



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
DECEMBER 7, 2021 – 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** Richard Herrera (p.3)
- V. CHECK PRESENTATION FROM FMH FOUNDATION** Alison Pradon
- VI. EMPLOYEE GIVING CAMPAIGN** Alison Pradon
- VII. AWARDS AND RECOGNITION**
 - A. December 2021 Associates of the Month** Russell Tippin
 - Nurse - Alicia Smith-Furlow
 - Clinical – Jeanette Galindo
 - Non-Clinical - Lisa Russell
 - B. Unit HCHAPS High Performer(s)** Christin Timmons
- VIII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**
- IX. PUBLIC COMMENTS ON AGENDA ITEMS**
- X. CONSENT AGENDA** Bryn Dodd (p.4-35)
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
 - A. Consider Approval of Regular Meeting Minutes, November 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**
- XI. COMMITTEE REPORTS**
 - A. Finance Committee** Wallace Dunn (p.36-104)
 - 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**..... Bryn Dodd
 - 1. Policies reviewed and approved

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

XIII. QUALITY UPDATE Christin Timmons (p.105-122)

XIV. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS
..... Russell Tippin (p.123-124)

- A. COVID-19 Update**
- B. Update on Permian Basin Behavioral Health Center**
- C. Update on the Redistricting Joint Task Force Committee**
- D. Update on CMS Vaccine Mandate and Policy**
- E. Agreement with the City of Odessa regarding ARPA Funds**
- F. Ad hoc Report(s)**

XV. EXECUTIVE SESSION

Meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) 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.

XVI. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

- A. Consider Approval of MCH Lease Agreement(s)**
- B. Consider Approval of MCH ProCare Provider Agreement(s)**
- C. Consider Approval of the Nacero Agreement**

XVII. 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
NOVEMBER 1, 2021 – 5:30 p.m.**

MINUTES OF THE MEETING

- MEMBERS PRESENT:** Bryn Dodd, President
Wallace Dunn, Vice President
David Dunn
Kathy Rhodes
- MEMBERS ABSENT:** Mary Lou Anderson
Don Hallmark
Richard Herrera
- OTHERS PRESENT:** Russell Tippin, President/Chief Executive Officer
Steve Steen, Chief Legal Counsel
Steve Ewing, Chief Financial Officer
Matt Collins, Chief Operating Officer
Christin Timmons, Chief Nursing Officer
Adiel Alvarado, President MCH ProCare
David Chancellor, Vice President of Human Resources
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

I. CALL TO ORDER

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

II. INVOCATION

Chaplain Doug Herget offered the invocation.

III. PLEDGE OF ALLEGIANCE

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

IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

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

V. AWARDS AND RECOGNITION

A. November 2021 Associates of the Month

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

- Clinical – Gilbert Barrera
- Non-Clinical – Cuca Franco
- Nurse – Monette Montales, RN

B. Unit HCAHPS High Performers

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

- MCH ProCare Cardiology – Satellite Clinics: Pecos, Crane, Kermit, Andrews, and McCamey

C. Decreased Fall Rate

Maria Loya, 9 Central Unit Director presented to the Board the results of their 4DX WIG. The Unit set a goal of decreasing the fall rate by 40% but ended up decreasing the fall rate in their unit by 72%.

This report was informational only. No action was taken.

VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER

No conflicts were disclosed.

VII. PUBLIC COMMENTS ON AGENDA ITEMS

No comments from the public were received.

VIII. CONSENT AGENDA

A. Consider Approval of Regular Meeting Minutes, October 5, 2021

B. Consider Approval of Joint Conference Committee, October 26, 2021

C. Consider Approval of Federally Qualified Health Center Monthly Report, September 2021

Page 5 of 124

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

IX. COMMITTEE REPORTS

A. Audit Committee

1. Update of Internal Audit Work FY2020-Weaver
2. Proposed 2021/2022 Project Plan - Weaver

B. Finance Committee

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

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

X. TTUHSC AT THE PERMIAN BASIN REPORT

There was no report provided.

XI. QUALITY UPDATE

This agenda item was postponed until the next regular board meeting.

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

A. COVID-19 Update

No update was provided

B. Ad-hoc Reports

The Regional Services Report was provided.

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

Page 6 of 124

XIII. EXECUTIVE SESSION

Bryn Dodd stated that the Board would not go into Executive Session.

XIV. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. Consider Approval of MCH ProCare Provider Agreements

Bryn Dodd stated that the MCH ProCare Provider Agreements were all reviewed and approved by the PTRC on October 28, 2021.

The following new agreement:

- Deephak Swaminath, M.D. This is a 2-year agreement with TTUHSC for Electrophysiology.

The following amendments:

- Stephanie Kubacak, M.D. This is an amendment to the Internal Medicine agreement.
- Chittur Ramanathan, M.D. This is an amendment to the Family Medicine Agreement.

The following renewal agreements:

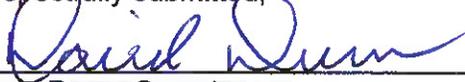
- Errol Anderson, M.D. This is a 3-year renewal for a Radiology agreement.
- Catherine Graham, FNP – This is a 3-year renewal for Pain Management agreement.
- Chittur Ramanathan, M.D. – This is a 2-year renewal for Family Medicine agreement.

Kathy Rhodes moved, and Wallace seconded the motion to approve the MCH ProCare Provider Agreements as approved by the PTRC on October 28, 2021. The motion carried.

XV. ADJOURNMENT

There being no further business to come before the Board, Bryn Dodd adjourned the meeting at 5:48 p.m.

Respectfully submitted,



David Dunn, Secretary
Ector County Hospital District



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
SPECIAL BOARD MEETING
NOVEMBER 15, 2021 – 5:30 p.m.**

MINUTES OF THE MEETING

MEMBERS PRESENT:

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

OTHERS PRESENT:

Russell Tippin, President/Chief Executive Officer
Matt Collins, Chief Operating Officer
Steve Steen, Chief Legal Counsel
Gingie Sredanovich, Chief Compliance Officer
Christin Timmons, Chief Nursing Officer
David Chancellor, Vice President of Human Resources
Kerstin Connolly, Paralegal
Michaela Johnson, Executive Assistant to CEO
Various other interested members of the Medical Staff,
Employees and Citizens

I. CALL TO ORDER

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

II. PUBLIC COMMENTS ON AN AGENDA ITEM

There were eight members of the public who requested to address the ECHD Board of Directors regarding the CMS Vaccine Mandate. Barry Hill, Ashley Harry, Lindsey Coulter, Burt Pelopero, Nicole Allen, Tisha Crow, Mayra Ramos, and Ann Malliat addressed the ECHD Board of Directors.

Page 8 of 124

After the public comments were received Ms. Dodd asked if there were additional public comments regarding the CMS Vaccine Mandate. There were no further comments from the public.

III. DNV: QAPI UPDATE ON NONCONFORMITIES AND STATUS

Christin Timmons, Chief Nursing Officer, provided the DNV corrective action plan statuses to the Board.

Wallace Dunn moved, and Richard Herrera seconded the motion to accept the DNV corrective action plan statuses as presented. The motion carried.

IV. CMS VACCINE MANDATE

Russell Tippin, President/Chief Executive Officer, thanked the individuals who addressed the Board. He then went on to explain what the CMS Vaccine Mandate means for the Hospital and the employees. After a lengthy discussion between the board members, Don Hallmark moved to approve the proposed vaccine mandate policy with amended language to include that if an employee does not meet the deadline to receive the vaccine, but has requested either a religious or medical exemption, and they will submit to weekly COVID testing, then the employee can continue to work until CMS requires the employee to leave. David Dunn seconded the motion.

Bryn Dodd called for a roll call vote on the motion to approve MCH Policy MCH-1016.

The following vote was recorded:

Bryn Dodd	- No
Don Hallmark	- Yes
Richard Herrera	- Yes
David Dunn	- Yes
Wallace Dunn	- No
Kathy Rhodes	- No
Mary Lou Anderson	- Yes

Motion carried by a vote of 4 to 3.

Don Hallmark nominated David Dunn to serve on the Employee Vaccine Exemption Committee, Richard seconded the motion. The motion carried, with Kathy Rhodes voting no.

V. EXECUTIVE SESSION

Bryn Dodd stated that the Board would not go into Executive Session.

VI. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

There were no items to consider.

VII. ADJOURNMENT

There being no further business to come before the Board, Bryn Dodd adjourned the meeting at 7:33 p.m.

Respectfully submitted,



David Dunn, Secretary
Ector County Hospital District



December 7, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Medical Staff and Allied Health Professionals Staff Applicants

Statement of Pertinent Facts:

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

Medical Staff:

Applicant	Department	Specialty/Privileges	Group	Dates
Abdul Alarhayem, MD	Surgery	Vascular Surgery	ProCare	12/7/2021-12/6/2022
Kristian Delgado, MD	Anesthesia	Pain Management		12/7/2021-12/6/2022
Barrett Duncan, MD	Radiology	Telemedicine	American Radiology Associates	12/7/2021-12/6/2022
Shannon Garitty, MD	Anesthesia	Pain Management		12/7/2021-12/6/2022
Scott Irvine, DO	Anesthesia	Pain Management		12/7/2021-12/6/2022
Benjamin Lowry, MD	Anesthesia	Pain Management		12/7/2021-12/6/2022

Allied Health:

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Celeste Menzer, PA	Surgery	AHP	Physician Assistant		Dr. Dorman	12/7/2021-12/6/2023

***Please grant temporary Privileges**

Advice, Opinions, Recommendations and Motions:

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

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



December 7, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

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

Medical Staff:



Medical Center Hospital

A Member of Medical Center Health System

Applicant	Department	Status Criteria Met	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Sudhir Amaram, MD	Cardiology	Yes	Active	Cardiology	ProCare	None	01/1/2022-12/31/2023
Fernando Boccalandro, MD	Cardiology	Yes	Active	Cardiology	ProCare	None	01/1/2022-12/31/2023
Robert Chappell, MD	Medicine	Yes	Affiliate	Dermatology		None	01/1/2022-12/31/2023
Amaranath Ghanta, MD	Medicine	Yes	Active	Pulmonary		None	01/1/2022-12/31/2023
Anjaiah Kodityal, MD	Medicine	Yes	Active	Pulmonary		None	01/1/2022-12/31/2023
Manmeet Mangat, MD	Medicine	Yes	Affiliate	Oncology	Texas Oncology	None	01/1/2022-12/31/2023
Ravi Medi, MD	Medicine	Yes	Affiliate	Psychiatry		None	01/1/2022-12/31/2023
Raja Naidu, MD	Cardiology	Yes	Active	Cardiology	Naidu Clinic	None	01/1/2022-12/31/2023
Pankaj Patel, MD	Cardiology	Yes	Active	Interventional Cardiology		None	01/1/2022-12/31/2023
Puthalath Raghuprasad, MD	Medicine	Yes	Affiliate	Allergy/ Immunology		None	01/1/2022-12/31/2023
Anand Reddy, MD	Medicine	Yes	Active	Nephrology		None	01/1/2022-12/31/2023
Syam Vemulapalli, MD	Medicine	Yes	Active	Gastroenterology		None	01/1/2022-12/31/2023
David Watkins, MD	Medicine	Yes	Courtesy	Oncology	Texas Oncology	None	01/1/2022-12/31/2023
Jason Zagrodzky, MD	Cardiology	Yes	Active	Electrophysiology		None	01/1/2022-12/31/2023
Robin Akins, MD	Medicine	Yes	Courtesy	Oncology	Texas Oncology	None	02/1/2022-01/31/2024
Mamoun Bashir, MD	Medicine	Yes	Active	Nephrology		None	02/1/2022-01/31/2024
Daniel Copeland, MD	Surgery	Yes	Associate to Active	Vascular Surgery	Midland Surgical Associates	None	02/1/2022-01/31/2024
Marshall Early, DO	Surgery	Yes	Associate to Courtesy	Vascular Surgery	Midland Surgical Associates	None	02/1/2022-01/31/2024
Jeffrey Freyder, MD	Surgery	Yes	Associate	Orthopedic Surgery	ProCare	None	02/1/2022-01/31/2023
Steven Fussner, MD	Medicine	Yes	Associate	Intraoperative Neuromonitoring		None	02/1/2022-01/31/2023
Rajesh Gutta, DDS	Surgery	Yes	Active	Oral& Maxillofacial Surgery		None	02/1/2022-01/31/2024
Michelle Mora, DO	Medicine	Yes	Associate	Intraoperative Neuromonitoring	Real Time Neuromonitoring Associates	None	02/1/2022-01/31/2023
Michael Rethy, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	02/1/2022-01/31/2024
Russel Van Husen, MD	Surgery	Yes	Associate to Courtesy	Vascular Surgery	Midland Surgical Associates	None	02/1/2022-01/31/2024
Joel Wolinsky, MD	Medicine	Yes	Affiliate	Neurology		None	02/1/2022-01/31/2024
Sanchita Yadalla, MD	OB/GYN	Yes	Active	OB/GYN	ProCare	None	02/1/2022-01/31/2024



Allied Health Professionals:

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Glenn Colassi, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	Dr. Gillala, Dr. Bhari, Dr. Bryan, Dr. Reddy	None	02/1/2022-01/31/2024
Catherine Graham, NP	Family Medicine	AHP	Nurse Practitioner	ProCare	Dr. Othee	None	02/1/2022-01/31/2024
Thomas Hanselman, PA	Hospitalist	AHP	Physician Assistant	ProCare	Dr. Bare, Dr. Caparas, Dr. Chennamaneni, Dr. Enuganti, Dr. Tabasam, Dr. Sajja, Dr. Thummala, Dr. Herrera Dr. Asim and Dr. Kandikatla	None	02/1/2022-01/31/2024
Emily Jones, NP	Surgery	AHP	Nurse Practitioner	ProCare	Dr. Vijay Borra	None	02/1/2022-01/31/2024
Ailena Mulkey, RN	Medicine		RN	TTUHSC	Dr. Ventolini	None	02/1/2022-01/31/2024
Karina Rubio, PA	Medicine	AHP	Physician Assistant	ProCare	Dr. Godey	None	02/1/2022-01/31/2024

***Requesting Temporary Privilege**

Advice, Opinions, Recommendations and Motions:

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

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



December 7, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Clinical Privileges

Statement of Pertinent Facts:

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

Additional Privileges:

Staff Member	Department	Privilege
Anjaiah Kodityal, MD	Medicine	Adding: Circulatory failure, evaluation and management of
Jason Zagrodzky, MD	Cardiology	Adding: ACLS

Advice, Opinions, Recommendations and Motions:

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

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



December 7, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

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

Statement of Pertinent Facts:

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

Resignation/ Lapse of Privileges:

Staff Member	Staff Category	Department	Effective Date	Action
Manisha Desai, MD	Active	Pediatrics	10/19/2021	Resignation

Advice, Opinions, Recommendations and Motion:

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

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



December 7, 2021

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS**

Item to be considered:

Change in Medical Staff or AHP Staff Category

Statement of Pertinent Facts:

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

Staff Category Change:

Staff Member	Department	Category
Daniel Copeland, MD	Surgery	Associate to Active
Marshall Early, DO	Surgery	Associate to Courtesy
Russel Van Husen, MD	Surgery	Associate to Courtesy
Kendall Wong, MD	Medicine	Honorary Status

Proctoring Credentialing:

Applicant	Department	Specialty/Privileges	Group	Comments
None				

Changes to Credentialing Dates:

Staff Member	Staff Category	Department	Dates
None			

Changes of Supervising Physician(s):

Staff Member	Group	Department
None		



Leave of Absence:

Staff Member	StaffCategory	Department	EffectiveDate	Action
Sissy Hinojos, PA	AHP	Family Medicine	11/15/2021	Leave of Absence
Terry Unruh, MD	Active	Surgery	10/27/2021	Leave of Absence

Advice, Opinions, Recommendations and Motion:

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

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



December 7, 2021

ECTOR COUNTYHOSPITAL DISTRICT
BOARD OFDIRECTORS

Item to be considered:

Family Medicine Delineation of Privilege Form
Nurse Practitioner Delineation of Privilege Form

Statement of Pertinent Facts:

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

Family Medicine Delineation of Privilege Form
Nurse Practitioner Delineation of Privilege Form

Advice, Opinions, Recommendations and Motion:

If the Joint Conference Committee concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee to approve the Delineation of Privilege Forms.

Forward this recommendation to the Ector County Hospital District Board of Directors.

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



December 7, 2021

ECTOR COUNTYHOSPITAL DISTRICT
BOARD OFDIRECTORS

Item to be considered:

Non-Reinstatement of Privileges

Statement of Pertinent Facts:

The Medical Executive Committee recommends approval of the following:

Non-Reinstatement of Privileges

Advice, Opinions, Recommendations and Motion:

If the Joint Conference Committee concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee to approve the non-reinstatement of privileges.

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

Family Health Clinic
December 2021
ECHD Board Packet

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 736,205	\$ 703,186	4.7%	\$ 645,425	14.1%	\$ 736,205	\$ 703,186	4.7%	\$ 645,425	14.1%
TOTAL PATIENT REVENUE	\$ 736,205	\$ 703,186	4.7%	\$ 645,425	14.1%	\$ 736,205	\$ 703,186	4.7%	\$ 645,425	14.1%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 564,202	\$ 359,228	57.1%	\$ 355,043	58.9%	\$ 564,202	\$ 359,228	57.1%	\$ 355,043	58.9%
Self Pay Adjustments	27,362	97,506	-71.9%	73,939	-63.0%	27,362	97,506	-71.9%	73,939	-63.0%
Bad Debts	(108,486)	15,379	-805.4%	41,126	-363.8%	(108,486)	15,379	-805.4%	41,126	-363.8%
TOTAL REVENUE DEDUCTIONS	\$ 483,077	\$ 472,113	2.3%	\$ 470,109	2.8%	\$ 483,077	\$ 472,113	2.3%	\$ 470,109	2.8%
	65.62%	67.14%		72.84%		65.62%	67.14%		72.84%	
NET PATIENT REVENUE	\$ 253,128	\$ 231,073	9.5%	\$ 175,316	44.4%	\$ 253,128	\$ 231,073	9.5%	\$ 175,316	44.4%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%
TOTAL OTHER REVENUE	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%
NET OPERATING REVENUE	\$ 271,131	\$ 256,509	5.7%	\$ 184,632	46.8%	\$ 271,131	\$ 256,509	5.7%	\$ 184,632	46.8%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 92,887	\$ 112,371	-17.3%	\$ 81,946	13.4%	\$ 92,887	\$ 112,371	-17.3%	\$ 81,946	13.4%
Benefits	24,997	32,672	-23.5%	20,499	21.9%	24,997	32,672	-23.5%	20,499	21.9%
Physician Services	169,175	156,823	7.9%	135,933	24.5%	169,175	156,823	7.9%	135,933	24.5%
Cost of Drugs Sold	25,791	13,436	92.0%	6,018	328.6%	25,791	13,436	92.0%	6,018	328.6%
Supplies	8,079	23,177	-65.1%	7,969	1.4%	8,079	23,177	-65.1%	7,969	1.4%
Utilities	4,904	8,441	-41.9%	5,653	-13.2%	4,904	8,441	-41.9%	5,653	-13.2%
Repairs and Maintenance	2,334	2,216	5.3%	3,971	-41.2%	2,334	2,216	5.3%	3,971	-41.2%
Leases and Rentals	487	977	-50.2%	523	-7.0%	487	977	-50.2%	523	-7.0%
Other Expense	4,335	1,542	181.1%	1,100	294.1%	4,335	1,542	181.1%	1,100	294.1%
TOTAL OPERATING EXPENSES	\$ 332,990	\$ 351,655	-5.3%	\$ 263,613	26.3%	\$ 332,990	\$ 351,655	-5.3%	\$ 263,613	26.3%
Depreciation/Amortization	\$ 29,054	\$ 33,792	-14.0%	\$ 33,405	-13.0%	\$ 29,054	\$ 33,792	-14.0%	\$ 33,405	-13.0%
TOTAL OPERATING COSTS	\$ 362,043	\$ 385,447	-6.1%	\$ 297,019	21.9%	\$ 362,043	\$ 385,447	-6.1%	\$ 297,019	21.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ (90,912)	\$ (128,938)	-29.5%	\$ (112,387)	-19.1%	\$ (90,912)	\$ (128,938)	-29.5%	\$ (112,387)	-19.1%
Operating Margin	-33.53%	-50.27%	-33.3%	-60.87%	-44.9%	-33.53%	-50.27%	-33.3%	-60.87%	-44.9%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Total Visits	2,192	2,171	1.0%	1,619	35.4%	2,192	2,171	1.0%	1,619	35.4%
Average Revenue per Office Visit	335.86	323.90	3.7%	398.66	-15.8%	335.86	323.90	3.7%	398.66	-15.8%
Hospital FTE's (Salaries and Wages)	22.1	28.0	-21.0%	18.9	17.0%	22.1	28.0	-21.0%	18.9	17.0%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%
TOTAL PATIENT REVENUE	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 297,471	\$ 184,895	60.9%	\$ 357,793	-16.9%	\$ 297,471	\$ 184,895	60.9%	\$ 357,793	-16.9%
Self Pay Adjustments	13,430	53,041	-74.7%	84,906	-84.2%	13,430	53,041	-74.7%	84,906	-84.2%
Bad Debts	(115,464)	10,864	-1162.8%	27,365	-521.9%	(115,464)	10,864	-1162.8%	27,365	-521.9%
TOTAL REVENUE DEDUCTIONS	\$ 195,438	\$ 248,800	-21.4%	\$ 470,064	-58.4%	\$ 195,438	\$ 248,800	-21.4%	\$ 470,064	-58.4%
	79.5%	73.2%		72.9%		79.5%	73.2%		72.9%	
NET PATIENT REVENUE	\$ 50,354	\$ 91,154	-44.8%	\$ 175,142	-71.2%	\$ 50,354	\$ 91,154	-44.8%	\$ 175,142	-71.2%
OTHER REVENUE										
FHC Other Revenue	\$ 18,003	\$ 25,436	0.0%	\$ 9,316	93.3%	\$ 18,003	\$ 25,436	0.0%	\$ 9,316	93.3%
TOTAL OTHER REVENUE	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%
NET OPERATING REVENUE	\$ 68,357	\$ 116,590	-41.4%	\$ 184,458	-62.9%	\$ 68,357	\$ 116,590	-41.4%	\$ 184,458	-62.9%
OPERATING EXPENSE										
Salaries and Wages	\$ 71,549	\$ 59,205	20.8%	\$ 81,946	-12.7%	\$ 71,549	\$ 59,205	20.8%	\$ 81,946	-12.7%
Benefits	19,255	17,214	11.9%	20,499	-6.1%	19,255	17,214	11.9%	20,499	-6.1%
Physician Services	78,270	68,581	14.1%	135,933	-42.4%	78,270	68,581	14.1%	135,933	-42.4%
Cost of Drugs Sold	(325)	3,084	-110.5%	6,018	-105.4%	(325)	3,084	-110.5%	6,018	-105.4%
Supplies	5,264	4,542	15.9%	7,969	-34.0%	5,264	4,542	15.9%	7,969	-34.0%
Utilities	3,084	3,659	-15.7%	3,659	-15.7%	3,084	3,659	-15.7%	3,659	-15.7%
Repairs and Maintenance	2,334	1,799	29.7%	3,971	-41.2%	2,334	1,799	29.7%	3,971	-41.2%
Leases and Rentals	487	477	2.0%	523	-7.0%	487	477	2.0%	523	-7.0%
Other Expense	4,335	1,125	285.3%	1,100	294.1%	4,335	1,125	285.3%	1,100	294.1%
TOTAL OPERATING EXPENSES	\$ 184,252	\$ 159,686	15.4%	\$ 261,620	-29.6%	\$ 184,252	\$ 159,686	15.4%	\$ 261,620	-29.6%
Depreciation/Amortization	\$ 2,642	\$ 4,002	-34.0%	\$ 4,081	-35.3%	\$ 2,642	\$ 4,002	-34.0%	\$ 4,081	-35.3%
TOTAL OPERATING COSTS	\$ 186,893	\$ 163,688	14.2%	\$ 265,701	-29.7%	\$ 186,893	\$ 163,688	14.2%	\$ 265,701	-29.7%
NET GAIN (LOSS) FROM OPERATIONS	\$ (118,536)	\$ (47,098)	-151.7%	\$ (81,243)	-45.9%	\$ (118,536)	\$ (47,098)	-151.7%	\$ (81,243)	-45.9%
Operating Margin	-173.41%	-40.40%	329.3%	-44.04%	293.7%	-173.41%	-40.40%	329.3%	-44.04%	293.7%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	845	991	-14.7%	1,619	-47.8%	845	991	-14.7%	1,619	-47.8%
Average Revenue per Office Visit	290.88	343.04	-15.2%	398.52	-27.0%	290.88	343.04	-15.2%	398.52	-27.0%
Hospital FTE's (Salaries and Wages)	15.0	12.8	17.6%	18.9	-20.4%	15.0	12.8	17.6%	18.9	-20.4%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%
TOTAL PATIENT REVENUE	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 109,970	\$ 97,492	12.8%	\$ (2,749)	-4100.2%	\$ 109,970	\$ 97,492	12.8%	\$ (2,749)	-4100.2%
Self Pay Adjustments	5,963	22,421	-73.4%	(10,967)	-154.4%	5,963	22,421	-73.4%	(10,967)	-154.4%
Bad Debts	(6,928)	-	0.0%	13,761	-150.3%	(6,928)	-	0.0%	13,761	-150.3%
TOTAL REVENUE DEDUCTIONS	\$ 109,005	\$ 119,913	-9.1%	\$ 45	244361.5%	\$ 109,005	\$ 119,913	-9.1%	\$ 45	244361.5%
	64.92%	69.84%		20.39%		64.92%	69.84%		20.39%	
NET PATIENT REVENUE	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 7,168	\$ 26,388	-72.8%	\$ -	100.0%	\$ 7,168	\$ 26,388	-72.8%	\$ -	100.0%
Benefits	1,929	7,672	-74.9%	-	100.0%	1,929	7,672	-74.9%	-	100.0%
Physician Services	38,167	45,750	-16.6%	-	100.0%	38,167	45,750	-16.6%	-	100.0%
Cost of Drugs Sold	10,763	10,352	4.0%	-	0.0%	10,763	10,352	4.0%	-	100.0%
Supplies	2,373	5,379	-55.9%	-	100.0%	2,373	5,379	-55.9%	-	100.0%
Utilities	1,821	1,993	-8.6%	1,993	-8.7%	1,821	1,993	-8.6%	1,993	-8.7%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 62,221	\$ 97,534	-36.2%	\$ 1,993	3021.3%	\$ 62,221	\$ 97,534	-36.2%	\$ 1,993	3021.3%
Depreciation/Amortization	\$ 26,337	\$ 29,790	-11.6%	\$ 29,325	-10.2%	\$ 26,337	\$ 29,790	-11.6%	\$ 29,325	-10.2%
TOTAL OPERATING COSTS	\$ 88,558	\$ 127,324	-30.4%	\$ 31,318	182.8%	\$ 88,558	\$ 127,324	-30.4%	\$ 31,318	182.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (29,656)	\$ (75,545)	-60.7%	\$ (31,144)	-4.8%	\$ (29,656)	\$ (75,545)	-60.7%	\$ (31,144)	-4.8%
Operating Margin	-50.35%	-145.90%	-65.5%	-17890.56%	-99.7%	-50.35%	-145.90%	-65.5%	-17890.56%	-99.7%

	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	559	552	1.3%	-	0.0%	559	552	1.3%	-	0.0%
Average Revenue per Office Visit	300.37	311.04	-3.4%	-	0.0%	300.37	311.04	-3.4%	-	0.0%
Hospital FTE's (Salaries and Wages)	2.8	7.1	-60.5%	-	0.0%	2.8	7.1	-60.5%	-	0.0%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%
TOTAL PATIENT REVENUE	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 156,760	\$ 76,841	104.0%	\$ -	100.0%	\$ 156,760	\$ 76,841	104.0%	\$ -	100.0%
Self Pay Adjustments	7,968	22,044	-63.9%	-	100.0%	7,968	22,044	-63.9%	-	100.0%
Bad Debts	13,906	4,515	208.0%	-	100.0%	13,906	4,515	208.0%	-	100.0%
TOTAL REVENUE DEDUCTIONS	\$ 178,634	\$ 103,400	72.8%	\$ -	100.0%	\$ 178,634	\$ 103,400	72.8%	\$ -	100.0%
	55.39%	53.98%		0.00%		55.39%	53.98%		0.00%	
NET PATIENT REVENUE	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 14,170	\$ 26,778	-47.1%	\$ -	100.0%	\$ 14,170	\$ 26,778	-47.1%	\$ -	100.0%
Benefits	3,813	7,786	-51.0%	-	100.0%	3,813	7,786	-51.0%	-	100.0%
Physician Services	52,738	42,492	24.1%	-	100.0%	52,738	42,492	24.1%	-	100.0%
Cost of Drugs Sold	15,353	-	0.0%	-	0.0%	15,353	-	100.0%	-	100.0%
Supplies	443	13,256	-96.7%	-	100.0%	443	13,256	-96.7%	-	100.0%
Utilities	-	2,789	-100.0%	-	100.0%	-	2,789	-100.0%	-	100.0%
Repairs and Maintenance	-	417	-100.0%	-	100.0%	-	417	-100.0%	-	100.0%
Other Expense	-	417	-100.0%	-	0.0%	-	417	-100.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 86,517	\$ 94,435	-8.4%	\$ -	100.0%	\$ 86,517	\$ 94,435	-8.4%	\$ -	100.0%
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 75	\$ -	0.0%	\$ -	100.0%
TOTAL OPERATING COSTS	\$ 86,592	\$ 94,435	-8.3%	\$ -	100.0%	\$ 86,592	\$ 94,435	-8.3%	\$ -	100.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ 57,280	\$ (6,295)	-1009.9%	\$ -	100.0%	\$ 57,280	\$ (6,295)	-1009.9%	\$ -	100.0%
Operating Margin	39.81%	-7.14%	-657.5%	0.00%	100.0%	39.81%	-7.14%	-657.5%	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	788	628	25.5%	-	0.0%	788	628	25.5%	-	0.0%
Total Visits	788	628	25.5%	-	0.0%	788	628	25.5%	-	0.0%
Average Revenue per Office Visit	409.27	305.00	34.2%	-	0.0%	409.27	305.00	34.2%	-	0.0%
Hospital FTE's (Salaries and Wages)	4.2	8.1	-47.3%	-	0.0%	4.2	8.1	-47.3%	-	0.0%

