%		68.59%	69.64%		72.67%	
<b>NET PATIENT REVENUE</b>	\$ 3,450,510	\$ 3,178,941	8.5%	\$ 3,272,496	5.4%	\$ 6,975,652	\$ 6,779,775	2.9%	\$ 7,201,430	-3.1%
						31.4%				
<b>OTHER REVENUE</b>										
Other Income	\$ 332,618	\$ 193,012	72.3%	\$ 185,452	79.4%	\$ 514,645	\$ 390,074	31.9%	\$ 515,269	-0.1%
<b>TOTAL OTHER REVENUE</b>	\$ 332,618	\$ 193,012	72.3%	\$ 185,452	79.4%	\$ 514,645	\$ 390,074	31.9%	\$ 515,269	-0.1%
<b>NET OPERATING REVENUE</b>	\$ 3,783,128	\$ 3,371,953	12.2%	\$ 3,457,948	9.4%	\$ 7,490,297	\$ 7,169,849	4.5%	\$ 7,716,699	-2.9%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 4,013,595	\$ 4,111,799	-2.4%	\$ 3,722,870	7.8%	\$ 8,051,027	\$ 8,274,479	-2.7%	\$ 7,658,480	5.1%
Benefits	341,210	353,973	-3.6%	312,350	9.2%	711,407	715,199	-0.5%	649,048	9.6%
Temporary Labor	185,444	201,117	-7.8%	239,852	-22.7%	426,729	402,234	6.1%	418,560	2.0%
Physician Fees	148,654	115,363	28.9%	116,789	27.3%	287,493	230,726	24.6%	228,401	25.9%
Purchased Services	(23,244)	(3,213)	623.4%	(4,650)	399.9%	(134,953)	15,709	-959.1%	29,933	-550.9%
Supplies	96,530	110,881	-12.9%	107,230	-10.0%	219,156	233,562	-6.2%	234,971	-6.7%
Utilities	465	505	-8.0%	986	-52.9%	1,516	1,010	50.1%	1,632	-7.1%
Repairs and Maintenance	1,190.75	105	1034.0%	-	0.0%	1,191	210	467.0%	-	0.0%
Leases and Rentals	154,143	159,630	-3.4%	163,300	-5.6%	308,724	319,030	-3.2%	326,822	-5.5%
Insurance	50,092	51,603	-2.9%	49,994	0.2%	102,578	103,206	-0.6%	98,863	3.8%
Other Expense	44,764	74,265	-39.7%	42,370	5.7%	102,121	149,949	-31.9%	103,352	-1.2%
<b>TOTAL OPERATING EXPENSES</b>	\$ 5,012,844	\$ 5,176,028	-3.2%	\$ 4,751,091	5.5%	\$ 10,076,989	\$ 10,445,314	-3.5%	\$ 9,750,061	3.4%
Depreciation/Amortization	\$ 5,154	\$ 8,146	-36.7%	\$ 6,965	-26.0%	\$ 10,075	\$ 16,292	-38.2%	\$ 14,144	-28.8%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	7,515	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 5,017,998	\$ 5,184,174	-3.2%	\$ 4,758,056	5.5%	\$ 10,094,578	\$ 10,461,606	-3.5%	\$ 9,764,205	3.4%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (1,234,870)	\$ (1,812,221)	31.9%	\$ (1,300,108)	-5.0%	\$ (2,604,281)	\$ (3,291,757)	20.9%	\$ (2,047,506)	-27.2%
Operating Margin	-32.64%	-53.74%	-39.3%	-37.60%	-13.2%	-34.77%	-45.91%	-24.3%	-26.53%	31.0%
COVID-19 Stimulus	\$ -	\$ -		\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 1,234,870	\$ 1,812,221	-31.9%	\$ 1,300,108	-5.0%	\$ 2,604,281	\$ 3,291,757	-20.9%	\$ 2,047,506	27.2%
<b>CAPITAL CONTRIBUTION</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	8,575	7,809	9.81%	7,203	19.05%	17,566	16,322	7.62%	15,416	13.95%
Total Hospital Visits	6,058	4,777	26.82%	4,601	31.67%	12,128	9,911	22.37%	9,779	24.02%
Total Procedures	11,864	11,306	4.94%	10,968	8.17%	24,227	24,821	-2.39%	25,208	-3.89%
Total Surgeries	924	687	34.50%	680	35.88%	1,693	1,487	13.85%	1,425	18.81%
Total Provider FTE's	91.2	96.4	-5.39%	91.6	-0.44%	91.9	96.4	-4.69%	91.3	0.61%
Total Staff FTE's	111.9	124.7	-10.30%	98.4	13.68%	110.5	124.7	-11.42%	100.5	9.89%
Total Administrative FTE's	13.1	13.0	0.83%	12.4	5.71%	13.1	13.0	0.69%	12.4	5.39%
Total FTE's	216.2	234.1	-7.66%	202.4	6.80%	215.4	234.1	-7.98%	204.3	5.47%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 172,401	\$ 325,889	-47.1%	\$ 548,140	-68.5%	\$ 418,193	\$ 665,843	-37.2%	\$ 1,193,346	-65.0%
<b>TOTAL PATIENT REVENUE</b>	\$ 172,401	\$ 325,889	-47.1%	\$ 548,140	-68.5%	\$ 418,193	\$ 665,843	-37.2%	\$ 1,193,346	-65.0%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 78,326	\$ 177,246	-55.8%	\$ 303,348	-74.2%	\$ 375,797	\$ 362,141	3.8%	\$ 661,141	-43.2%
Self Pay Adjustments	21,824	50,847	-57.1%	58,329	-62.6%	35,254	103,888	-66.1%	143,235	-75.4%
Bad Debts	31,963	10,415	206.9%	30,568	4.6%	(83,501)	21,279	-492.4%	57,933	-244.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 132,113	\$ 238,508	-44.6%	\$ 392,244	-66.3%	\$ 327,551	\$ 487,308	-32.8%	\$ 862,309	-62.0%
	76.6%	73.2%		71.6%		78.3%	73.2%		72.3%	
<b>NET PATIENT REVENUE</b>	\$ 40,288	\$ 87,381	-53.9%	\$ 155,895	-74.2%	\$ 90,642	\$ 178,535	-49.2%	\$ 331,037	-72.6%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 63,815	\$ 25,436	0.0%	\$ 12,722	401.6%	\$ 81,818	\$ 50,872	0.0%	\$ 22,038	271.3%
<b>TOTAL OTHER REVENUE</b>	\$ 63,815	\$ 25,436	150.9%	\$ 12,722	401.6%	\$ 81,818	\$ 50,872	60.8%	\$ 22,038	271.3%
<b>NET OPERATING REVENUE</b>	\$ 104,102	\$ 112,817	-7.7%	\$ 168,618	-38.3%	\$ 172,459	\$ 229,407	-24.8%	\$ 353,075	-51.2%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 68,478	\$ 56,757	20.7%	\$ 99,384	-31.1%	\$ 140,027	\$ 115,962	20.8%	\$ 181,330	-22.8%
Benefits	20,126	16,775	20.0%	25,175	-20.1%	39,396	33,990	15.9%	45,651	-13.7%
Physician Services	99,111	68,581	44.5%	148,602	-33.3%	177,381	137,162	29.3%	284,535	-37.7%
Cost of Drugs Sold	5,540	2,956	87.4%	8,485	-34.7%	5,215	6,040	-13.7%	14,503	-64.0%
Supplies	5,517	4,398	25.4%	2,162	155.2%	10,780	8,940	20.6%	10,131	6.4%
Utilities	3,154	2,960	6.6%	2,961	6.5%	6,238	6,619	-5.8%	6,620	-5.8%
Repairs and Maintenance	6,599	1,799	266.8%	675	877.7%	8,933	3,598	148.3%	4,646	92.3%
Leases and Rentals	505	477	5.8%	468	7.8%	991	954	3.9%	992	0.0%
Other Expense	1,000	1,125	-11.1%	1,000	0.0%	5,335	2,250	137.1%	2,100	154.1%
<b>TOTAL OPERATING EXPENSES</b>	\$ 210,029	\$ 155,828	34.8%	\$ 288,911	-27.3%	\$ 394,296	\$ 315,515	25.0%	\$ 550,507	-28.4%
Depreciation/Amortization	\$ 2,625	\$ 3,874	-32.2%	\$ 3,919	-33.0%	\$ 5,267	\$ 7,876	-33.1%	\$ 8,000	-34.2%
<b>TOTAL OPERATING COSTS</b>	\$ 212,654	\$ 159,702	33.2%	\$ 292,830	-27.4%	\$ 399,563	\$ 323,391	23.6%	\$ 558,508	-28.5%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (108,552)	\$ (46,885)	-131.5%	\$ (124,213)	12.6%	\$ (227,103)	\$ (93,984)	-141.6%	\$ (205,433)	10.5%
Operating Margin	-104.27%	-41.56%	150.9%	-73.67%	41.6%	-131.69%	-40.97%	221.4%	-58.18%	126.3%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	653	950	-31.3%	1,450	-55.0%	1,498	1,941	-22.8%	3,069	-51.2%
Average Revenue per Office Visit	264.01	343.04	-23.0%	378.03	-30.2%	279.17	343.04	-18.6%	388.84	-28.2%
Hospital FTE's (Salaries and Wages)	13.6	12.7	7.5%	21.4	-36.4%	14.3	12.7	12.7%	20.1	-28.7%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 150,744	\$ 169,515	-11.1%	\$ 748	20052.9%	\$ 318,652	\$ 341,207	-6.6%	\$ 967	32863.8%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 150,744</b>	<b>\$ 169,515</b>	<b>-11.1%</b>	<b>\$ 748</b>	<b>20052.9%</b>	<b>\$ 318,652</b>	<b>\$ 341,207</b>	<b>-6.6%</b>	<b>\$ 967</b>	<b>32863.8%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 85,532	\$ 96,256	-11.1%	\$ (6,481)	-1419.7%	\$ 195,503	\$ 193,748	0.9%	\$ (9,231)	-2218.0%
Self Pay Adjustments	8,421	22,137	-62.0%	(2,432)	-446.3%	14,384	44,558	-67.7%	(13,399)	-207.4%
Bad Debts	9,127	-	0.0%	9,488	-3.8%	2,199	-	0.0%	23,249	-90.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 103,080</b>	<b>\$ 118,393</b>	<b>-12.9%</b>	<b>\$ 575</b>	<b>17836.7%</b>	<b>\$ 212,086</b>	<b>\$ 238,306</b>	<b>-11.0%</b>	<b>\$ 619</b>	<b>34147.2%</b>
	<b>68.38%</b>	<b>69.84%</b>		<b>76.83%</b>		<b>66.56%</b>	<b>69.84%</b>		<b>64.06%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 47,663</b>	<b>\$ 51,122</b>	<b>-6.8%</b>	<b>\$ 173</b>	<b>27401.9%</b>	<b>\$ 106,566</b>	<b>\$ 102,901</b>	<b>3.6%</b>	<b>\$ 347</b>	<b>30576.1%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 47,663</b>	<b>\$ 51,122</b>	<b>-6.8%</b>	<b>\$ 173</b>	<b>27401.9%</b>	<b>\$ 106,566</b>	<b>\$ 102,901</b>	<b>3.6%</b>	<b>\$ 347</b>	<b>30576.1%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 5,576	\$ 26,053	-78.6%	\$ -	100.0%	\$ 12,744	\$ 52,441	-75.7%	\$ -	100.0%
Benefits	1,639	7,700	-78.7%	-	100.0%	3,586	15,371	-76.7%	-	100.0%
Physician Services	27,065	45,750	-40.8%	-	100.0%	65,232	91,500	-28.7%	-	100.0%
Cost of Drugs Sold	109	10,220	-98.9%	-	0.0%	10,872	20,572	-47.2%	-	100.0%
Supplies	794	5,312	-85.1%	-	100.0%	3,167	10,691	-70.4%	-	100.0%
Utilities	2,584	2,943	-12.2%	2,943	-12.2%	4,405	4,936	-10.8%	4,936	-10.8%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 37,767</b>	<b>\$ 97,978</b>	<b>-61.5%</b>	<b>\$ 2,943</b>	<b>1183.4%</b>	<b>\$ 100,006</b>	<b>\$ 195,511</b>	<b>-48.8%</b>	<b>\$ 4,936</b>	<b>1926.0%</b>
Depreciation/Amortization	\$ 25,992	\$ 28,830	-9.8%	\$ 29,325	-11.4%	\$ 52,329	\$ 58,620	-10.7%	\$ 58,649	-10.8%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 63,759</b>	<b>\$ 126,808</b>	<b>-49.7%</b>	<b>\$ 32,267</b>	<b>97.6%</b>	<b>\$ 152,335</b>	<b>\$ 254,131</b>	<b>-40.1%</b>	<b>\$ 63,585</b>	<b>139.6%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (16,096)</b>	<b>\$ (75,686)</b>	<b>-78.7%</b>	<b>\$ (32,094)</b>	<b>-49.8%</b>	<b>\$ (45,770)</b>	<b>\$ (151,230)</b>	<b>-69.7%</b>	<b>\$ (63,238)</b>	<b>-27.6%</b>
Operating Margin	-33.77%	-148.05%	-77.2%	-18518.20%	-99.8%	-42.95%	-146.97%	-70.8%	-18203.68%	-99.8%

	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	537	545	-1.5%	-	0.0%	1,096	1,097	-0.1%	-	0.0%
Average Revenue per Office Visit	280.71	311.04	-9.7%	-	0.0%	290.74	311.04	-6.5%	-	0.0%
Hospital FTE's (Salaries and Wages)	2.9	7.3	-60.0%	-	0.0%	2.9	7.2	-60.3%	-	0.0%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 227,471	\$ 187,575	21.3%	\$ -	100.0%	\$ 549,977	\$ 379,115	45.1%	\$ -	100.0%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 227,471</b>	<b>\$ 187,575</b>	<b>21.3%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 549,977</b>	<b>\$ 379,115</b>	<b>45.1%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 132,348	\$ 75,251	75.9%	\$ -	100.0%	\$ 289,108	\$ 152,092	90.1%	\$ -	100.0%
Self Pay Adjustments	4,749	21,587	-78.0%	-	100.0%	12,718	43,631	-70.9%	-	100.0%
Bad Debts	5,002	4,422	13.1%	-	100.0%	18,908	8,937	111.6%	-	100.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 142,099</b>	<b>\$ 101,260</b>	<b>40.3%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 320,734</b>	<b>\$ 204,660</b>	<b>56.7%</b>	<b>\$ -</b>	<b>100.0%</b>
	<b>62.47%</b>	<b>53.98%</b>		<b>0.00%</b>		<b>58.32%</b>	<b>53.98%</b>		<b>0.00%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 85,371</b>	<b>\$ 86,315</b>	<b>-1.1%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 229,243</b>	<b>\$ 174,455</b>	<b>31.4%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 85,371</b>	<b>\$ 86,315</b>	<b>-1.1%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 229,243</b>	<b>\$ 174,455</b>	<b>31.4%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 8,418	\$ 26,223	-67.9%	\$ -	100.0%	\$ 22,588	\$ 53,001	-57.4%	\$ -	100.0%
Benefits	2,474	7,750	-68.1%	-	100.0%	6,355	15,536	-59.1%	-	100.0%
Physician Services	44,651	42,492	5.1%	-	100.0%	97,389	84,984	14.6%	-	100.0%
Cost of Drugs Sold	8,126	-	0.0%	-	0.0%	23,480	-	100.0%	-	100.0%
Supplies	2,135	12,982	-83.6%	-	100.0%	2,578	26,238	-90.2%	-	100.0%
Utilities	-	2,789	-100.0%	-	100.0%	-	5,578	-100.0%	-	100.0%
Repairs and Maintenance	-	417	-100.0%	-	100.0%	-	834	-100.0%	-	100.0%
Other Expense	-	417	-100.0%	-	0.0%	-	834	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 65,804</b>	<b>\$ 93,570</b>	<b>-29.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 152,389</b>	<b>\$ 188,005</b>	<b>-18.9%</b>	<b>\$ -</b>	<b>100.0%</b>
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 150	\$ -	0.0%	\$ -	100.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 65,879</b>	<b>\$ 93,570</b>	<b>-29.6%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 152,539</b>	<b>\$ 188,005</b>	<b>-18.9%</b>	<b>\$ -</b>	<b>100.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 19,492</b>	<b>\$ (7,255)</b>	<b>-368.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 76,705</b>	<b>\$ (13,550)</b>	<b>-666.1%</b>	<b>\$ -</b>	<b>100.0%</b>
Operating Margin	22.83%	-8.41%	-371.6%	0.00%	100.0%	33.46%	-7.77%	-530.8%	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	644	615	4.7%	-	0.0%	1,432	1,243	15.2%	-	0.0%
Total Visits	644	615	4.7%	-	0.0%	1,432	1,243	15.2%	-	0.0%
Average Revenue per Office Visit	353.22	305.00	15.8%	-	0.0%	384.06	305.00	25.9%	-	0.0%
Hospital FTE's (Salaries and Wages)	4.0	8.2	-51.6%	-	0.0%	4.1	8.1	-49.4%	-	0.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
NOVEMBER 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	\$ 38,483,416	38.1%	\$ 33,839,549	38.7%	\$ 79,634,330	38.6%	\$ 73,604,615	39.9%
Medicaid	13,849,854	13.7%	8,624,434	9.9%	26,738,915	13.0%	22,399,620	12.1%
Commercial	29,501,523	29.2%	25,157,562	28.8%	60,842,343	29.5%	52,838,018	28.6%
Self Pay	11,212,634	11.1%	11,247,012	12.9%	21,130,422	10.2%	22,384,256	12.1%
Other	8,012,800	7.9%	8,437,741	9.7%	18,059,251	8.7%	13,469,474	7.3%
<b>TOTAL</b>	<b>\$ 101,060,228</b>	<b>100.0%</b>	<b>\$ 87,306,299</b>	<b>100.0%</b>	<b>\$ 206,405,261</b>	<b>100.0%</b>	<b>\$ 184,695,983</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 7,111,005	37.2%	\$ 6,727,575	39.7%	\$ 12,611,292	34.4%	\$ 15,693,330	43.4%
Medicaid	1,724,005	9.0%	2,097,498	12.4%	3,426,658	9.3%	4,085,779	11.3%
Commercial	7,900,414	41.3%	6,560,581	38.7%	16,186,411	44.2%	12,784,276	35.4%
Self Pay	1,186,602	6.2%	828,744	4.9%	2,273,803	6.2%	1,755,581	4.9%
Other	1,197,215	6.3%	724,660	4.3%	2,152,879	5.9%	1,800,087	5.0%
<b>TOTAL</b>	<b>\$ 19,119,241</b>	<b>100.0%</b>	<b>\$ 16,939,059</b>	<b>100.0%</b>	<b>\$ 36,651,044</b>	<b>100.0%</b>	<b>\$ 36,119,053</b>	<b>100.0%</b>