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

	MONTHLY REVENUE					YTD REVENUE				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 51,403	\$ 40,358	\$ (208)	\$ 91,553	12.4%	\$ 51,403	\$ 40,358	\$ (208)	\$ 91,553	12.4%
Medicaid	51,376	39,541	192,320	283,237	38.5%	51,376	39,541	192,320	283,237	38.5%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	43,091	45,139	117,052	205,282	27.9%	43,091	45,139	117,052	205,282	27.9%
Self Pay	87,838	36,338	13,296	137,473	18.7%	87,838	36,338	13,296	137,473	18.7%
Other	12,084	6,531	45	18,660	2.5%	12,084	6,531	45	18,660	2.5%
Total	\$ 245,791	\$ 167,908	\$ 322,506	\$ 736,205	100.0%	\$ 245,791	\$ 167,908	\$ 322,506	\$ 736,205	100.0%

	MONTHLY PAYMENTS					YEAR TO DATE PAYMENTS				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 18,245	\$ 11,978	-	\$ 30,223	14.3%	\$ 18,245	\$ 11,978	\$ -	\$ 30,223	14.3%
Medicaid	20,603	8,585	20,703	49,891	23.7%	20,603	8,585	20,703	49,891	23.7%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	17,409	9,802	71,480	98,691	46.8%	17,409	9,802	71,480	98,691	46.8%
Self Pay	11,891	8,301	8,988	29,180	13.8%	11,891	8,301	8,988	29,180	13.8%
Other	2,515	-	411	2,925	1.4%	2,515	-	411	2,925	1.4%
Total	\$ 70,663	\$ 38,667	\$ 101,582	\$ 210,911	100.0%	\$ 70,663	\$ 38,667	\$ 101,582	\$ 210,911	100.0%

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

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%						
Medicare	\$ 51,403	20.9%	\$ 92,232	14.3%	\$ 51,403	20.9%	\$ 92,232	14.3%
Medicaid	51,376	20.9%	324,652	50.3%	51,376	20.9%	324,652	50.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	43,091	17.5%	101,217	15.7%	43,091	17.5%	101,217	15.7%
Self Pay	87,838	35.8%	100,649	15.6%	87,838	35.8%	100,649	15.6%
Other	12,084	4.9%	26,455	4.1%	12,084	4.9%	26,455	4.1%
TOTAL	\$ 245,791	100.0%	\$ 645,206	100.0%	\$ 245,791	100.0%	\$ 645,206	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 18,245	25.8%	\$ 22,066	15.8%	\$ 18,245	25.8%	\$ 22,066	15.8%
Medicaid	20,603	29.2%	66,172	47.4%	20,603	29.2%	66,172	47.4%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	17,409	24.6%	25,121	18.0%	17,409	24.6%	25,121	18.0%
Self Pay	11,891	16.8%	25,862	18.5%	11,891	16.8%	25,862	18.5%
Other	2,515	3.6%	387	0.3%	2,515	3.6%	387	0.3%
TOTAL	\$ 70,663	100.0%	\$ 139,608	100.0%	\$ 70,663	100.0%	\$ 139,608	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
OCTOBER 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	\$ 40,358	24.1%	\$ 217	99.3%	\$ 40,358	24.0%	\$ 217	99.3%
Medicaid	39,541	23.5%	(1,507)	-689.2%	39,541	23.5%	(1,507)	-689.2%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	45,139	26.9%	(2,114)	-966.8%	45,139	27.0%	(2,114)	-966.8%
Self Pay	36,338	21.6%	3,623	1656.7%	36,338	21.6%	3,623	1656.7%
Other	6,531	3.9%	\$ -	0.0%	6,531	3.9%	-	0.0%
TOTAL	\$ 167,908	100.0%	\$ 219	100.0%	\$ 167,908	100.0%	\$ 219	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 11,978	30.9%	\$ 1,933	34.7%	\$ 11,978	30.9%	\$ 1,933	34.7%
Medicaid	8,585	22.2%	858	15.4%	8,585	22.2%	858	15.4%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	9,802	25.4%	967	17.3%	9,802	25.4%	967	17.3%
Self Pay	8,301	21.5%	1,603	28.7%	8,301	21.5%	1,603	28.7%
Other	-	0.0%	216	3.9%	-	0.0%	216	3.9%
TOTAL	\$ 38,667	100.0%	\$ 5,576	100.0%	\$ 38,667	100.0%	\$ 5,576	100.0%

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

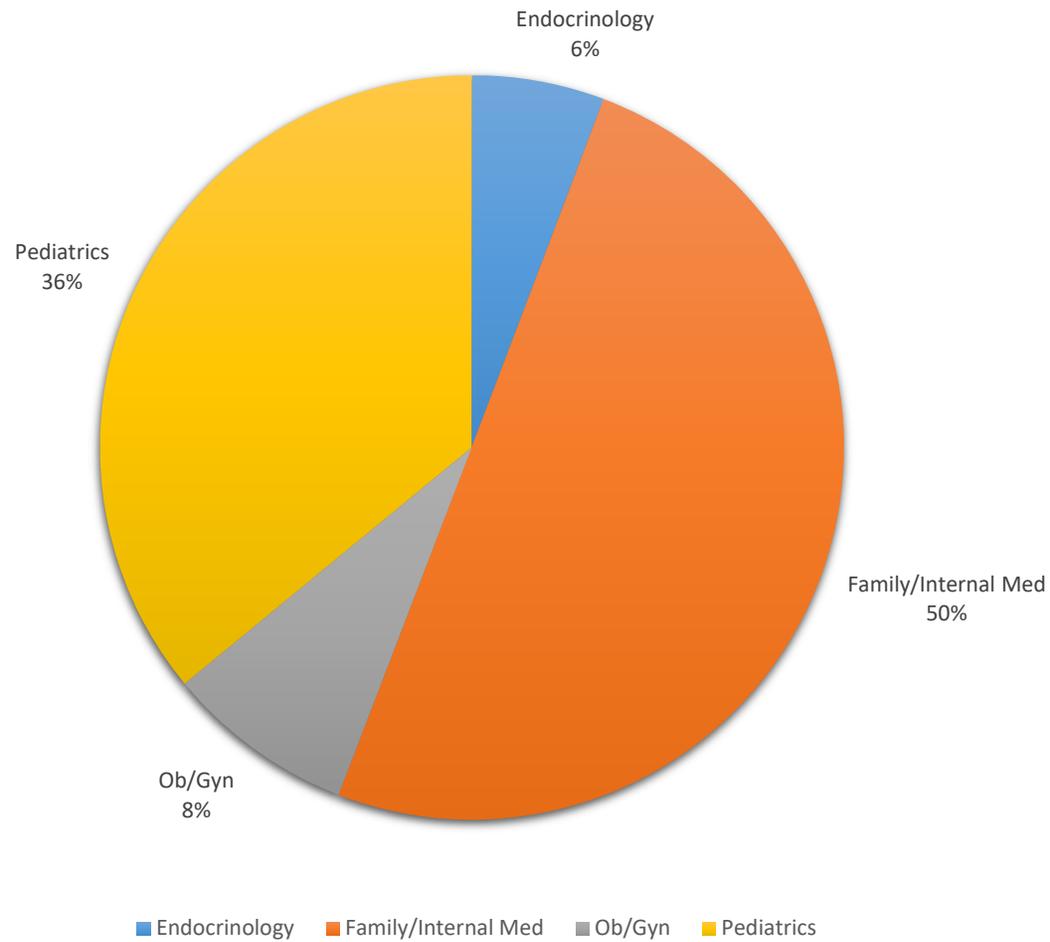
REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ (208)	-0.1%	\$ -	0.0%	\$ (208)	-0.1%	\$ -	0.0%
Medicaid	192,320	59.7%	\$ -	0.0%	192,320	59.7%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	117,052	36.3%	\$ -	0.0%	117,052	36.3%	-	0.0%
Self Pay	13,296	4.1%	\$ -	0.0%	13,296	4.1%	-	0.0%
Other	45	0.0%	\$ -	0.0%	45	0.0%	-	0.0%
TOTAL	\$ 322,506	100.0%	\$ -	0.0%	\$ 322,506	100.0%	\$ -	0.0%

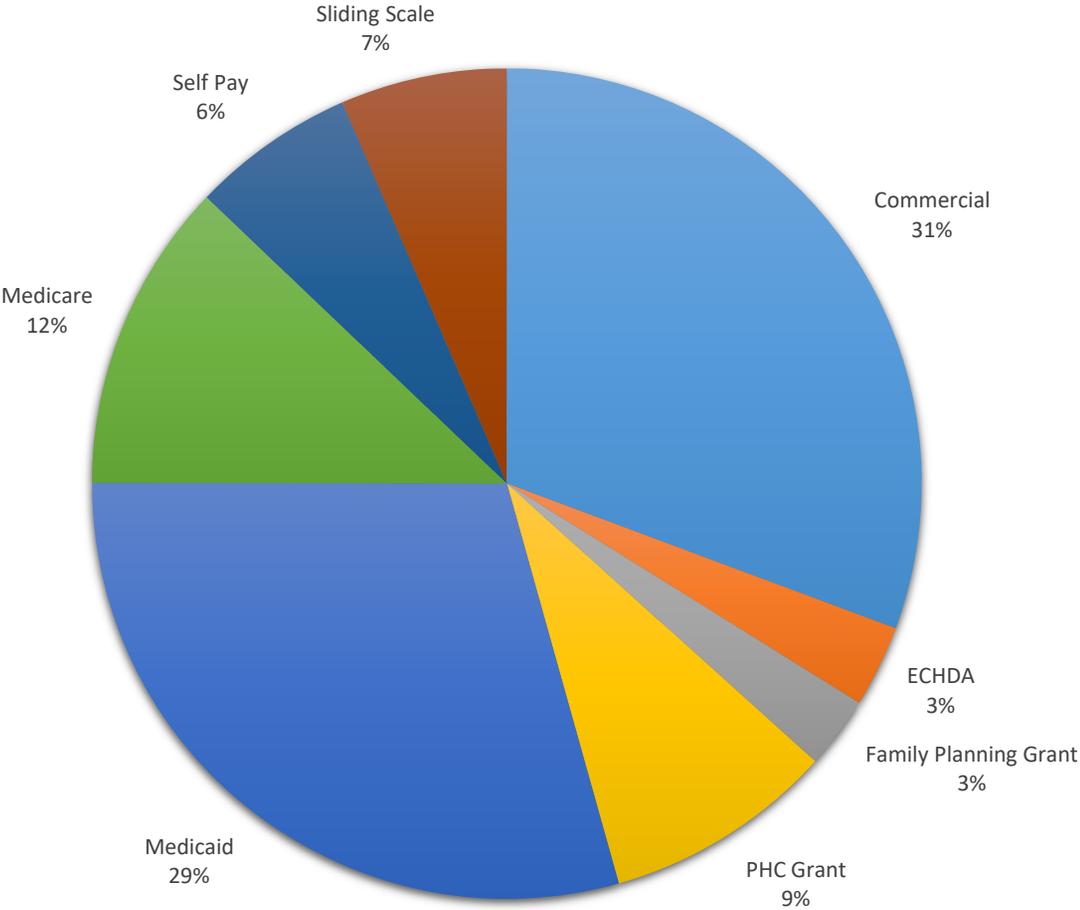
PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ -	-0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	20,703	20.4%	-	0.0%	20,703	20.4%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	71,480	70.4%	-	0.0%	71,480	70.4%	-	0.0%
Self Pay	8,988	8.9%	-	0.0%	8,988	8.8%	-	0.0%
Other	411	0.4%	-	0.0%	411	0.4%	-	0.0%
TOTAL	\$ 101,582	100.0%	\$ -	0.0%	\$ 101,582	100.0%	\$ -	0.0%

FHC October Visits By Service



FHC October Visits by Financial Class



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

FHC Executive Director's Report-December 2021

- **Staffing Update:** The Family Health Clinic has the following active open positions: 1.5 Medical Assistants, and 1 Clinic Supervisor, and 1 Referral Clerk.
- **Telehealth Update:** For the month of October, telehealth visits accounted for 12% of the Clinic's total visits. We continue to provide the telehealth option for sick, wellness, and follow up visits.
- **COVID 19 Update:** The Family Health Clinic has implemented the following temporary operational changes: no walk-in patients, patients will be scheduled with same day appointments; implemented telehealth options for remote health services; decreased operating hours to Monday thru Friday 8am-Noon and 1pm-5pm; Patient screening processes at all FHC locations. Patients and employees are required to wear masks.
- **2022 Community Health Needs Assessment (CHNA) Update:** The Family Health Clinic and Community Hospital Corporation have begun the 2022 CHNA process. For the first phase of the process, Community Hospital Corporation conducted interviews with selected individuals of the community. The final CHNA will be presented to the FHC Board in August 2022.
- **HRSA FQHC Operational Site Visit (OSV):** Our triennial OSV was conducted remotely November 16-18, 2021. This is the second OSV that the Family Health Clinic has participated in now that HRSA requires Look A Like participation. We anticipate the final report to come in 45 days.
- **Community Events:** The Family Health Clinic participated in the Christmas Tree Market at Parks Legado event on Saturday November 20, 2021. We promoted our Healthy Kids Clinic at the event.

December 2021

MEDICAL CENTER HEALTH SYSTEM

COMPLIANCE COMMITTEE CHARTER

I. PURPOSE

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

II. AUTHORITIES AND RESPONSIBILITIES

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

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

III. DUTIES OF THE COMPLIANCE COMMITTEE

The duties of the Compliance Committee shall include:

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

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

IV. MEETINGS

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



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

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

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

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

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

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

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

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

Passed and Approved this day 7 of December 2021.

Bryn Dodd, President

Don Hallmark

Wallace Dunn, Vice President

Richard Herrera

Mary Lou Anderson

Kathy Rhodes

David Dunn



Date: December 1, 2021

To: Board of Directors
Ector County Hospital District

From: David Chancellor
Vice President of Human Resources

Subject: TCDRS Plan Provisions Plan Year 2022

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

The Ector County Hospital District is proposing no changes to the current contribution rate for next year, effective January 1, 2022. The current employee contribution is 6 percent, and the employer contribution is 145 percent of the 6 percent employee contribution.

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR. %	AMOUNT	VAR. %		AMOUNT	VAR. %	AMOUNT	VAR. %
Hospital InPatient Admissions										
Acute / Adult	992	982	1.0%	1,078	-8.0%	992	982	1.0%	1,078	-8.0%
Neonatal ICU (NICU)	25	25	0.0%	27	-7.4%	25	25	0.0%	27	-7.4%
Total Admissions	1,017	1,007	1.0%	1,105	-8.0%	1,017	1,007	1.0%	1,105	-8.0%
Patient Days										
Adult & Pediatric	4,896	3,610	35.6%	4,302	13.8%	4,896	3,610	35.6%	4,302	13.8%
ICU	495	392	26.3%	438	13.0%	495	392	26.3%	438	13.0%
CCU	426	282	51.1%	396	7.6%	426	282	51.1%	396	7.6%
NICU	288	378	-23.8%	442	-34.8%	288	378	-23.8%	442	-34.8%
Total Patient Days	6,105	4,662	31.0%	5,578	9.4%	6,105	4,662	31.0%	5,578	9.4%
Observation (Obs) Days	417	461	-9.5%	773	-46.0%	417	461	-9.5%	773	-46.0%
Nursery Days	330	197	67.5%	309	6.8%	330	197	67.5%	309	6.8%
Total Occupied Beds / Bassinets	6,852	5,320	28.8%	6,660	2.9%	6,852	5,320	28.8%	6,660	2.9%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	5.86	4.36	34.4%	4.76	23.1%	5.86	4.36	34.4%	4.76	23.1%
NICU	11.52	15.12	-23.8%	16.37	-29.6%	11.52	15.12	-23.8%	16.37	-29.6%
Total ALOS	6.00	4.63	29.7%	5.05	18.9%	6.00	4.63	29.7%	5.05	18.9%
Acute / Adult & Pediatric w/o OB	6.96			4.84	43.8%	6.96			4.84	43.8%
Average Daily Census	196.9	150.4	31.0%	168.6	16.8%	196.9	150.4	31.0%	168.6	16.8%
Hospital Case Mix Index (CMI)	1.7586	1.5944	10.3%	1.5559	13.0%	1.7586	1.5944	10.3%	1.5559	13.0%
Medicare										
Admissions	353	362	-2.5%	378	-6.6%	353	362	-2.5%	378	-6.6%
Patient Days	2,419	1,845	31.1%	2,141	13.0%	2,419	1,845	31.1%	2,141	13.0%
Average Length of Stay	6.85	5.10	34.5%	5.66	21.0%	6.85	5.10	34.5%	5.66	21.0%
Case Mix Index	2.0615	1.9446	6%	2.0454	0.8%	2.0615	1.9446	6%	2.0454	0.8%
Medicaid										
Admissions	150	126	19.0%	153	-2.0%	150	126	19.0%	153	-2.0%
Patient Days	642	523	22.8%	654	-1.8%	642	523	22.8%	654	-1.8%
Average Length of Stay	4.28	4.15	3.1%	4.27	0.1%	4.28	4.15	3.1%	4.27	0.1%
Case Mix Index	1.1064	0.9632	15%	1.1725	-5.6%	1.1064	0.9632	15%	1.1725	-5.6%
Commercial										
Admissions	283	269	5.2%	317	-10.7%	283	269	5.2%	317	-10.7%
Patient Days	1,524	1,124	35.6%	1,443	5.6%	1,524	1,124	35.6%	1,443	5.6%
Average Length of Stay	5.39	4.18	28.9%	4.55	18.3%	5.39	4.18	28.9%	4.55	18.3%
Case Mix Index	1.8430	1.5059	22.4%	1.6181	13.9%	1.8430	1.5059	22.4%	1.6181	13.9%
Self Pay										
Admissions	204	224	-8.9%	225	-9.3%	204	224	-8.9%	225	-9.3%
Patient Days	1,368	1,045	30.9%	1,196	14.4%	1,368	1,045	30.9%	1,196	14.4%
Average Length of Stay	6.71	4.67	43.7%	5.32	26.2%	6.71	4.67	43.7%	5.32	26.2%
Case Mix Index	1.5630	1.5823	-1.2%	1.4853	5.2%	1.5630	1.5823	-1.2%	1.4853	5.2%
All Other										
Admissions	27	26	3.8%	32	-15.6%	27	26	3.8%	32	-15.6%
Patient Days	152	125	21.6%	144	5.6%	152	125	21.6%	144	5.6%
Average Length of Stay	5.63	4.81	17.1%	4.50	25.1%	5.63	4.81	17.1%	4.50	25.1%
Case Mix Index	1.8437	1.8985	-2.9%	1.5111	22.0%	1.8437	1.8985	-2.9%	1.5111	22.0%
Radiology										
InPatient	4,436	3,524	25.9%	4,097	8.3%	4,436	3,524	25.9%	4,097	8.3%
OutPatient	7,399	7,135	3.7%	7,323	1.0%	7,399	7,135	3.7%	7,323	1.0%
Cath Lab										
InPatient	487	466	4.5%	541	-10.0%	487	466	4.5%	541	-10.0%
OutPatient	543	662	-18.0%	742	-26.8%	543	662	-18.0%	742	-26.8%
Laboratory										
InPatient	85,419	60,070	42.2%	74,069	15.3%	85,419	60,070	42.2%	74,069	15.3%
OutPatient	60,133	53,743	11.9%	62,027	-3.1%	60,133	53,743	11.9%	62,027	-3.1%
Other										
Deliveries	191	147	29.9%	191	0.0%	191	147	29.9%	191	0.0%
Surgical Cases										
InPatient	235	245	-4.1%	246	-4.5%	235	245	-4.1%	246	-4.5%
OutPatient	506	553	-8.5%	541	-6.5%	506	553	-8.5%	541	-6.5%
Total Surgical Cases	741	798	-7.1%	787	-5.8%	741	798	-7.1%	787	-5.8%
GI Procedures (Endo)										
InPatient	145	139	4.3%	140	3.6%	145	139	4.3%	140	3.6%
OutPatient	139	218	-36.2%	163	-14.7%	139	218	-36.2%	163	-14.7%
Total GI Procedures	284	357	-20.4%	303	-6.3%	284	357	-20.4%	303	-6.3%

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
OutPatient (O/P)										
Emergency Room Visits	3,890	4,005	-2.9%	3,339	16.5%	3,890	4,005	-2.9%	3,339	16.5%
Observation Days	417	461	-9.5%	773	-46.0%	417	461	-9.5%	773	-46.0%
Other O/P Occasions of Service	20,186	17,596	14.7%	17,590	14.8%	20,186	17,596	14.7%	17,590	14.8%
Total O/P Occasions of Svc.	24,493	22,062	11.0%	21,702	12.9%	24,493	22,062	11.0%	21,702	12.9%
Hospital Operations										
Manhours Paid	259,855	268,971	-3.4%	264,534	-1.8%	259,855	268,971	-3.4%	264,534	-1.8%
FTE's	1,471.9	1,523.3	-3.4%	1,498.5	-1.8%	1,471.9	1,523.3	-3.4%	1,498.5	-1.8%
Adjusted Patient Days	10,711	8,729	22.7%	10,814	-1.0%	10,711	8,729	22.7%	10,814	-1.0%
Hours / Adjusted Patient Day	24.26	30.81	-21.3%	24.46	-0.8%	24.26	30.81	-21.3%	28.28	-14.2%
Occupancy - Actual Beds	56.4%	43.1%	31.0%	47.4%	19.1%	56.4%	43.1%	31.0%	48.3%	16.8%
FTE's / Adjusted Occupied Bed	4.3	5.5	-22.2%	4.9	-13.9%	4.3	5.5	-22.2%	4.9	-13.9%
InPatient Rehab Unit										
Admissions	-	-	0.0%	34	-100.0%	-	-	0.0%	34	-100.0%
Patient Days	-	-	0.0%	446	-100.0%	-	-	0.0%	446	-100.0%
Average Length of Stay	-	-	0.0%	13.1	-100.0%	-	-	0.0%	13.1	-100.0%
Manhours Paid	-	-	0.0%	8,154	-100.0%	-	-	0.0%	8,154	-100.0%
FTE's	-	-	0.0%	25.5	-100.0%	-	-	0.0%	25.5	-100.0%
Center for Primary Care - Clements										
Total Medical Visits	845	991	-14.7%	1,619	-47.8%	845	991	-14.7%	1,619	-47.8%
Manhours Paid	2,664	2,265	17.6%	3,345	-20.4%	2,664	2,265	17.6%	3,345	-20.4%
FTE's	15.0	12.8	17.6%	18.9	-20.4%	15.0	12.8	17.6%	18.9	-20.4%
Center for Primary Care - West University										
Total Medical Visits	559	552	1.3%	-	0.0%	559	552	1.3%	-	0.0%
Manhours Paid	498	1,262	-60.5%	-	0.0%	498	1,262	-60.5%	-	0.0%
FTE's	2.8	7.1	-60.5%	-	0.0%	2.8	7.1	-60.5%	-	0.0%
Center for Primary Care - JBS										
Total Medical Visits	788	628	25.5%	-	0.0%	788	628	25.5%	-	0.0%
Manhours Paid	752	1,426	-47.3%	-	0.0%	752	1,426	-47.3%	-	0.0%
FTE's	4.2	8.1	-47.3%	-	0.0%	4.2	8.1	-47.3%	-	0.0%
Total ECHD Operations										
Total Admissions	1,017	1,007	1.0%	1,139	-10.7%	1,017	1,007	1.0%	1,139	-10.7%
Total Patient Days	6,105	4,662	31.0%	6,024	1.3%	6,105	4,662	31.0%	6,024	1.3%
Total Patient and Obs Days	6,522	5,123	27.3%	6,797	-4.0%	6,522	5,123	27.3%	6,797	-4.0%
Total FTE's	1,494.0	1,551.3	-3.7%	1,542.9	-3.2%	1,494.0	1,551.3	-3.7%	1,542.9	-3.2%
FTE's / Adjusted Occupied Bed	4.3	5.6	-22.4%	4.7	-7.9%	4.3	5.6	-22.4%	4.7	-7.9%
Total Adjusted Patient Days	10,711	8,729	22.7%	10,814	-1.0%	10,711	8,729	22.7%	10,814	-1.0%
Hours / Adjusted Patient Day	24.63	31.38	-21.5%	25.53	-3.5%	24.63	31.38	-21.5%	25.53	-3.5%
Outpatient Factor	1.7544	1.8724	-6.3%	1.7952	-2.3%	1.7544	1.8724	-6.3%	1.7952	-2.3%
Blended O/P Factor	1.9374	2.1137	-8.3%	2.0712	-6.5%	1.9374	2.1137	-8.3%	2.0712	-6.5%
Total Adjusted Admissions	1,784	1,886	-5.4%	2,045	-12.7%	1,784	1,886	-5.4%	2,045	-12.7%
Hours / Adjusted Admission	147.83	145.28	1.8%	135.00	9.5%	147.83	145.28	1.8%	135.00	9.5%
FTE's - Hospital Contract	104.1	46.6	123.3%	39.4	164.0%	104.1	46.6	123.3%	39.4	164.0%
FTE's - Mgmt Services	37.1	53.4	-30.5%	44.6	-16.8%	37.1	53.4	-30.5%	44.6	-16.8%
Total FTE's (including Contract)	1,635.2	1,651.2	-1.0%	1,626.9	0.5%	1,635.2	1,651.2	-1.0%	1,626.9	0.5%
Total FTE'S per Adjusted Occupied Bed (including Contract)	4.7	5.9	-20.2%	5.0	-4.4%	4.7	5.9	-20.2%	5.0	-4.4%
ProCare FTEs	214.7	234.1	-8.3%	206.1	4.2%	214.7	234.1	-8.3%	206.1	4.2%
Total System FTEs	1,849.9	1,885.4	-1.9%	1,833.0	0.9%	1,849.9	1,885.4	-1.9%	1,833.0	0.9%
Urgent Care Visits										
JBS Clinic	2,257	1,776	27.1%	555	306.7%	2,257	1,776	27.1%	555	306.7%
West University	1,688	1,941	-13.0%	481	250.9%	1,688	1,941	-13.0%	481	250.9%
42nd Street	9	2,565	-99.6%	909	-99.0%	9	2,565	-99.6%	909	-99.0%
Total Urgent Care Visits	3,954	6,282	-37.1%	1,945	103.3%	3,954	6,282	-37.1%	1,945	103.3%
Wal-Mart Clinic Visits										
East Clinic	310	156	98.7%	156	98.7%	310	156	98.7%	156	98.7%
West Clinic	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Total Wal-Mart Visits	310	156	98.7%	156	98.7%	310	156	98.7%	156	98.7%

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

	ECTOR COUNTY HOSPITAL DISTRICT		
	HOSPITAL	PRO CARE	DISTRICT
ASSETS			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 57,019,539	\$ 4,400	\$ 57,023,939
Investments	63,882,325	-	63,882,325
Patient Accounts Receivable - Gross	253,722,809	24,730,379	278,453,188
Less: 3rd Party Allowances	(166,299,414)	(10,519,557)	(176,818,971)
Bad Debt Allowance	(55,469,036)	(9,206,784)	(64,675,820)
Net Patient Accounts Receivable	31,954,359	5,004,038	36,958,397
Taxes Receivable	7,927,615	-	7,927,615
Accounts Receivable - Other	5,488,641	35,023	5,523,663
Inventories	7,868,021	420,138	8,288,159
Prepaid Expenses	3,190,412	158,132	3,348,544
Total Current Assets	177,330,912	5,621,730	182,952,642
CAPITAL ASSETS:			
Property and Equipment	494,229,573	393,970	494,623,542
Construction in Progress	705,559	-	705,559
	494,935,131	393,970	495,329,101
Less: Accumulated Depreciation and Amortization	(326,187,052)	(289,715)	(326,476,767)
Total Capital Assets	168,748,079	104,254	168,852,334
INTANGIBLE ASSETS / GOODWILL - NET	-	-	-
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	4,896	-	4,896
Restricted Assets Held in Endowment	6,303,870	-	6,303,870
Restricted TPC, LLC	1,169,753	-	1,169,753
Restricted MCH West Texas Services	2,326,878	-	2,326,878
Pension, Deferred Outflows of Resources	29,138,210	-	29,138,210
Assets whose use is Limited	-	99,577	99,577
TOTAL ASSETS	\$ 385,022,598	\$ 5,825,561	\$ 390,848,159
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 2,560,892	\$ -	\$ 2,560,892
Self-Insurance Liability - Current Portion	2,975,092	-	2,975,092
Accounts Payable	18,515,745	1,398,968	19,914,714
A/R Credit Balances	2,420,458	-	2,420,458
Accrued Interest	146,656	-	146,656
Accrued Salaries and Wages	4,736,371	4,158,293	8,894,664
Accrued Compensated Absences	4,237,843	-	4,237,843
Due to Third Party Payors	14,163,131	-	14,163,131
Deferred Revenue	(1,397,101)	301,131	(1,095,970)
Total Current Liabilities	48,359,089	5,858,392	54,217,481
ACCRUED POST RETIREMENT BENEFITS	87,828,907	-	87,828,907
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	-	1,688,420
LONG-TERM DEBT - Less Current Maturities	54,320,393	-	54,320,393
Total Liabilities	192,196,809	5,858,392	198,055,201
FUND BALANCE	192,825,789	(32,831)	192,792,958
TOTAL LIABILITIES AND FUND BALANCE	\$ 385,022,598	\$ 5,825,561	\$ 390,848,159

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

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
ASSETS				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 57,023,939	\$ 51,186,029	\$ 4,500	\$ 5,833,410
Investments	63,882,325	63,929,700	-	(47,375)
Patient Accounts Receivable - Gross	278,453,188	238,367,515	23,851,173	16,234,501
Less: 3rd Party Allowances	(176,818,971)	(153,865,506)	(10,248,128)	(12,705,337)
Bad Debt Allowance	<u>(64,675,820)</u>	<u>(53,122,125)</u>	<u>(8,592,762)</u>	<u>(2,960,933)</u>
Net Patient Accounts Receivable	36,958,397	31,379,884	5,010,283	568,230
Taxes Receivable	7,927,615	8,121,560	-	(193,945)
Accounts Receivable - Other	5,523,663	13,516,790	36,244	(8,029,371)
Inventories	8,288,159	7,642,276	420,138	225,746
Prepaid Expenses	<u>3,348,544</u>	<u>3,223,336</u>	<u>159,539</u>	<u>(34,331)</u>
Total Current Assets	<u>182,952,642</u>	<u>178,999,575</u>	<u>5,630,704</u>	<u>(1,677,637)</u>
CAPITAL ASSETS:				
Property and Equipment	494,623,542	494,009,653	393,970	219,920
Construction in Progress	<u>705,559</u>	<u>886,158</u>	<u>-</u>	<u>(180,599)</u>
	495,329,101	494,895,810	393,970	39,321
Less: Accumulated Depreciation and Amortization	<u>(326,476,767)</u>	<u>(324,671,790)</u>	<u>(288,301)</u>	<u>(1,516,676)</u>
Total Capital Assets	<u>168,852,334</u>	<u>170,224,021</u>	<u>105,668</u>	<u>(1,477,355)</u>
INTANGIBLE ASSETS / GOODWILL - NET	-	-	-	-
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	4,896	4,896	-	-
Restricted Assets Held in Endowment	6,303,870	6,303,870	-	-
Restricted TPC, LLC	1,169,753	1,169,753	-	-
Restricted MCH West Texas Services	2,326,878	2,322,472	-	4,407
Pension, Deferred Outflows of Resources	29,138,210	29,138,210	-	-
Assets whose use is Limited	<u>99,577</u>	<u>-</u>	<u>97,008</u>	<u>2,569</u>
TOTAL ASSETS	<u>\$ 390,848,159</u>	<u>\$ 388,162,796</u>	<u>\$ 5,833,380</u>	<u>\$ (3,148,017)</u>
LIABILITIES AND FUND BALANCE				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 2,560,892	\$ 2,556,272	\$ -	\$ 4,620
Self-Insurance Liability - Current Portion	2,975,092	2,975,092	-	-
Accounts Payable	19,914,714	16,754,399	1,363,641	1,796,674
A/R Credit Balances	2,420,458	2,342,858	-	77,600
Accrued Interest	146,656	19,294	-	127,363
Accrued Salaries and Wages	8,894,664	4,066,267	4,173,631	654,766
Accrued Compensated Absences	4,237,843	4,151,036	-	86,807
Due to Third Party Payors	14,163,131	15,115,504	-	(952,373)
Deferred Revenue	<u>(1,095,970)</u>	<u>422,820</u>	<u>328,939</u>	<u>(1,847,728)</u>
Total Current Liabilities	<u>54,217,481</u>	<u>48,403,543</u>	<u>5,866,210</u>	<u>(52,272)</u>
ACCRUED POST RETIREMENT BENEFITS	87,828,907	87,114,505	-	714,402
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	1,688,420	-	-
LONG-TERM DEBT - Less Current Maturities	54,320,393	54,414,462	-	(94,069)
Total Liabilities	<u>198,055,201</u>	<u>191,620,930</u>	<u>5,866,210</u>	<u>568,061</u>
FUND BALANCE	<u>192,792,958</u>	<u>196,541,866</u>	<u>(32,831)</u>	<u>(3,716,077)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 390,848,159</u>	<u>\$ 388,162,796</u>	<u>\$ 5,833,380</u>	<u>\$ (3,148,017)</u>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Inpatient Revenue	\$ 60,045,814	\$ 50,402,847	19.1%	\$ 54,251,093	10.7%	\$ 60,045,814	\$ 50,402,847	19.1%	\$ 54,251,093	10.7%
Outpatient Revenue	56,285,643	56,135,742	0.3%	58,111,708	-3.1%	56,285,643	56,135,742	0.3%	58,111,708	-3.1%
TOTAL PATIENT REVENUE	\$ 116,331,457	\$ 106,538,589	9.2%	\$ 112,362,801	3.5%	\$ 116,331,457	\$ 106,538,589	9.2%	\$ 112,362,801	3.5%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 79,174,549	\$ 65,109,523	21.6%	\$ 69,068,025	14.6%	\$ 79,174,549	\$ 65,109,523	21.6%	\$ 69,068,025	14.6%
Policy Adjustments	768,356	2,037,890	-62.3%	1,770,375	-56.6%	768,356	2,037,890	-62.3%	1,770,375	-56.6%
Uninsured Discount	7,956,028	9,929,244	-19.9%	9,460,539	-15.9%	7,956,028	9,929,244	-19.9%	9,460,539	-15.9%
Indigent	1,035,400	1,691,837	-38.8%	634,189	63.3%	1,035,400	1,691,837	-38.8%	634,189	63.3%
Provision for Bad Debts	5,671,374	5,837,365	-2.8%	8,588,681	-34.0%	5,671,374	5,837,365	-2.8%	8,588,681	-34.0%
TOTAL REVENUE DEDUCTIONS	\$ 94,605,705	\$ 84,605,859	11.8%	\$ 89,521,809	5.7%	\$ 94,605,705	\$ 84,605,859	11.8%	\$ 89,521,809	5.7%
	81.32%	79.41%		79.67%		81.32%	79.41%		79.67%	
<u>OTHER PATIENT REVENUE</u>										
Medicaid Supplemental Payments	\$ 1,760,764	\$ 1,892,772	-7.0%	\$ 1,954,337	-9.9%	\$ 1,760,764	\$ 1,892,772	-7.0%	\$ 1,954,337	-9.9%
DSRIP	1,282,780	1,282,780	0.0%	547,173	134.4%	1,282,780	1,282,780	0.0%	547,173	134.4%
TOTAL OTHER PATIENT REVENUE	\$ 3,043,544	\$ 3,175,552	-4.2%	\$ 2,501,510	21.7%	\$ 3,043,544	\$ 3,175,552	-4.2%	\$ 2,501,510	21.7%
NET PATIENT REVENUE	\$ 24,769,296	\$ 25,108,282	-1.4%	\$ 25,342,501	-2.3%	\$ 24,769,296	\$ 25,108,282	-1.4%	\$ 25,342,501	-2.3%
<u>OTHER REVENUE</u>										
Tax Revenue	\$ 5,385,573	\$ 5,429,602	-0.8%	\$ 5,236,620	2.8%	\$ 5,385,573	\$ 5,429,602	-0.8%	\$ 5,236,620	2.8%
Other Revenue	885,861	868,563	2.0%	930,526	-4.8%	885,861	868,563	2.0%	930,526	-4.8%
TOTAL OTHER REVENUE	\$ 6,271,434	\$ 6,298,165	-0.4%	\$ 6,167,146	1.7%	\$ 6,271,434	\$ 6,298,165	-0.4%	\$ 6,167,146	1.7%
NET OPERATING REVENUE	\$ 31,040,730	\$ 31,406,447	-1.2%	\$ 31,509,646	-1.5%	\$ 31,040,730	\$ 31,406,447	-1.2%	\$ 31,509,646	-1.5%
<u>OPERATING EXPENSES</u>										
Salaries and Wages	\$ 12,932,880	\$ 13,017,690	-0.7%	\$ 13,143,136	-1.6%	\$ 12,932,880	\$ 13,017,690	-0.7%	\$ 13,143,136	-1.6%
Benefits	2,764,057	2,935,798	-5.8%	2,639,955	4.7%	2,764,057	2,935,798	-5.8%	2,639,955	4.7%
Temporary Labor	3,240,280	1,015,100	219.2%	863,015	275.5%	3,240,280	1,015,100	219.2%	863,015	275.5%
Physician Fees	1,467,119	1,259,979	16.4%	1,483,767	-1.1%	1,467,119	1,259,979	16.4%	1,483,767	-1.1%
Texas Tech Support	873,234	885,637	-1.4%	823,757	6.0%	873,234	885,637	-1.4%	823,757	6.0%
Purchased Services	4,311,558	4,340,456	-0.7%	4,139,099	4.2%	4,311,558	4,340,456	-0.7%	4,139,099	4.2%
Supplies	5,512,600	4,995,147	10.4%	5,096,025	8.2%	5,512,600	4,995,147	10.4%	5,096,025	8.2%
Utilities	330,582	373,009	-11.4%	370,679	-10.8%	330,582	373,009	-11.4%	370,679	-10.8%
Repairs and Maintenance	864,259	801,372	7.8%	673,613	28.3%	864,259	801,372	7.8%	673,613	28.3%
Leases and Rent	194,259	151,930	27.9%	149,875	29.6%	194,259	151,930	27.9%	149,875	29.6%
Insurance	153,767	155,580	-1.2%	168,174	-8.6%	153,767	155,580	-1.2%	168,174	-8.6%
Interest Expense	98,320	133,833	-26.5%	103,186	-4.7%	98,320	133,833	-26.5%	103,186	-4.7%
ECHDA	177,776	200,924	-11.5%	150,995	17.7%	177,776	200,924	-11.5%	150,995	17.7%
Other Expense	120,832	177,584	-32.0%	105,642	14.4%	120,832	177,584	-32.0%	105,642	14.4%
TOTAL OPERATING EXPENSES	\$ 33,041,522	\$ 30,444,039	8.5%	\$ 29,910,917	10.5%	\$ 33,041,522	\$ 30,444,039	8.5%	\$ 29,910,917	10.5%
Depreciation/Amortization	\$ 1,668,594	\$ 1,611,589	3.5%	\$ 1,569,287	6.3%	\$ 1,668,594	\$ 1,611,589	3.5%	\$ 1,569,287	6.3%
(Gain) Loss on Sale of Assets	7,515	681	1003.5%	-	0.0%	7,515	681	1003.5%	-	0.0%
TOTAL OPERATING COSTS	\$ 34,717,630	\$ 32,056,309	8.3%	\$ 31,480,205	10.3%	\$ 34,717,630	\$ 32,056,309	8.3%	\$ 31,480,205	10.3%
NET GAIN (LOSS) FROM OPERATIONS	\$ (3,676,901)	\$ (649,862)	-465.8%	\$ 29,441	12588.8%	\$ (3,676,901)	\$ (649,862)	465.8%	\$ 29,441	-12588.8%
Operating Margin	-11.85%	-2.07%	472.5%	0.09%	-12777.5%	-11.85%	-2.07%	472.5%	0.09%	-12777.5%
<u>NONOPERATING REVENUE/EXPENSE</u>										
Interest Income	\$ 3,792	\$ 17,785	-78.7%	\$ 17,573	-78.4%	\$ 3,792	\$ 17,785	-78.7%	\$ 17,573	-78.4%
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%	-	-	-	11,772	-100.0%	-	-
COVID-19 Stimulus	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Underwriter Discount & Bond Costs	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Build America Bonds Subsidy	-	-	0.0%	-	-	-	-	0.0%	-	-
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (3,673,109)	\$ (620,305)	-492.1%	\$ 47,015	7912.6%	\$ (3,673,109)	\$ (620,305)	-492.1%	\$ 47,015	7912.6%
Unrealized Gain/(Loss) on Investments	\$ (47,375)	\$ (9,360)	0.0%	\$ 1,246	-3903.4%	\$ (47,375)	\$ (9,360)	0.0%	\$ 1,246	-3903.4%
Investment in Subsidiaries	4,407	124,344	-96.5%	22,907	-80.8%	4,407	124,344	-96.5%	22,907	-80.8%
CHANGE IN NET POSITION	\$ (3,716,077)	\$ (505,321)	-635.4%	\$ 71,168	5321.6%	\$ (3,716,077)	\$ (505,321)	-635.4%	\$ 71,168	5321.6%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 60,045,814	\$ 50,402,847	19.1%	\$ 54,251,093	10.7%	\$ 60,045,814	\$ 50,402,847	19.1%	\$ 54,251,093	10.7%
Outpatient Revenue	45,299,219	43,973,539	3.0%	43,138,591	5.0%	45,299,219	43,973,539	3.0%	43,138,591	5.0%
TOTAL PATIENT REVENUE	\$ 105,345,034	\$ 94,376,386	11.6%	\$ 97,389,684	8.2%	\$ 105,345,034	\$ 94,376,386	11.6%	\$ 97,389,684	8.2%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 73,244,986	\$ 59,481,369	23.1%	\$ 62,668,489	16.9%	\$ 73,244,986	\$ 59,481,369	23.1%	\$ 62,668,489	16.9%
Policy Adjustments	376,406	930,575	-59.6%	76,753	390.4%	376,406	930,575	-59.6%	76,753	390.4%
Uninsured Discount	7,628,608	9,175,563	-16.9%	8,056,727	-5.3%	7,628,608	9,175,563	-16.9%	8,056,727	-5.3%
Indigent Care	1,032,752	1,677,608	-38.4%	628,596	64.3%	1,032,752	1,677,608	-38.4%	628,596	64.3%
Provision for Bad Debts	4,861,672	4,779,375	1.7%	7,047,062	-31.0%	4,861,672	4,779,375	1.7%	7,047,062	-31.0%
TOTAL REVENUE DEDUCTIONS	\$ 87,144,423	\$ 76,044,490	14.6%	\$ 78,477,628	11.0%	\$ 87,144,423	\$ 76,044,490	14.6%	\$ 78,477,628	11.0%
	82.72%	80.58%		80.58%		82.72%	80.58%		80.58%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 1,760,764	\$ 1,892,772	-7.0%	\$ 1,954,337	-9.9%	\$ 1,760,764	\$ 1,892,772	-7.0%	\$ 1,954,337	-9.9%
DSRIP	1,282,780	1,282,780	0.0%	547,173	134.4%	1,282,780	1,282,780	0.0%	547,173	134.4%
TOTAL OTHER PATIENT REVENUE	\$ 3,043,544	\$ 3,175,552	-4.2%	\$ 2,501,510	21.7%	\$ 3,043,544	\$ 3,175,552	-4.2%	\$ 2,501,510	21.7%
NET PATIENT REVENUE	\$ 21,244,154	\$ 21,507,448	-1.2%	\$ 21,413,566	-0.8%	\$ 21,244,154	\$ 21,507,448	-1.2%	\$ 21,413,566	-0.8%
OTHER REVENUE										
Tax Revenue	\$ 5,385,573	\$ 5,429,602	-0.8%	\$ 5,236,620	2.8%	\$ 5,385,573	\$ 5,429,602	-0.8%	\$ 5,236,620	2.8%
Other Revenue	703,834	671,501	4.8%	600,709	17.2%	703,834	671,501	4.8%	600,709	17.2%
TOTAL OTHER REVENUE	\$ 6,089,407	\$ 6,101,103	-0.2%	\$ 5,837,329	4.3%	\$ 6,089,407	\$ 6,101,103	-0.2%	\$ 5,837,329	4.3%
NET OPERATING REVENUE	\$ 27,333,561	\$ 27,608,551	-1.0%	\$ 27,250,895	0.3%	\$ 27,333,561	\$ 27,608,551	-1.0%	\$ 27,250,895	0.3%
OPERATING EXPENSE										
Salaries and Wages	\$ 8,895,447	\$ 8,855,010	0.5%	\$ 9,207,526	-3.4%	\$ 8,895,447	\$ 8,855,010	0.5%	\$ 9,207,526	-3.4%
Benefits	2,393,859	2,574,572	-7.0%	2,303,258	3.9%	2,393,859	2,574,572	-7.0%	2,303,258	3.9%
Temporary Labor	2,998,995	813,983	268.4%	684,307	338.3%	2,998,995	813,983	268.4%	684,307	338.3%
Physician Fees	1,328,281	1,144,616	16.0%	1,372,154	-3.2%	1,328,281	1,144,616	16.0%	1,372,154	-3.2%
Texas Tech Support	873,234	885,637	-1.4%	823,757	6.0%	873,234	885,637	-1.4%	823,757	6.0%
Purchased Services	4,423,267	4,321,534	2.4%	4,104,516	7.8%	4,423,267	4,321,534	2.4%	4,104,516	7.8%
Supplies	5,389,974	4,872,466	10.6%	4,968,284	8.5%	5,389,974	4,872,466	10.6%	4,968,284	8.5%
Utilities	329,531	372,504	-11.5%	370,032	-10.9%	329,531	372,504	-11.5%	370,032	-10.9%
Repairs and Maintenance	864,259	801,267	7.9%	673,613	28.3%	864,259	801,267	7.9%	673,613	28.3%
Leases and Rentals	39,679	(7,470)	-631.2%	(13,647)	-390.7%	39,679	(7,470)	-631.2%	(13,647)	-390.7%
Insurance	101,281	103,977	-2.6%	119,305	-15.1%	101,281	103,977	-2.6%	119,305	-15.1%
Interest Expense	98,320	133,833	-26.5%	103,186	-4.7%	98,320	133,833	-26.5%	103,186	-4.7%
ECHDA	177,776	200,924	-11.5%	150,995	17.7%	177,776	200,924	-11.5%	150,995	17.7%
Other Expense	63,476	101,900	-37.7%	44,660	42.1%	63,476	101,900	-37.7%	44,660	42.1%
TOTAL OPERATING EXPENSES	\$ 27,977,378	\$ 25,174,753	11.1%	\$ 24,911,947	12.3%	\$ 27,977,378	\$ 25,174,753	11.1%	\$ 24,911,947	12.3%
Depreciation/Amortization	\$ 1,663,673	\$ 1,603,443	3.8%	\$ 1,562,109	6.5%	\$ 1,663,673	\$ 1,603,443	3.8%	\$ 1,562,109	6.5%
(Gain)/Loss on Disposal of Assets	-	681	-100.0%	-	0.0%	-	681	100.0%	-	0.0%
TOTAL OPERATING COSTS	\$ 29,641,051	\$ 26,778,877	10.7%	\$ 26,474,056	12.0%	\$ 29,641,051	\$ 26,778,877	10.7%	\$ 26,474,056	12.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ (2,307,490)	\$ 829,674	-378.1%	\$ 776,839	-397.0%	\$ (2,307,490)	\$ 829,674	-378.1%	\$ 776,839	-397.0%
Operating Margin	-8.44%	3.01%	-380.9%	2.85%	-396.1%	-8.44%	3.01%	-380.9%	2.85%	-396.1%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 3,792	\$ 17,785	-78.7%	\$ 17,573	-78.4%	\$ 3,792	\$ 17,785	-78.7%	\$ 17,573	-78.4%
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%	-	0.0%	-	11,772	-100.0%	-	0.0%
COVID-19 Stimulus	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Underwriter Discount & Bond Costs	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Build America Bonds Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ (2,303,698)	\$ 859,231	-368.1%	\$ 794,413	-390.0%	\$ (2,303,698)	\$ 859,231	-368.1%	\$ 794,413	-390.0%
Procure Capital Contribution	(1,369,411)	(1,479,536)	-7.4%	(747,398)	83.2%	(1,369,411)	(1,479,536)	-7.4%	(747,398)	83.2%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (3,673,109)	\$ (620,305)	-492.1%	\$ 47,015	7912.6%	\$ (3,673,109)	\$ (620,305)	-492.1%	\$ 47,015	7912.6%
Unrealized Gain/(Loss) on Investments	\$ (47,375)	\$ (9,360)	406.1%	\$ 1,246	-3903.4%	\$ (47,375)	\$ (9,360)	406.1%	\$ 1,246	-3903.4%
Investment in Subsidiaries	4,407	124,344	-96.5%	22,907	-80.8%	4,407	124,344	-96.5%	22,907	-80.8%
CHANGE IN NET POSITION	\$ (3,716,077)	\$ (605,321)	-635.4%	\$ 71,168	5321.6%	\$ (3,716,077)	\$ (605,321)	-635.4%	\$ 71,168	5321.6%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 10,986,424	\$ 12,162,203	-9.7%	\$ 14,973,117	-26.6%	\$ 10,986,424	\$ 12,162,203	-9.7%	\$ 14,973,117	-26.6%
TOTAL PATIENT REVENUE	\$ 10,986,424	\$ 12,162,203	-9.7%	\$ 14,973,117	-26.6%	\$ 10,986,424	\$ 12,162,203	-9.7%	\$ 14,973,117	-26.6%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 5,929,563	\$ 5,628,154	5.4%	\$ 6,399,535	-7.3%	\$ 5,929,563	\$ 5,628,154	5.4%	\$ 6,399,535	-7.3%
Policy Adjustments	391,949	1,107,315	-64.6%	1,693,622	-76.9%	391,949	1,107,315	-64.6%	1,693,622	-76.9%
Uninsured Discount	327,420	753,681	-56.6%	1,403,812	-76.7%	327,420	753,681	-56.6%	1,403,812	-76.7%
Indigent	2,648	14,229	-81.4%	5,594	-52.7%	2,648	14,229	-81.4%	5,594	-52.7%
Provision for Bad Debts	809,702	1,057,990	-23.5%	1,541,619	-47.5%	809,702	1,057,990	-23.5%	1,541,619	-47.5%
TOTAL REVENUE DEDUCTIONS	\$ 7,461,282	\$ 8,561,369	-12.8%	\$ 11,044,182	-32.4%	\$ 7,461,282	\$ 8,561,369	-12.8%	\$ 11,044,182	-32.4%
	67.91%	70.39%		73.76%		67.91%	70.39%		73.76%	
NET PATIENT REVENUE	\$ 3,525,142	\$ 3,600,834	-2.1%	\$ 3,928,935	-10.3%	\$ 3,525,142	\$ 3,600,834	-2.1%	\$ 3,928,935	-10.3%
						32.1%				
OTHER REVENUE										
Other Income	\$ 182,027	\$ 197,062	-7.6%	\$ 329,817	-44.8%	\$ 182,027	\$ 197,062	-7.6%	\$ 329,817	-44.8%
TOTAL OTHER REVENUE	\$ 182,027	\$ 197,062	-7.6%	\$ 329,817	-44.8%	\$ 182,027	\$ 197,062	-7.6%	\$ 329,817	-44.8%
NET OPERATING REVENUE	\$ 3,707,169	\$ 3,797,896	-2.4%	\$ 4,258,751	-13.0%	\$ 3,707,169	\$ 3,797,896	-2.4%	\$ 4,258,751	-13.0%
OPERATING EXPENSE										
Salaries and Wages	\$ 4,037,432	\$ 4,162,680	-3.0%	\$ 3,935,610	2.6%	\$ 4,037,432	\$ 4,162,680	-3.0%	\$ 3,935,610	2.6%
Benefits	370,198	361,226	2.5%	336,698	9.9%	370,198	361,226	2.5%	336,698	9.9%
Temporary Labor	241,285	201,117	20.0%	178,708	35.0%	241,285	201,117	20.0%	178,708	35.0%
Physician Fees	138,838	115,363	20.3%	111,612	24.4%	138,838	115,363	20.3%	111,612	24.4%
Purchased Services	(111,709)	18,922	-690.4%	34,583	-423.0%	(111,709)	18,922	-690.4%	34,583	-423.0%
Supplies	122,626	122,681	0.0%	127,741	-4.0%	122,626	122,681	0.0%	127,741	-4.0%
Utilities	1,051	505	108.2%	646	62.7%	1,051	505	108.2%	646	62.7%
Repairs and Maintenance	-	105	-100.0%	-	0.0%	-	105	-100.0%	-	0.0%
Leases and Rentals	154,580	159,400	-3.0%	163,522	-5.5%	154,580	159,400	-3.0%	163,522	-5.5%
Insurance	52,485	51,603	1.7%	48,869	7.4%	52,485	51,603	1.7%	48,869	7.4%
Other Expense	57,357	75,684	-24.2%	60,981	-5.9%	57,357	75,684	-24.2%	60,981	-5.9%
TOTAL OPERATING EXPENSES	\$ 5,064,144	\$ 5,269,286	-3.9%	\$ 4,998,971	1.3%	\$ 5,064,144	\$ 5,269,286	-3.9%	\$ 4,998,971	1.3%
Depreciation/Amortization	\$ 4,921	\$ 8,146	-39.6%	\$ 7,178	-31.5%	\$ 4,921	\$ 8,146	-39.6%	\$ 7,178	-31.5%
(Gain)/Loss on Sale of Assets	7,515	-	0.0%	-	0.0%	7,515	-	0.0%	-	0.0%
TOTAL OPERATING COSTS	\$ 5,076,580	\$ 5,277,432	-3.8%	\$ 5,006,149	1.4%	\$ 5,076,580	\$ 5,277,432	-3.8%	\$ 5,006,149	1.4%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,369,411)	\$ (1,479,536)	7.4%	\$ (747,398)	83.2%	\$ (1,369,411)	\$ (1,479,536)	7.4%	\$ (747,398)	83.2%
Operating Margin	-36.94%	-38.96%	-5.2%	-17.55%	110.5%	-36.94%	-38.96%	-5.2%	-17.55%	110.5%
COVID-19 Stimulus	\$ -	\$ -		\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 1,369,411	\$ 1,479,536	-7.4%	\$ 747,398	83.2%	\$ 1,369,411	\$ 1,479,536	-7.4%	\$ 747,398	83.2%
CAPITAL CONTRIBUTION	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	8,991	8,513	5.61%	8,213	9.47%	8,991	8,513	5.61%	8,213	9.47%
Total Hospital Visits	6,070	5,134	18.23%	5,178	17.23%	6,070	5,134	18.23%	5,178	17.23%
Total Procedures	12,363	13,515	-8.52%	14,240	-13.18%	12,363	13,515	-8.52%	14,240	-13.18%
Total Surgeries	769	800	-3.88%	745	3.22%	769	800	-3.88%	745	3.22%
Total Provider FTE's	92.6	96.4	-3.99%	91.0	1.67%	92.6	96.4	-3.99%	91.0	1.67%
Total Staff FTE's	109.1	124.7	-12.55%	102.6	6.26%	109.1	124.7	-12.55%	102.6	6.26%
Total Administrative FTE's	13.1	13.0	0.55%	12.4	5.07%	13.1	13.0	0.55%	12.4	5.07%
Total FTE's	214.7	234.1	-8.29%	206.1	4.16%	214.7	234.1	-8.29%	206.1	4.16%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%
TOTAL PATIENT REVENUE	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%	\$ 245,791	\$ 339,954	-27.7%	\$ 645,206	-61.9%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 297,471	\$ 184,895	60.9%	\$ 357,793	-16.9%	\$ 297,471	\$ 184,895	60.9%	\$ 357,793	-16.9%
Self Pay Adjustments	13,430	53,041	-74.7%	84,906	-84.2%	13,430	53,041	-74.7%	84,906	-84.2%
Bad Debts	(115,464)	10,864	-1162.8%	27,365	-521.9%	(115,464)	10,864	-1162.8%	27,365	-521.9%
TOTAL REVENUE DEDUCTIONS	\$ 195,438	\$ 248,800	-21.4%	\$ 470,064	-58.4%	\$ 195,438	\$ 248,800	-21.4%	\$ 470,064	-58.4%
	79.5%	73.2%		72.9%		79.5%	73.2%		72.9%	
NET PATIENT REVENUE	\$ 50,354	\$ 91,154	-44.8%	\$ 175,142	-71.2%	\$ 50,354	\$ 91,154	-44.8%	\$ 175,142	-71.2%
OTHER REVENUE										
FHC Other Revenue	\$ 18,003	\$ 25,436	0.0%	\$ 9,316	93.3%	\$ 18,003	\$ 25,436	0.0%	\$ 9,316	93.3%
TOTAL OTHER REVENUE	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%	\$ 18,003	\$ 25,436	-29.2%	\$ 9,316	93.3%
NET OPERATING REVENUE	\$ 68,357	\$ 116,590	-41.4%	\$ 184,458	-62.9%	\$ 68,357	\$ 116,590	-41.4%	\$ 184,458	-62.9%
OPERATING EXPENSE										
Salaries and Wages	\$ 71,549	\$ 59,205	20.8%	\$ 81,946	-12.7%	\$ 71,549	\$ 59,205	20.8%	\$ 81,946	-12.7%
Benefits	19,255	17,214	11.9%	20,499	-6.1%	19,255	17,214	11.9%	20,499	-6.1%
Physician Services	78,270	68,581	14.1%	135,933	-42.4%	78,270	68,581	14.1%	135,933	-42.4%
Cost of Drugs Sold	(325)	3,084	-110.5%	6,018	-105.4%	(325)	3,084	-110.5%	6,018	-105.4%
Supplies	5,264	4,542	15.9%	7,969	-34.0%	5,264	4,542	15.9%	7,969	-34.0%
Utilities	3,084	3,659	-15.7%	3,659	-15.7%	3,084	3,659	-15.7%	3,659	-15.7%
Repairs and Maintenance	2,334	1,799	29.7%	3,971	-41.2%	2,334	1,799	29.7%	3,971	-41.2%
Leases and Rentals	487	477	2.0%	523	-7.0%	487	477	2.0%	523	-7.0%
Other Expense	4,335	1,125	285.3%	1,100	294.1%	4,335	1,125	285.3%	1,100	294.1%
TOTAL OPERATING EXPENSES	\$ 184,252	\$ 159,686	15.4%	\$ 261,620	-29.6%	\$ 184,252	\$ 159,686	15.4%	\$ 261,620	-29.6%
Depreciation/Amortization	\$ 2,642	\$ 4,002	-34.0%	\$ 4,081	-35.3%	\$ 2,642	\$ 4,002	-34.0%	\$ 4,081	-35.3%
TOTAL OPERATING COSTS	\$ 186,893	\$ 163,688	14.2%	\$ 265,701	-29.7%	\$ 186,893	\$ 163,688	14.2%	\$ 265,701	-29.7%
NET GAIN (LOSS) FROM OPERATIONS	\$ (118,536)	\$ (47,098)	-151.7%	\$ (81,243)	-45.9%	\$ (118,536)	\$ (47,098)	-151.7%	\$ (81,243)	-45.9%
Operating Margin	-173.41%	-40.40%	329.3%	-44.04%	293.7%	-173.41%	-40.40%	329.3%	-44.04%	293.7%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	845	991	-14.7%	1,619	-47.8%	845	991	-14.7%	1,619	-47.8%
Average Revenue per Office Visit	290.88	343.04	-15.2%	398.52	-27.0%	290.88	343.04	-15.2%	398.52	-27.0%
Hospital FTE's (Salaries and Wages)	15.0	12.8	17.6%	18.9	-20.4%	15.0	12.8	17.6%	18.9	-20.4%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%
TOTAL PATIENT REVENUE	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%	\$ 167,908	\$ 171,692	-2.2%	\$ 219	76685.8%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 109,970	\$ 97,492	12.8%	\$ (2,749)	-4100.2%	\$ 109,970	\$ 97,492	12.8%	\$ (2,749)	-4100.2%
Self Pay Adjustments	5,963	22,421	-73.4%	(10,967)	-154.4%	5,963	22,421	-73.4%	(10,967)	-154.4%
Bad Debts	(6,928)	-	0.0%	13,761	-150.3%	(6,928)	-	0.0%	13,761	-150.3%
TOTAL REVENUE DEDUCTIONS	\$ 109,005	\$ 119,913	-9.1%	\$ 45	244361.5%	\$ 109,005	\$ 119,913	-9.1%	\$ 45	244361.5%
	64.92%	69.84%		20.39%		64.92%	69.84%		20.39%	
NET PATIENT REVENUE	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%	\$ 58,902	\$ 51,779	13.8%	\$ 174	33736.3%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 7,168	\$ 26,388	-72.8%	\$ -	100.0%	\$ 7,168	\$ 26,388	-72.8%	\$ -	100.0%
Benefits	1,929	7,672	-74.9%	-	100.0%	1,929	7,672	-74.9%	-	100.0%
Physician Services	38,167	45,750	-16.6%	-	100.0%	38,167	45,750	-16.6%	-	100.0%
Cost of Drugs Sold	10,763	10,352	4.0%	-	0.0%	10,763	10,352	4.0%	-	100.0%
Supplies	2,373	5,379	-55.9%	-	100.0%	2,373	5,379	-55.9%	-	100.0%
Utilities	1,821	1,993	-8.6%	1,993	-8.7%	1,821	1,993	-8.6%	1,993	-8.7%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 62,221	\$ 97,534	-36.2%	\$ 1,993	3021.3%	\$ 62,221	\$ 97,534	-36.2%	\$ 1,993	3021.3%
Depreciation/Amortization	\$ 26,337	\$ 29,790	-11.6%	\$ 29,325	-10.2%	\$ 26,337	\$ 29,790	-11.6%	\$ 29,325	-10.2%
TOTAL OPERATING COSTS	\$ 88,558	\$ 127,324	-30.4%	\$ 31,318	182.8%	\$ 88,558	\$ 127,324	-30.4%	\$ 31,318	182.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (29,656)	\$ (75,545)	-60.7%	\$ (31,144)	-4.8%	\$ (29,656)	\$ (75,545)	-60.7%	\$ (31,144)	-4.8%
Operating Margin	-50.35%	-145.90%	-65.5%	-17890.56%	-99.7%	-50.35%	-145.90%	-65.5%	-17890.56%	-99.7%