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

**REVENUE BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>
Medicare	\$ 45,157	26.2%	\$ 96,292	17.6%	\$ 96,566	23.1%	\$ 188,542	15.8%
Medicaid	33,007	19.1%	252,521	46.0%	84,380	20.2%	577,151	48.4%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	25,609	14.9%	69,650	12.7%	68,696	16.4%	170,851	14.3%
Self Pay	65,028	37.7%	113,455	20.7%	152,869	36.6%	214,131	17.9%
Other	3,600	2.1%	16,222	3.0%	15,681	3.7%	42,671	3.6%
<b>TOTAL</b>	<b>\$ 172,401</b>	<b>100.0%</b>	<b>\$ 548,140</b>	<b>100.0%</b>	<b>\$ 418,193</b>	<b>100.0%</b>	<b>\$ 1,193,346</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>
Medicare	\$ 16,773	29.2%	\$ 33,274	17.9%	\$ 35,022	27.3%	\$ 55,392	17.0%
Medicaid	21,095	36.8%	111,615	59.9%	41,707	32.5%	178,104	54.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	8,175	14.2%	20,549	11.0%	25,573	20.0%	45,494	14.0%
Self Pay	9,451	16.4%	20,712	11.1%	21,341	16.7%	46,386	14.2%
Other	1,969	3.4%	257	0.1%	4,484	3.5%	640	0.2%
<b>TOTAL</b>	<b>\$ 57,464</b>	<b>100.0%</b>	<b>\$ 186,408</b>	<b>100.0%</b>	<b>\$ 128,127</b>	<b>100.0%</b>	<b>\$ 326,016</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
NOVEMBER 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	\$ 30,806	20.4%	\$ 2,233	298.5%	\$ 71,160	22.4%	\$ (19,661)	-2033.9%
Medicaid	38,867	25.8%	\$ 289	38.6%	78,410	24.6%	(81,996)	-8482.3%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	38,827	25.8%	\$ 139	18.5%	83,965	26.4%	(111,343)	-11518.2%
Self Pay	29,919	19.8%	\$ (5,388)	-720.3%	66,255	20.7%	262,066	27110.2%
Other	12,326	8.2%	\$ 3,476	464.7%	18,861	5.9%	(48,099)	-4975.8%
<b>TOTAL</b>	<b>\$ 150,744</b>	<b>100.0%</b>	<b>\$ 748</b>	<b>100.0%</b>	<b>\$ 318,652</b>	<b>100.0%</b>	<b>\$ 967</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 18,471	33.8%	\$ 1,229	34.9%	\$ 30,459	32.7%	\$ 3,163	34.8%
Medicaid	12,915	23.7%	1,210	34.4%	\$ 21,506	23.1%	2,175	23.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	16,223	29.7%	(820)	-23.3%	26,041	27.9%	(85)	-0.9%
Self Pay	5,572	10.2%	1,899	54.0%	13,833	14.8%	3,645	40.1%
Other	1,413	2.6%	-	0.0%	1,422	1.5%	194	2.1%
<b>TOTAL</b>	<b>\$ 54,594</b>	<b>100.0%</b>	<b>\$ 3,517</b>	<b>100.0%</b>	<b>\$ 93,260</b>	<b>100.0%</b>	<b>\$ 9,093</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC JBS  
NOVEMBER 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	\$ (251)	-0.1%	\$ -	0.0%	\$ (459)	-0.1%	\$ -	0.0%
Medicaid	132,634	58.3%	\$ -	0.0%	324,928	59.2%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	85,908	37.8%	\$ -	0.0%	202,989	36.9%	-	0.0%
Self Pay	7,341	3.2%	\$ -	0.0%	20,620	3.7%	-	0.0%
Other	1,838	0.8%	\$ -	0.0%	1,898	0.3%	-	0.0%
<b>TOTAL</b>	<b>\$ 227,471</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 549,977</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

**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	56,482	56.6%	-	0.0%	77,185	38.3%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	35,667	35.7%	-	0.0%	107,147	53.2%	-	0.0%
Self Pay	6,900	7.0%	-	0.0%	15,888	7.9%	-	0.0%
Other	769	0.8%	-	0.0%	1,180	0.6%	-	0.0%
<b>TOTAL</b>	<b>\$ 99,819</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 201,402</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

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

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 18,047,246	\$ -	\$ 18,047,246
Mission Fitness	301,775	-	301,775
Petty Cash	8,700	-	8,700
Dispro	-	63,750	63,750
General Liability	-	17,998	17,998
Professional Liability	-	17,357	17,357
Funded Worker's Compensation	-	93,898	93,898
Funded Depreciation	-	7,853,966	7,853,966
Designated Funds	-	58,728	58,728
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 18,357,720	\$ 8,105,698	<b>\$ 26,463,418</b>

<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	-	(210,691)	(210,691)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 133,165	\$ 63,639,309	<b>\$ 63,772,474</b>
Total Unrestricted Cash and Investments			<b>\$ 90,235,892</b>

<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	30,874,725	-	30,874,725
Restricted TPC, LLC-Equity Stake	1,078,095	-	1,078,095
Restricted MCH West Texas Services-Equity Stake	2,327,526	-	2,327,526
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 34,285,242	\$ 6,303,870	<b>\$ 40,589,112</b>

Total Cash & Investments **\$ 130,825,004**

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

	<b>Hospital</b>	<b>Procare</b>	<b>Blended</b>
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (4,127,989)	-	\$ (4,127,989)
Noncash Expenses:			
Depreciation and Amortization	2,607,861	2,828	2,610,689
Unrealized Gain/Loss on Investments	(108,684)	-	(108,684)
Accretion (Bonds) & COVID Funding	(69,825)	-	(69,825)
Changes in Assets and Liabilities			
Patient Receivables, Net	536,656	80,262	616,918
Taxes Receivable/Deferred	(3,067,290)	(24,280)	(3,091,570)
Inventories, Prepays and Other	6,457,701	10,179	6,467,880
Accounts Payable	4,085,350	178,083	4,263,433
Accrued Expenses	956,469	(247,174)	709,295
Due to Third Party Payors	(2,214,260)	-	(2,214,260)
Accrued Post Retirement Benefit Costs	<u>1,066,028</u>	<u>-</u>	<u>1,066,028</u>
Net Cash Provided by Operating Activities	<u>\$ 6,122,016</u>	<u>(100)</u>	<u>\$ 6,121,916</u>
Cash Flows from Investing Activities:			
Investments	\$ 265,910	-	\$ 265,910
Acquisition of Property and Equipment	<u>(224,266)</u>	<u>-</u>	<u>(224,266)</u>
Net Cash used by Investing Activities	<u>\$ 41,644</u>	<u>-</u>	<u>\$ 41,644</u>
Cash Flows from Financing Activities:			
Current Portion Debt	\$ 20,264	-	\$ 20,264
Intercompany Activities	-	-	-
Net Repayment of Long-term Debt/Bond Issuance	<u>(118,413)</u>	<u>-</u>	<u>(118,413)</u>
Net Cash used by Financing Activities	<u>(98,149)</u>	<u>-</u>	<u>(98,149)</u>
Net Increase (Decrease) in Cash	6,065,510	(100)	6,065,410
Beginning Cash & Cash Equivalents @ 9/30/2021	<u>60,987,020</u>	<u>4,500</u>	<u>60,991,520</u>
Ending Cash & Cash Equivalents @ 11/30/2021	<u>\$ 67,052,530</u>	<u>\$ 4,400</u>	<u>\$ 67,056,930</u>
<hr/>			
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 26,463,418	4,400	\$ 26,467,818
Restricted Assets	<u>40,589,112</u>	<u>-</u>	<u>40,589,112</u>
Ending Cash & Cash Equivalents @ 11/30/2021	<u>\$ 67,052,530</u>	<u>4,400</u>	<u>\$ 67,056,930</u>

**ECTOR COUNTY HOSPITAL DISTRICT**  
**TAX COLLECTIONS**  
**FISCAL 2022**

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<b><u>AD VALOREM</u></b>					
OCTOBER	\$ 215,347	\$ 1,918,187	\$ (1,702,840)	\$ 251,630	\$ (36,283)
NOVEMBER	<u>1,231,030</u>	<u>1,918,187</u>	<u>(687,157)</u>	<u>1,075,295</u>	<u>155,735</u>
TOTAL	<u>\$ 1,446,377</u>	<u>\$ 3,836,374</u>	<u>\$ (2,389,997)</u>	<u>\$ 1,326,925</u>	<u>\$ 119,452</u>
<b><u>SALES</u></b>					
OCTOBER	\$ 3,421,981	\$ 3,511,415	\$ (89,434)	\$ 2,929,377	\$ 492,604
NOVEMBER	<u>3,326,676</u>	<u>3,556,241</u>	<u>(229,565)</u>	<u>3,099,131</u>	<u>227,545</u>
SUB TOTAL	<u>6,748,657</u>	<u>7,067,656</u>	<u>(319,000)</u>	<u>6,028,508</u>	<u>720,149</u>
ACCRUAL	<u>761,635</u>	<u>-</u>	<u>761,635</u>	<u>-</u>	<u>761,635</u>
TOTAL	<u>\$ 7,510,292</u>	<u>\$ 7,067,656</u>	<u>\$ 442,636</u>	<u>\$ 6,028,508</u>	<u>\$ 1,481,784</u>
TAX REVENUE	<u><u>\$ 8,956,668</u></u>	<u><u>\$ 10,904,030</u></u>	<u><u>\$ (1,947,362)</u></u>	<u><u>\$ 7,355,433</u></u>	<u><u>\$ 1,601,235</u></u>

**ECTOR COUNTY HOSPITAL DISTRICT  
MEDICAID SUPPLEMENTAL PAYMENTS  
FISCAL YEAR 2022**

<b>CASH ACTIVITY</b>	<b>TAX (IGT) ASSESSED</b>	<b>GOVERNMENT PAYOUT</b>	<b>BURDEN ALLEVIATION</b>	<b>NET INFLOW</b>
<b>DSH</b>				
1st Qtr	\$ (1,848,293)	\$ 5,600,889		\$ 3,752,596
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSH TOTAL</b>	<b>\$ (1,848,293)</b>	<b>\$ 5,600,889</b>		<b>\$ 3,752,596</b>
<b>UC</b>				
1st Qtr	\$ (4,129,344)	\$ 12,908,233		8,778,889
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UC TOTAL</b>	<b>\$ (4,129,344)</b>	<b>\$ 12,908,233</b>		<b>\$ 8,778,889</b>
<b>DSRIP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSRIP UPL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>UHRIP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UHRIP TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>GME</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
<b>GME TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>CHIRP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
<b>CHIRP TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>MCH Cash Activity</b>	<b>\$ (5,977,637)</b>	<b>\$ 18,509,122</b>		<b>\$ 12,531,485</b>
<b>ProCare Cash Activity</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Blended Cash Activity</b>	<b>\$ (5,977,637)</b>	<b>\$ 18,509,122</b>	<b>\$ -</b>	<b>\$ 12,531,485</b>

**INCOME STATEMENT ACTIVITY:**

**FY 2022 Accrued / (Deferred) Adjustments:**

	<b>BLENDED</b>
DSH Accrual	\$ 2,130,130
Uncompensated Care Accrual	2,158,818
URIP	-
GME	125,000
CHIRP	(446,210)
Regional UPL Benefit	-
<b>Medicaid Supplemental Payments</b>	<b>3,967,738</b>
DSRIP Accrual	2,565,560
<b>Total Adjustments</b>	<b>\$ 6,533,298</b>

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

<b>ITEM</b>	<b>CIP BALANCE AS OF 10/31/2021</b>	<b>NOVEMBER "+" ADDITIONS</b>	<b>NOVEMBER "- " ADDITIONS</b>	<b>NOVEMBER TRANSFERS</b>	<b>CIP BALANCE AS OF 11/30/2021</b>	<b>ADD: AMOUNTS CAPITALIZED</b>	<b>PROJECT TOTAL</b>	<b>BUDGETED AMOUNT</b>	<b>UNDER/(OVER) APRVD/BUDGET</b>
<i>RENOVATIONS</i>									
	-	-	-	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>MINOR BUILDING IMPROVEMENT</i>									
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
<b>SUB-TOTAL</b>	<b>\$ 78,827</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 78,827</b>	<b>\$ -</b>	<b>\$ 78,827</b>	<b>\$ 105,000</b>	<b>\$ 26,173</b>
<i>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</i>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 626,732	\$ 637,668	\$ (81,706)	\$ -	\$ 1,182,693	\$ -	\$ 1,182,693	\$ 1,500,000	\$ 317,307
<b>SUB-TOTAL</b>	<b>\$ 626,732</b>	<b>\$ 637,668</b>	<b>\$ (81,706)</b>	<b>\$ -</b>	<b>\$ 1,182,693</b>	<b>\$ -</b>	<b>\$ 1,182,693</b>	<b>\$ 1,500,000</b>	<b>\$ 317,307</b>
<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 705,559</b>	<b>\$ 637,668</b>	<b>\$ (81,706)</b>	<b>\$ -</b>	<b>\$ 1,261,520</b>	<b>\$ -</b>	<b>\$ 1,261,520</b>	<b>\$ 1,605,000</b>	<b>\$ 343,480</b>

**ECTOR COUNTY HOSPITAL DISTRICT**  
**CAPITAL PROJECT & EQUIPMENT EXPENDITURES**  
**NOVEMBER 2021**

ITEM	CLASS	BOOKED AMOUNT
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>		
None		
	<b>TOTAL PROJECT TRANSFERS</b>	\$ -
<b>EQUIPMENT PURCHASES</b>		
None		
	<b>TOTAL EQUIPMENT PURCHASES</b>	\$ -
	<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>	\$ -