	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	559	552	1.3%	-	0.0%	559	552	1.3%	-	0.0%
Average Revenue per Office Visit	300.37	311.04	-3.4%	-	0.0%	300.37	311.04	-3.4%	-	0.0%
Hospital FTE's (Salaries and Wages)	2.8	7.1	-60.5%	-	0.0%	2.8	7.1	-60.5%	-	0.0%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%
TOTAL PATIENT REVENUE	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%	\$ 322,506	\$ 191,540	68.4%	\$ -	100.0%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 156,760	\$ 76,841	104.0%	\$ -	100.0%	\$ 156,760	\$ 76,841	104.0%	\$ -	100.0%
Self Pay Adjustments	7,968	22,044	-63.9%	-	100.0%	7,968	22,044	-63.9%	-	100.0%
Bad Debts	13,906	4,515	208.0%	-	100.0%	13,906	4,515	208.0%	-	100.0%
TOTAL REVENUE DEDUCTIONS	\$ 178,634	\$ 103,400	72.8%	\$ -	100.0%	\$ 178,634	\$ 103,400	72.8%	\$ -	100.0%
	55.39%	53.98%		0.00%		55.39%	53.98%		0.00%	
NET PATIENT REVENUE	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%	\$ 143,872	\$ 88,140	63.2%	\$ -	100.0%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 14,170	\$ 26,778	-47.1%	\$ -	100.0%	\$ 14,170	\$ 26,778	-47.1%	\$ -	100.0%
Benefits	3,813	7,786	-51.0%	-	100.0%	3,813	7,786	-51.0%	-	100.0%
Physician Services	52,738	42,492	24.1%	-	100.0%	52,738	42,492	24.1%	-	100.0%
Cost of Drugs Sold	15,353	-	0.0%	-	0.0%	15,353	-	100.0%	-	100.0%
Supplies	443	13,256	-96.7%	-	100.0%	443	13,256	-96.7%	-	100.0%
Utilities	-	2,789	-100.0%	-	100.0%	-	2,789	-100.0%	-	100.0%
Repairs and Maintenance	-	417	-100.0%	-	100.0%	-	417	-100.0%	-	100.0%
Other Expense	-	417	-100.0%	-	0.0%	-	417	-100.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 86,517	\$ 94,435	-8.4%	\$ -	100.0%	\$ 86,517	\$ 94,435	-8.4%	\$ -	100.0%
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 75	\$ -	0.0%	\$ -	100.0%
TOTAL OPERATING COSTS	\$ 86,592	\$ 94,435	-8.3%	\$ -	100.0%	\$ 86,592	\$ 94,435	-8.3%	\$ -	100.0%
NET GAIN (LOSS) FROM OPERATIONS	\$ 57,280	\$ (6,295)	-1009.9%	\$ -	100.0%	\$ 57,280	\$ (6,295)	-1009.9%	\$ -	100.0%
Operating Margin	39.81%	-7.14%	-657.5%	0.00%	100.0%	39.81%	-7.14%	-657.5%	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	788	628	25.5%	-	0.0%	788	628	25.5%	-	0.0%
Total Visits	788	628	25.5%	-	0.0%	788	628	25.5%	-	0.0%
Average Revenue per Office Visit	409.27	305.00	34.2%	-	0.0%	409.27	305.00	34.2%	-	0.0%
Hospital FTE's (Salaries and Wages)	4.2	8.1	-47.3%	-	0.0%	4.2	8.1	-47.3%	-	0.0%

**ECTOR COUNTY HOSPITAL DISTRICT
OCTOBER 2021**

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 41,150,747	39.1%	\$ 39,765,012	40.9%	\$ 41,150,747	39.1%	\$ 39,765,012	40.9%
Medicaid	12,889,310	12.2%	13,775,075	14.1%	12,889,310	12.2%	13,775,075	14.1%
Commercial	31,340,725	29.8%	27,680,466	28.4%	31,340,725	29.8%	27,680,466	28.4%
Self Pay	9,918,074	9.4%	11,137,281	11.4%	9,918,074	9.4%	11,137,281	11.4%
Other	10,046,178	9.5%	5,031,850	5.2%	10,046,178	9.5%	5,031,850	5.2%
TOTAL	\$ 105,345,034	100.0%	\$ 97,389,684	100.0%	\$ 105,345,034	100.0%	\$ 97,389,684	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 5,500,287	31.4%	\$ 8,965,754	46.8%	\$ 5,500,287	31.3%	\$ 8,965,754	46.8%
Medicaid	1,702,653	9.7%	1,988,281	10.4%	1,702,653	9.7%	1,988,281	10.4%
Commercial	8,285,997	47.2%	6,223,695	32.4%	8,285,997	47.3%	6,223,695	32.4%
Self Pay	1,087,201	6.2%	926,837	4.8%	1,087,201	6.2%	926,837	4.8%
Other	955,664	5.5%	1,075,427	5.6%	955,664	5.5%	1,075,427	5.6%
TOTAL	\$ 17,531,802	100.0%	\$ 19,179,994	100.0%	\$ 17,531,802	100.0%	\$ 19,179,994	100.0%

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

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%						
Medicare	\$ 51,403	20.9%	\$ 92,232	14.3%	\$ 51,403	20.9%	\$ 92,232	14.3%
Medicaid	51,376	20.9%	324,652	50.3%	51,376	20.9%	324,652	50.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	43,091	17.5%	101,217	15.7%	43,091	17.5%	101,217	15.7%
Self Pay	87,838	35.8%	100,649	15.6%	87,838	35.8%	100,649	15.6%
Other	12,084	4.9%	26,455	4.1%	12,084	4.9%	26,455	4.1%
TOTAL	\$ 245,791	100.0%	\$ 645,206	100.0%	\$ 245,791	100.0%	\$ 645,206	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 18,245	25.8%	\$ 22,066	15.8%	\$ 18,245	25.8%	\$ 22,066	15.8%
Medicaid	20,603	29.2%	66,172	47.4%	20,603	29.2%	66,172	47.4%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	17,409	24.6%	25,121	18.0%	17,409	24.6%	25,121	18.0%
Self Pay	11,891	16.8%	25,862	18.5%	11,891	16.8%	25,862	18.5%
Other	2,515	3.6%	387	0.3%	2,515	3.6%	387	0.3%
TOTAL	\$ 70,663	100.0%	\$ 139,608	100.0%	\$ 70,663	100.0%	\$ 139,608	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
OCTOBER 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	\$ 40,358	24.1%	\$ 217	99.3%	\$ 40,358	24.0%	\$ 217	99.3%
Medicaid	39,541	23.5%	\$ (1,507)	-689.2%	39,541	23.5%	(1,507)	-689.2%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	45,139	26.9%	\$ (2,114)	-966.8%	45,139	27.0%	(2,114)	-966.8%
Self Pay	36,338	21.6%	\$ 3,623	1656.7%	36,338	21.6%	3,623	1656.7%
Other	6,531	3.9%	\$ -	0.0%	6,531	3.9%	-	0.0%
TOTAL	\$ 167,908	100.0%	\$ 219	100.0%	\$ 167,908	100.0%	\$ 219	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 11,978	30.9%	\$ 1,933	34.7%	\$ 11,978	30.9%	\$ 1,933	34.7%
Medicaid	8,585	22.2%	858	15.4%	\$ 8,585	22.2%	858	15.4%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	9,802	25.4%	967	17.3%	9,802	25.4%	967	17.3%
Self Pay	8,301	21.5%	1,603	28.7%	8,301	21.5%	1,603	28.7%
Other	-	0.0%	216	3.9%	-	0.0%	216	3.9%
TOTAL	\$ 38,667	100.0%	\$ 5,576	100.0%	\$ 38,666	100.0%	\$ 5,576	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC JBS
OCTOBER 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	\$ (208)	-0.1%	\$ -	0.0%	\$ (208)	-0.1%	\$ -	0.0%
Medicaid	192,320	59.7%	\$ -	0.0%	192,320	59.7%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	117,052	36.3%	\$ -	0.0%	117,052	36.3%	-	0.0%
Self Pay	13,296	4.1%	\$ -	0.0%	13,296	4.1%	-	0.0%
Other	45	0.0%	\$ -	0.0%	45	0.0%	-	0.0%
TOTAL	\$ 322,506	100.0%	\$ -	0.0%	\$ 322,506	100.0%	\$ -	0.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ -	-0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	20,703	20.4%	-	0.0%	20,703	20.4%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	71,480	70.4%	-	0.0%	71,480	70.4%	-	0.0%
Self Pay	8,988	8.9%	-	0.0%	8,988	8.8%	-	0.0%
Other	411	0.4%	-	0.0%	411	0.4%	-	0.0%
TOTAL	\$ 101,582	100.0%	\$ -	0.0%	\$ 101,583	100.0%	\$ -	0.0%

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

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 17,773,656	\$ -	\$ 17,773,656
Payroll	-	-	-
Worker's Comp Claims	-	-	-
Group Medical	-	-	-
Flex Benefits	-	-	-
Mission Fitness	305,531	-	305,531
Petty Cash	8,700	-	8,700
Dispro	-	54,819	54,819
General Liability	-	16,848	16,848
Professional Liability	-	15,427	15,427
Funded Worker's Compensation	-	93,135	93,135
Funded Depreciation	-	7,818,601	7,818,601
Designated Funds	-	58,097	58,097
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 18,087,887	\$ 8,056,927	\$ 26,144,814

<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	-	(100,840)	(100,840)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 133,165	\$ 63,749,160	\$ 63,882,325
Total Unrestricted Cash and Investments			\$ 90,027,139

<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	1,169,753	-	1,169,753
Restricted MCH West Texas Services-Equity Stake	2,326,878	-	2,326,878
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 34,376,252	\$ 6,303,870	\$ 40,680,121

Total Cash & Investments			<u><u>\$ 130,707,261</u></u>
--------------------------	--	--	-------------------------------------

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

	Hospital	Procure	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (3,716,077)	-	\$ (3,716,077)
Noncash Expenses:			
Depreciation and Amortization	1,515,262	1,414	1,516,676
Unrealized Gain/Loss on Investments	(47,375)	-	(47,375)
Accretion (Bonds) & COVID Funding	(34,913)	-	(34,913)
Changes in Assets and Liabilities			
Patient Receivables, Net	(574,475)	6,245	(568,230)
Taxes Receivable/Deferred	(1,625,976)	(27,807)	(1,653,783)
Inventories, Prepaids and Other	7,835,328	2,628	7,837,956
Accounts Payable	1,838,947	35,327	1,874,274
Accrued Expenses	884,274	(17,907)	866,367
Due to Third Party Payors	(952,373)	-	(952,373)
Accrued Post Retirement Benefit Costs	714,402	-	714,402
Net Cash Provided by Operating Activities	<u>\$ 5,837,024</u>	<u>(100)</u>	<u>\$ 5,836,924</u>
Cash Flows from Investing Activities:			
Investments	\$ 94,750	-	\$ 94,750
Acquisition of Property and Equipment	<u>(39,321)</u>	<u>-</u>	<u>(39,321)</u>
Net Cash used by Investing Activities	<u>\$ 55,429</u>	<u>-</u>	<u>\$ 55,429</u>
Cash Flows from Financing Activities:			
Current Portion Debt	\$ 4,620	-	\$ 4,620
Intercompany Activities	-	-	-
Net Repayment of Long-term Debt/Bond Issuance	<u>(59,157)</u>	<u>-</u>	<u>(59,157)</u>
Net Cash used by Financing Activities	<u>(54,537)</u>	<u>-</u>	<u>(54,537)</u>
Net Increase (Decrease) in Cash	5,837,916	(100)	5,837,816
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 @ 10/31/2021	<u><u>\$ 66,824,936</u></u>	<u><u>\$ 4,400</u></u>	<u><u>\$ 66,829,336</u></u>
<hr/>			
Balance Sheet			
Cash and Cash Equivalents	\$ 26,144,814	4,400	\$ 26,149,214
Restricted Assets	<u>40,680,121</u>	<u>-</u>	<u>40,680,121</u>
Ending Cash & Cash Equivalents @ 10/31/2021	<u><u>\$ 66,824,936</u></u>	<u><u>4,400</u></u>	<u><u>\$ 66,829,336</u></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>
<u>AD VALOREM</u>					
OCTOBER	\$ 215,347	\$ 1,918,187	\$ (1,702,840)	\$ 251,630	\$ (36,283)
SUB TOTAL	<u>215,347</u>	<u>1,918,187</u>	<u>(1,702,840)</u>	<u>251,630</u>	<u>(36,283)</u>
TOTAL	<u>\$ 215,347</u>	<u>\$ 1,918,187</u>	<u>\$ (1,702,840)</u>	<u>\$ 251,630</u>	<u>\$ (36,283)</u>
<u>SALES</u>					
OCTOBER	\$ 3,421,981	\$ 3,511,415	\$ (89,434)	\$ 2,929,377	\$ 492,604
SUB TOTAL	<u>3,421,981</u>	<u>3,511,415</u>	<u>(89,434)</u>	<u>2,929,377</u>	<u>492,604</u>
ACCRUAL	45,405	-	45,405	-	45,405
TOTAL	<u>\$ 3,467,386</u>	<u>\$ 3,511,415</u>	<u>\$ (44,029)</u>	<u>\$ 2,929,377</u>	<u>\$ 538,009</u>
TAX REVENUE	<u><u>\$ 3,682,733</u></u>	<u><u>\$ 5,429,602</u></u>	<u><u>\$ (1,746,869)</u></u>	<u><u>\$ 3,181,006</u></u>	<u><u>\$ 501,726</u></u>

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

CASH ACTIVITY	TAX (IGT) ASSESSED	GOVERNMENT PAYOUT	BURDEN ALLEVIATION	NET INFLOW
DSH				
1st Qtr	\$ (919,464)	\$ 2,786,255		\$ 1,866,791
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSH TOTAL	\$ (919,464)	\$ 2,786,255		\$ 1,866,791
UC				
1st Qtr	\$ (4,129,344)	\$ 12,908,233		8,778,889
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
UC TOTAL	\$ (4,129,344)	\$ 12,908,233		\$ 8,778,889
DSRIP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSRIP UPL TOTAL	\$ -	\$ -		\$ -
UHRIP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
UHRIP TOTAL	\$ -	\$ -		\$ -
GME				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
GME TOTAL	\$ -	\$ -		\$ -
CHIRP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
CHIRP TOTAL	\$ -	\$ -		\$ -
MCH Cash Activity	\$ (5,048,808)	\$ 15,694,488		\$ 10,645,680
ProCare Cash Activity	\$ -	\$ -	\$ -	\$ -
Blended Cash Activity	\$ (5,048,808)	\$ 15,694,488	\$ -	\$ 10,645,680

INCOME STATEMENT ACTIVITY:

FY 2022 Accrued / (Deferred) Adjustments:

	BLENDED
DSH Accrual	\$ 1,065,065
Uncompensated Care Accrual	1,079,409
URIP	-
GME	62,500
CHIRP	(446,210)
Regional UPL Benefit	-
Medicaid Supplemental Payments	1,760,764
DSRIP Accrual	1,282,780
Total Adjustments	\$ 3,043,544

**ECTOR COUNTY HOSPITAL DISTRICT
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY
AS OF OCTOBER 31, 2021**

ITEM	CIP BALANCE AS OF 9/30/2021	OCTOBER "+" ADDITIONS	OCTOBER "- " ADDITIONS	OCTOBER TRANSFERS	CIP BALANCE AS OF 10/31/2021	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) APRVD/BUDGET
<i>RENOVATIONS</i>									
	-	-	-	-	-	-	-	-	-
SUB-TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>MINOR BUILDING IMPROVEMENT</i>									
BADGE ACCESS UPGRADE	23,505	-	-	-	23,505	-	23,505	45,000	21,495
CHW FLOORING	55,322	-	-	-	55,322	-	55,322	60,000	4,678
SUB-TOTAL	\$ 78,827	\$ -	\$ -	\$ -	\$ 78,827	\$ -	\$ 78,827	\$ 105,000	\$ 26,173
<i>EQUIPMENT & SOFTWARE PROJECTS - CIP INCOMPLETE</i>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 807,331	\$ 116,211	\$ (296,810)	\$ -	\$ 626,732	\$ -	\$ 626,732	\$ 1,000,000	\$ 373,268
SUB-TOTAL	\$ 807,331	\$ 116,211	\$ (296,810)	\$ -	\$ 626,732	\$ -	\$ 626,732	\$ 1,000,000	\$ 373,268
TOTAL CONSTRUCTION IN PROGRESS	\$ 886,158	\$ 116,211	\$ (296,810)	\$ -	\$ 705,559	\$ -	\$ 705,559	\$ 1,105,000	\$ 399,441

ECTOR COUNTY HOSPITAL DISTRICT
CAPITAL PROJECT & EQUIPMENT EXPENDITURES
OCTOBER 2021

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

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

MONTH/ YEAR	DESCRIPTION	DEPT NUMBER	BUDGETED AMOUNT	P.O AMOUNT	ACTUAL AMOUNT	TO/(FROM) CONTINGENCY
	Available funds from budget		\$ 600,000	\$ -	\$ -	\$ 600,000
Oct-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)
			\$ 600,000	\$ -	\$ 169,061	\$ 430,939

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

	CURRENT YEAR	PRIOR YEAR		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
AR DISPRO/UPL	\$ (801,726)	\$ -	\$ -	\$ (801,726)
AR UNCOMPENSATED CARE	1,079,409	8,778,889	-	(7,699,480)
AR DSRIP	2,958,649	1,675,869	-	1,282,780
AR NURSING HOME UPL	1,784,839	2,231,049	-	(446,210)
AR UHRIP	-	-	-	-
AR GME	62,500	-	-	62,500
AR PHYSICIAN GUARANTEES	537,428	518,647	-	18,782
AR ACCRUED INTEREST	7,562	5,863	-	1,699
AR OTHER:	(2,053,563)	(1,663,343)	36,244	(426,464)
Procure On-Call Fees	6,846	-	6,846	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	(2,060,409)	(1,663,343)	29,398	(426,464)
AR DUE FROM THIRD PARTY PAYOR	2,768,906	2,657,942	-	110,963
TOTAL ACCOUNTS RECEIVABLE - OTHER	\$ 5,523,663	\$ 13,516,790	\$ 36,244	\$ (8,029,371)

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

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR PRIOR YR	PRIOR YR VAR
Intensive Care Unit (CCU) 4	24.9	6.7	273.1%	12.3	101.6%	24.9	6.7	273.1%	12.3	101.6%
Intensive Care Unit (ICU) 2	13.7	5.2	165.8%	1.1	1110.4%	13.7	5.2	165.8%	1.1	1110.4%
Cardiopulmonary	10.6	11.3	-6.2%	5.2	102.7%	10.6	11.3	-6.2%	5.2	102.7%
4 Central	7.9	0.8	952.9%	1.6	401.6%	7.9	0.8	952.9%	1.6	401.6%
6 Central	6.8	1.5	358.5%	1.0	574.2%	6.8	1.5	358.5%	1.0	574.2%
3 West Observation	6.5	2.2	196.7%	-	0.0%	6.5	2.2	196.7%	-	0.0%
9 Central	4.2	4.0	4.6%	2.5	69.1%	4.2	4.0	4.6%	2.5	69.1%
5 Central	4.0	2.4	62.8%	2.5	57.3%	4.0	2.4	62.8%	2.5	57.3%
Emergency Department	3.9	-	0.0%	-	0.0%	3.9	-	0.0%	-	0.0%
7 Central	3.4	1.8	83.3%	1.1	210.0%	3.4	1.8	83.3%	1.1	210.0%
8 Central	3.2	0.8	294.5%	2.6	22.5%	3.2	0.8	294.5%	2.6	22.5%
Operating Room	3.2	2.6	25.5%	2.5	27.4%	3.2	2.6	25.5%	2.5	27.4%
2 Central	2.1	-	0.0%	-	0.0%	2.1	-	0.0%	-	0.0%
NURSING ORIENTATION	1.8	-	0.0%	0.1	1628.3%	1.8	-	0.0%	0.1	1628.3%
Imaging - Diagnostics	1.8	1.9	-4.4%	-	0.0%	1.8	1.9	-4.4%	-	0.0%
6 West	1.5	0.2	483.8%	0.4	314.0%	1.5	0.2	483.8%	0.4	314.0%
Care Management	0.5	-	0.0%	-	0.0%	0.5	-	0.0%	-	0.0%
Imaging - Ultrasound	0.4	0.5	-12.3%	-	0.0%	0.4	0.5	-12.3%	-	0.0%
Human Resources	0.2	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
Labor & Delivery	-	0.4	-100.0%	2.5	-100.0%	-	0.4	-100.0%	2.5	-100.0%
Imaging - MRI	-	0.5	-100.0%	-	0.0%	-	0.5	-100.0%	-	0.0%
Disaster & Emergency Operations	-	-	0.0%	0.3	-100.0%	-	-	0.0%	0.3	-100.0%
5 West	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.1	-100.0%
Imaging - CVI	-	0.5	-100.0%	-	0.0%	-	0.5	-100.0%	-	0.0%
Laboratory - Chemistry	-	3.4	-100.0%	-	0.0%	-	3.4	-100.0%	-	0.0%
SUBTOTAL	100.5	46.6	115.6%	35.8	180.5%	100.5	46.6	115.6%	35.8	180.5%
TRANSITION LABOR										
Laboratory - Chemistry	3.6	-	0.0%	3.6	-0.2%	3.6	-	0.0%	3.6	-0.2%
SUBTOTAL	3.6	-	0.0%	3.6	-0.2%	3.6	-	0.0%	3.6	-0.2%
GRAND TOTAL	104.1	46.6	123.3%	39.4	164.0%	104.1	46.6	123.3%	39.4	164.0%

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

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
ICU4 TEMPORARY LABOR	\$ 895,232	\$ 132,017	\$ 763,215	578.1%	\$ 276,097	224.2%	\$ 895,232	\$ 132,017	\$ 763,215	578.1%	\$ 276,097	224.2%
ICU2 TEMPORARY LABOR	463,861	101,878	361,983	355.3%	22,467	1964.7%	463,861	101,878	361,983	355.3%	22,467	1964.7%
IMCU4 TEMPORARY LABOR	229,609	14,618	214,991	1470.7%	27,889	723.3%	229,609	14,618	214,991	1470.7%	27,889	723.3%
6C TEMPORARY LABOR	189,130.16	22,727	166,403	732.2%	13,892	1261.5%	189,130.16	22,727	166,403	732.2%	13,892	1261.5%
TEMPORARY LABOR	172,808.92	33,557	139,252	415.0%	-	100.0%	172,808.92	33,557	139,252	415.0%	-	100.0%
ED TEMPORARY LABOR	116,368.60	-	116,369	100.0%	-	100.0%	116,368.60	-	116,369	100.0%	-	100.0%
8C TEMPORARY LABOR	97,972	12,403	85,569	689.9%	47,789	105.0%	97,972	12,403	85,569	689.9%	47,789	105.0%
Temp Labor - Productive Salaries	77,767.00	-	77,767	100.0%	3,235	2304.0%	77,767.00	-	77,767	100.0%	3,235	2304.0%
TEMPORARY LABOR	64,031.30	-	64,031	100.0%	40	158786.6%	64,031.30	-	64,031	100.0%	40	158786.6%
7C TEMPORARY LABOR	85,792	33,766	52,026	154.1%	19,314	344.2%	85,792	33,766	52,026	154.1%	19,314	344.2%
IMCU9 TEMPORARY LABOR	106,982	69,238	37,744	54.5%	36,893	190.0%	106,982	69,238	37,744	54.5%	36,893	190.0%
OR TEMPORARY LABOR	54,988	32,755	22,233	67.9%	33,346	64.9%	54,988	32,755	22,233	67.9%	33,346	64.9%
ALL OTHER	323,997	323,790	207	0.1%	125,417	158.3%	323,997	323,790	207	0.1%	125,417	158.3%
TOTAL TEMPORARY LABOR	\$ 2,968,747	\$ 813,983	\$ 2,154,764	264.7%	\$ 644,128	360.9%	\$ 2,968,747	\$ 813,983	\$ 2,154,764	264.7%	\$ 644,128	360.9%
ALL OTHER	30,248	-	30,248	100.0%	40,179	-24.7%	30,248	-	30,248	100.0%	40,179	-24.7%
TOTAL TRANSITION LABOR	\$ 30,248	\$ -	\$ 30,248	0%	\$ 40,179	-24.7%	\$ 30,248	\$ -	\$ 30,248	0.0%	\$ 40,179	-24.7%
GRAND TOTAL TEMPORARY LABOR	\$ 2,998,995	\$ 813,983	\$ 2,185,012	268.4%	\$ 684,307	338.3%	\$ 2,998,995	\$ 813,983	\$ 2,185,012	268.4%	\$ 684,307	338.3%
PA OTHER PURCH SVCS	\$ 1,089,577	\$ 928,142	\$ 161,435	17.4%	\$ 886,305	22.9%	\$ 1,089,577	\$ 928,142	\$ 161,435	17.4%	\$ 886,305	22.9%
OTHER PURCH SVCS	152,014	53,134	98,880	186.1%	23,293	552.6%	152,013.95	53,134	98,880	186.1%	23,293	552.6%
MISSION FITNESS CONTRACT PURCH SVC	104,713	67,348	37,365	55.5%	65,275	60.4%	104,712.73	67,348	37,365	55.5%	65,275	60.4%
REF LAB ARUP PURCH SVCS	85,598	56,682	28,916	51.0%	63,447	34.9%	85,598	56,682	28,916	51.0%	63,447	34.9%
ADM CONSULTANT FEES	50,247	87,028	(36,781)	-42.3%	142,489	-64.7%	50,247	87,028	(36,781)	-42.3%	142,489	-64.7%
ALL OTHERS	2,770,738	2,974,016	(203,278)	-6.8%	2,736,670	1.2%	2,770,738	2,974,016	(203,278)	-6.8%	2,736,670	1.2%
TOTAL PURCHASED SERVICES	\$ 4,423,267	\$ 4,321,534	\$ 101,733	2.4%	\$ 4,104,516	7.8%	\$ 4,423,267	\$ 4,321,534	\$ 101,733	2.4%	\$ 4,104,516	7.8%



Financial Presentation

For the Month Ended

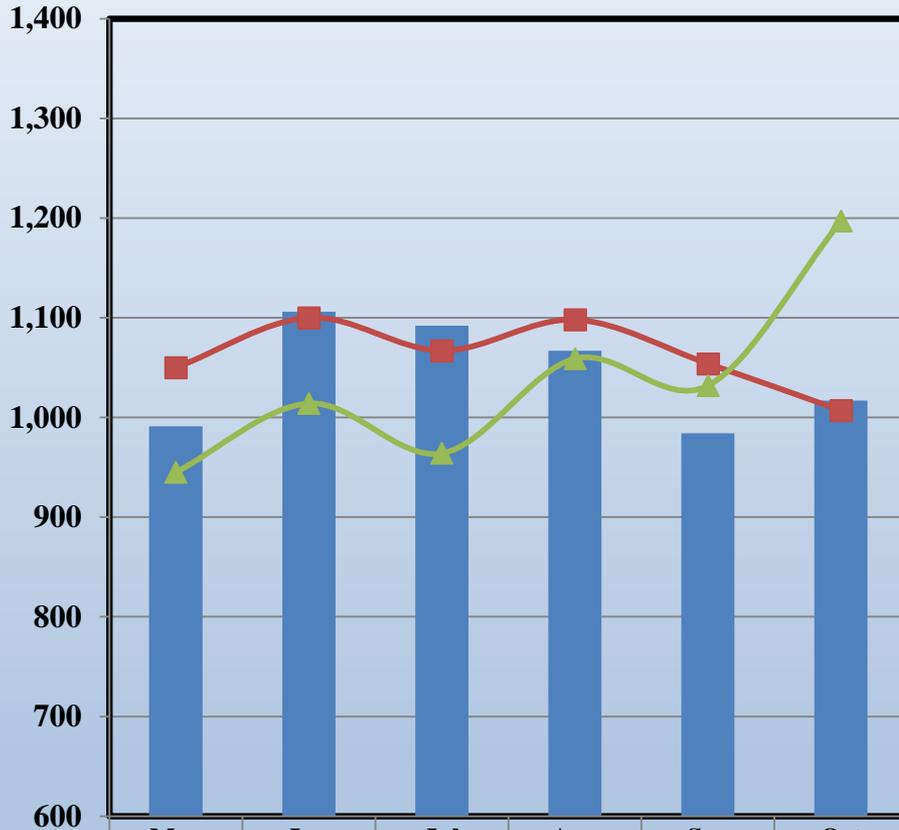
October 31, 2021

Volume



Admissions

Total – Adults and NICU

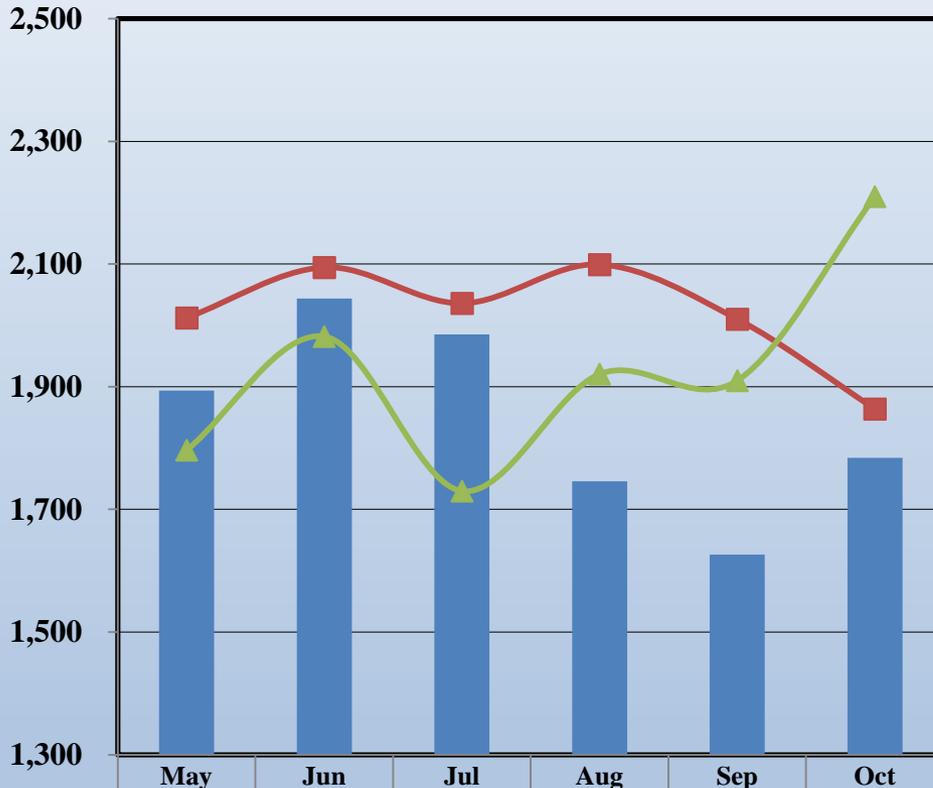


	May	Jun	Jul	Aug	Sep	Oct
Act	991	1,106	1,092	1,067	984	1,017
Bud	1,050	1,100	1,067	1,098	1,054	1,007
Prior	945	1,014	964	1,059	1,032	1,197

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,017	1,007	1,197
Var %		1.0%	-15.0%
Year-To-Date	1,017	1,007	1,197
Var %		1.0%	-15.0%
Annualized	12,708	13,246	12,888
Var %		-4.1%	-1.4%

Adjusted Admissions

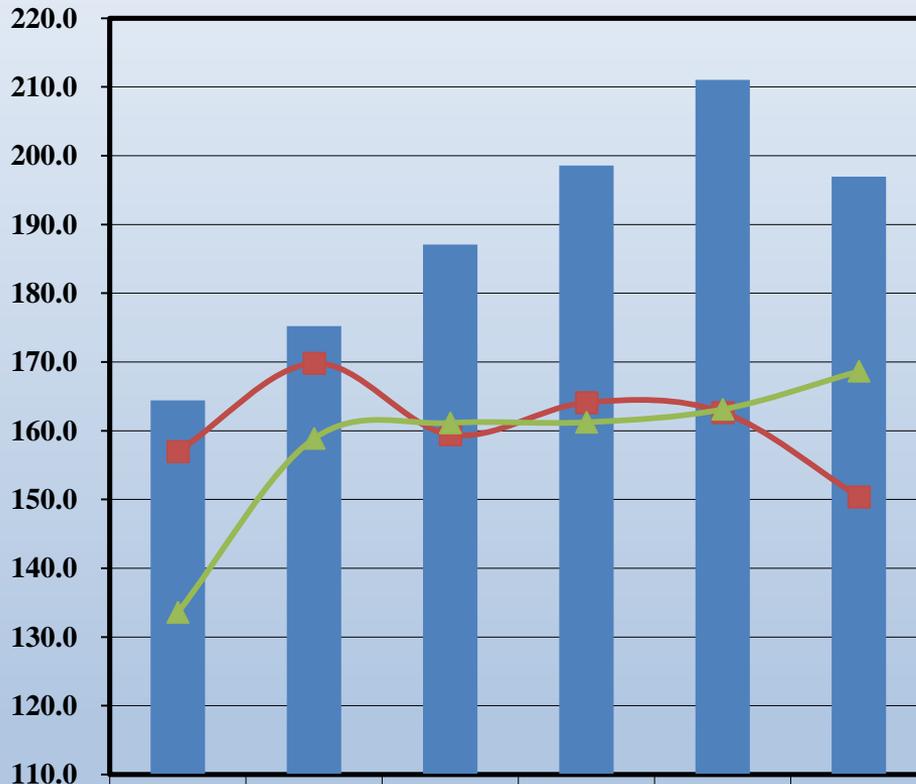
Including Acute & Rehab Unit



Act	1,894	2,044	1,985	1,746	1,626	1,784
Bud	2,012	2,095	2,036	2,099	2,010	1,864
Prior	1,796	1,982	1,730	1,921	1,910	2,210

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,784	1,864	2,210
Var %		-4.3%	-19.3%
Year-To-Date	1,784	1,886	2,045
Var %		-5.4%	-12.7%
Annualized	22,802	25,037	24,157
Var %		-8.9%	-5.6%

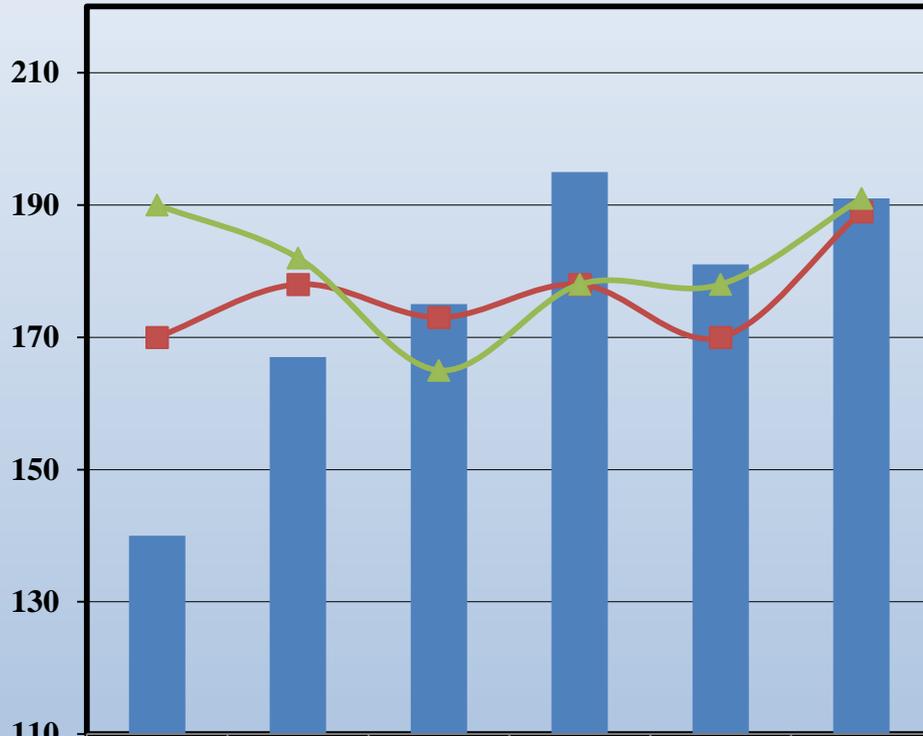
Average Daily Census



	May	Jun	Jul	Aug	Sep	Oct
Act	164.4	175.2	187.1	198.6	211.0	196.9
Bud	157.0	169.8	159.4	164.1	162.7	150.4
Prior	133.6	158.9	161.1	161.2	163.1	168.6

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	196.9	150.4	168.6
Var %		31.0%	16.8%
Year-To-Date	196.9	150.4	168.6
Var %		31.0%	16.8%
Annualized	167.8	168.2	164.9
Var %		-0.2%	1.8%

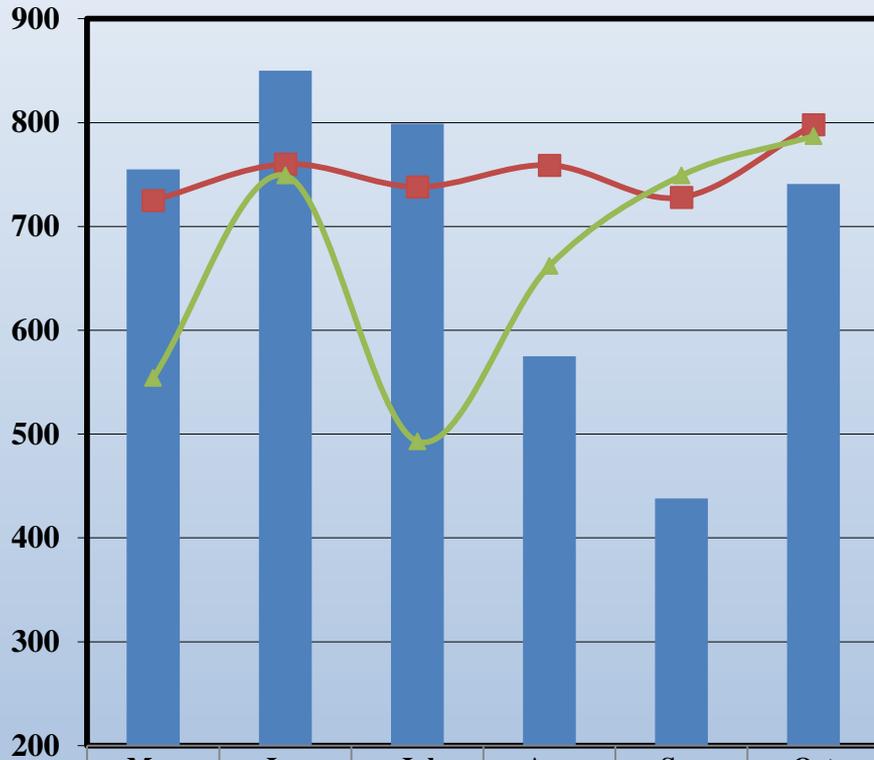
Deliveries



	May	Jun	Jul	Aug	Sep	Oct
Act	140	167	175	195	181	191
Bud	170	178	173	178	170	189
Prior	190	182	165	178	178	191

	Actual	Budget	Prior Year
Month	191	189	191
Var %		1.1%	0.0%
Year-To-Date	191	189	191
Var %		1.1%	0.0%
Annualized	1,977	2,170	2,134
Var %		-8.9%	-7.4%

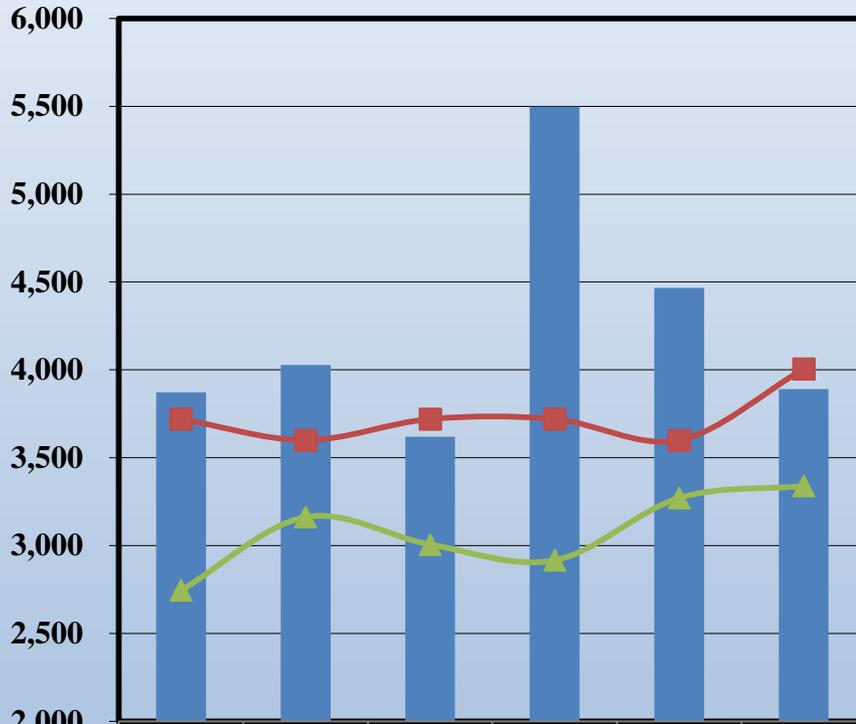
Total Surgical Cases



	May	Jun	Jul	Aug	Sep	Oct
Act	755	850	799	575	438	741
Bud	725	760	738	759	728	798
Prior	554	749	493	662	749	787

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	741	798	787
Var %		-7.1%	-5.8%
Year-To-Date	741	798	787
Var %		-7.1%	-5.8%
Annualized	7,979	9,256	8,003
Var %		-13.8%	-0.3%

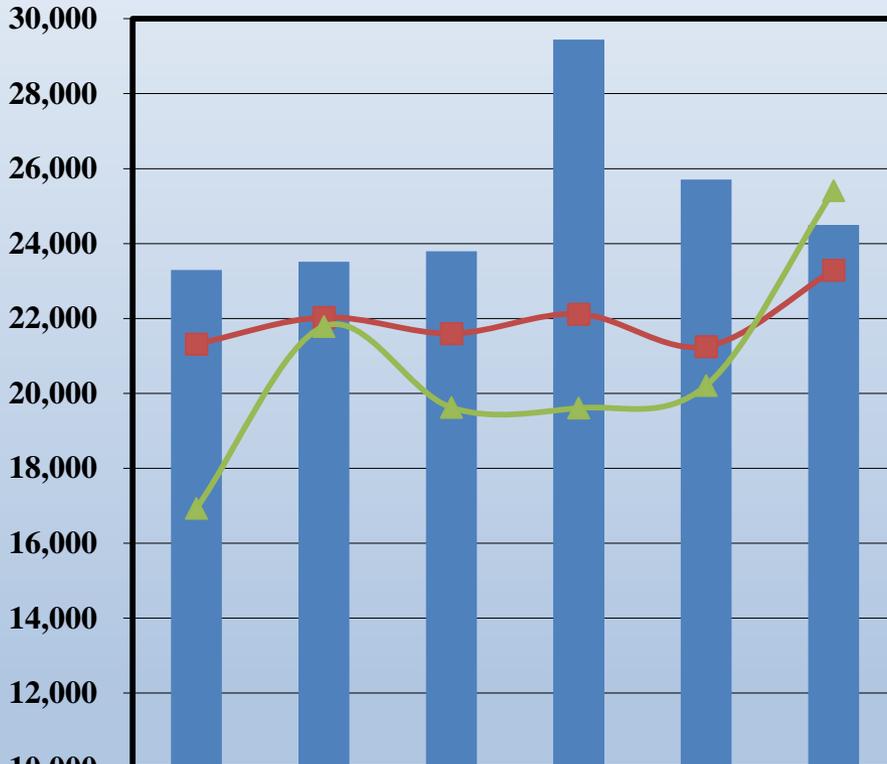
Emergency Room Visits



■ Act	3,872	4,027	3,619	5,497	4,467	3,890
■ Bud	3,720	3,600	3,720	3,720	3,600	4,005
▲ Prior	2,745	3,162	3,006	2,916	3,271	3,339

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	3,890	4,005	3,339
Var %		-2.9%	16.5%
Year-To-Date	3,890	4,005	3,339
Var %		-2.9%	16.5%
Annualized	44,319	43,330	43,813
Var %		2.3%	1.2%

Total Outpatient Occasions of Service

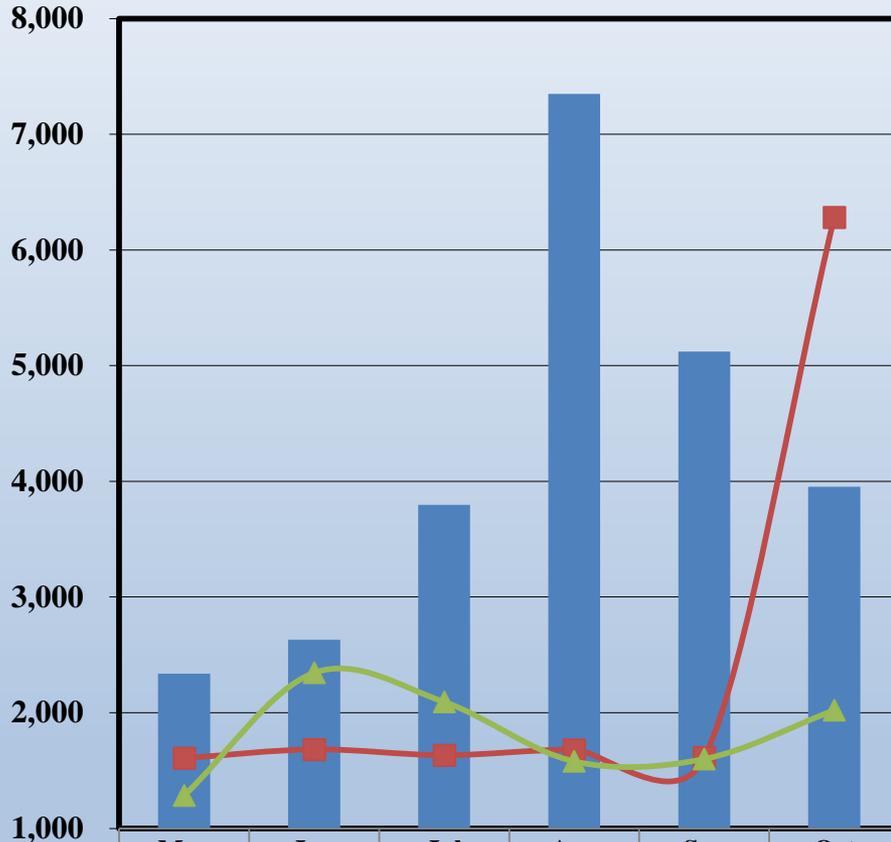


	May	Jun	Jul	Aug	Sep	Oct
Act	23,295	23,513	23,797	29,441	25,706	24,493
Bud	21,317	22,028	21,596	22,117	21,252	23,291
Prior	16,931	21,788	19,620	19,607	20,212	25,409

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	24,493	23,291	25,409
Var %		5.2%	-3.6%
Year-To-Date	24,493	23,291	25,409
Var %		5.2%	-3.6%
Annualized	260,316	267,676	261,277
Var %		-2.7%	-0.4%

Urgent Care Visits

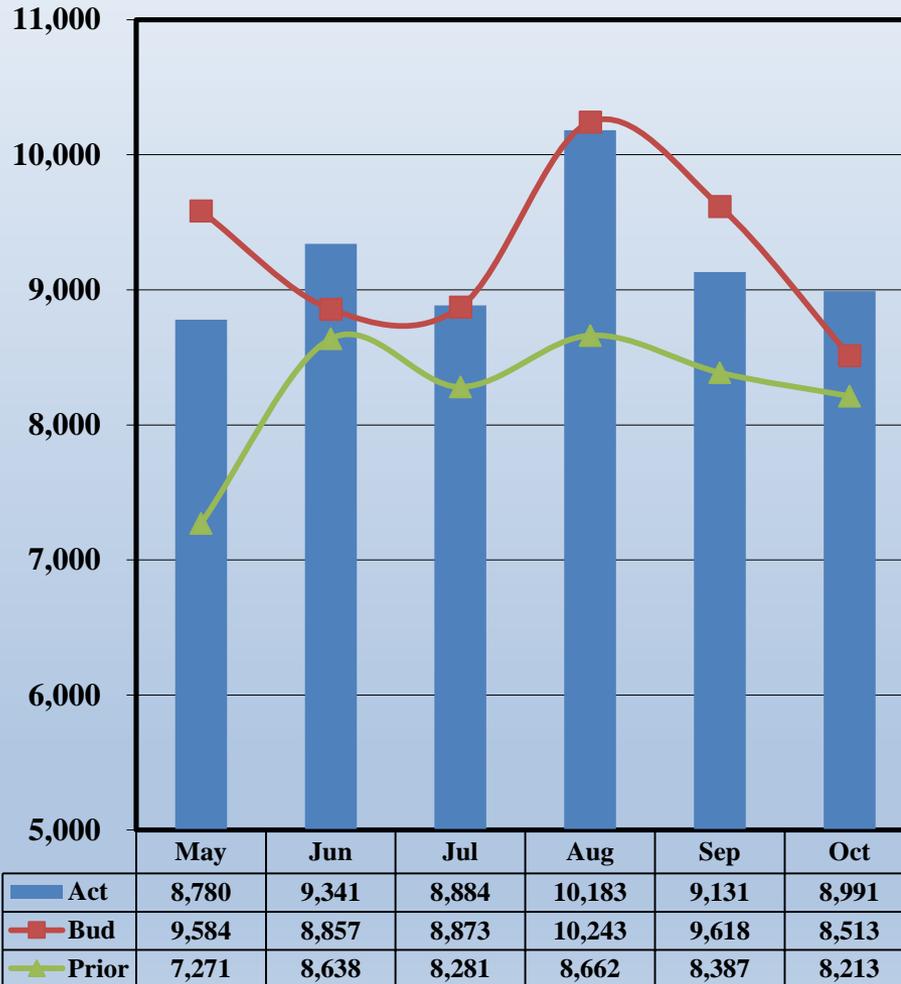
(JBS Clinic, West University & 42nd Street)



■ Act	2,338	2,631	3,796	7,349	5,121	3,954
■ Bud	1,607	1,683	1,633	1,680	1,612	6,282
▲ Prior	1,284	2,345	2,093	1,579	1,600	2,022

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	3,954	6,282	2,022
Var %		-37.1%	95.5%
Year-To-Date	3,954	6,282	2,022
Var %		-37.1%	95.5%
Annualized	27,198	25,012	25,266
Var %		8.7%	7.6%

Total ProCare Office Visits



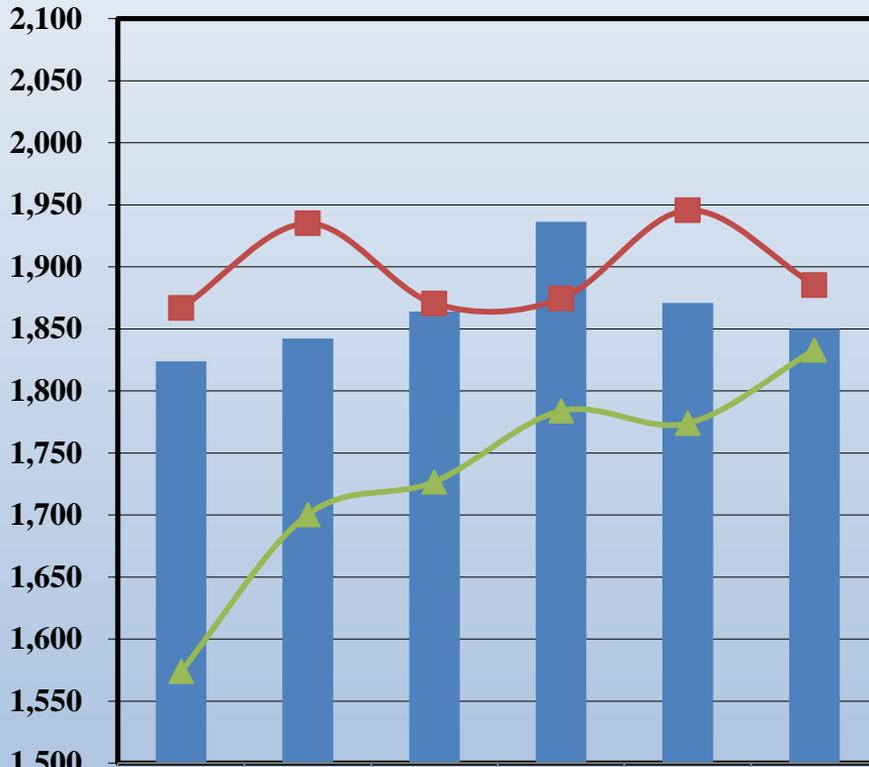
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	8,991	8,513	8,213
Var %		5.6%	9.5%
Year-To-Date	8,991	8,513	8,213
Var %		5.6%	9.5%
Annualized	104,666	113,032	102,517
Var %		-7.4%	2.1%

Staffing



Blended FTE's

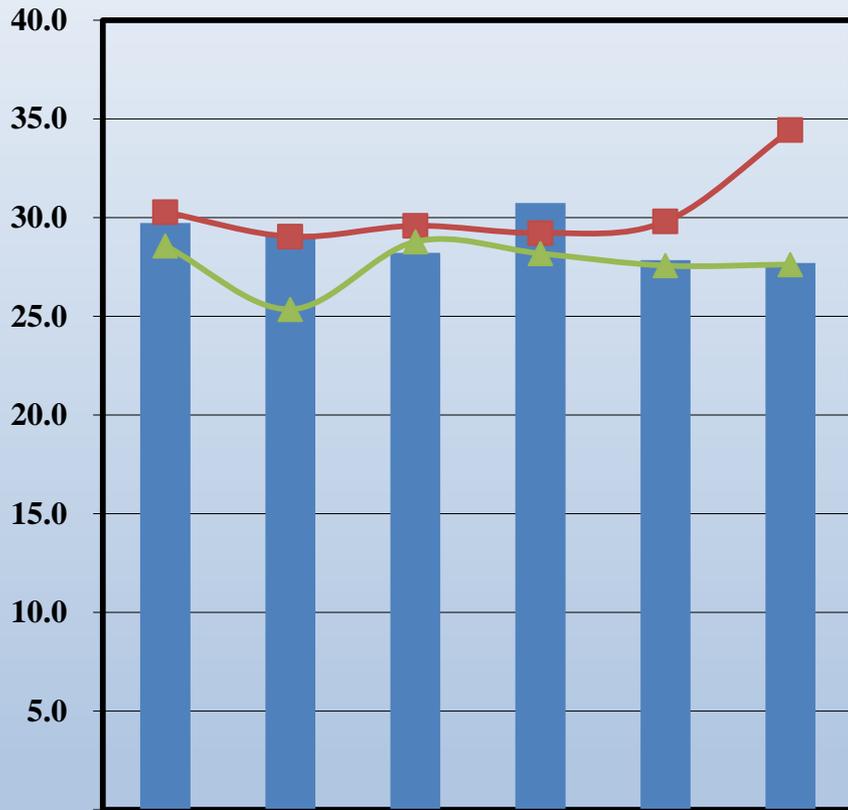
Including Contract Labor and Management Services



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,850	1,885	1,833
Var %		-1.9%	0.9%
Year-To-Date	1,850	1,885	1,833
Var %		-1.9%	0.9%
Annualized	1,835	1,915	1,835
Var %		-4.2%	0.0%

	May	Jun	Jul	Aug	Sep	Oct
Act	1,824	1,842	1,864	1,936	1,871	1,850
Bud	1,867	1,935	1,870	1,874	1,946	1,885
Prior	1,574	1,700	1,727	1,784	1,774	1,833

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



■ Act	29.7	29.2	28.2	30.7	27.9	27.7
■ Bud	30.3	29.0	29.6	29.2	29.8	34.4
▲ Prior	28.6	25.4	28.8	28.2	27.6	27.6

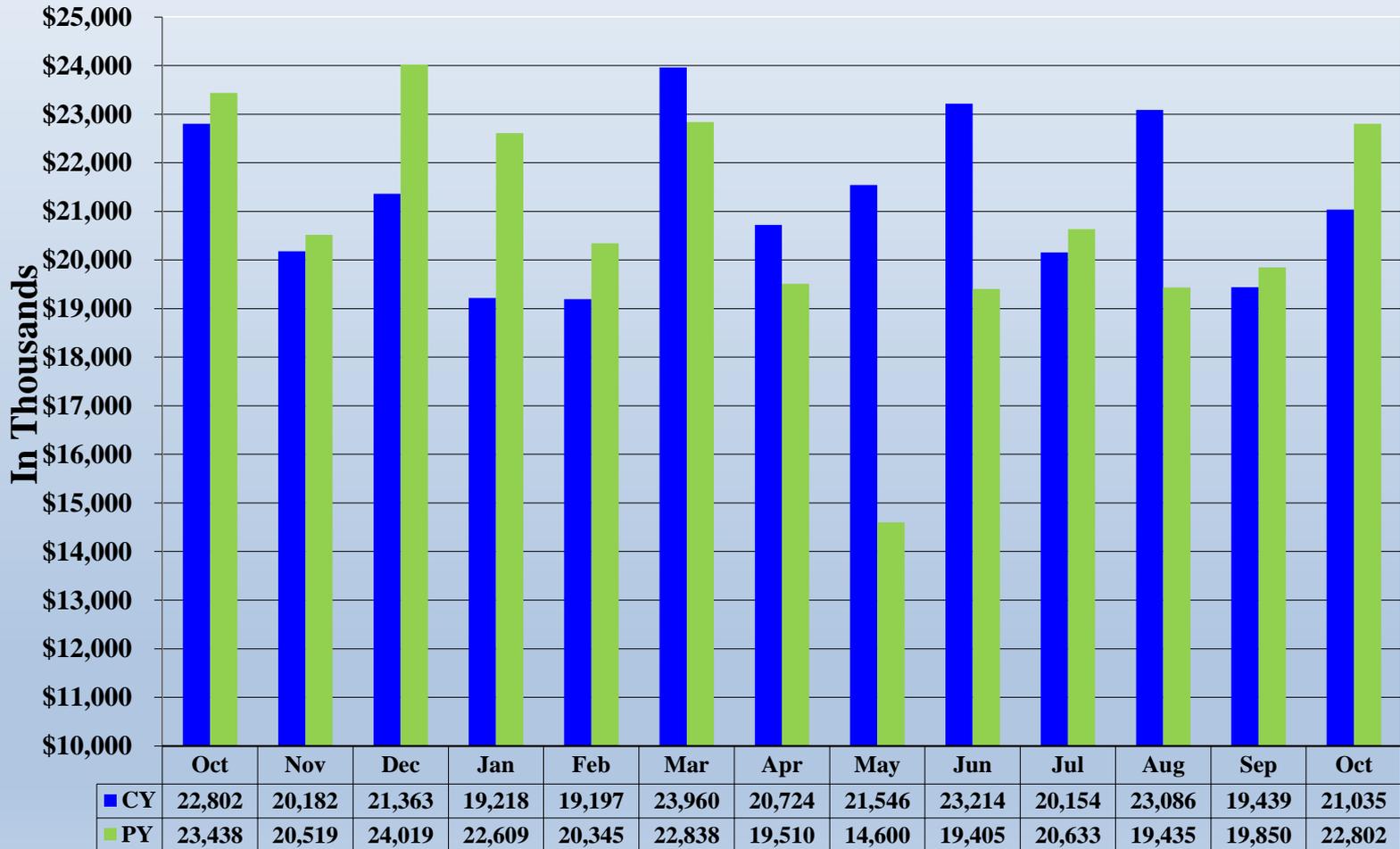
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	27.7	34.4	27.6
Var %		-19.6%	0.3%
Year-To-Date	27.7	34.4	27.6
Var %		-19.5%	0.4%
Annualized	29.7	29.3	28.5
Var %		1.4%	4.2%