**ECTOR COUNTY HOSPITAL DISTRICT  
FISCAL 2022 CAPITAL EQUIPMENT  
CONTINGENCY FUND  
NOVEMBER 2021**

<b>MONTH/ YEAR</b>	<b>DESCRIPTION</b>	<b>DEPT NUMBER</b>	<b>BUDGETED AMOUNT</b>	<b>P.O AMOUNT</b>	<b>ACTUAL AMOUNT</b>	<b>TO/(FROM) CONTINGENCY</b>
	<b>Available funds from budget</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
Oct-21	ThinPrep 2000 Processor	7040	-	-	46,000	(46,000)
Oct-21	Convection Steamer	8020	-	-	8,570	(8,570)
Oct-21	Roll Around Monitor	8420	-	-	5,094	(5,094)
Oct-21	Replacement Wall Monitor	7300	-	-	4,916	(4,916)
Oct-21	Reach In Freezer	8020	-	-	3,815	(3,815)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	9,720	(9,720)
Oct-21	Olympic Brain Monitor	6550	-	-	23,186	(23,186)
Nov-21	Four Stack Gym 5 Stations	7430	-	-	12,622	(12,622)
Nov-21	Dishwasher Flight Type	8020	-	-	94,698	(94,698)
Nov-21	Jaco Carts	9100	-	-	24,955	(24,955)
Nov-21	Bar Code Scanners	6790	-	-	16,137	(16,137)
Nov-21	Kangaroo ePump	6760	-	-	6,875	(6,875)
			<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 169,061</b>	<b>\$ 430,939</b>

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

	<b>CURRENT YEAR</b>	<b>PRIOR YEAR</b>		<b>CURRENT YEAR CHANGE</b>
		<b>HOSPITAL UNAUDITED</b>	<b>PRO CARE UNAUDITED</b>	
AR DISPRO/UPL	\$ (1,622,466)	\$ -	\$ -	\$ (1,622,466)
AR UNCOMPENSATED CARE	2,158,818	8,778,889	-	(6,620,071)
AR DSRIP	4,241,429	1,675,869	-	2,565,560
AR NURSING HOME UPL	1,784,839	2,231,049	-	(446,210)
AR UHRIP	-	-	-	-
AR GME	125,000	-	-	125,000
AR PHYSICIAN GUARANTEES	515,855	518,647	-	(2,792)
AR ACCRUED INTEREST	9,260	5,863	-	3,397
AR OTHER:	(2,026,135)	(1,663,343)	36,244	(399,036)
Procure On-Call Fees	6,846	-	6,846	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	(2,032,981)	(1,663,343)	29,398	(399,036)
AR DUE FROM THIRD PARTY PAYOR	2,761,354	2,657,942	-	103,412
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<b>\$ 7,140,514</b>	<b>\$ 13,516,790</b>	<b>\$ 36,244</b>	<b>\$ (6,412,520)</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S  
NOVEMBER 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	18.7	6.6	182.7%	8.1	131.4%	21.8	6.6	228.9%	10.2	113.2%
Intensive Care Unit (ICU) 2	15.9	5.1	212.3%	2.2	620.8%	14.8	5.1	188.5%	1.7	790.2%
Cardiopulmonary	10.5	11.2	-6.3%	3.7	181.7%	10.5	11.2	-6.3%	4.5	134.9%
3 West Observation	7.8	2.2	259.0%	-	0.0%	7.1	2.2	227.2%	-	0.0%
4 Central	5.5	0.7	635.9%	2.4	127.6%	6.7	0.7	797.4%	2.0	238.0%
6 Central	5.2	1.5	252.2%	0.8	542.3%	6.0	1.5	306.5%	0.9	560.3%
Emergency Department	5.7	-	0.0%	-	0.0%	4.7	-	0.0%	-	0.0%
5 Central	5.2	2.4	115.0%	2.1	147.3%	4.6	2.4	88.4%	2.3	97.5%
9 Central	3.7	4.0	-6.8%	2.3	59.4%	4.0	4.0	-1.0%	2.4	64.5%
7 Central	4.5	1.8	146.2%	1.1	291.7%	3.9	1.8	114.1%	1.1	251.3%
8 Central	4.5	0.8	456.3%	3.2	41.1%	3.8	0.8	373.7%	2.9	32.5%
Operating Room	2.9	2.5	15.9%	2.6	11.7%	3.1	2.5	20.8%	2.6	19.5%
2 Central	3.0	-	0.0%	0.5	461.1%	2.5	-	0.0%	0.3	863.7%
Imaging - Diagnostics	1.9	1.8	4.8%	-	0.0%	1.8	1.8	0.1%	-	0.0%
6 West	1.3	0.2	435.8%	0.1	1729.7%	1.4	0.2	460.4%	0.2	548.3%
NURSING ORIENTATION	-	-	0.0%	0.0	-100.0%	0.9	-	0.0%	0.1	1160.1%
Imaging - Ultrasound	1.0	0.5	97.3%	-	0.0%	0.7	0.5	41.2%	-	0.0%
Care Management	0.9	-	0.0%	-	0.0%	0.7	-	0.0%	-	0.0%
Imaging - MRI	0.9	0.5	88.8%	-	0.0%	0.4	0.5	-7.9%	-	0.0%
Imaging - CVI	0.5	0.5	-2.9%	-	0.0%	0.2	0.5	-52.6%	-	0.0%
Human Resources	0.2	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
4 EAST	0.1	-	0.0%	-	0.0%	0.0	-	0.0%	-	0.0%
Disaster & Emergency Operations	-	-	0.0%	0.2	-100.0%	-	-	0.0%	0.2	-100.0%
5 West	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
Labor & Delivery	-	0.4	-100.0%	1.5	-100.0%	-	0.4	-100.0%	2.0	-100.0%
Laboratory - Chemistry	-	3.4	-100.0%	-	0.0%	-	3.4	-100.0%	-	0.0%
<b>SUBTOTAL</b>	<b>99.7</b>	<b>46.1</b>	<b>116.0%</b>	<b>30.9</b>	<b>222.2%</b>	<b>100.1</b>	<b>46.4</b>	<b>115.8%</b>	<b>33.4</b>	<b>199.5%</b>
<b>TRANSITION LABOR</b>										
Laboratory - Chemistry	4.2	-	0.0%	4.1	3.2%	3.9	-	0.0%	3.8	1.6%
<b>SUBTOTAL</b>	<b>4.2</b>	<b>-</b>	<b>0.0%</b>	<b>4.1</b>	<b>3.2%</b>	<b>3.9</b>	<b>-</b>	<b>0.0%</b>	<b>3.8</b>	<b>1.6%</b>
<b>GRAND TOTAL</b>	<b>103.9</b>	<b>46.1</b>	<b>125.2%</b>	<b>35.0</b>	<b>196.7%</b>	<b>104.0</b>	<b>46.4</b>	<b>124.2%</b>	<b>37.3</b>	<b>179.1%</b>

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

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
ICU4 TEMPORARY LABOR	\$ 546,165	\$ 126,400	\$ 419,765	332.1%	\$ 174,619	212.8%	\$ 1,441,398	\$ 258,417	\$ 1,182,981	457.8%	\$ 450,716	219.8%
ICU2 TEMPORARY LABOR	490,765	97,720	393,045	402.2%	52,121	841.6%	954,625	199,598	755,027	378.3%	74,588	1179.9%
IMCU4 TEMPORARY LABOR	151,997	14,004	137,993	985.4%	44,191	244.0%	381,605	28,622	352,983	1233.3%	72,080	429.4%
TEMPORARY LABOR	208,520.72	32,095	176,426	549.7%	-	100.0%	381,329.64	65,652	315,678	480.8%	-	100.0%
6C TEMPORARY LABOR	142,502.01	21,758	120,744	554.9%	10,502	1256.9%	331,632.17	44,485	287,147	645.5%	24,393	1259.5%
ED TEMPORARY LABOR	164,050.80	-	164,051	100.0%	-	100.0%	280,419.40	-	280,419	100.0%	-	100.0%
8C TEMPORARY LABOR	128,749	11,880	116,869	983.7%	47,305	172.2%	226,722	24,283	202,439	833.7%	95,093	138.4%
TEMPORARY LABOR	103,458.42	-	103,458	100.0%	10,578	878.0%	167,489.72	-	167,490	100.0%	10,619	1477.3%
7C TEMPORARY LABOR	111,739	32,393	79,346	244.9%	17,180	550.4%	197,531	66,159	131,372	198.6%	36,494	441.3%
Temp Labor - Productive Salaries	3,206.35	-	3,206	100.0%	687	366.7%	80,973.35	-	80,973	100.0%	3,922	1964.6%
IMCU9 TEMPORARY LABOR	88,729	66,425	22,304	33.6%	35,022	153.4%	195,711	135,663	60,048	44.3%	71,915	172.1%
ORTHO/NEURO TEMPORARY LABOR	29,449.05	3,654	25,795	705.9%	972	2930.7%	65,906.32	7,476	58,430	781.6%	7,197	815.7%
OR TEMPORARY LABOR	57,957	31,390	26,567	84.6%	65,456	-11.5%	112,945	64,145	48,800	76.1%	98,802	14.3%
ALL OTHER	348,856	306,659	42,197	13.8%	81,656	327.2%	636,396	626,627	9,769	1.6%	200,848	216.9%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 2,709,919</b>	<b>\$ 780,086</b>	<b>\$ 1,929,833</b>	<b>247.4%</b>	<b>\$ 568,475</b>	<b>376.7%</b>	<b>\$ 5,678,666</b>	<b>\$ 1,594,069</b>	<b>\$ 4,084,597</b>	<b>256.2%</b>	<b>\$ 1,212,603</b>	<b>368.3%</b>
CHEM TRANSITION LABOR	\$ 38,841.39	\$ -	\$ 38,841	100.0%	\$ 34,448	12.8%	\$ 69,090	\$ -	\$ 69,090	100.0%	\$ 74,627	-7.4%
ALL OTHER	-	-	-	100.0%	-	100.0%	-	-	-	100.0%	-	100.0%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 38,841</b>	<b>\$ -</b>	<b>\$ 38,841</b>	<b>0%</b>	<b>\$ 34,448</b>	<b>12.8%</b>	<b>\$ 69,090</b>	<b>\$ -</b>	<b>\$ 69,090</b>	<b>0.0%</b>	<b>\$ 74,627</b>	<b>-7.4%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 2,748,760</b>	<b>\$ 780,086</b>	<b>\$ 1,968,674</b>	<b>252.4%</b>	<b>\$ 602,923</b>	<b>355.9%</b>	<b>\$ 5,747,755</b>	<b>\$ 1,594,069</b>	<b>\$ 4,153,686</b>	<b>260.6%</b>	<b>\$ 1,287,230</b>	<b>346.5%</b>
CONSULTANT FEES	45,513	8,053	37,460	465.2%	-	100.0%	82,684.00	16,106	66,578	413.4%	-	100.0%
PI FEES ( TRANSITION NURSE PROGRAM)	148,795	48,121	100,674	209.2%	14,176	949.6%	162,387.93	96,242	66,146	68.7%	31,333	418.3%
REF LAB ARUP PURCH SVCS	73,981	56,682	17,299	30.5%	55,451	33.4%	159,578	113,364	46,214	40.8%	118,899	34.2%
DIET OTHER PURCH SVCS	31,711	16,021	15,690	97.9%	27,277	16.3%	65,530.90	32,042	33,489	104.5%	38,123	71.9%
ADM PHYS RECRUITMENT	21,868	15,883	5,985	37.7%	14,062	55.5%	57,781.26	31,766	26,015	81.9%	16,562	248.9%
HISTOLOGY SERVICES	32,612	25,732	6,880	26.7%	21,643	50.7%	72,367	51,464	20,903	40.6%	66,058	9.6%
CREDIT CARD FEES	45,382	33,898	11,484	33.9%	30,699	47.8%	78,368	67,796	10,572	15.6%	56,932	37.7%
UC-CPC JBS PARKWAY PURCH SVCS-OTHER	71,103	45,006	26,097	58.0%	43,974	61.7%	133,014	90,012	43,002	47.8%	95,951	38.6%
PT ACCTS COLLECTION FEES	41,712	70,569	(28,857)	-40.9%	77,093	-45.9%	108,103	141,138	(33,035)	-23.4%	168,203	-35.7%
MISSION FITNESS CONTRACT PURCH SVC	(37,843)	66,325	(104,168)	-157.1%	59,725	-163.4%	66,869.52	133,673	(66,803)	-50.0%	125,000	-46.5%
OR FEES ( PERFUSION SERVICES )	36,249	68,819	(32,570)	-47.3%	35,989	0.7%	62,563	137,638	(75,075)	-54.5%	68,254	-8.3%
ADM CONSULTANT FEES	42,779	87,028	(44,249)	-50.8%	44,301	-3.4%	93,026	174,056	(81,030)	-46.6%	186,790	-50.2%
DIALYSIS SERVICES	83,340	145,960	(62,620)	-42.9%	118,312	-29.6%	208,298.04	291,920	(83,622)	-28.6%	254,039	-18.0%
ALL OTHERS	2,315,132	2,517,491	(202,359)	-8.0%	2,507,009	-7.7%	4,758,036	5,039,057	(281,021)	-5.6%	4,832,286	-1.5%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 3,999,943</b>	<b>\$ 4,316,436</b>	<b>\$ (316,493)</b>	<b>-7.3%</b>	<b>\$ 3,994,309</b>	<b>0.1%</b>	<b>\$ 8,423,210</b>	<b>\$ 8,637,970</b>	<b>\$ (214,760)</b>	<b>-2.5%</b>	<b>\$ 8,098,825</b>	<b>4.0%</b>