Accounts Receivable



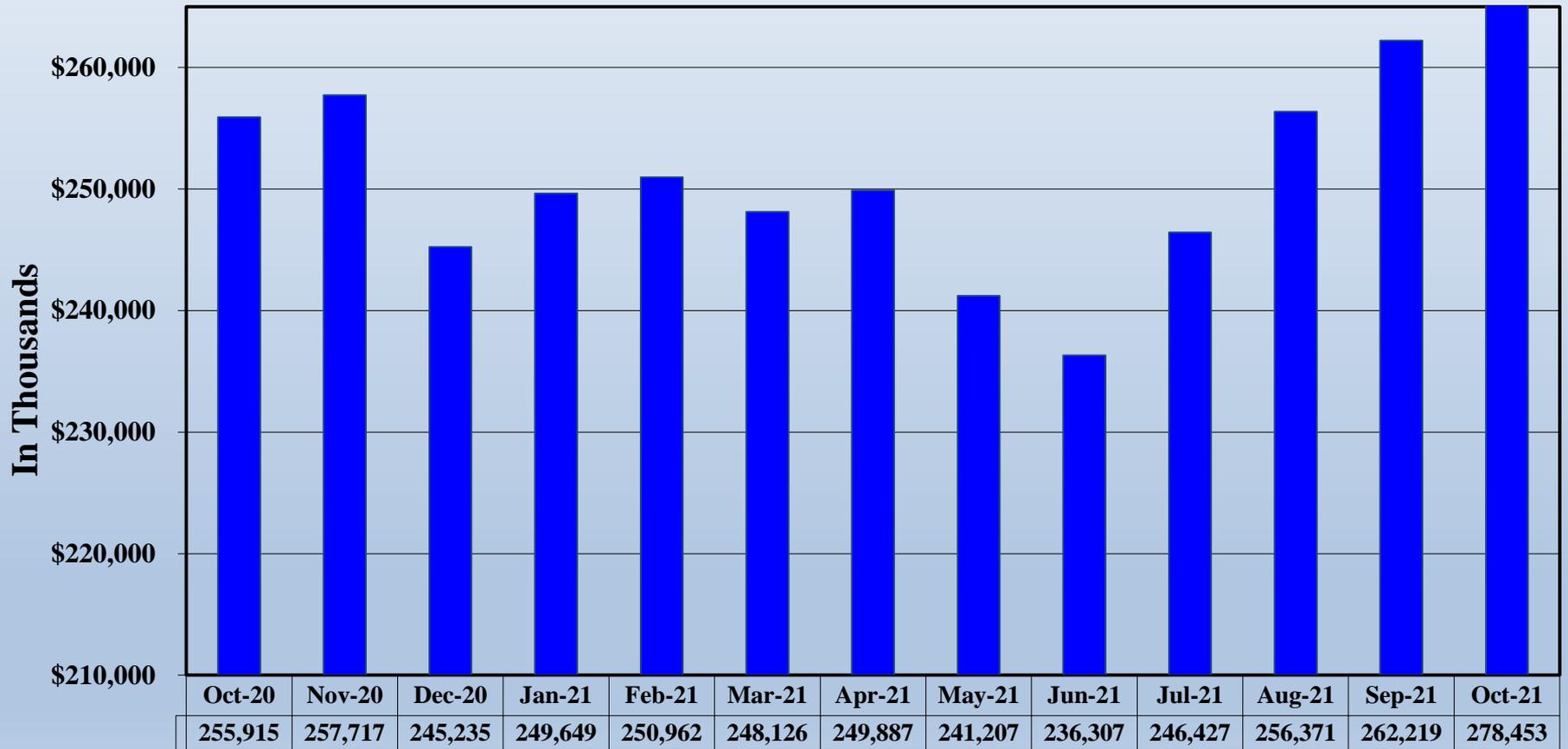
Total AR Cash Receipts

13 Month Trending



Total Accounts Receivable – Gross

Thirteen Month Trending



Revenues & Revenue Deductions



Total Patient Revenues

(Ector County Hospital District)

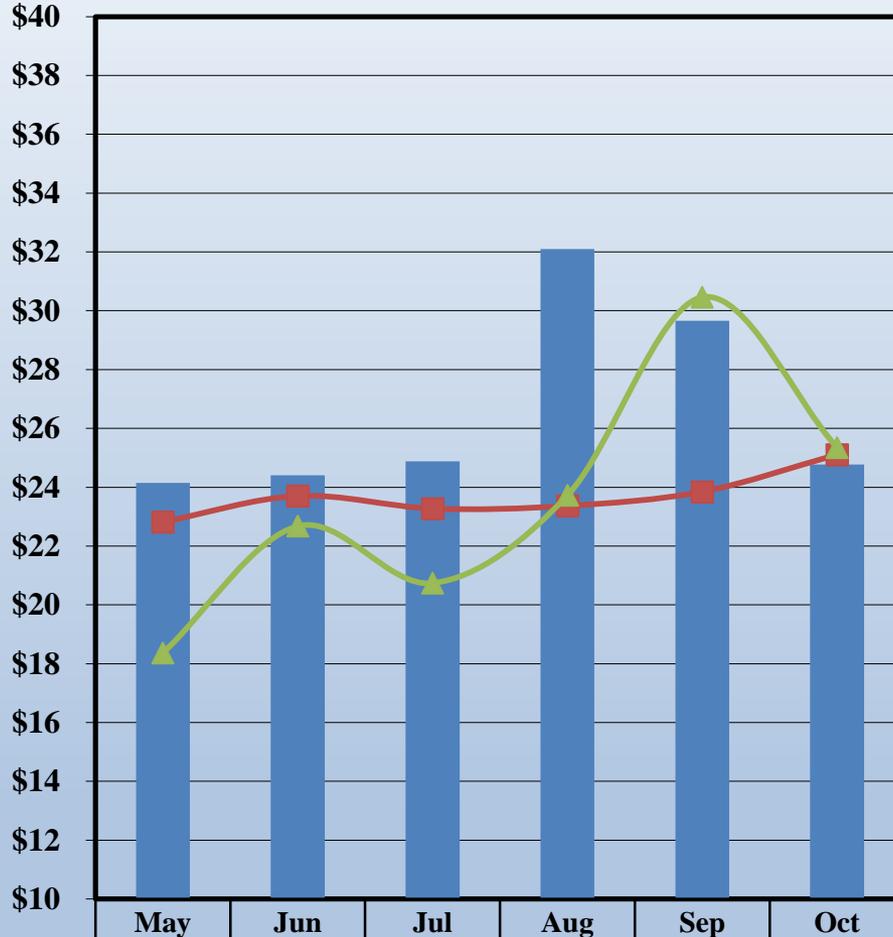


	May	Jun	Jul	Aug	Sep	Oct
Act	\$108.1	\$110.9	\$111.3	\$119.2	\$110.8	\$116.3
Bud	\$100.7	\$105.8	\$103.6	\$104.5	\$106.3	\$106.5
Prior	\$88.2	\$102.4	\$92.1	\$100.1	\$100.7	\$112.4

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 116.3	\$ 106.5	\$ 112.4
Var %		9.2%	3.5%
Year-To-Date	\$ 116.3	\$ 106.5	\$ 112.4
Var %		9.2%	3.5%
Annualized	\$ 1,301.7	\$ 1,274.2	\$ 1,209.2
Var %		2.2%	7.6%

Total Net Patient Revenues

In Millions



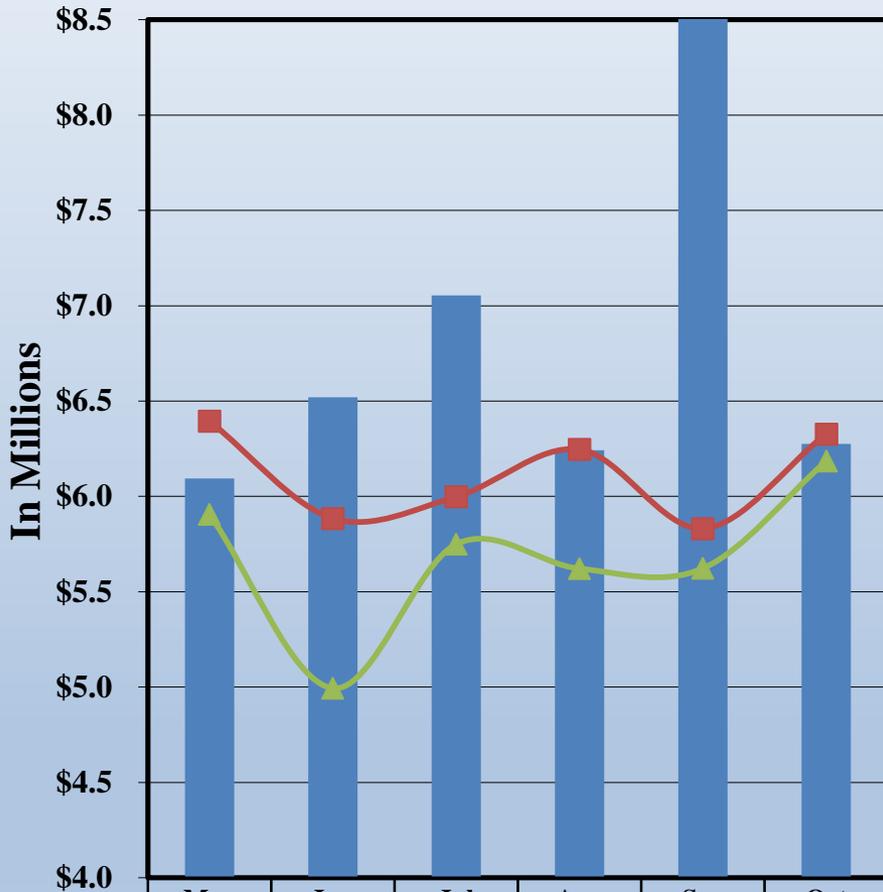
Act	\$24.1	\$24.4	\$24.9	\$32.1	\$29.7	\$24.8
Bud	\$22.8	\$23.7	\$23.3	\$23.4	\$23.8	\$25.1
Prior	\$18.4	\$22.7	\$20.7	\$23.7	\$30.5	\$25.3

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 24.8	\$ 25.1	\$ 25.3
Var %		-1.4%	-2.3%
Year-To-Date	\$ 24.8	\$ 25.1	\$ 25.3
Var %		-1.4%	-2.3%
Annualized	\$ 304.1	\$ 286.4	\$ 278.4
Var %		6.2%	9.2%

Other Revenue

(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



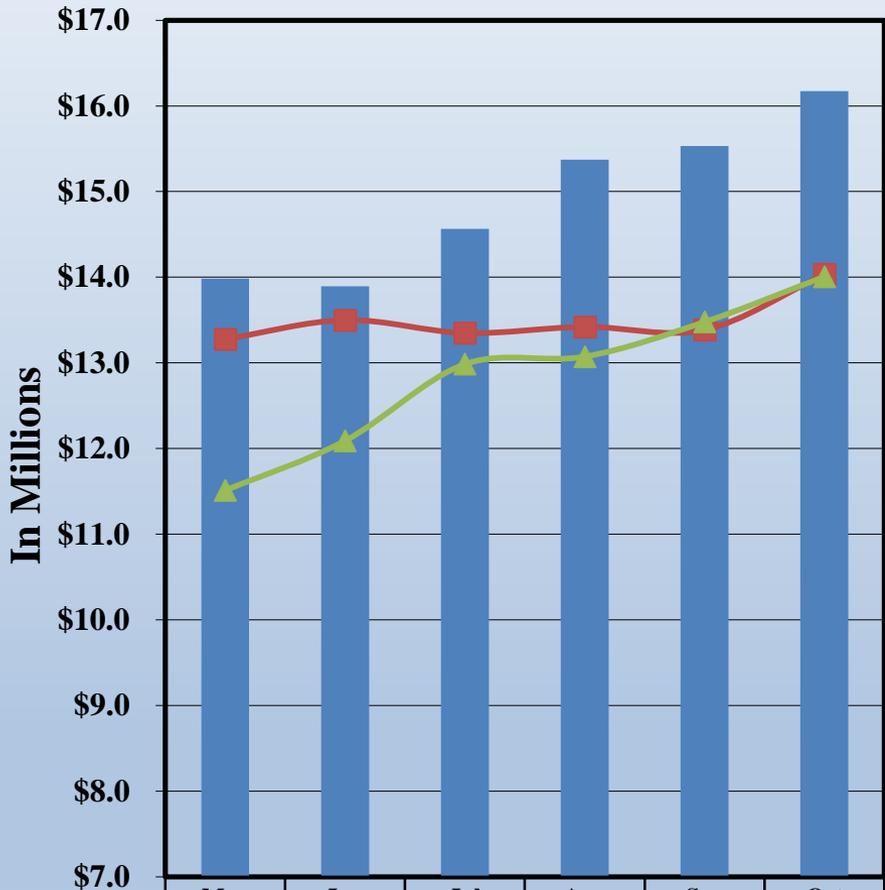
Act	\$6.1	\$6.5	\$7.1	\$6.2	\$28.8	\$6.3
Bud	\$6.4	\$5.9	\$6.0	\$6.2	\$5.8	\$6.3
Prior	\$5.9	\$5.0	\$5.7	\$5.6	\$5.6	\$6.2

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 6.3	\$ 6.3	\$ 6.2
Var %		-0.8%	1.5%
Year-To-Date	\$ 6.3	\$ 6.3	\$ 6.2
Var %		-0.8%	1.5%
Annualized	\$ 77.1	\$ 44.0	\$ 39.9
Var %		75.0%	93.1%

Operating Expenses



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

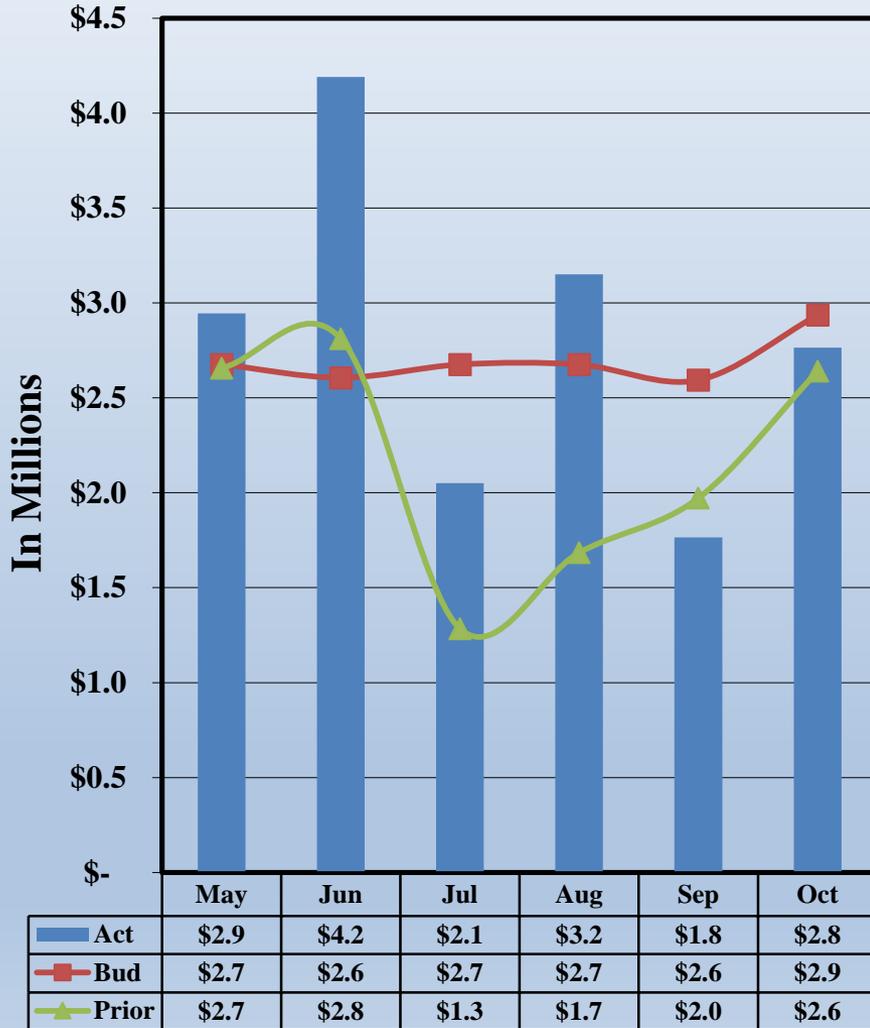


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 16.2	\$ 14.0	\$ 14.0
Var %		15.7%	15.7%
Year-To-Date	\$ 16.2	\$ 14.0	\$ 14.0
Var %		15.7%	15.7%
Annualized	\$ 170.2	\$ 163.1	\$ 162.8
Var %		4.4%	4.5%

	May	Jun	Jul	Aug	Sep	Oct
Act	\$14.0	\$13.9	\$14.6	\$15.4	\$15.5	\$16.2
Bud	\$13.3	\$13.5	\$13.3	\$13.4	\$13.4	\$14.0
Prior	\$11.5	\$12.1	\$13.0	\$13.1	\$13.5	\$14.0

Employee Benefit Expense

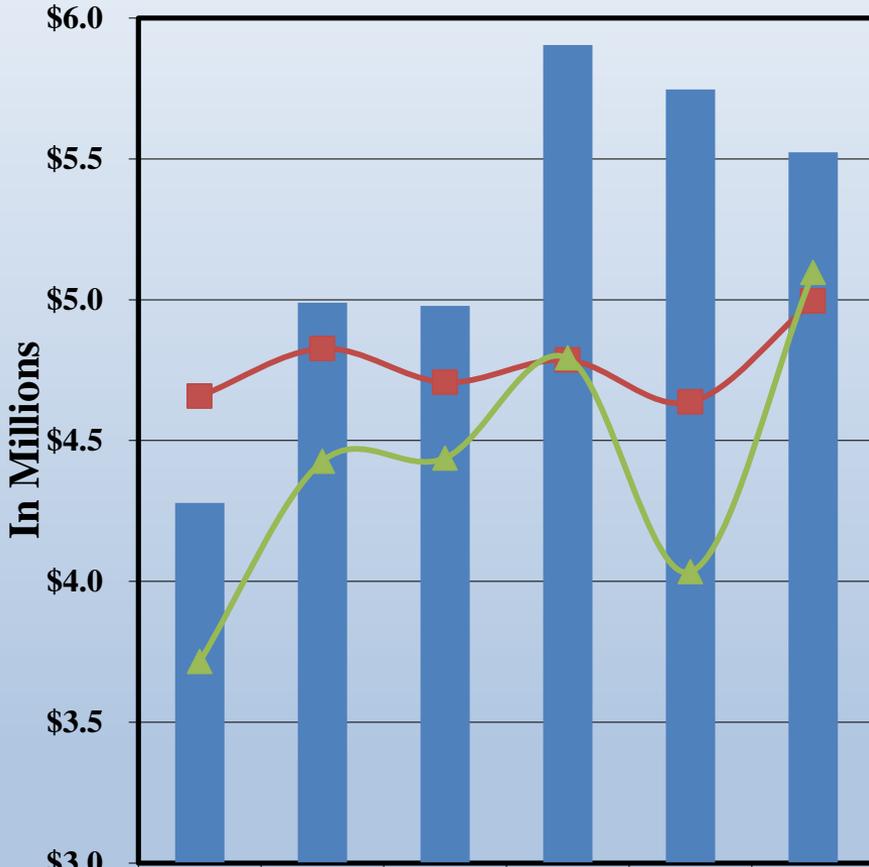
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 2.8	\$ 2.9	\$ 2.6
Var %		-5.8%	4.7%
Year-To-Date	\$ 2.8	\$ 2.9	\$ 2.6
Var %		-5.8%	4.7%
Annualized	\$ 33.4	\$ 31.9	\$ 29.9
Var %		4.7%	11.7%

Supply Expense

(Ector County Hospital District)

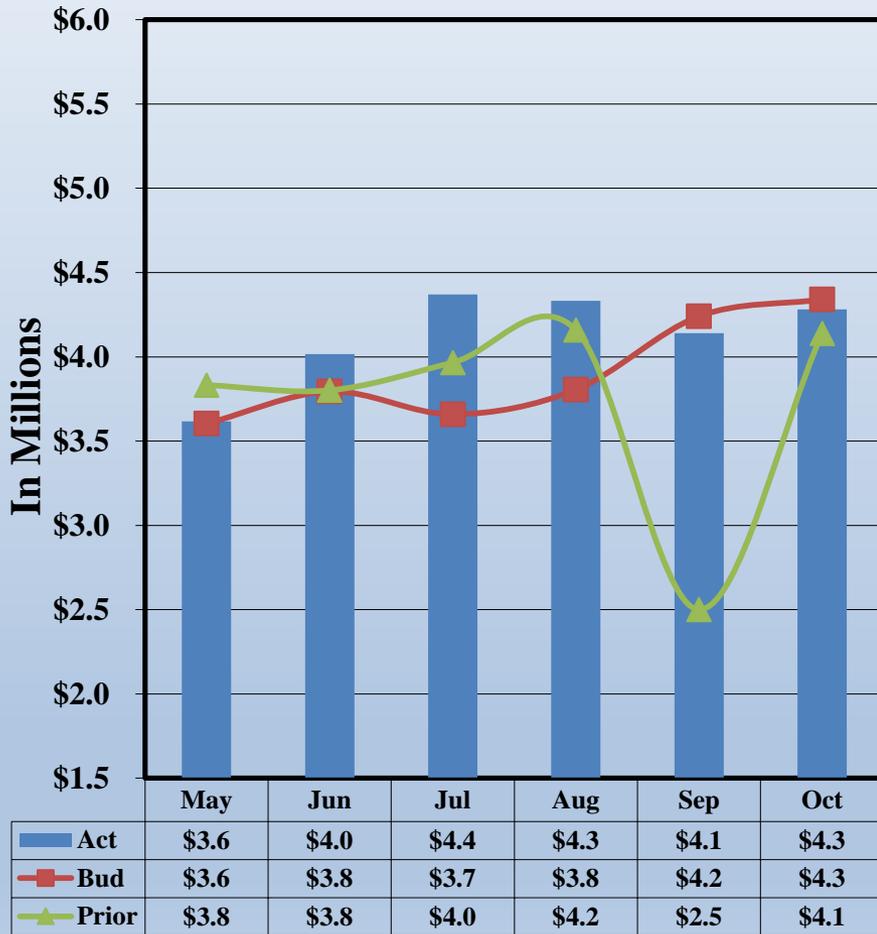


	May	Jun	Jul	Aug	Sep	Oct
Act	\$4.3	\$5.0	\$5.0	\$5.9	\$5.7	\$5.5
Bud	\$4.7	\$4.8	\$4.7	\$4.8	\$4.6	\$5.0
Prior	\$3.7	\$4.4	\$4.4	\$4.8	\$4.0	\$5.1

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.5	\$ 5.0	\$ 5.1
Var %		10.4%	8.2%
Year-To-Date	\$ 5.5	\$ 5.0	\$ 5.1
Var %		10.4%	8.2%
Annualized	\$ 61.6	\$ 58.6	\$ 54.5
Var %		5.1%	13.0%

Purchased Services

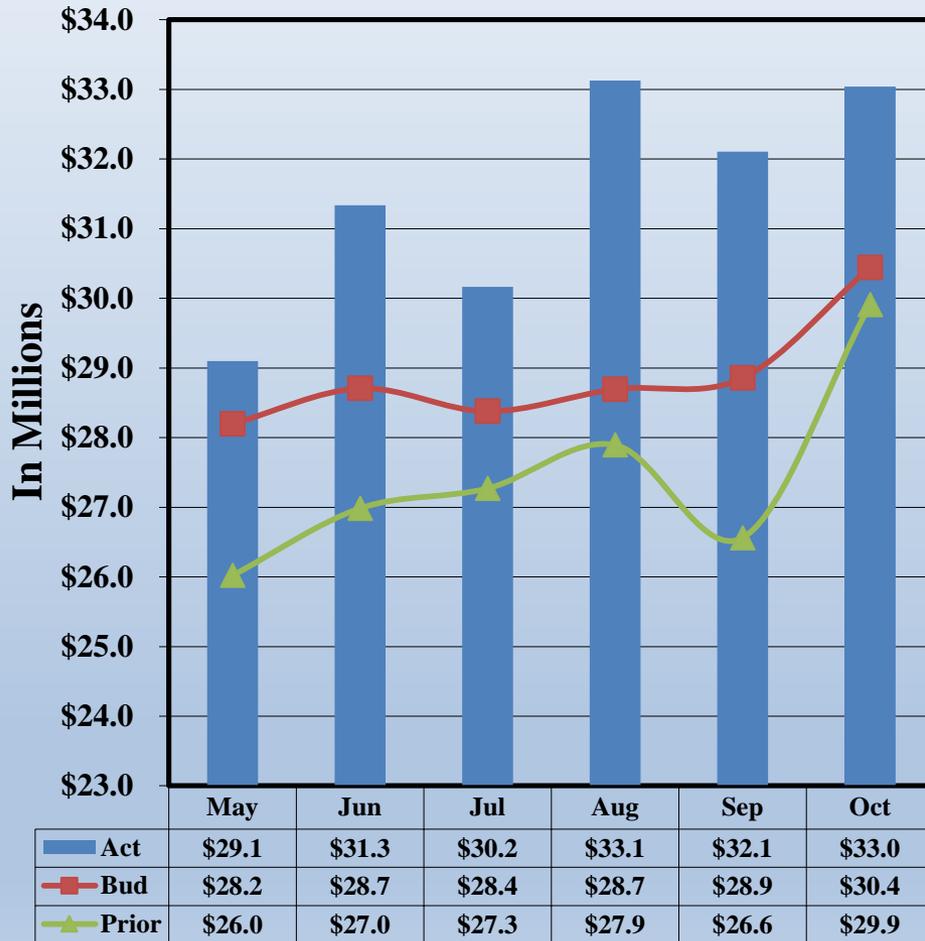
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.3	\$ 4.3	\$ 4.1
Var %		-0.7%	4.2%
Year-To-Date	\$ 4.3	\$ 4.3	\$ 4.1
Var %		-0.7%	4.2%
Annualized	\$ 48.4	\$ 46.4	\$ 52.5
Var %		4.3%	-7.8%

Total Operating Expense

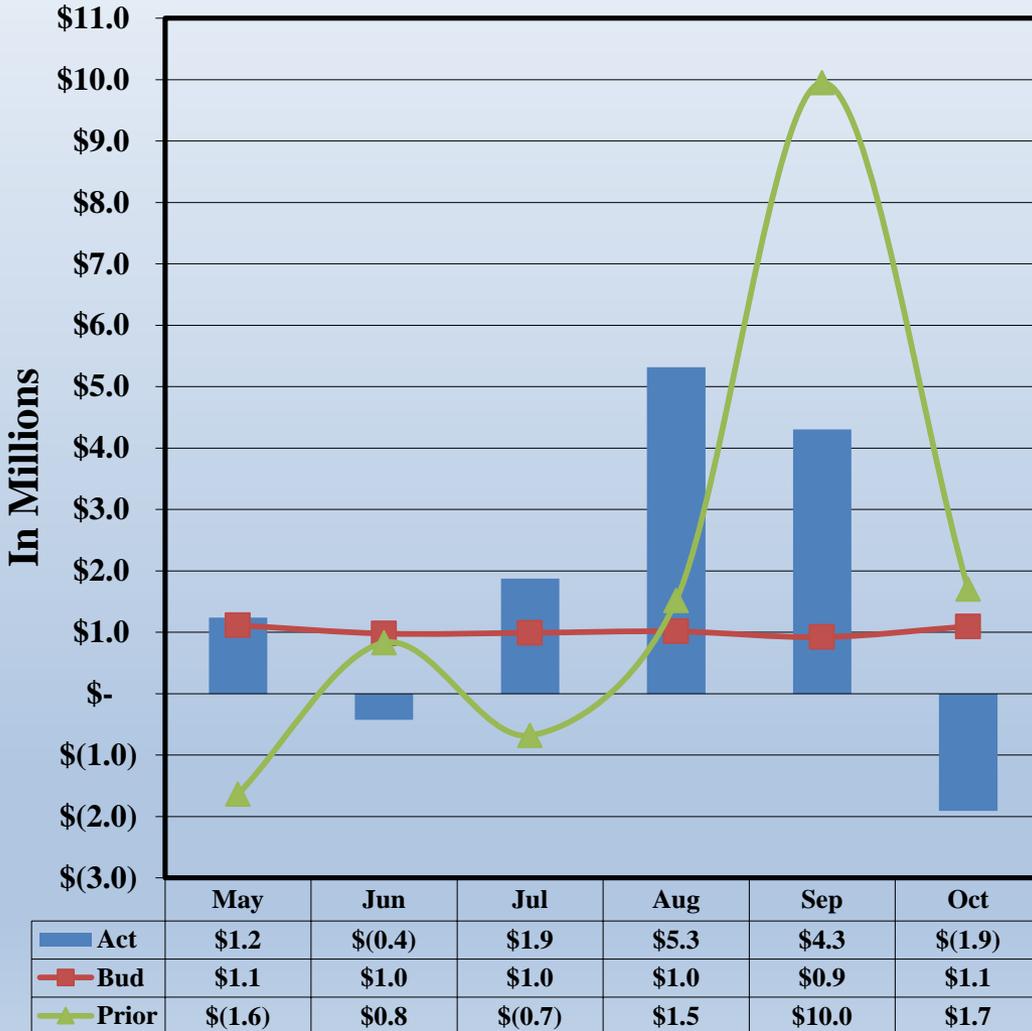
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 33.0	\$ 30.4	\$ 29.9
Var %		8.5%	10.5%
Year-To-Date	\$ 33.0	\$ 30.4	\$ 29.9
Var %		8.5%	10.5%
Annualized	\$ 364.5	\$ 349.4	\$ 352.9
Var %		4.3%	3.3%

Operating EBIDA

Ector County Hospital District Operations

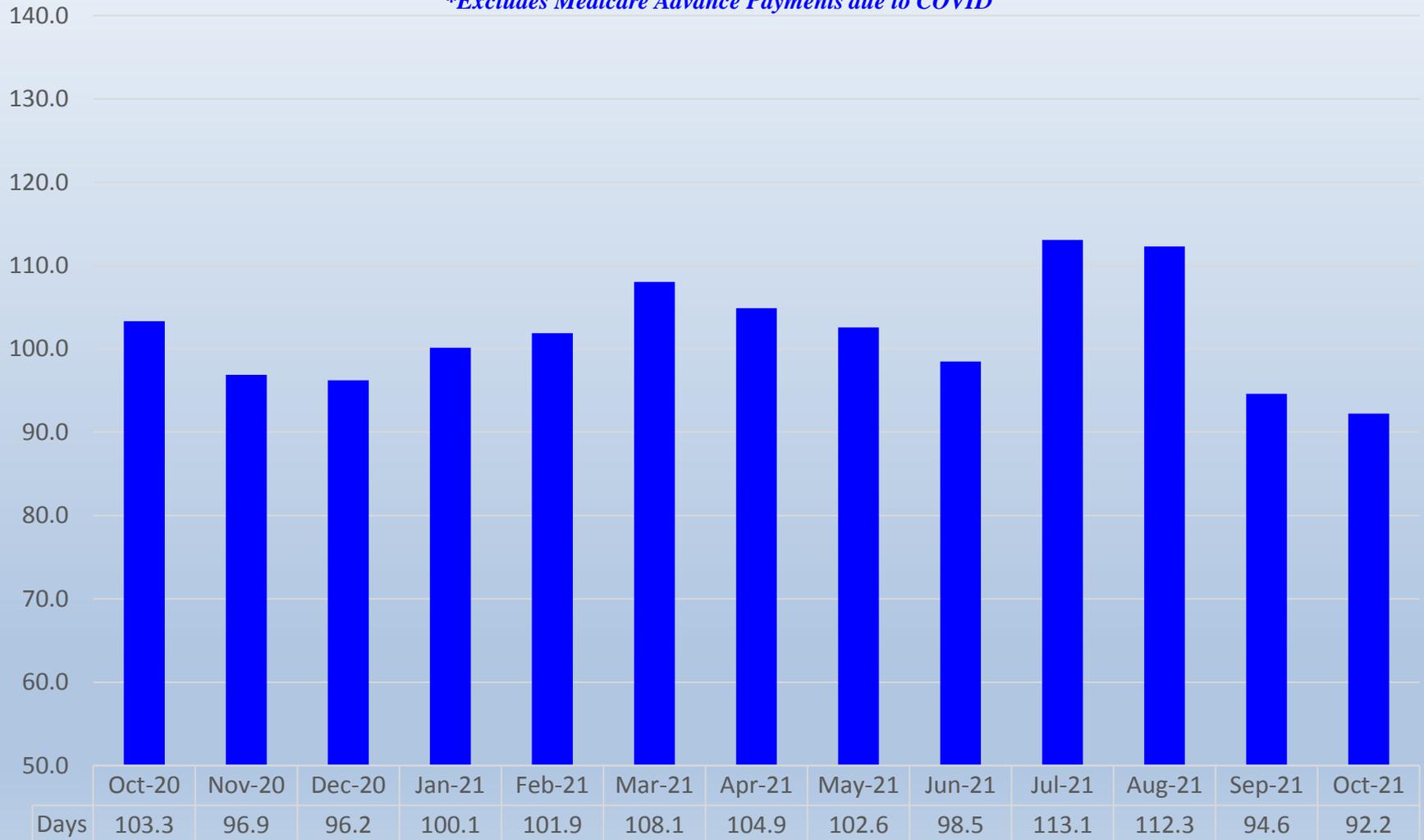


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ (1.9)	\$ 1.1	\$ 1.7
Var		(3.00)	(3.60)
Var %		-272.7%	-211.8%
Year-To-Date	\$ (1.9)	\$ 1.1	\$ 1.7
Var %		-272.7%	-211.8%
Annualized	\$ 16.4	\$ 11.8	\$ (2.3)
Var %		39.0%	-813.0%

Days Cash on Hand

Thirteen Month Trending

**Excludes Medicare Advance Payments due to COVID*



mch



MEMORANDUM

TO: ECHD Board of Directors
FROM: Linda Carpenter, Chief Information Officer
SUBJECT: VMware Software License Support Renewal
DATE: December 1, 2021

Cost:

VMware Software License Support (1-Yr Renewal Support)	\$146,601.60
---	--------------

Budget Reference:

FY2022 Operational Funds	\$146,601.60
--------------------------	--------------

Background:

VMware allows Medical Center Health System (MCHS) to run multiple application and operating system workloads on one server host, thus enabling better resource management. By creating a virtual machine that behaves exactly like an actual computer, VMware also allows everything running on that virtual machine to run in its own window. This is where we build and run all our applications. This is also where our Virtual Desktop Infrastructure (VDI) run. We have a total of 63 server host in our environment running almost 400 virtual servers and 1200 virtual desktops.

VMware support offers the necessary continued upgrades, maintenance and security updates for another year term.

Funding:

VMware Software License 1-Yr Support in the amount of \$146,601.60 from Superior Turnkey Solution will come from FY2021 budgeted operational funds.

MEMORANDUM

TO: ECHD Board of Directors
FROM: Linda Carpenter, Chief Information Officer
SUBJECT: Cisco SmartNet Hardware/Software Maintenance Support
DATE: December 1, 2021

Cost:

Cisco SmartNet Hardware/Software Maintenance Support (1-Yr Renewal Support)	\$126,844.00
--	--------------

Budget Reference:

FY2022 Operational Funds	\$126,844.00
--------------------------	--------------

Background:

Medical Center Health System (MCHS) uses Cisco devices for our data network. Network switches and routers serve as the central exchange point for network data flowing between computers, servers and medical equipment.

Cisco SmartNet service helps reduce downtime with fast, expert technical support and flexible hardware coverage provided by the Cisco Technical Assistance Center. It also provides OS software updates, including actionable security alerts required to secure our infrastructure network. Continued Hardware/License support for another year term will ensure the required management to further secure our network.

Funding:

Cisco SmartNet Hardware/Software 1-Yr Maintenance Support in the amount of \$126,844.00 from Computex will come from FY2022 budgeted operational funds.

FY 2021 CAPITAL REQUEST

Date: November 19, 2021

To: Ector County Hospital District Board of Directors

From : Steve Ewing CFO
Christin Timmons, Vice-President / CNO

Re: Accelerate performance & enhance revenue with improved utilization management program.

Total Cost (unbudgeted) \$ 80,600
Assessment Service Fees (\$60,000)
Case Management Assessment Service (\$20,000)

OBJECTIVE

Vizient will provide a comprehensive UM and case management program experts for MCH's acute care facility, encompassing inpatient, surgical, observation and emergency department services.

Proposal

MCH desires to have a robust utilization management (UM) and Case Management program that consistently delivers the right care at the right time in the right setting. Vizient's current partnership with MCH to stand up a brand-new observation unit has exposed improvement opportunities in our case management/utilization review (UR) department around clinical documentation, completion of required reviews, and ensuring compliance with the Medicare and Medicaid conditions of Participation. This is an extension of the current services they are in house working on as we have identified many opportunities that could result in significant revenue generation.

Deliverables

- i. Review Member's case management department's structure, job duties and functions, staffing, staff education and orientation, and department standards of performance;
- ii. Review department performance audits, avoidable days, and policy and procedures;
- iii. Review case management documentation, including discharge needs assessment, ongoing progression of care, and final discharge disposition;

- iv. Observe on-site interdisciplinary rounds, progression of care information, discharge coordination, and care facilitation;
- v. Observe and evaluate communication and coordination between case management, nursing operations, and practitioners;
- vi. Evaluate the role of clinical social workers and their ability to advocate for the patient with regard to medical issues with or without concurrent psychosocial problems;
- vii. Review and observe physician advisor processes;

Review department leadership functions and ability support change management through redesign process

MEMORANDUM

TO: ECHD Board of Directors
FROM: Steve Ewing, Chief Financial Officer
SUBJECT: Gjerset & Lorenz LLP
DATE: December 7, 2021

Cost:

Project Fee for the year 2022 and 2023 (Operational Budget)	\$300,000
Hourly Fee for the year 2022 and 2023 (Operational Budget)	<u>\$ 50,000</u>
Contract Total	\$350,000

Background:

Development, implementation, and operation of a Medicaid managed care incentive program to secure additional Medicaid reimbursement in the MRSA West Medicaid managed care service delivery area. Total program cost is capped at 15% of Medicaid Supplemental funding.

Staffing:

No additional FTE's required.

Disposition of Existing Equipment:

N/A

Implementation Time Frame:

N/A

Funding: budgeted operational expense



FY 2022 CAPITAL CONSIDERATION

Date: December 3, 2021

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO
Matt Collins, COO

From: Brad Timmons, Chief of Police, Director Safety and Emergency Management

Re: Purchase and replacement of 2 Police Patrol Vehicles

Total Cost... \$106,448.78

OBJECTIVE

Request to replace two police patrol vehicles that are at their end of life.

HISTORY

These vehicles are vital in the day to day operation for police officers responding to emergency calls for service, responding to district properties and clinics, as well as traffic enforcement. These two patrol vehicles are at the end of service. The Tahoe is a 2013 with 106K miles. The Ford is a 2005 with 112K miles. Both vehicles have become problematic with repairs and not dependable.

Police patrol vehicles run 24/7 and typically only last approx. 3 years. We have well extended the service of these two vehicles. Police patrol vehicles must be dependable and ready to respond at a moment's notice to ensure officers can safely respond to our communities' needs.

In the past we have always purchased SUV type patrol vehicles. The requested vehicles will be Ford pickups. I have seen a need for a more versatile pickup style vehicle to use the open bed for traffic control devices at various hospital events and use for supply delivery in emergencies.

PURCHASE CONSIDERATIONS

The quote is through a state buy board, specifically for police response vehicles, offering the most competitive prices in the state. The total price is a turn key deal including two Ford F-150's, all emergency lights and police equipment.

\$53,224.39 each, total \$106,448.78

WARRANTY AND SERVICE CONTRACT

This purchase will include a 3 year 30K mile warranty.

DISPOSITION OF EXISTING EQUIPMENT

Emergency equipment will be removed and sold

COMMITTEE APPROVAL

N/A

MEMORANDUM

TO: ECHD Board of Directors
 FROM: Linda Carpenter, Chief Information Officer
 SUBJECT: Nihon Kohden Network Upgrade
 DATE: December 1, 2021

Cost:

Nihon Kohden Software/Hardware Upgrade	\$162,610.76
Network Data Cabling	\$ 13,820.56
Network Fiber and Install	\$ 13,715.10
Total	\$190,146.42

Budget Reference:

FY2022 Capital Funds	\$190,146.42
----------------------	--------------

Background:

Nihon Kohden Patient Monitoring System is a full-featured system used at Medical Center Health System (MCHS) that provides comprehensive patient monitoring and review. It involves monitoring of patients vitals remotely by means of devices that transfers patient data to remote locations wirelessly.

Objective:

The current Nihon Kohden Network fiber switches are over ten years old and are no longer supported. MCHS has only one managed switch in the existing network, all other switches are unmanaged hubs. Several closets are daisy chained together, meaning one switch failing can impact closets downstream. Due to the age of the current switches, they tend to fail often causing several issues.

Upgrading these switches to the current hardware is necessary to ensure continued reliable stable network. New enterprise switches have dual power and can handle two fiber links to a closet for redundancy. Moreover, these switches will provide ability to monitor and control the network essential for security purposes.

Staffing:

No additional FTE's required.

Disposition of Existing Equipment:

Existing equipment will be properly disposed of in accordance to MCH Hardware Disposal Policy.

Implementation Time Frame:

3 months

Funding:

Nihon Kohden Network Upgrade in the amounts of \$162,610.76 from Nihon Kohden, \$13,820.56 from Anixter and \$13,715.10 from CJ Communication will come from budgeted funds for this project.

MEMORANDUM

TO: ECHD Board of Directors
 FROM: Linda Carpenter, Chief Information Officer
 SUBJECT: Appointment Reminders
 DATE: December 1, 2021

Cost:

Appointment Reminders Annual Support \$17,280.00

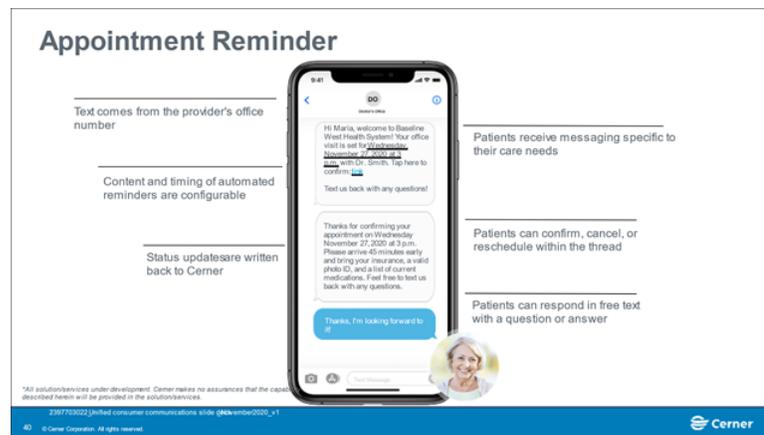
Budget Reference:

FY2022 Operational Budget

Total - 5yr Term \$86,400.00

Background/Objective:

The Appointment Reminders solution will send appointment reminders and provide the ability for patients to confirm, cancel, or reschedule an appointment through a text thread. Appointment automation enhances capabilities of appointment coordination, including managing multiple appointments, self-rescheduling, referral coordination, appointment recalls and waitlists.



Appointment Reminders will improve the overall patient experience at Medical Center Health System (MCHS) and is an essential part of MCH's current investment to our Telehealth and Digital Front Door strategies.

Staffing:

No additional FTE's will be required.

Implementation Time Frame:

5 Months

Funding:

Appointment Reminders in the amount of \$60,750 one-time fees will come from available professional service pre-paid monies included in Cerner ITWorks contract. Annual fees of \$17,280.00 will come from operational funds budgeted for this project.

MEMORANDUM

TO: ECHD Board of Directors
FROM: Steve Ewing, Chief Financial Officer
SUBJECT: HPIR LLC consultant for CDI
DATE: December 7, 2021

Cost:

Consulting Fee <i>(Operational Budget)</i>	\$100,000
Estimated Reimbursable Expenses <i>(Operational Budget)</i>	<u>\$ 25,000</u>
Contract Total	\$125,000

Background:

HPIR will provide consulting services for the CDI Department. Services include assessing current staffing models and processes, review policies and procedures, review educational programs, review current query templates and processes, and review current collaboration points between CDI and other teams.

Staffing:

No additional FTE's required.

Disposition of Existing Equipment:

N/A

Implementation Time Frame:

N/A

Funding: budgeted operational expense



FY 2022 Board Memo

Date: December 1, 2021

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO
Christin Timmons, CNO
Steve Ewing, CFO

From: Kim Leftwich, ACNO

Re: Purchase of XSolis

OBJECTIVE

XSolis will provide improvement in case management workflow by utilizing real-time predictive analytics and automation. Benefits include reduced observation rates, decreased medical necessity and admissions denials, increased staff efficiency and improved payer communication.

HISTORY

We currently use 2 different patient review systems that cost:
MCG - \$87,793.00 per year
InterQual - \$36,847.88 per year

MCG and InterQual are two different platforms that utilize different criteria to review patients causing inconsistency in reviews and difficulty in ensuring patients meet criteria for admission. XSolis utilizes artificial intelligence to provide real time feedback on patient's EMR that cuts down on time spent combing through the charts looking for information to submit to insurance companies proving need for admission and level of care.

Warranty/Terms

Expenses

XSolis will replace both systems at a cost of 19,000 per month (228,000 per year). One time implementation fee of \$35,000. Implementation will take approximately 6 months and this program does integrate with Cerner.

\$1 Million Plus Projected Capital Expenditures

Fiscal year Quarter	2022				2022 Total	2023	2024	Grand Total
	1	2	3	4				
Grp4 \$1M plus	\$1,700,000		\$1,500,000	\$5,086,650	\$8,286,650	\$4,926,931	\$5,300,000	\$18,513,581
Radiology						\$3,700,000	\$2,800,000	\$6,500,000
SP Rm 8						\$1,700,000		\$1,700,000
SIEMNS BIOGRAPH 6 TRU POINT							\$1,500,000	\$1,500,000
CT1						\$2,000,000		\$2,000,000
ALLURA XPER FD20							\$1,300,000	\$1,300,000
NSG - Housewide				\$5,086,650	\$5,086,650			\$5,086,650
***IV Infusion Pumps				\$2,000,000	\$2,000,000			\$2,000,000
***Basic Nurse Call Sys				\$3,086,650	\$3,086,650			\$3,086,650
NSG - Admin							\$1,100,000	\$1,100,000
CC bed frames							\$1,100,000	\$1,100,000
IT			\$1,500,000		\$1,500,000	\$1,226,931	\$1,400,000	\$4,126,931
Redundant Server							\$1,400,000	\$1,400,000
PBX Telecom Upgrade			\$1,500,000		\$1,500,000			\$1,500,000
4500e series chassis						\$1,226,931		\$1,226,931
CV Services	\$1,700,000				\$1,700,000			\$1,700,000
***Azurion 7 C20	\$1,700,000				\$1,700,000			\$1,700,000

***Denotes that item has been approved in previous FY

\$250K to \$1 Million Projected Capital Expenditures

Fiscal Year	2022				2022 Total	2023	2024	Grand Total
	1	2	3	4				
Quarter	1	2	3	4				
Grp3 \$250K-\$1M	\$2,958,372	\$1,900,000	\$988,200	\$315,000	\$6,161,572	\$6,421,850	\$6,419,204	\$19,002,626
Surgical	\$970,000		\$538,200		\$1,508,200	\$1,042,000	\$1,269,500	\$3,819,700
Stretchers							\$319,500	\$319,500
Stealth System 8			\$538,200		\$538,200			\$538,200
Overhead lights-								\$950,000
O-Arm						\$492,000		\$492,000
Eye Microscope						\$250,000		\$250,000
Endoscopic Ultrasound						\$300,000		\$300,000
*** Artis-axiom	\$970,000				\$970,000			\$970,000
Radiology	\$522,999	\$250,000	\$450,000		\$1,222,999	\$1,200,000	\$875,000	\$3,297,999
IU22 ULTRASOUND SYSTEM		\$250,000			\$250,000	\$250,000		\$500,000
Iu22 MATRIX 2012 ULTRASOUND								
EPIQ 7G ULTRASOUND SYSTEM						\$250,000		\$250,000
DIGITAL X-RAY UNIT						\$250,000		\$250,000
C-Arm 9800 D							\$375,000	\$375,000
C-Arm 9800 B							\$250,000	\$250,000
*** Symbia Intevo SPECT	\$522,999				\$522,999			\$522,999
"R & F" DIAGNOSTIC EQUIP			\$450,000		\$450,000	\$450,000		\$900,000
Pol./Safety/EM	\$868,244				\$868,244			\$868,244
*** Upgrade DSX System	\$500,000				\$500,000			\$500,000
*** RMS, Body Cams & Tasers	\$368,244				\$368,244			\$368,244
NSG - Admin						\$943,000		\$943,000
Med/surg beds						\$943,000		\$943,000
Lab		\$480,000			\$480,000	\$1,000,000		\$1,480,000
Replace CBG meters						\$500,000		\$500,000
MALDI-TOF analyzer for bacterial, fungal, mycobacterial identification								\$250,000

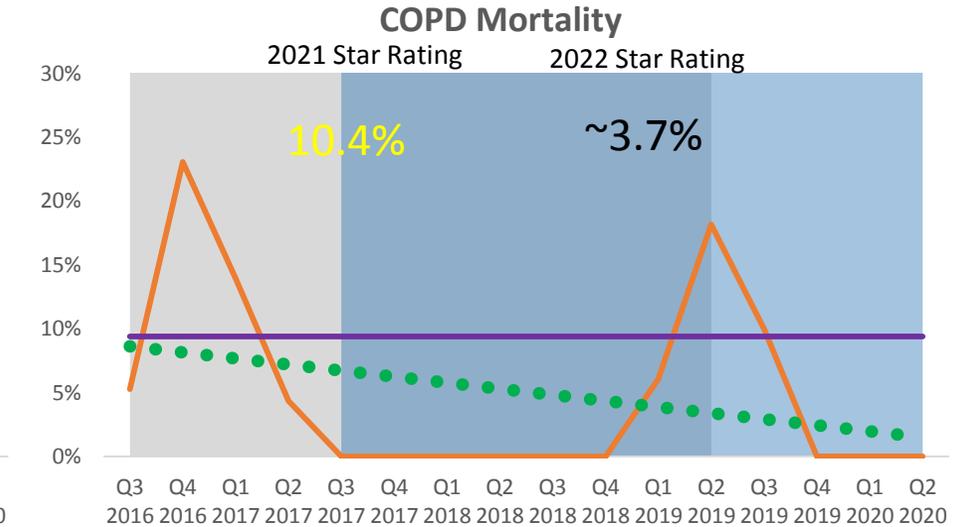
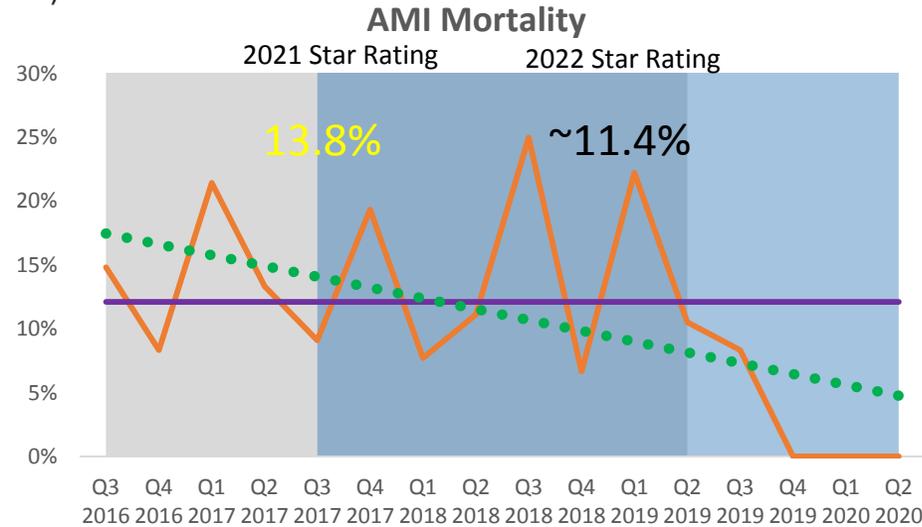
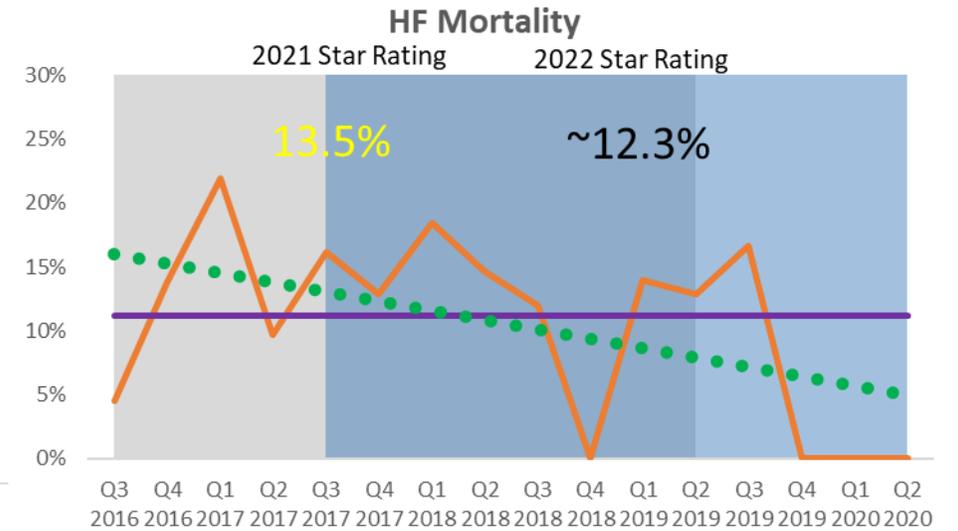
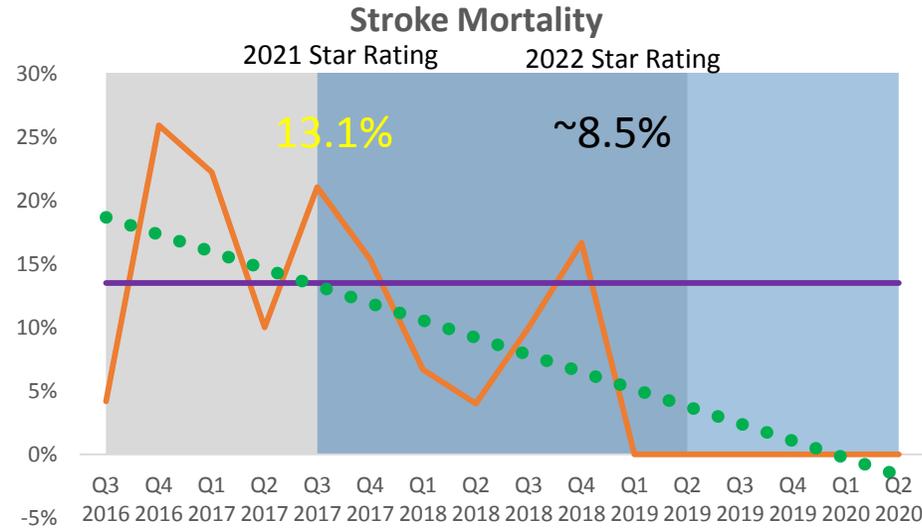
CMS Star Rating Update

Updates to Star Rating

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

Mortality

(No new reports since last report out)



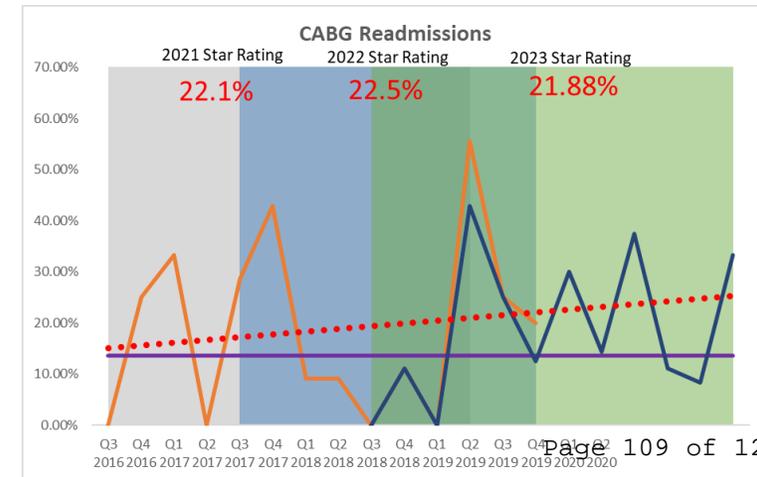
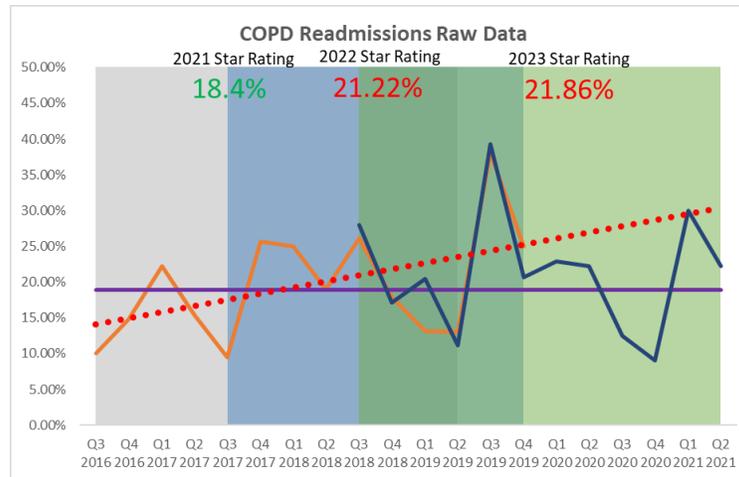
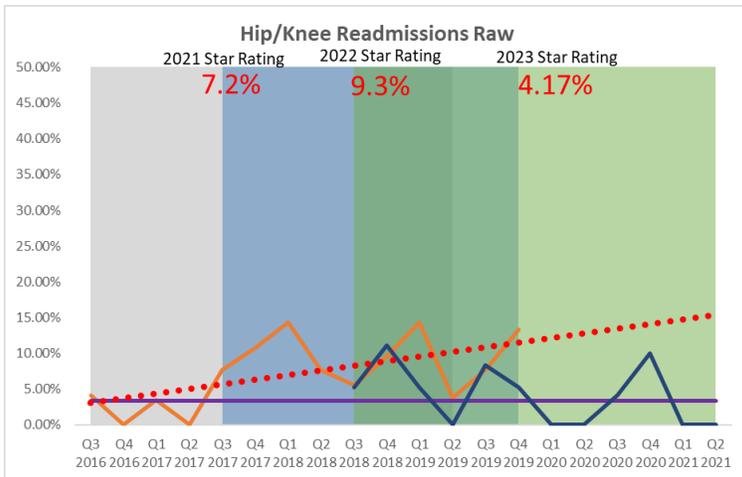
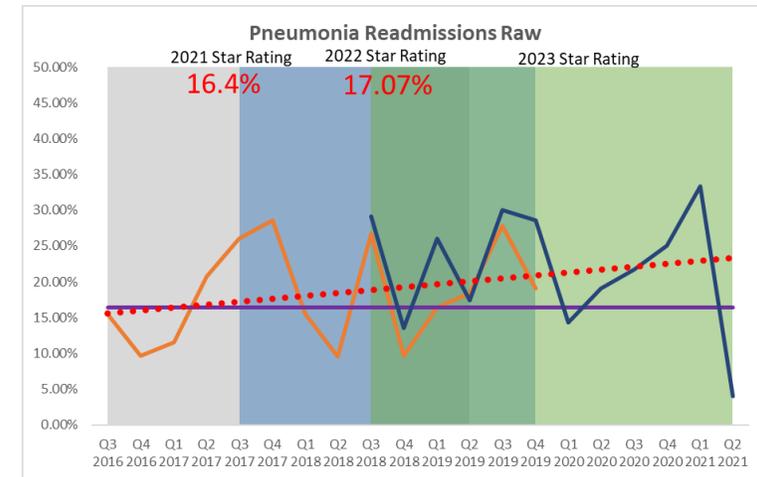
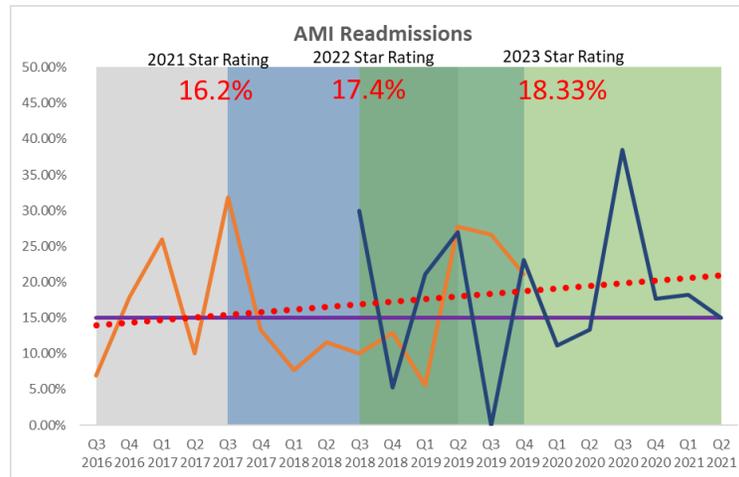
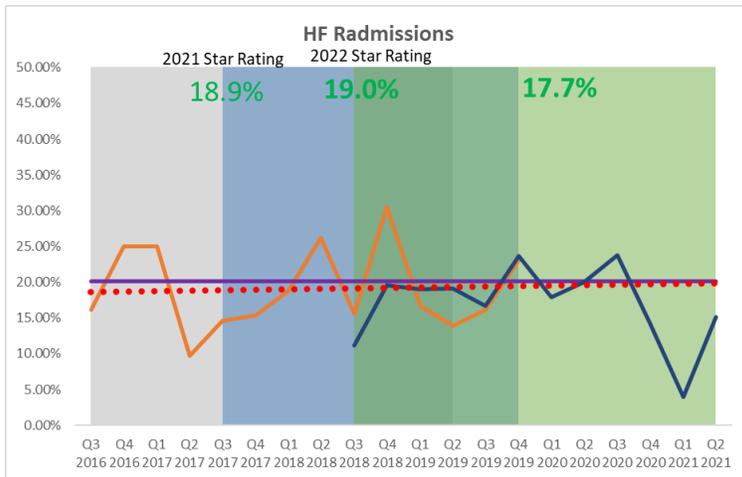
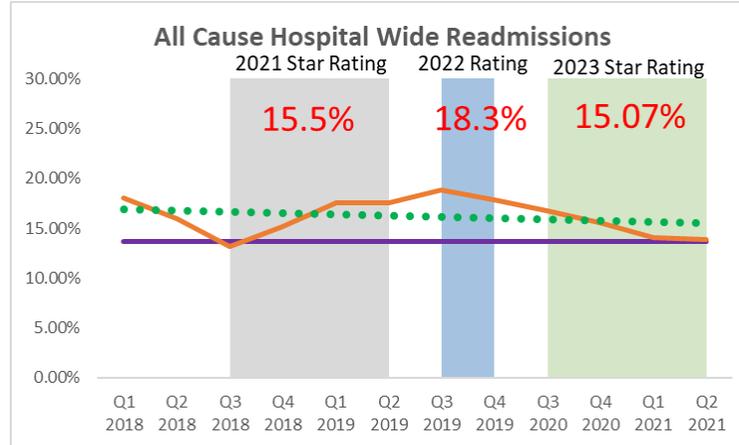
Mortality Action Plan