# Financial Presentation

For the Month Ended

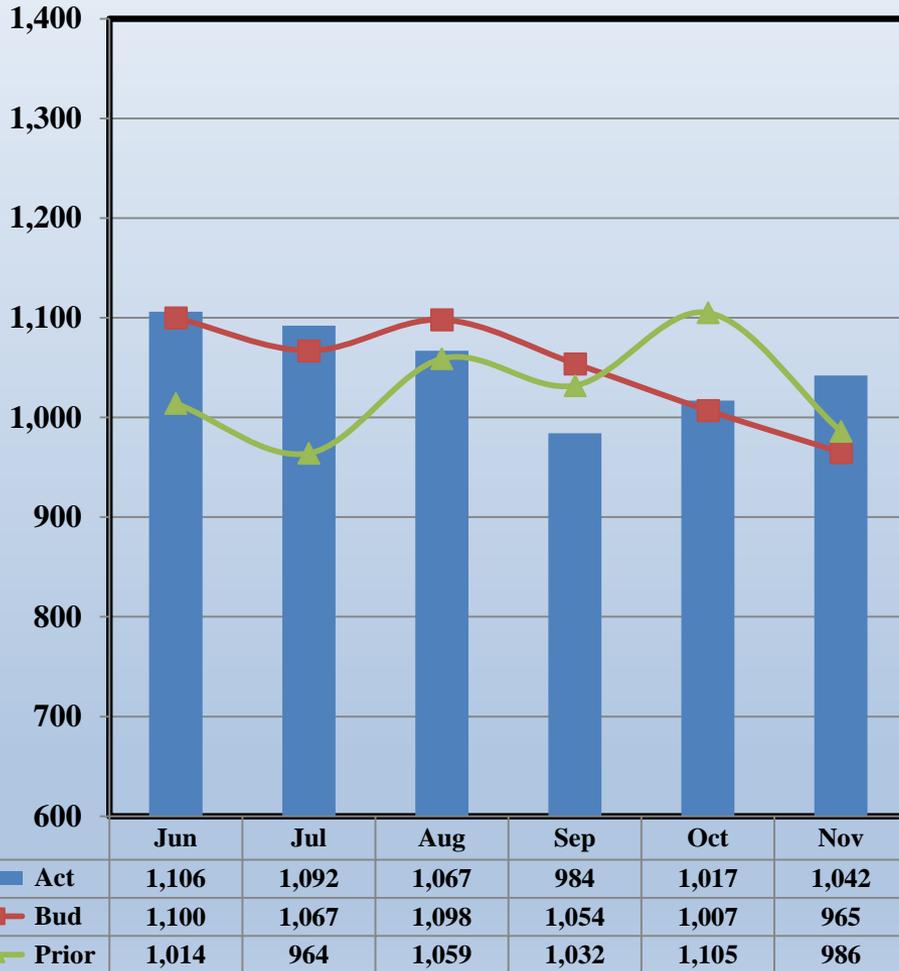
November 30, 2021

# Volume



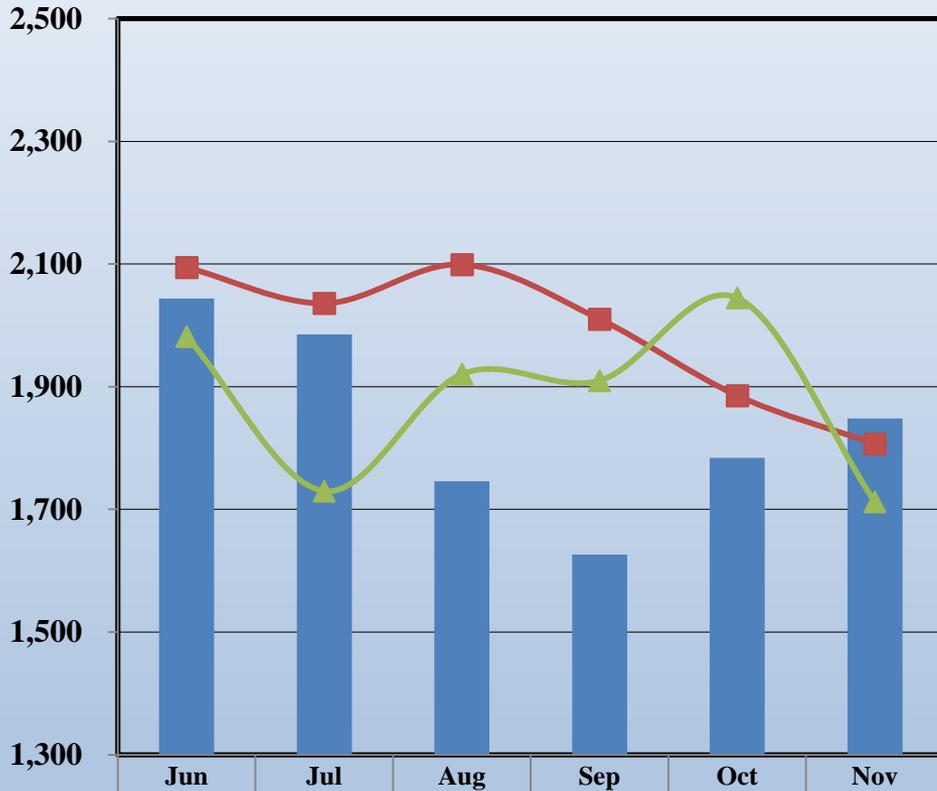
# Admissions

## *Total – Adults and NICU*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,042	965	986
Var %		8.0%	5.7%
Year-To-Date	2,059	1,972	2,091
Var %		4.4%	-1.5%
Annualized	12,287	13,154	12,633
Var %		-6.6%	-2.7%

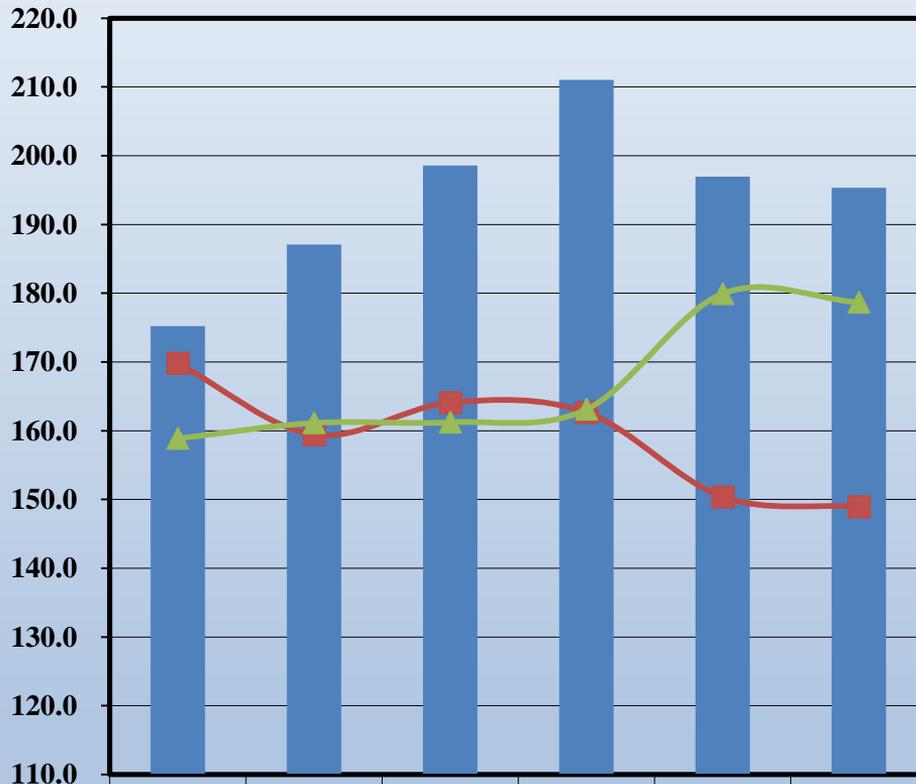
# Adjusted Admissions



Act	2,044	1,985	1,746	1,626	1,784	1,848
Bud	2,095	2,036	2,099	2,010	1,886	1,807
Prior	1,982	1,730	1,921	1,910	2,045	1,712

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,848	1,807	1,712
Var %		2.3%	8.0%
Year-To-Date	3,632	3,692	3,752
Var %		-1.6%	-3.2%
Annualized	22,244	24,838	23,477
Var %		-10.4%	-5.2%

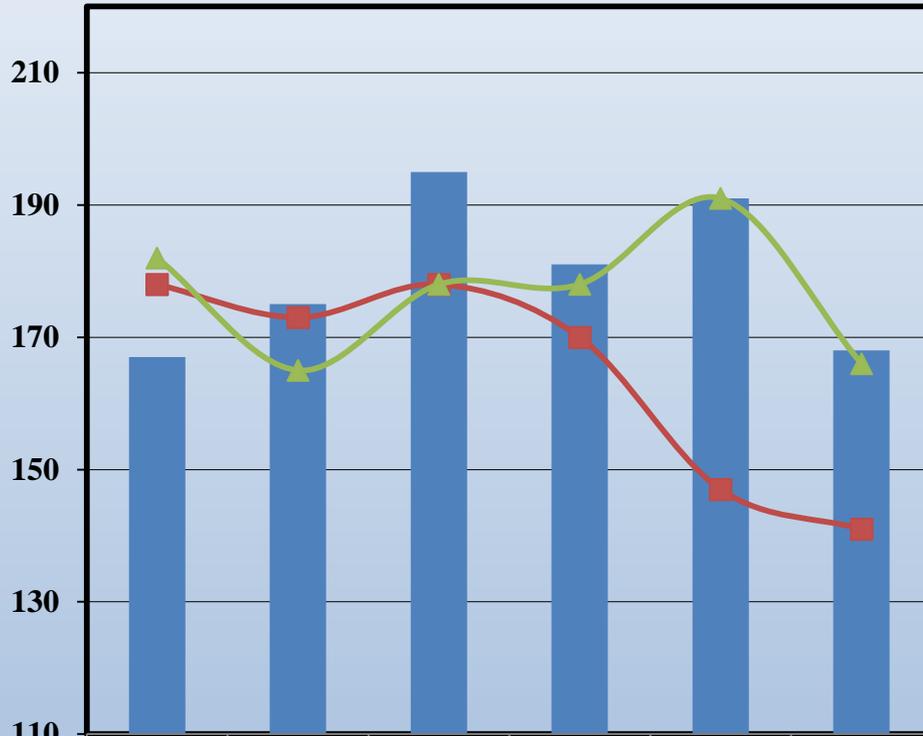
# Average Daily Census



	Jun	Jul	Aug	Sep	Oct	Nov
Act	175.2	187.1	198.6	211.0	196.9	195.3
Bud	169.8	159.4	164.1	162.7	150.4	148.9
Prior	158.9	161.1	161.2	163.1	179.9	178.7

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	195.3	148.9	178.7
Var %		31.2%	9.3%
Year-To-Date	196.1	149.7	179.3
Var %		31.1%	9.4%
Annualized	184.5	167.0	166.3
Var %		10.4%	10.9%

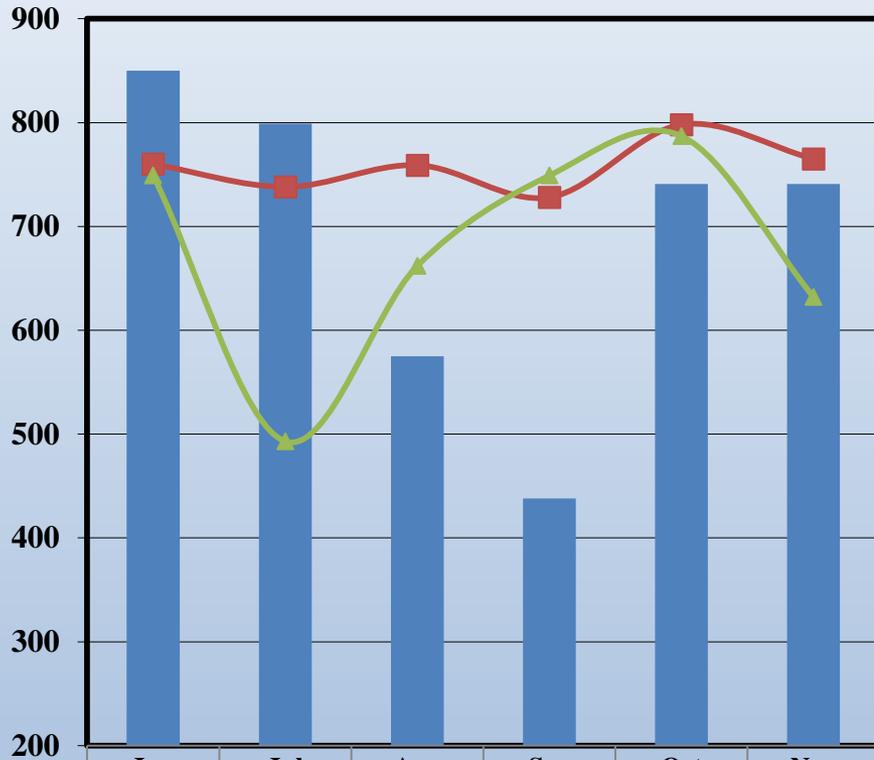
# Deliveries



	Jun	Jul	Aug	Sep	Oct	Nov
Act	167	175	195	181	191	168
Bud	178	173	178	170	147	141
Prior	182	165	178	178	191	166

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	168	141	166
Var %		19.1%	1.2%
Year-To-Date	359	288	357
Var %		24.7%	0.6%
Annualized	1,979	2,098	2,137
Var %		-5.7%	-7.4%

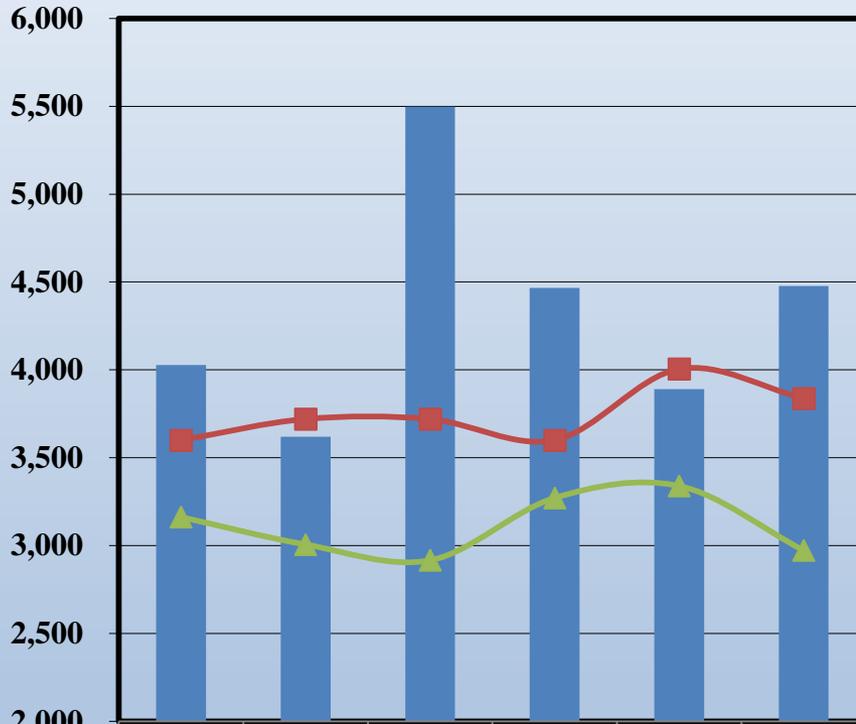
# Total Surgical Cases



	Jun	Jul	Aug	Sep	Oct	Nov
Act	850	799	575	438	741	741
Bud	760	738	759	728	798	765
Prior	749	493	662	749	787	632

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	741	765	632
Var %		-3.1%	17.2%
Year-To-Date	1,482	1,563	1,419
Var %		-5.2%	4.4%
Annualized	8,088	9,291	7,869
Var %		-12.9%	2.8%

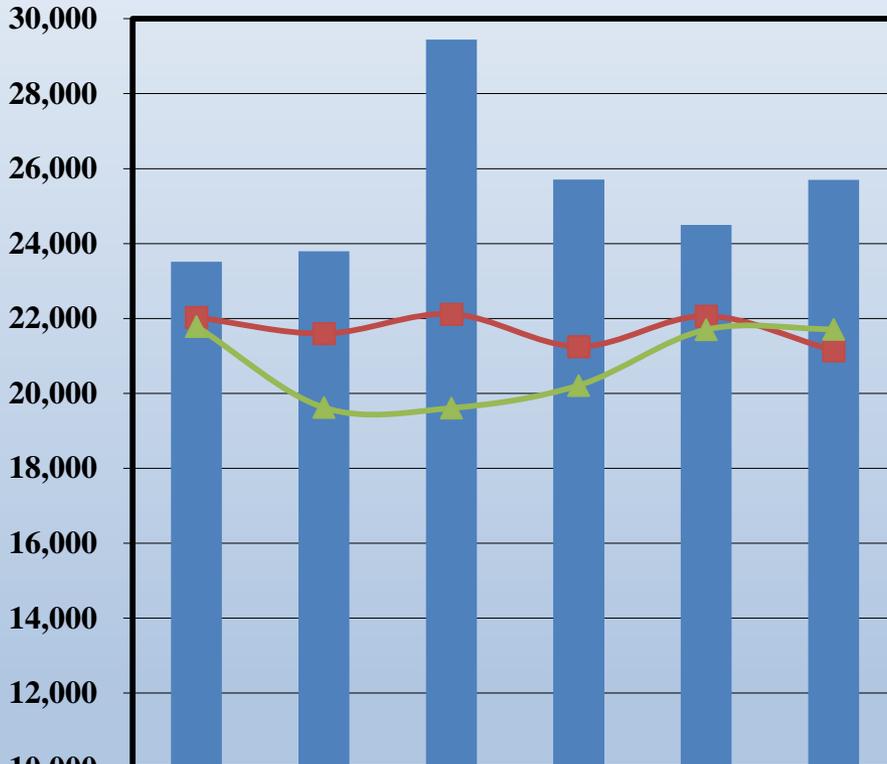
# Emergency Room Visits



	Jun	Jul	Aug	Sep	Oct	Nov
Act	4,027	3,619	5,497	4,467	3,890	4,477
Bud	3,600	3,720	3,720	3,600	4,005	3,838
Prior	3,162	3,006	2,916	3,271	3,339	2,972

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4,477	3,838	2,972
Var %		16.6%	50.6%
Year-To-Date	8,367	7,843	6,311
Var %		6.7%	32.6%
Annualized	45,824	43,718	42,104
Var %		4.8%	8.8%

# Total Outpatient Occasions of Service

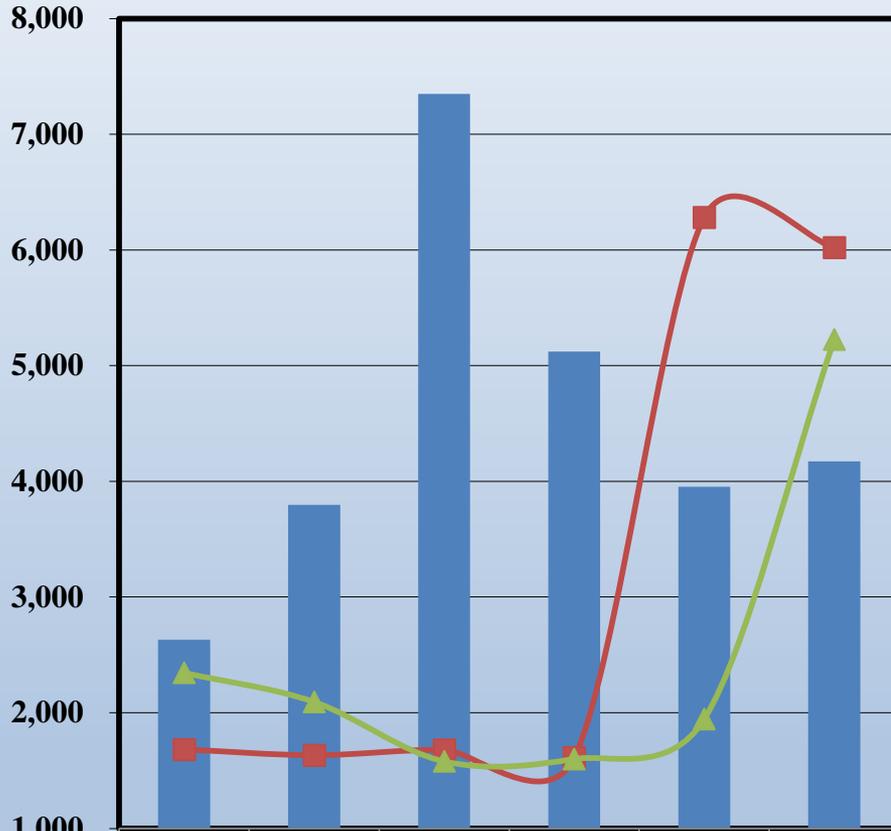


	Jun	Jul	Aug	Sep	Oct	Nov
Act	23,513	23,797	29,441	25,706	24,493	25,698
Bud	22,028	21,596	22,117	21,252	22,062	21,143
Prior	21,788	19,620	19,607	20,212	21,702	21,709

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	25,698	21,143	21,709
Var %		21.5%	18.4%
Year-To-Date	50,191	43,205	43,410
Var %		16.2%	15.6%
Annualized	277,019	266,423	255,247
Var %		4.0%	8.5%

# Urgent Care Visits

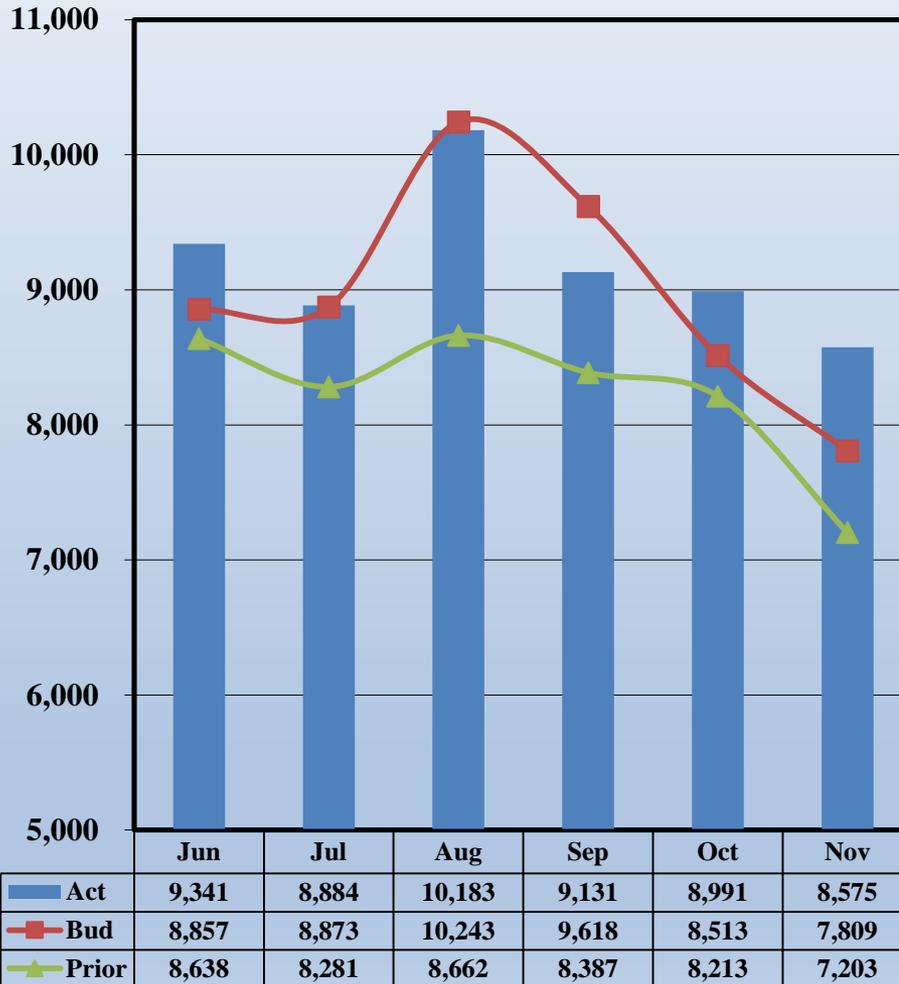
*(JBS Clinic, West University & 42<sup>nd</sup> Street)*



	Jun	Jul	Aug	Sep	Oct	Nov
Act	2,631	3,796	7,349	5,121	3,954	4,172
Bud	1,683	1,633	1,680	1,612	6,282	6,021
Prior	2,345	2,093	1,579	1,600	1,945	5,225

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4,172	6,021	5,225
Var %		-30.7%	-20.2%
Year-To-Date	8,126	12,303	7,170
Var %		-34.0%	13.3%
Annualized	39,837	29,415	28,078
Var %		35.4%	41.9%

# Total ProCare Office Visits



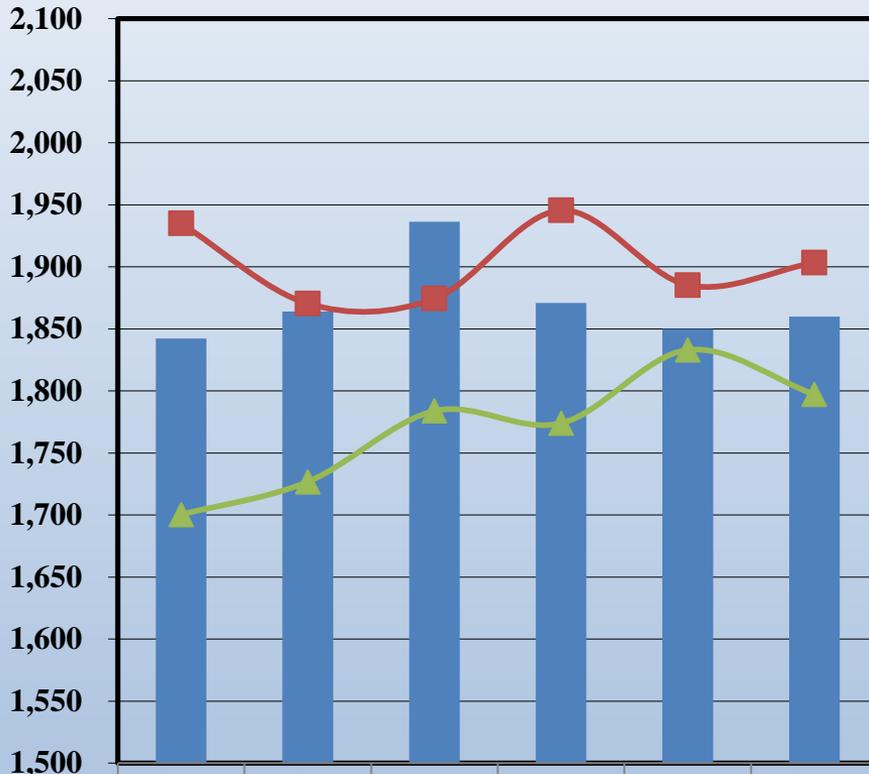
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	8,575	7,809	7,203
Var %		9.8%	19.1%
Year-To-Date	17,566	16,322	15,416
Var %		7.6%	13.9%
Annualized	106,038	112,306	101,041
Var %		-5.6%	4.9%

# Staffing



# Blended FTE's

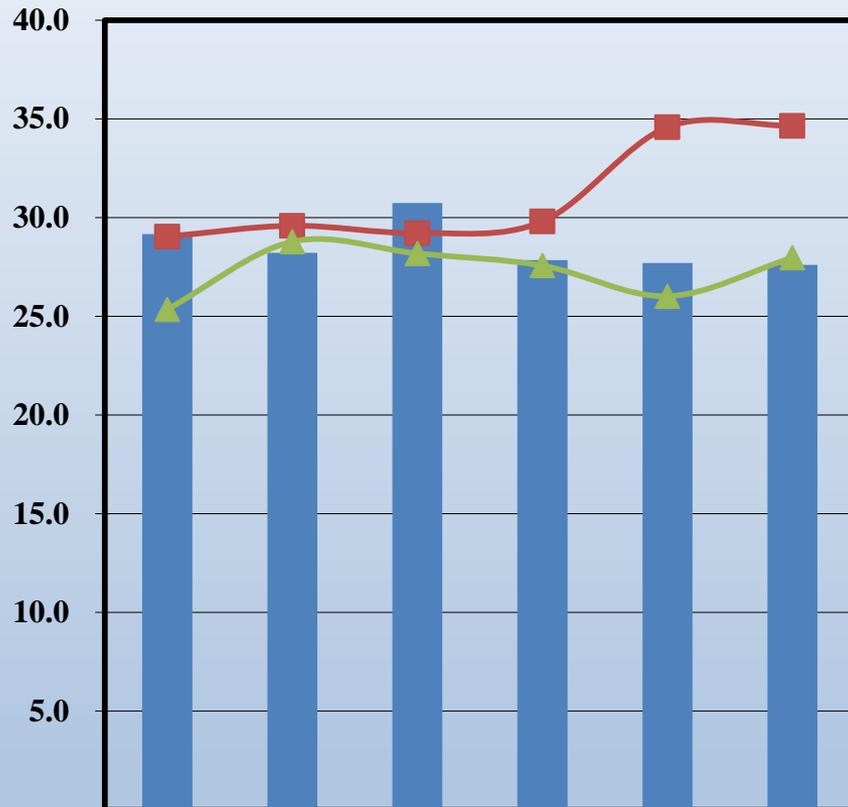
*Including Contract Labor and Management Services*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,860	1,903	1,797
Var %		-2.3%	3.5%
Year-To-Date	1,855	1,894	1,815
Var %		-2.1%	2.2%
Annualized	1,839	1,915	1,816
Var %		-4.0%	1.3%

	Jun	Jul	Aug	Sep	Oct	Nov
Act	1,842	1,864	1,936	1,871	1,850	1,860
Bud	1,935	1,870	1,874	1,946	1,885	1,903
Prior	1,700	1,727	1,784	1,774	1,833	1,797

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



Act	29.2	28.2	30.7	27.9	27.7	27.6
Bud	29.0	29.6	29.2	29.8	34.6	34.7
Prior	25.4	28.8	28.2	27.6	26.0	28.0

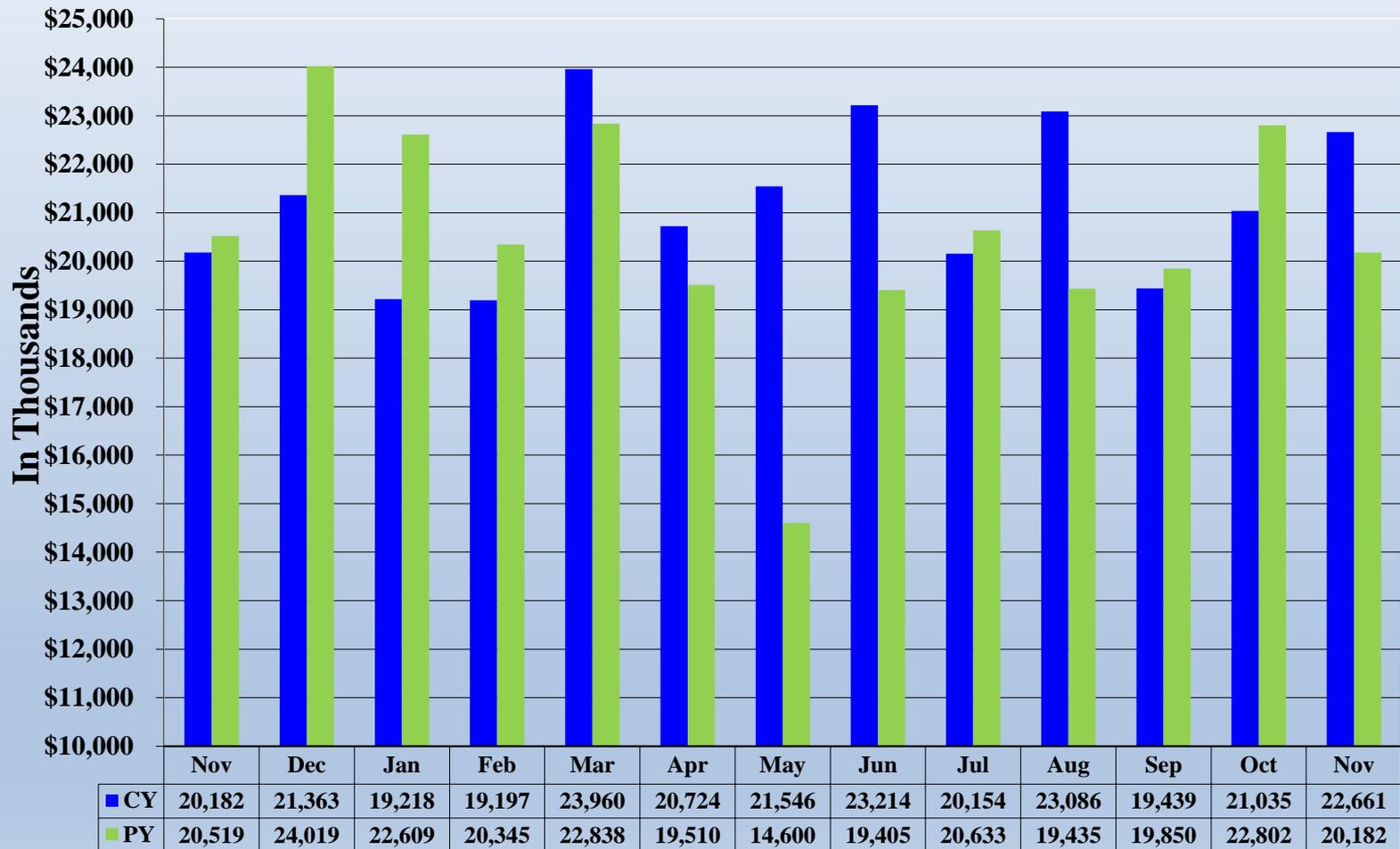
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	27.6	35.1	28.0
Var %		-21.3%	-1.3%
Year-To-Date	27.7	34.5	27.0
Var %		-19.7%	2.6%
Annualized	27.2	29.7	28.2
Var %		-8.4%	-3.5%

# Accounts Receivable



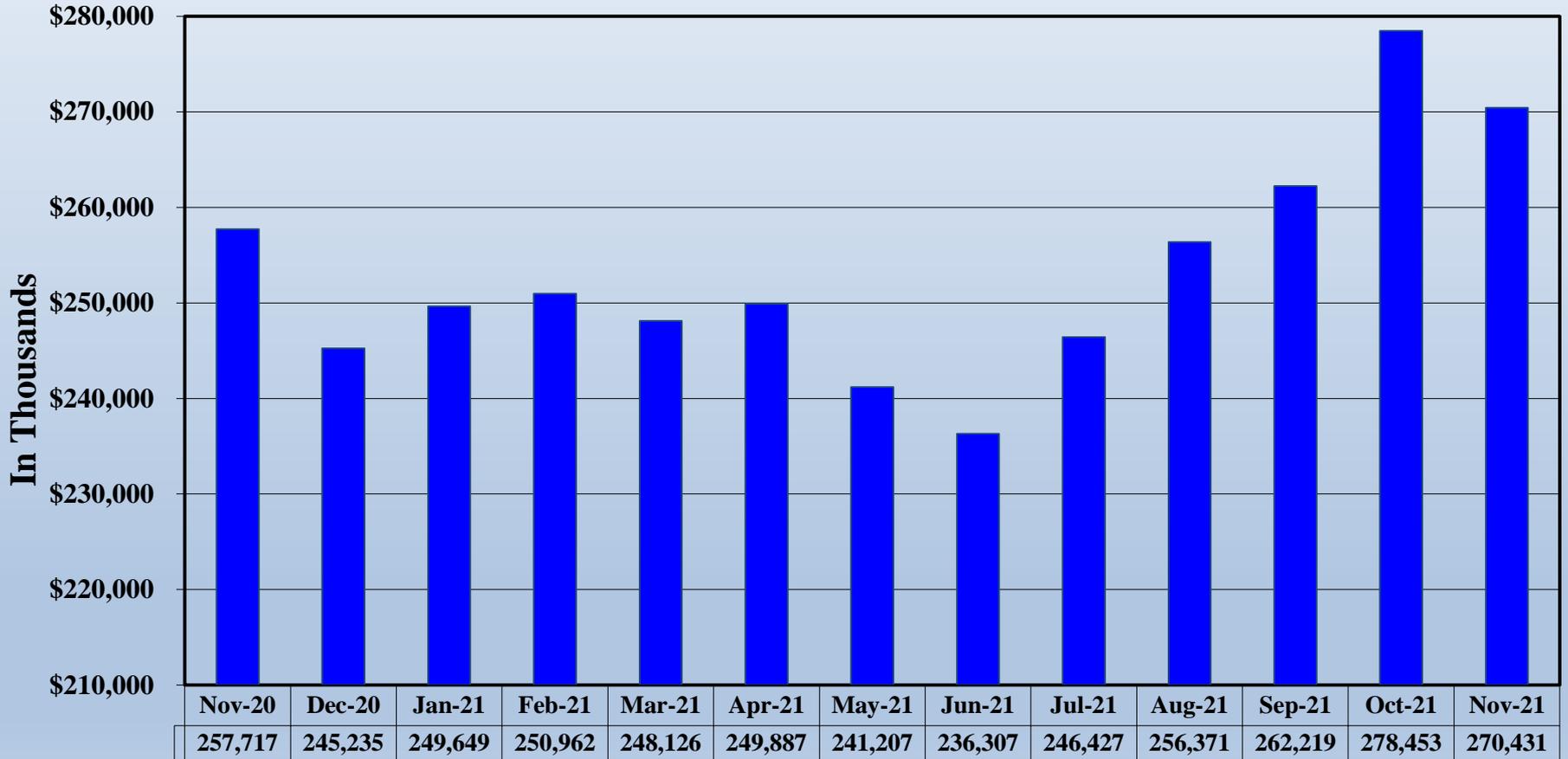
# Total AR Cash Receipts

## 13 Month Trending



# Total Accounts Receivable – Gross

## Thirteen Month Trending

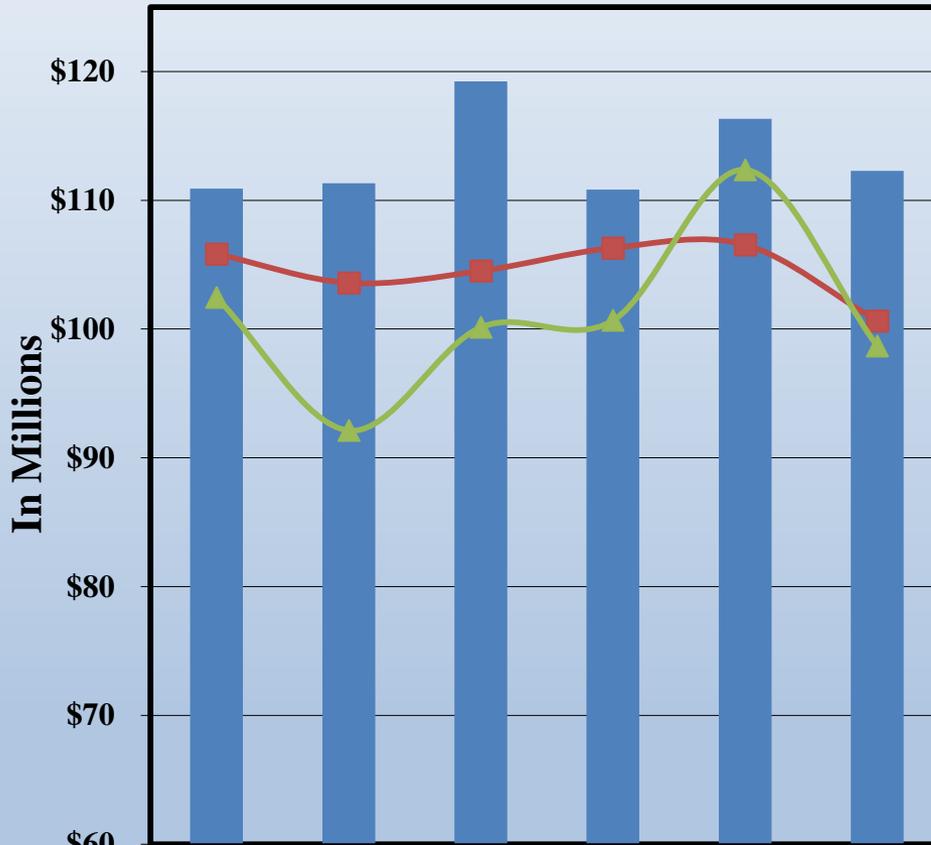


# Revenues & Revenue Deductions



# Total Patient Revenues

## *(Ector County Hospital District)*

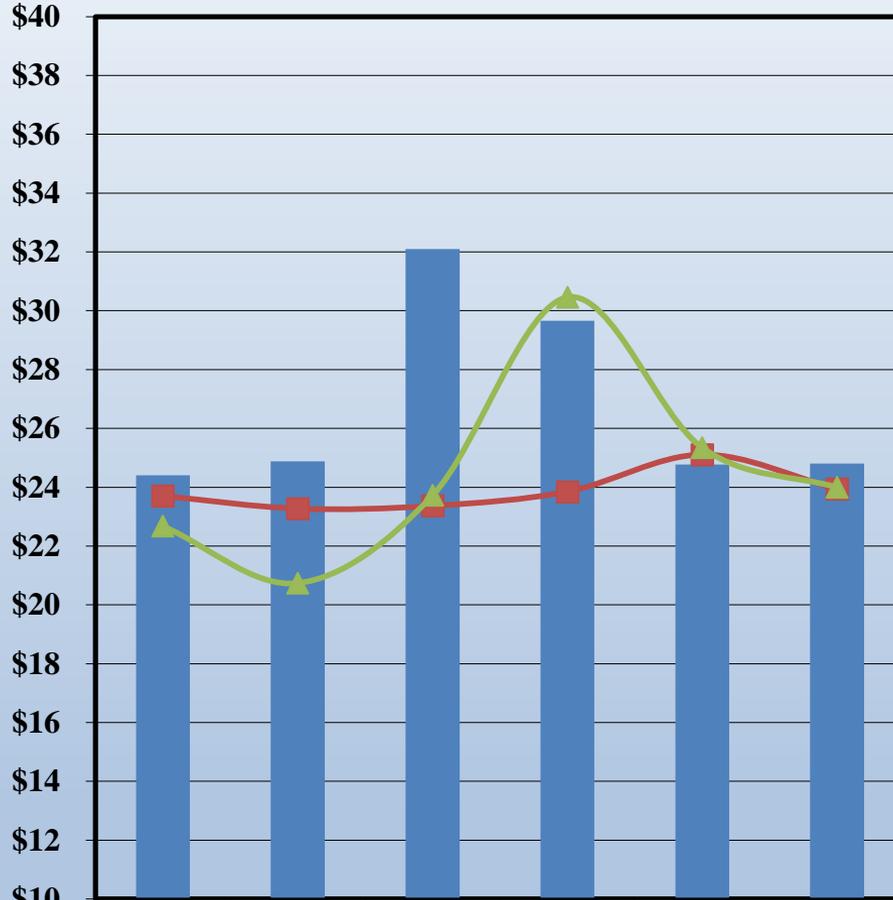


	Jun	Jul	Aug	Sep	Oct	Nov
Act	\$110.9	\$111.3	\$119.2	\$110.8	\$116.3	\$112.3
Bud	\$105.8	\$103.6	\$104.5	\$106.3	\$106.5	\$100.6
Prior	\$102.4	\$92.1	\$100.1	\$100.7	\$112.4	\$98.7

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 112.3	\$ 100.6	\$ 98.7
Var %		11.6%	13.8%
Year-To-Date	\$ 228.6	\$ 207.2	\$ 211.0
Var %		10.4%	8.3%
Annualized	\$ 1,315.3	\$ 1,272.5	\$ 1,202.2
Var %		3.4%	9.4%

# Total Net Patient Revenues

In Millions



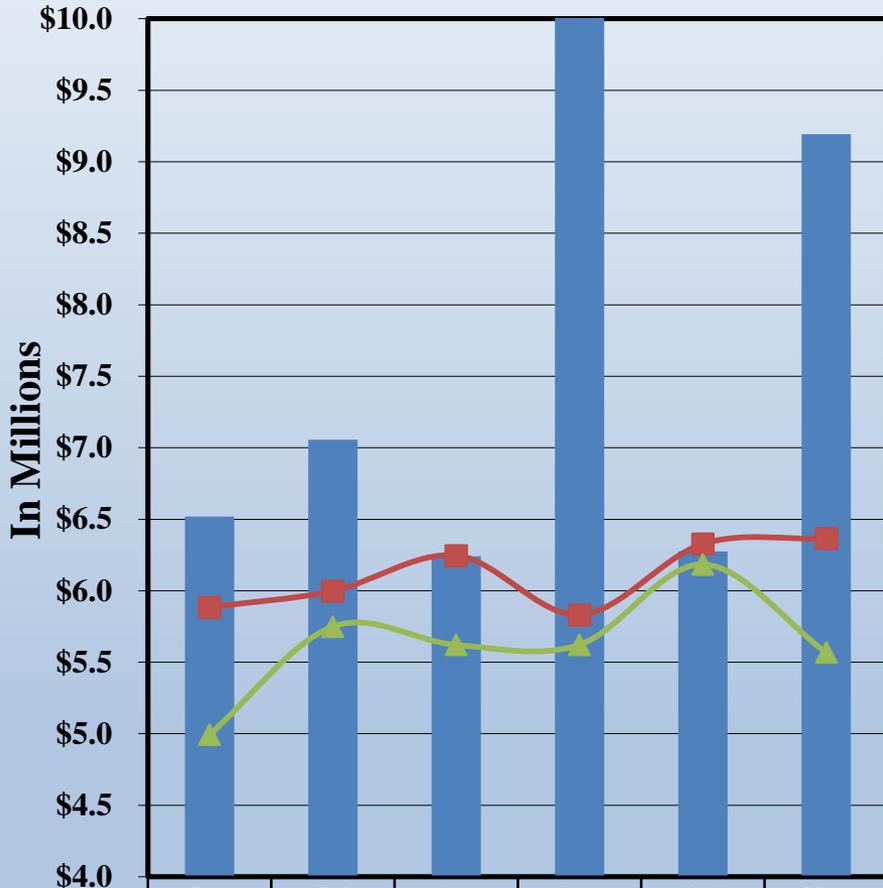
	Jun	Jul	Aug	Sep	Oct	Nov
Act	\$24.4	\$24.9	\$32.1	\$29.7	\$24.8	\$24.8
Bud	\$23.7	\$23.3	\$23.4	\$23.8	\$25.1	\$23.9
Prior	\$22.7	\$20.7	\$23.7	\$30.5	\$25.3	\$24.0

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 24.8	\$ 23.9	\$ 24.0
Var %		3.6%	3.4%
Year-To-Date	\$ 49.6	\$ 49.1	\$ 49.3
Var %		1.1%	0.5%
Annualized	\$ 304.9	\$ 287.2	\$ 277.1
Var %		6.2%	10.0%

# Other Revenue

*(Ector County Hospital District)*

*Including Tax Receipts, Interest & Other Operating Income*



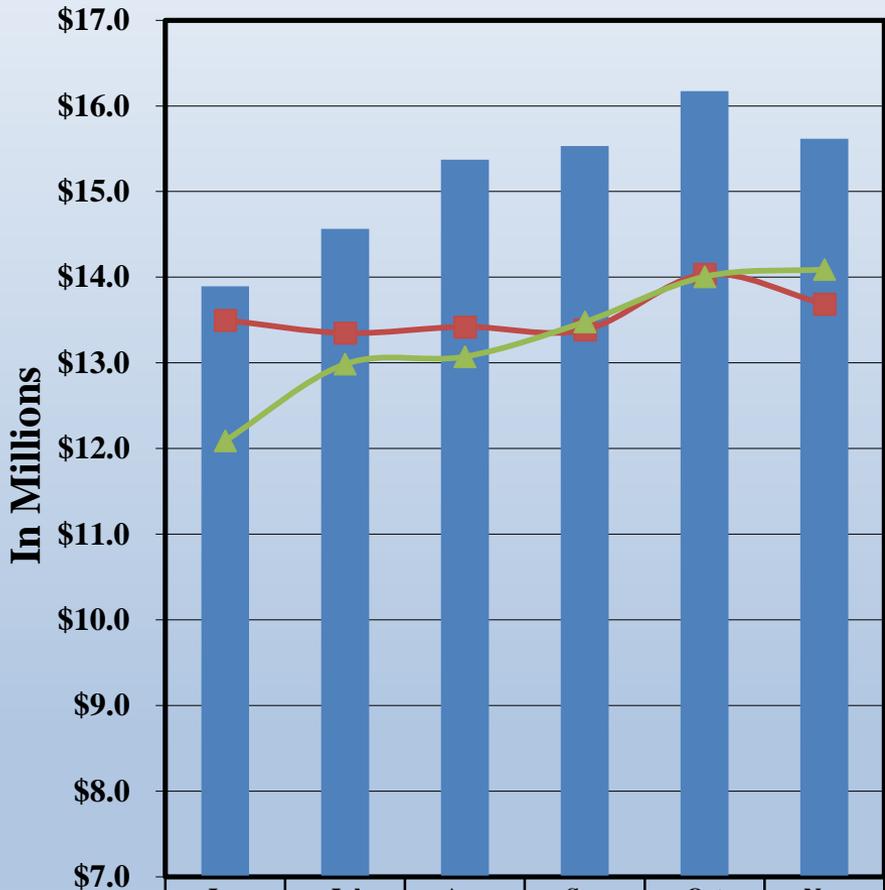
Act	\$6.5	\$7.1	\$6.2	\$28.8	\$6.3	\$9.2
Bud	\$5.9	\$6.0	\$6.2	\$5.8	\$6.3	\$6.4
Prior	\$5.0	\$5.7	\$5.6	\$5.6	\$6.2	\$5.6

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 9.2	\$ 6.4	\$ 5.6
Var %		44.4%	65.1%
Year-To-Date	\$ 15.5	\$ 12.7	\$ 11.8
Var %		21.9%	31.6%
Annualized	\$ 80.7	\$ 50.4	\$ 45.5
Var %		60.1%	77.5%

# Operating Expenses



# Salaries, Wages & Contract Labor (Ector County Hospital District)

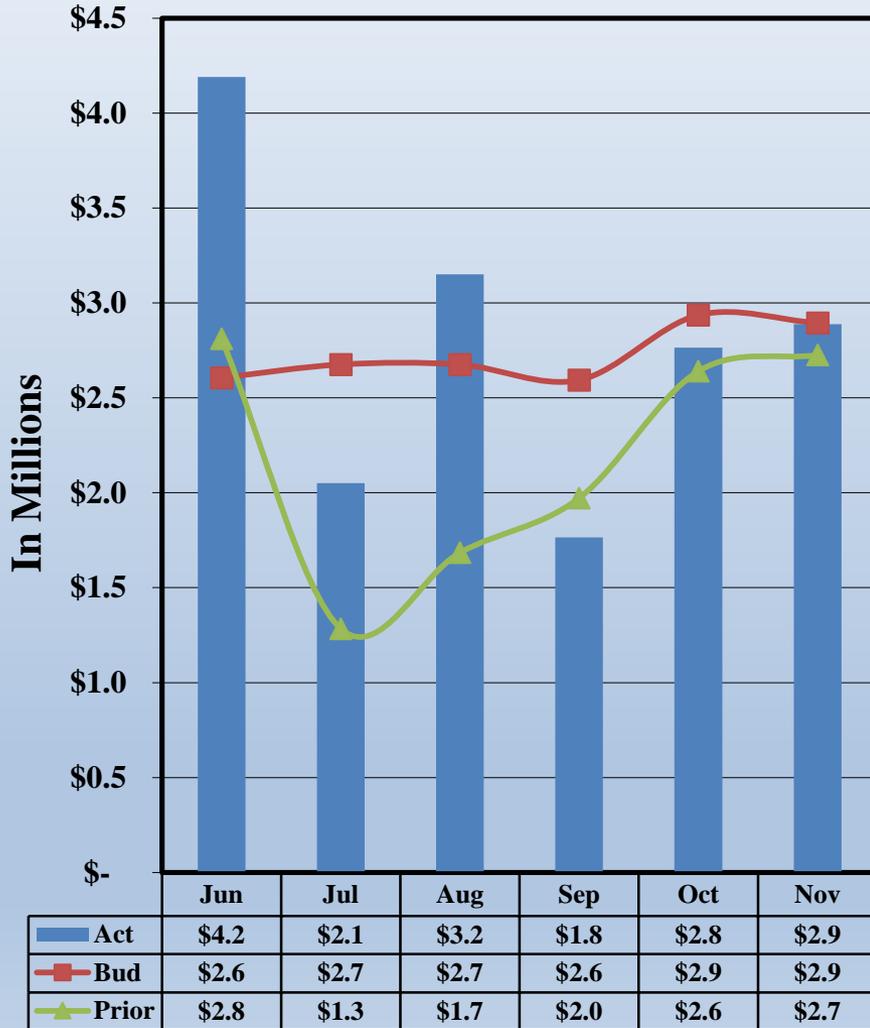


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 15.6	\$ 13.7	\$ 14.1
Var %		13.9%	10.6%
Year-To-Date	\$ 31.8	\$ 27.7	\$ 28.1
Var %		14.8%	13.2%
Annualized	\$ 171.7	\$ 163.6	\$ 162.3
Var %		5.0%	5.8%

	Jun	Jul	Aug	Sep	Oct	Nov
Act	\$13.9	\$14.6	\$15.4	\$15.5	\$16.2	\$15.6
Bud	\$13.5	\$13.3	\$13.4	\$13.4	\$14.0	\$13.7
Prior	\$12.1	\$13.0	\$13.1	\$13.5	\$14.0	\$14.1

# Employee Benefit Expense

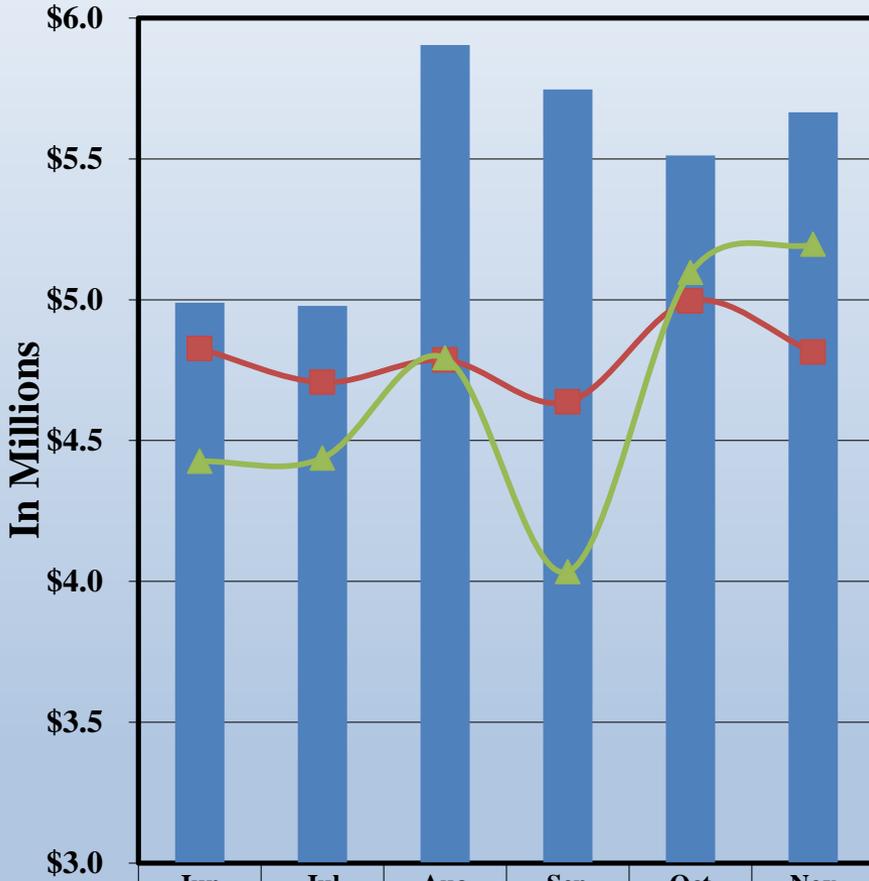
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 2.9	\$ 2.9	\$ 2.7
Var %		-0.2%	6.0%
Year-To-Date	\$ 5.7	\$ 5.8	\$ 5.4
Var %		-3.0%	5.4%
Annualized	\$ 33.6	\$ 32.2	\$ 30.1
Var %		4.3%	11.6%

# *Supply Expense*

## *(Ector County Hospital District)*

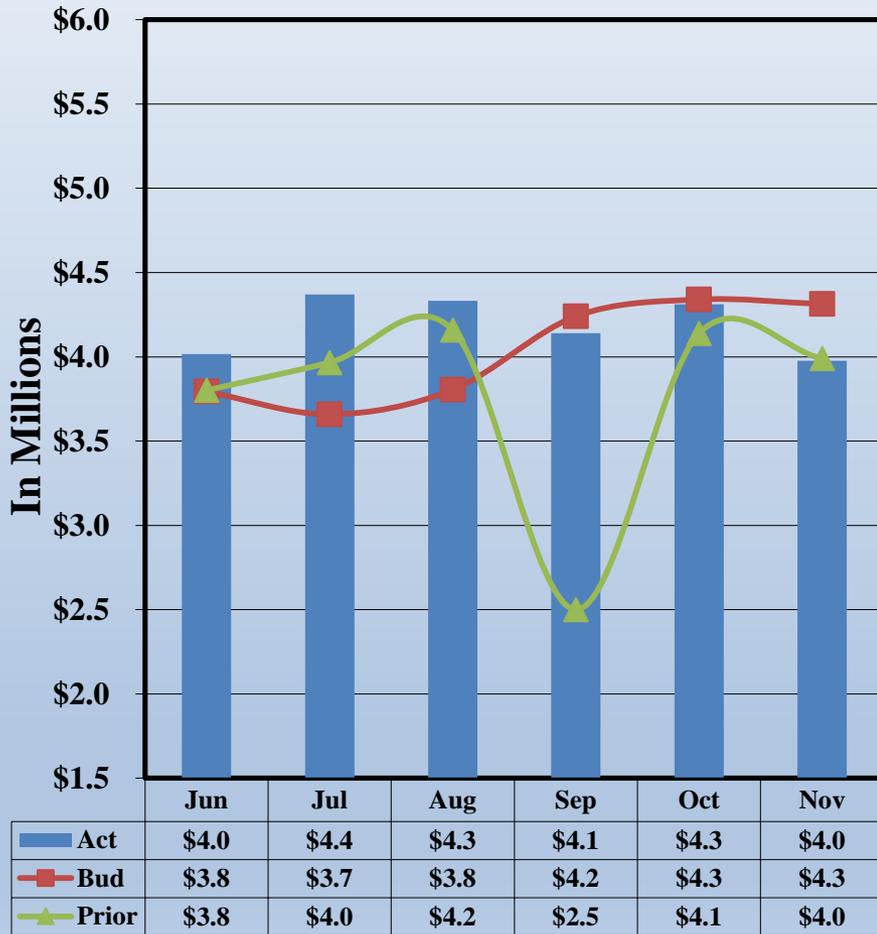


	Jun	Jul	Aug	Sep	Oct	Nov
Act	\$5.0	\$5.0	\$5.9	\$5.7	\$5.5	\$5.7
Bud	\$4.8	\$4.7	\$4.8	\$4.6	\$5.0	\$4.8
Prior	\$4.4	\$4.4	\$4.8	\$4.0	\$5.1	\$5.2

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.7	\$ 4.8	\$ 5.2
Var %		17.7%	9.0%
Year-To-Date	\$ 11.2	\$ 9.8	\$ 10.3
Var %		14.0%	8.6%
Annualized	\$ 62.1	\$ 58.8	\$ 54.9
Var %		5.6%	13.1%

# Purchased Services

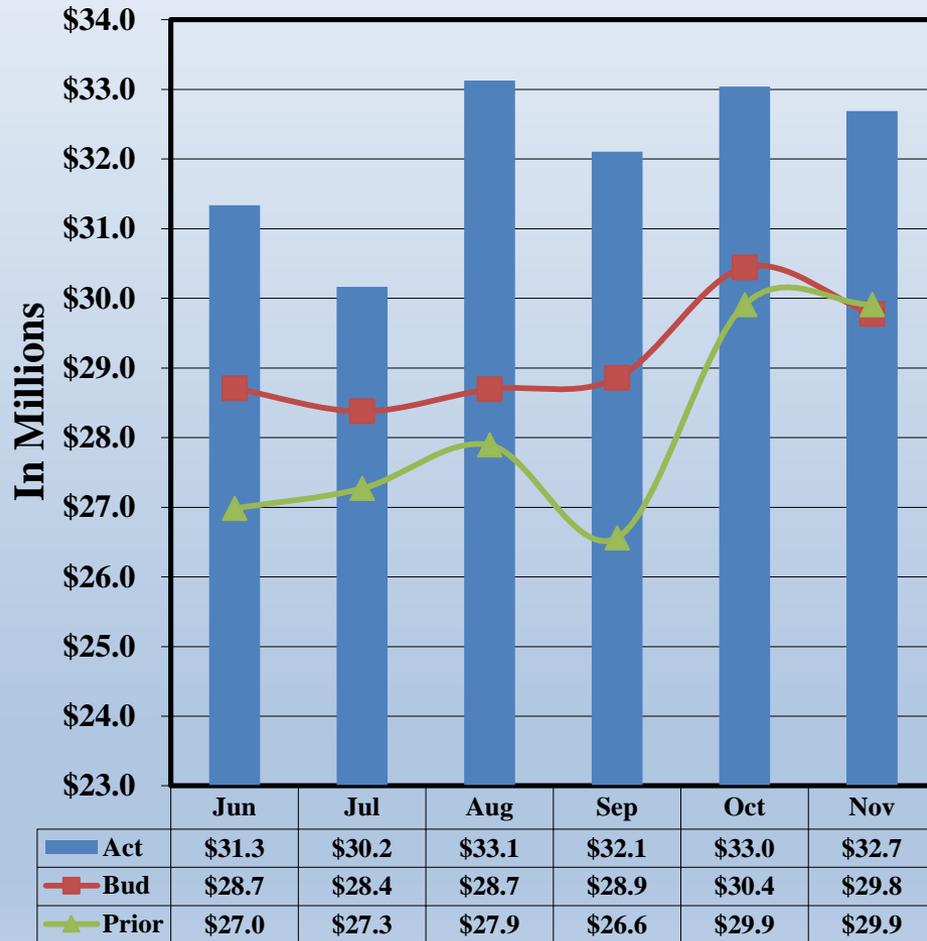
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.0	\$ 4.3	\$ 4.0
Var %		-7.8%	-0.3%
Year-To-Date	\$ 8.3	\$ 8.7	\$ 8.1
Var %		-4.2%	2.0%
Annualized	\$ 48.4	\$ 47.0	\$ 51.6
Var %		3.0%	-6.2%

# Total Operating Expense

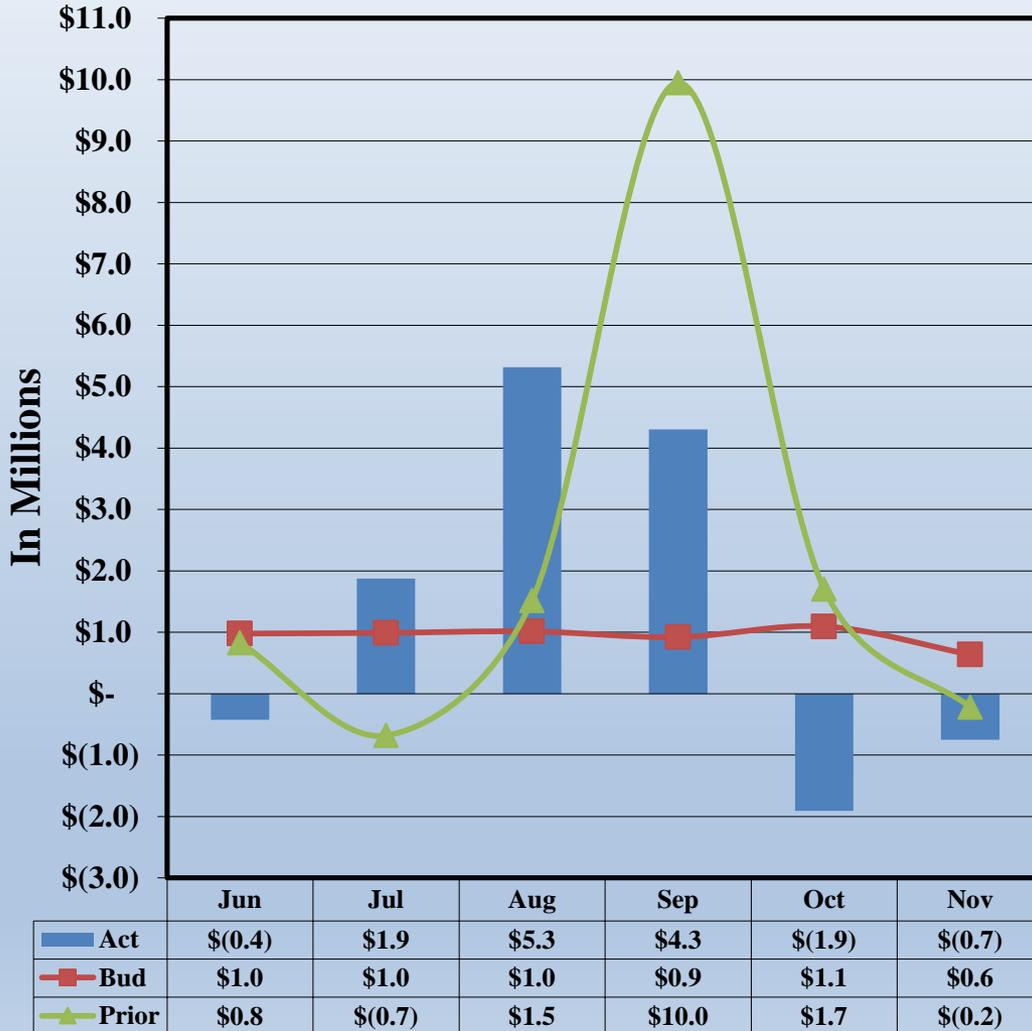
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 32.7	\$ 29.8	\$ 29.9
Var %		9.8%	9.3%
Year-To-Date	\$ 65.7	\$ 60.2	\$ 59.8
Var %		9.2%	9.9%
Annualized	\$ 367.2	\$ 350.7	\$ 351.7
Var %		4.7%	4.4%

# Operating EBIDA

## *Ector County Hospital District Operations*

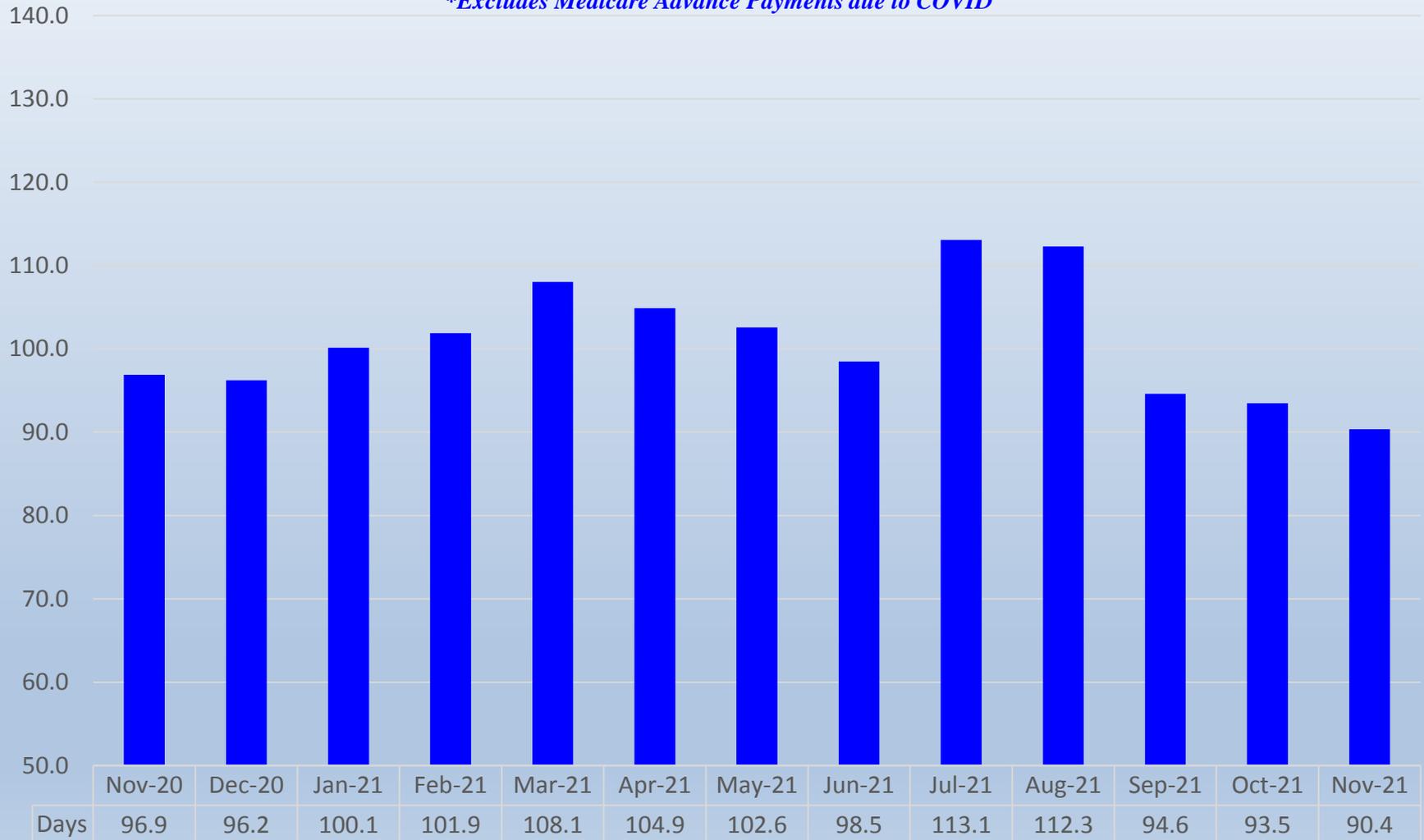


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ (0.7)	\$ 0.6	\$ (0.2)
Var		(1.30)	(0.50)
Var %		-216.7%	250.0%
Year-To-Date	\$ (2.7)	\$ 1.7	\$ 1.5
Var %		-258.8%	-280.0%
Annualized	\$ 15.8	\$ 11.4	\$ (3.5)
Var %		38.6%	-551.4%

# Days Cash on Hand

## Thirteen Month Trending

*\*Excludes Medicare Advance Payments due to COVID*



mch



## MEMORANDUM

**Date: December 16<sup>th</sup>, 2021**

**From: Melanie Conant MSN, RN Unit Director**

**Subject: Labor & Delivery/Postpartum**

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It has come to our attention that Hearing Screen Associates are issuing an amendment to our current contract for a new higher rate due to a CPT code change that resulted in a loss of revenue for HSA. This amendment will serve as a 90-day notice, resulting in termination of services on February 28<sup>th</sup>, 2022, per the contract if the new rate is not approved.

In review of the new terms the following was found:

1. Loss of HSA services will require MCH to hire 4 additional FTE to provide the same level of services that we are currently receiving from the company which would include:
  - a. Evaluation of hearing of any and all infants born at MCH for hearing loss, utilizing equipment that HSA provides and maintains at no additional cost.
  - b. Ordering of supplies which average about \$2000-\$3000 per month to provide hearing screening services.
  - c. Hiring, scheduling, and payment to hearing screen service's contracted employees.
  - d. State reporting
  - e. Ongoing evaluation and support by an audiologist team to maintain state requirements for the hearing screen program.

Conclusion: It is my recommendation that we continue the services provided by the Hearing Screen Associates, at the increased rate. The payment comparison for the additional FTEs and purchasing of the equipment outweigh the costs of continued services.



Thank You,

Melanie Conant MSN, RN Unit Director

CC. Christin Timmons, Kimberly Leftwich



TO:: ECHD Board of Directors

THROUGH: Russell Tippin, President & CEO

THROUGH: Matt Collins, COO

FROM: Carol Evans, Divisional Director of Radiology

DATE: December 23, 2021

RE: **Nuance ModLink Software Contract**

New Contract: Nuance - ModLink  
Term: 3 years  
Cost: \$1972.17 mth x 36 mths = \$70,988.12

Please find for review and electronic approval documents for the above referenced contract. ModLink allows for electronic transmission of data from imaging modalities to the radiologist workstation to include data in patient reports. Currently this is a mostly manual process which creates delays and is susceptible to error due to manual entry of data.

This will be especially beneficial for our ultrasound reports (particularly OB fetal measurements) and for our bone density studies. Currently due to the way bone density studies are reported, even though the report is in Cerner, it is not located where referring physicians expect to see it. This results in frustration for the physicians when they have to call for a report because they cannot locate it easily.

The contract cost includes the software license and project integration and training.

**MEMORANDUM**

TO: ECHD Board of Directors  
FROM: Steve Ewing, Chief Financial Officer  
SUBJECT: PayCom  
DATE: January 6, 2022

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**Cost:**

One Time Implementation Fee **\$68,766.94**

On going purchase services comparable to existing Kronos purchase services.

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**Background:**

PayCom is a comprehensive HR and Payroll software system. The ongoing purchase services will be comparable to the existing Kronos purchase service expenses.

**Staffing:**

No permanent FTE additions, but significant disaster recovery time utilized.

**Disposition of Existing Equipment:**

Potential legal action for damages and future contract purchase services.

**Implementation Time Frame:**

December 15, 2021 to January 31, 2022 for implementation.

**Funding:**

Expenses covered by Kronos disaster recovery and MCH Business Interruption Insurance.

## January Board Report

### Regional Services

#### Site Visits

McCamey- Met with existing and new providers. The new providers include, Shelly Adams MD and Marc Mesch NP, spoke with them about the service lines we offer and spoke about my role. They were glad to hear we are doing outreach. They are pleased with Dr Farber's services and even mentioned him traveling to McCamey more than once a month. I have let them know I will see what the options are. We spoke for a while about telehealth services they are glad to know this is coming, both of them mentioned they are from larger areas where this was quite common. They like the idea of having the ability to consult with specialist and what a great asset this would be for their community. CNO currently out of town will arrange some time once she returns to discuss this further.

Rankin- met with providers, they stated they have had no issues with transfers. They were able to transfer a pediatric transfer to us this month, they stated Dr Le is great and was able to accept the patient quickly. We discussed some telehealth options and they are excited to hear more. Leadership currently with auditors at time of site visit. I have reminded them of the Xferall platform to transfer patients as well, they stated their staff is aware.

Crane- met with Pat, CNO. Pat stated they are still having some issues getting patients out for transfers but it seems to be getting better. I reminded her we are now using Xferall to accept patients she stated her staff are aware how to use, some prefer to still call. I provided her the information that was shared at the regional roundtable as her or CEO Dianne were unable to attend. She is going to reach out to vendor for HIE information she knows her providers will be glad to hear this. She is also happy to hear about telehealth options, we discussed possible specialist service lines they would benefit from most in their community.

Iraan- Introduced with CEO, Jason Rybolt and CNO Connie Miles to Dr Babbel, Dr. Freyder, Leann NP, Nate, NP and Damien. We discussed orthopedic service line along with sports medicine opportunities in their community. We will be planning a site visit to Iraan in January to introduce Dr Freyder to sports medicine director and seek other sports medicine opportunities in that area.

#### Community Outreach

##### Primary Care

Leann Garza NP attended site visits to Wendover Family Medicine, Dr. Casanova, Dr Prasad, Dr. Kurra, and Dr. Butler

##### Pediatric

Leann Garza NP attended site visits to Dr Bavousette

##### OB/ GYN

Leann Garza NP attended site visits to Dr Raja

**MCH Telehealth**

MCH Telecare- 27 visits

MCH Procure – 280 visits (272 new person visits)

# Accreditation Board Update

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Christin Timmons, CNO/CXO

# Accreditation Updates:

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- DNV Corrective Action Plan was submitted on 12/23 and awaiting approval for the following 6 deficiencies:
  - NC-1 Titrations
  - NC-1 Performance Data for Providers (OPPE)
  - NC-2 IMM Notification
  - NC-2 Fire Safety Training for Providers
  - NC-2 Electrical Equipment Usage
  - NC-2 Utility Management System (Calibrations in compliance with manufacturers recommendations)

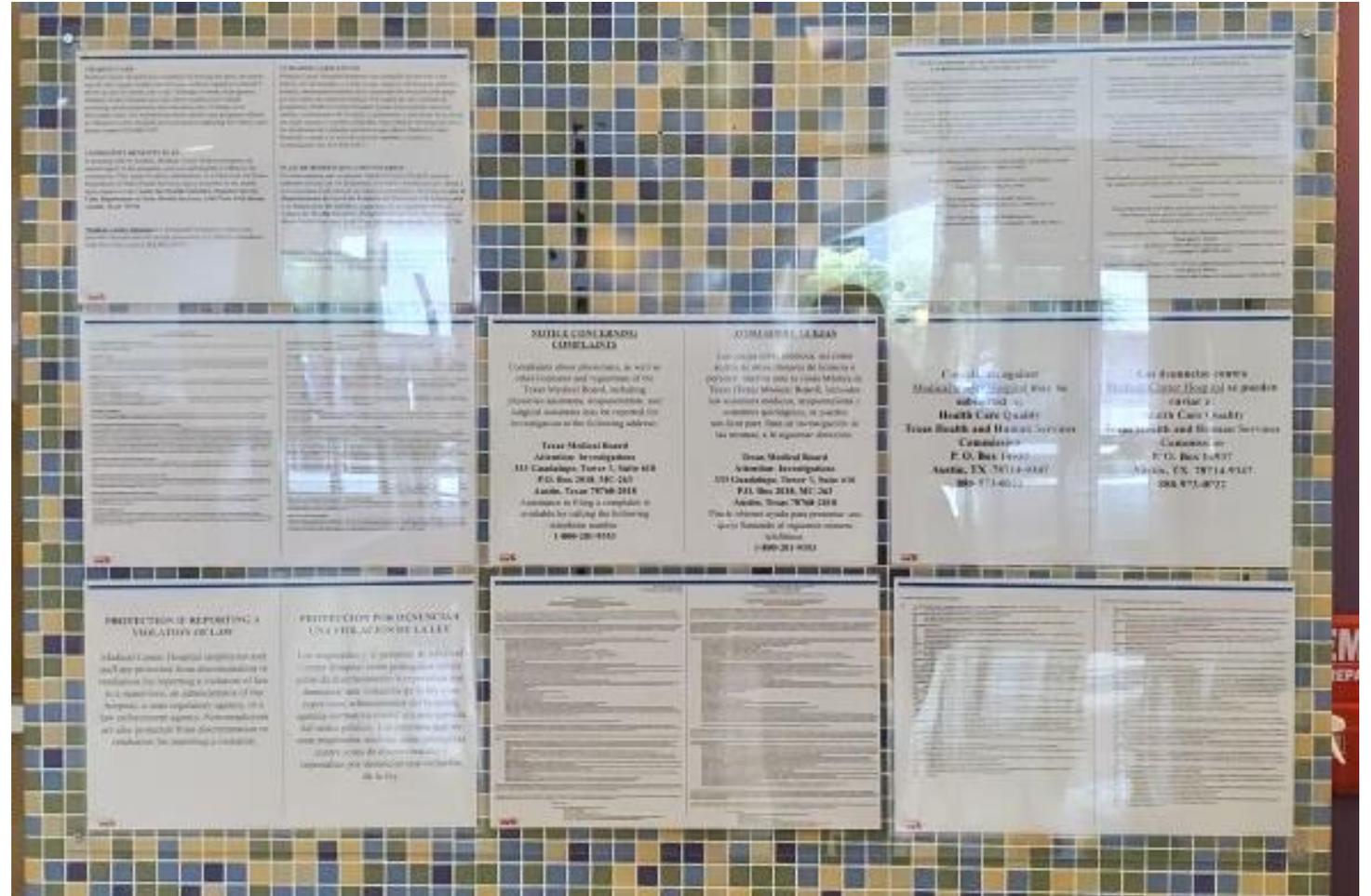
# Accreditation Updates:

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- CMS Site visit on 12/13 and 12/14 – Site visit to review two complaints and review corrective action plan for previous Immediate Jeopardy (Draping action plan).
  - Complaint #1 – Cleared with no deficiencies cited
  - Complaint #2 – Cleared with no deficiencies cited
  - IJ Corrective Action Plan – Closed with no deficiencies cited

# Accreditation Updates:

- MCH corrective action plan for the previous immediate jeopardy included board report out and updates on necessary signage for the health system.
- The wayfinding team formed a small committee that worked through the layout and locations of the CMS-required hospital signs that have been removed due to remodeling's or lack of education and not returned to the wall.
- Marketing worked with an outside source and engineering to immediately place the necessary signage in the required locations
- Additional auditing and education regarding signage has begun to maintain ongoing compliance.



January 3, 2022

To Whom It May Concern,

On behalf of Medical Center Health System (MCHS), I am pleased to provide this letter of support for the Texas Tech University Health Sciences Center at the Permian Basin's application for the Centers of Excellence (COE) grant for designating a Hispanic COE at TTUHSC Permian Basin to create a sustainable workforce throughout the most rural areas of the Permian Basin of West Texas and eastern New Mexico.

The demography of the Permian Basin and all of West Texas has significantly shifted over the last 15 years and these changes are indicative of what is to come in many other rural regions of the country. West Texas has seen significant growth in both aging and minority populations for several years and these trends are beginning to emerge in much of rural America.

It is no secret the severe shortage of primary care health professionals in the rural communities of West Texas adversely affects the health care system in the area. This project is vital to attracting more underrepresented minority (URM) students to careers in rural and community health. The project also addresses the shortages of qualified health care providers in a region where many residents are also URM.

We applaud you for taking the lead on this very important project and we are confident our collaborative efforts will result in excellent outcomes for the people of the Permian Basin. To contribute to your efforts, Medical Center Health System will do the following:

1. Support and allow the medical students to participate in clinical training activities within any of MCHS outpatient and inpatient facilities in the Permian Basin region.
2. Allow these students to participate in regional (*rural hospital*) outreach programs *alongside Ms. Mallori Martin*, MCHS Regional and Telemedicine Coordinator.
3. Allow the students to participate alongside Ms. Mallori Martin in her role directing the MCHS regional telemedicine program.
4. Support connections with groups of people serving the Hispanic community and participate in community-based research projects, after proper agreement with TTUHSC Permian Basin School of Medicine, if the need arises.
5. Continue supporting the TTUHSC Permian Basin Family Medicine residency training program and advocate and support these students joining the program.
6. Assist TTUHSC Permian Basin and provide students with information. Retaining these students - after completion of residency – in regional and local primary care practices.

We hope that your proposal will obtain a positive review and outcome because it promises to meet the long-term needs of our rural health care system. Please let us know if we can be of further assistance to you and your team in this submission.

Sincerely,

  
Russell Tippin  
Chief Executive Officer  
Medical Center Health System

500 West 4<sup>th</sup> Street, Odessa, TX 79760  
mchodessa.com