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

Readmission Data

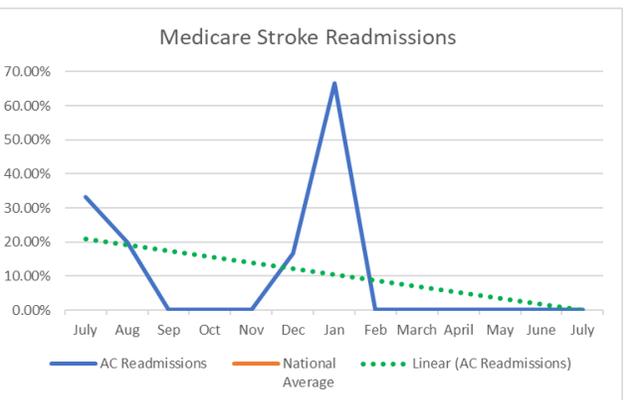
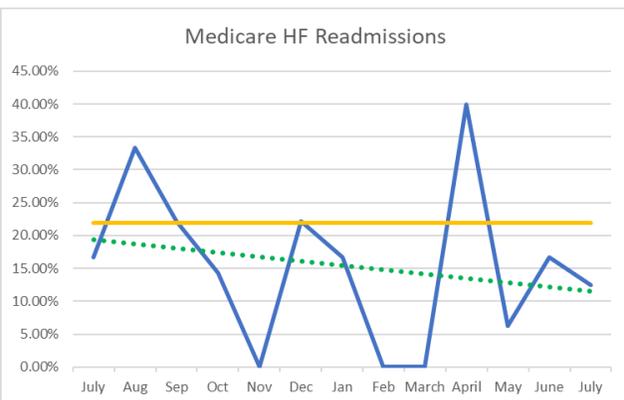
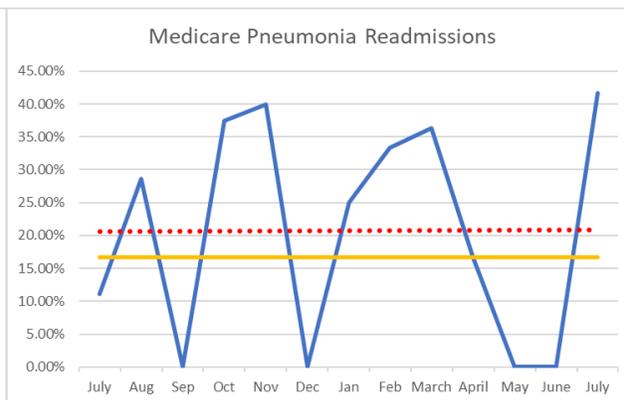
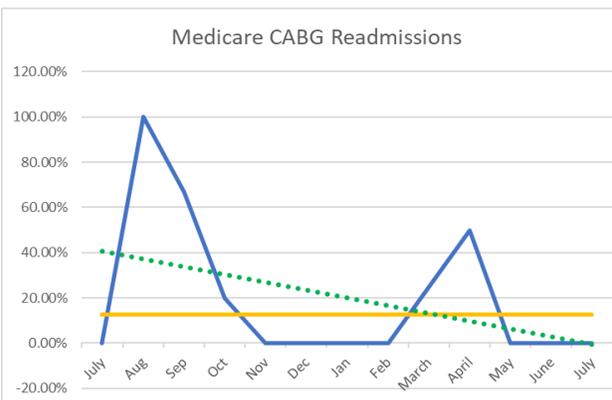
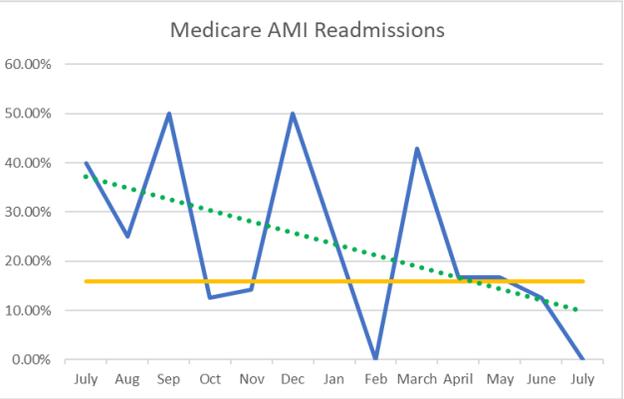
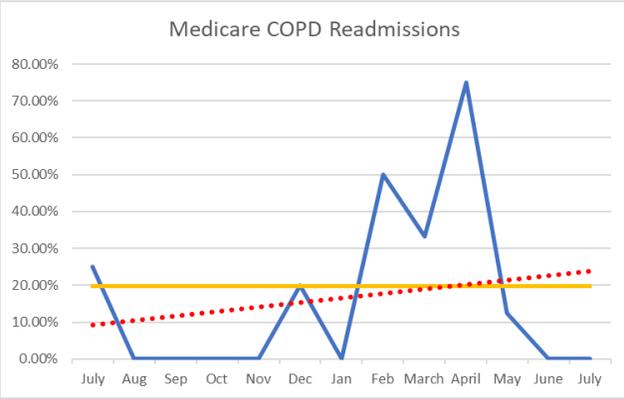
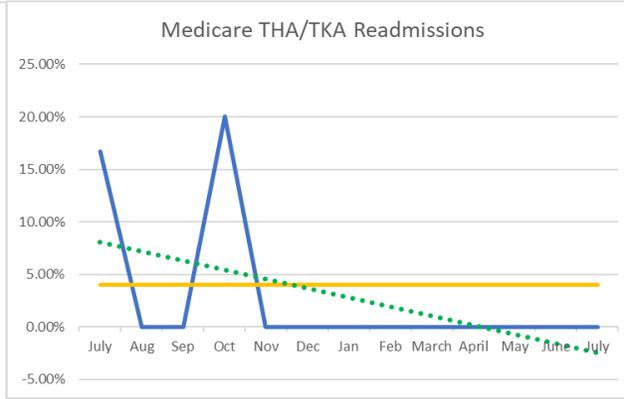
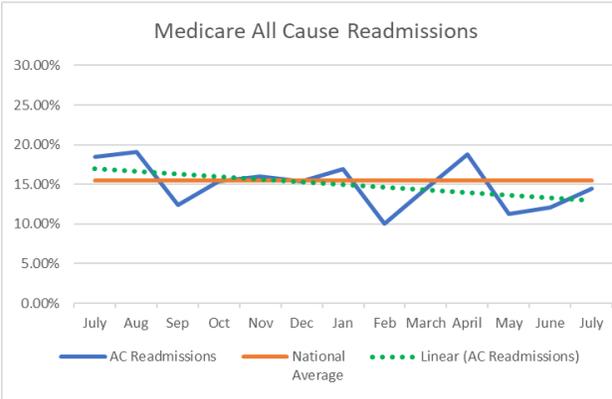
Orange Line = CMS

Navy Line = Quality Advisor



Readmissions Internal Data (12 Month Review)

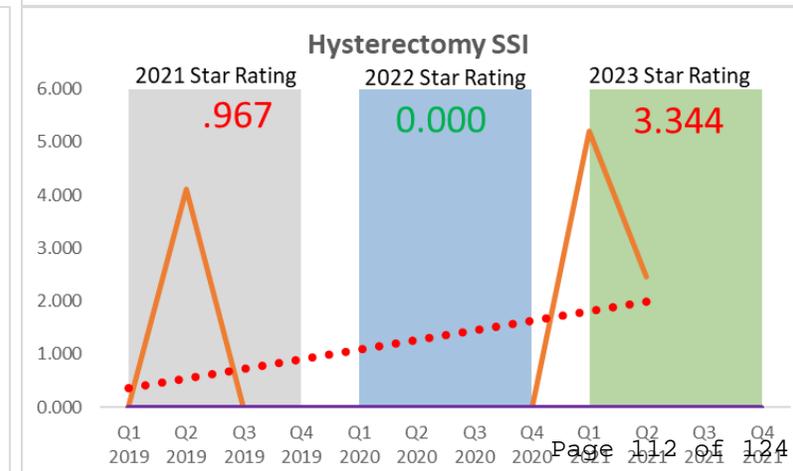
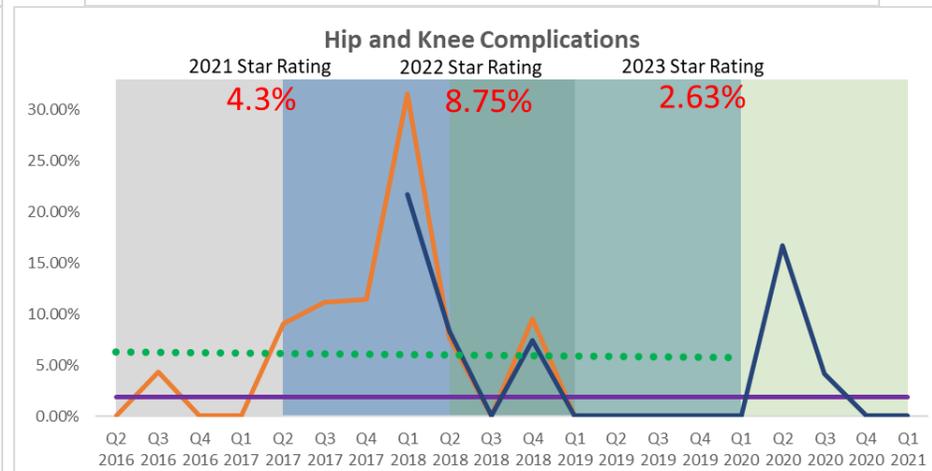
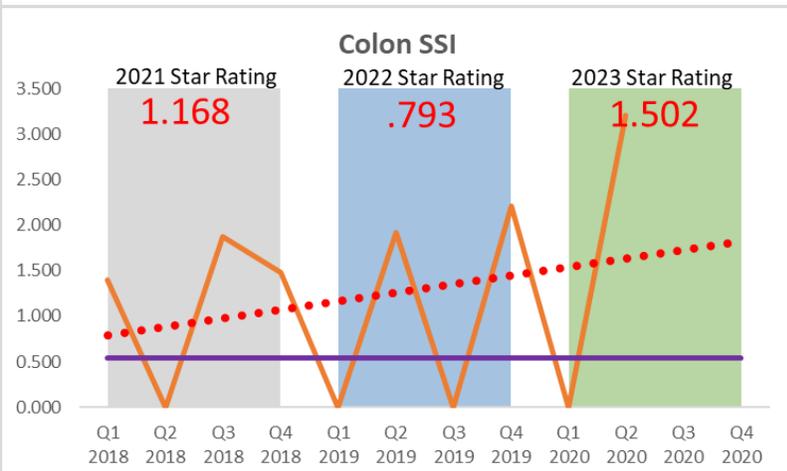
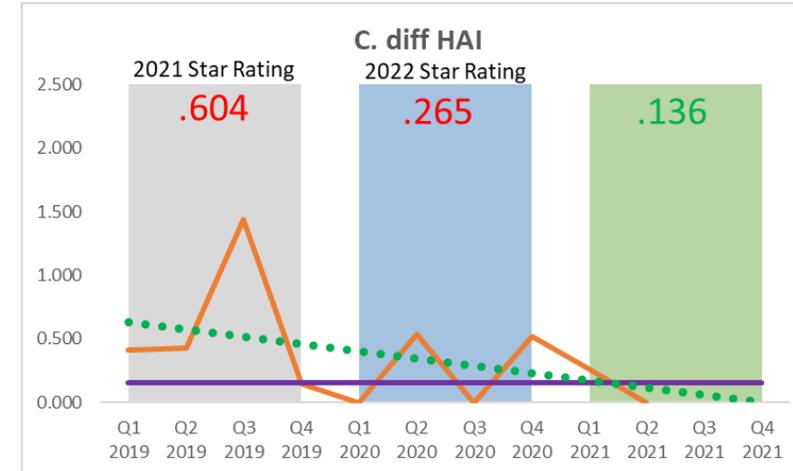
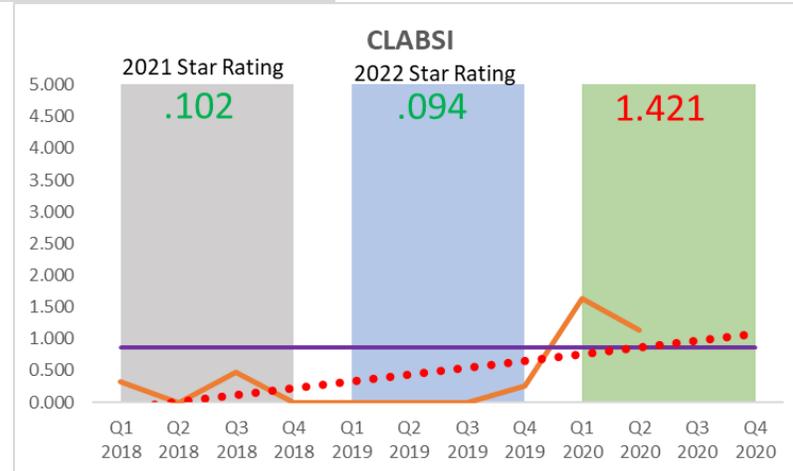
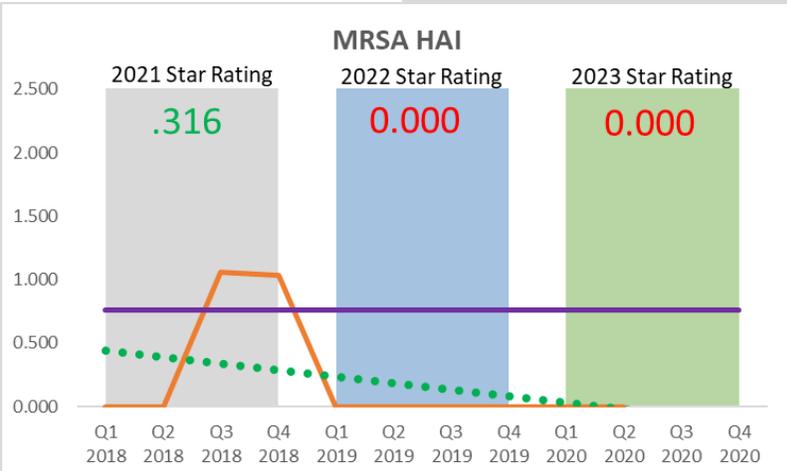
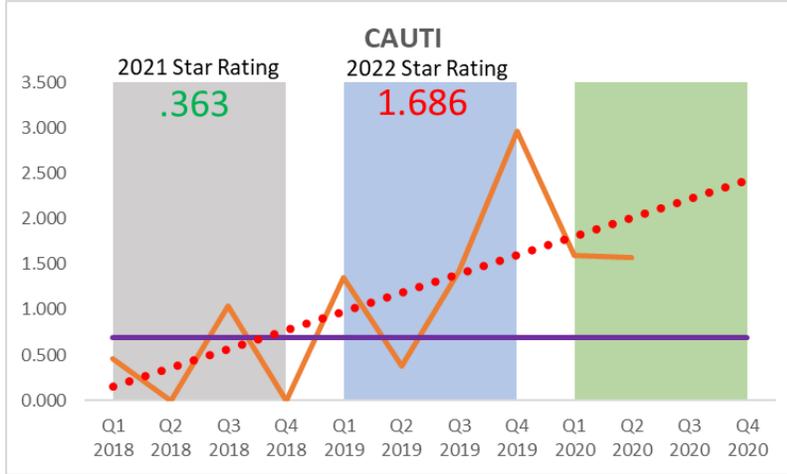
This data only looks at re-admissions into our own hospital.



Readmissions Action Plan

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

Complications



Complications Action Plan

SSI

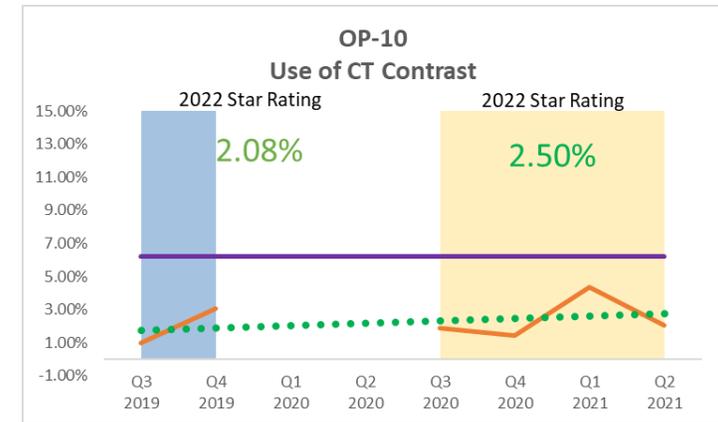
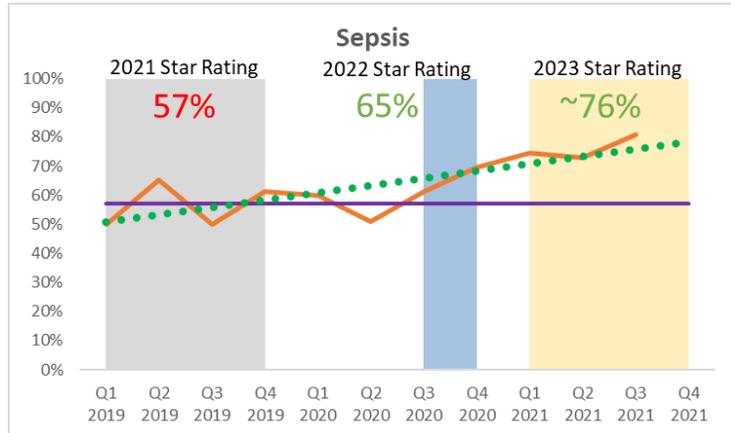
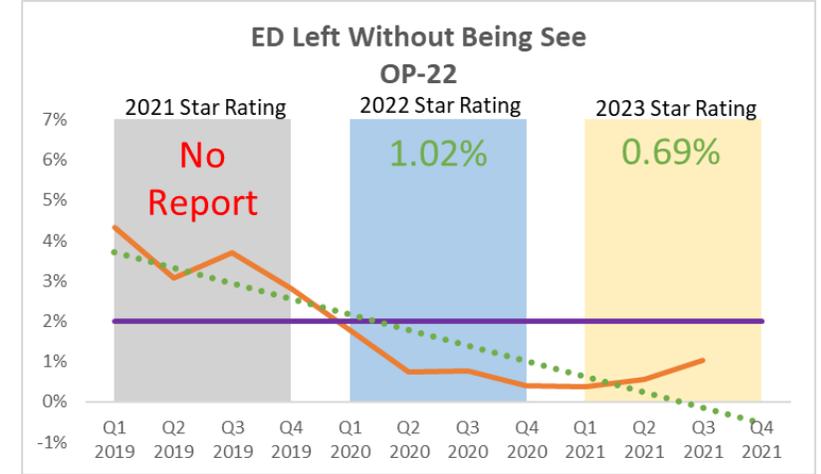
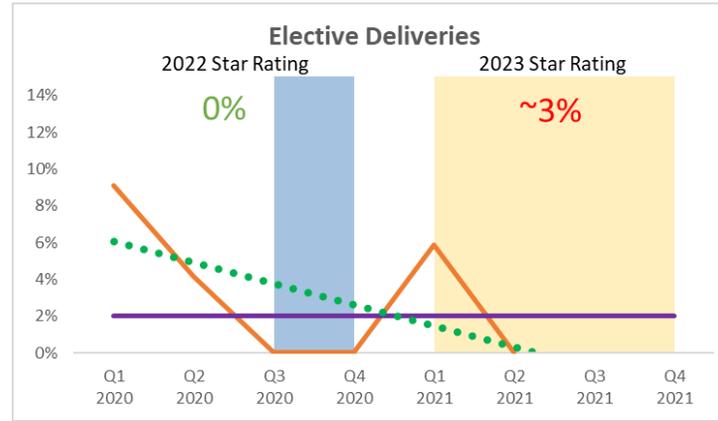
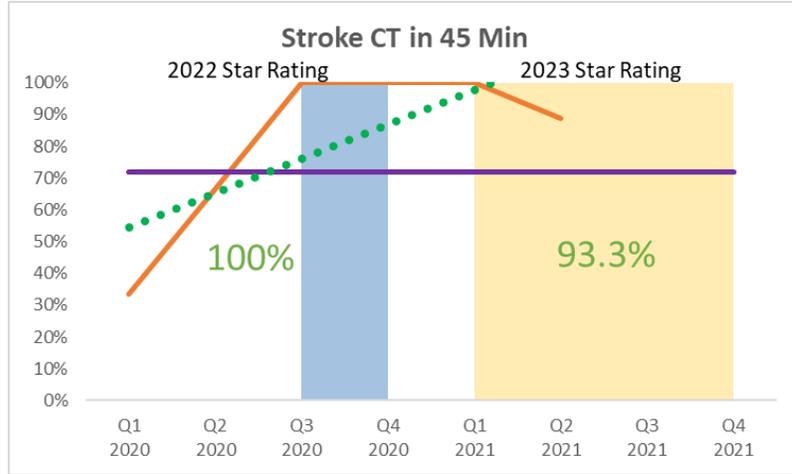
- Re-Conveign the SSI committee.
- Implement De-colonization for CABG, COLO, and Joint Procedures

CAUTI

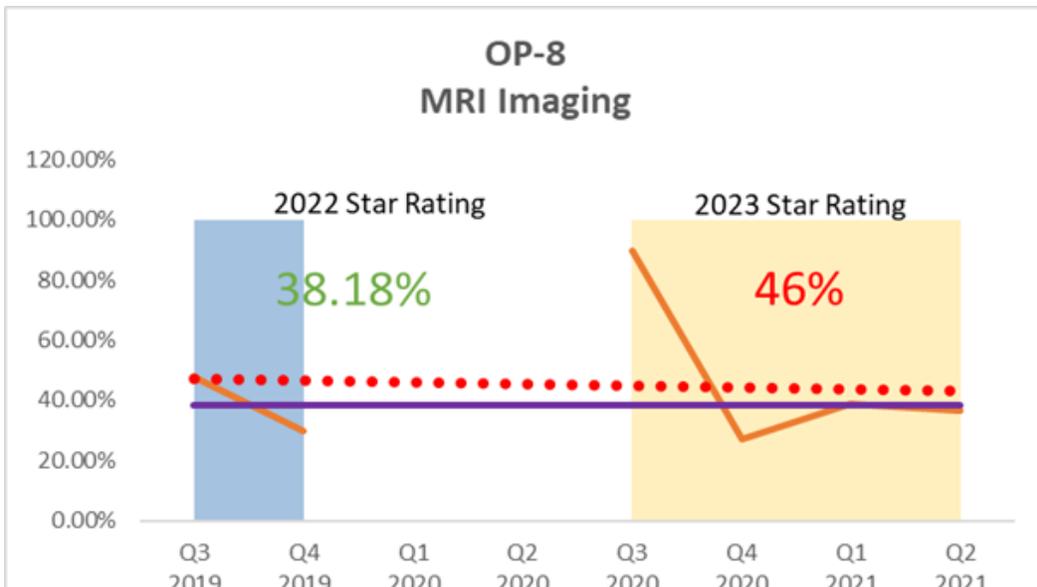
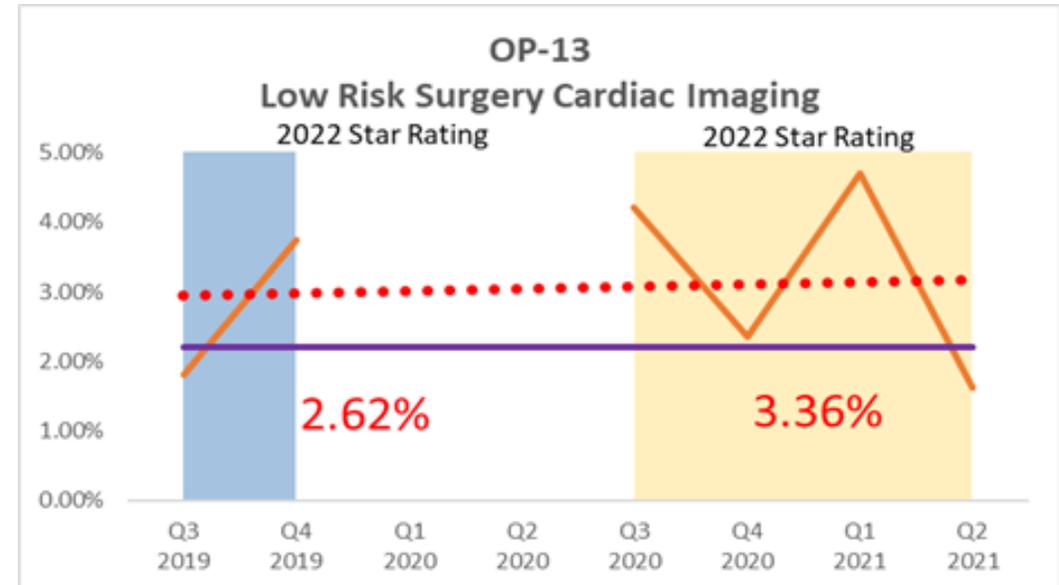
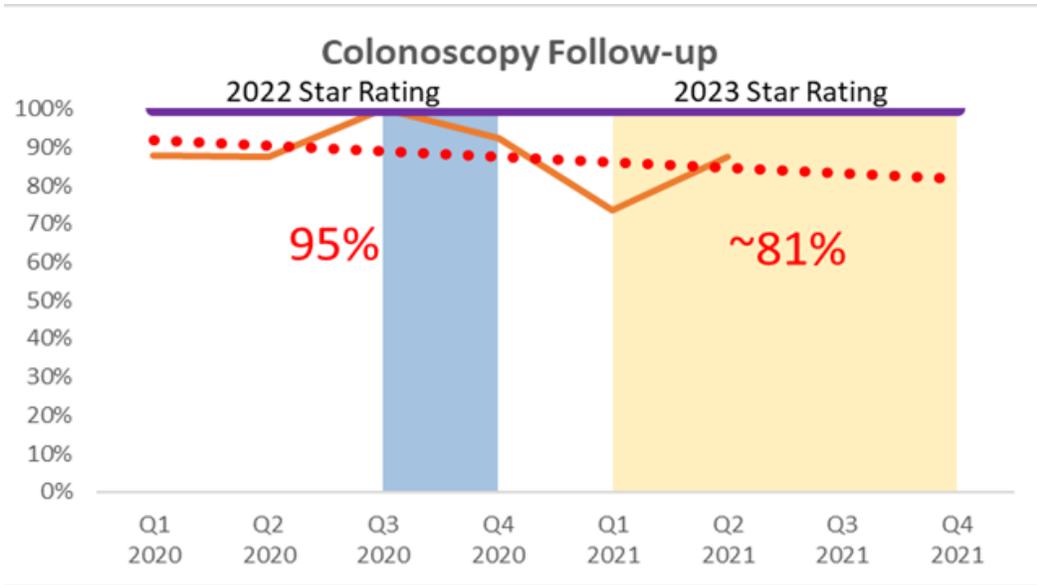
- Build interdisciplinary team to review.
- Educate on Orders, nurse driven protocol, and decreasing foley utilization.
- Work with Nursing Education for nursing re-education on peri-care.
- Add Foley care onto the travel/agency nursing onboarding education.
- IP Audits

CLABSI

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



Timely & Effective Care



Timely & Effective Care

Timely & Effective Care Action Plan

HOP-29 (Colonoscopy Follow-up Interval)

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

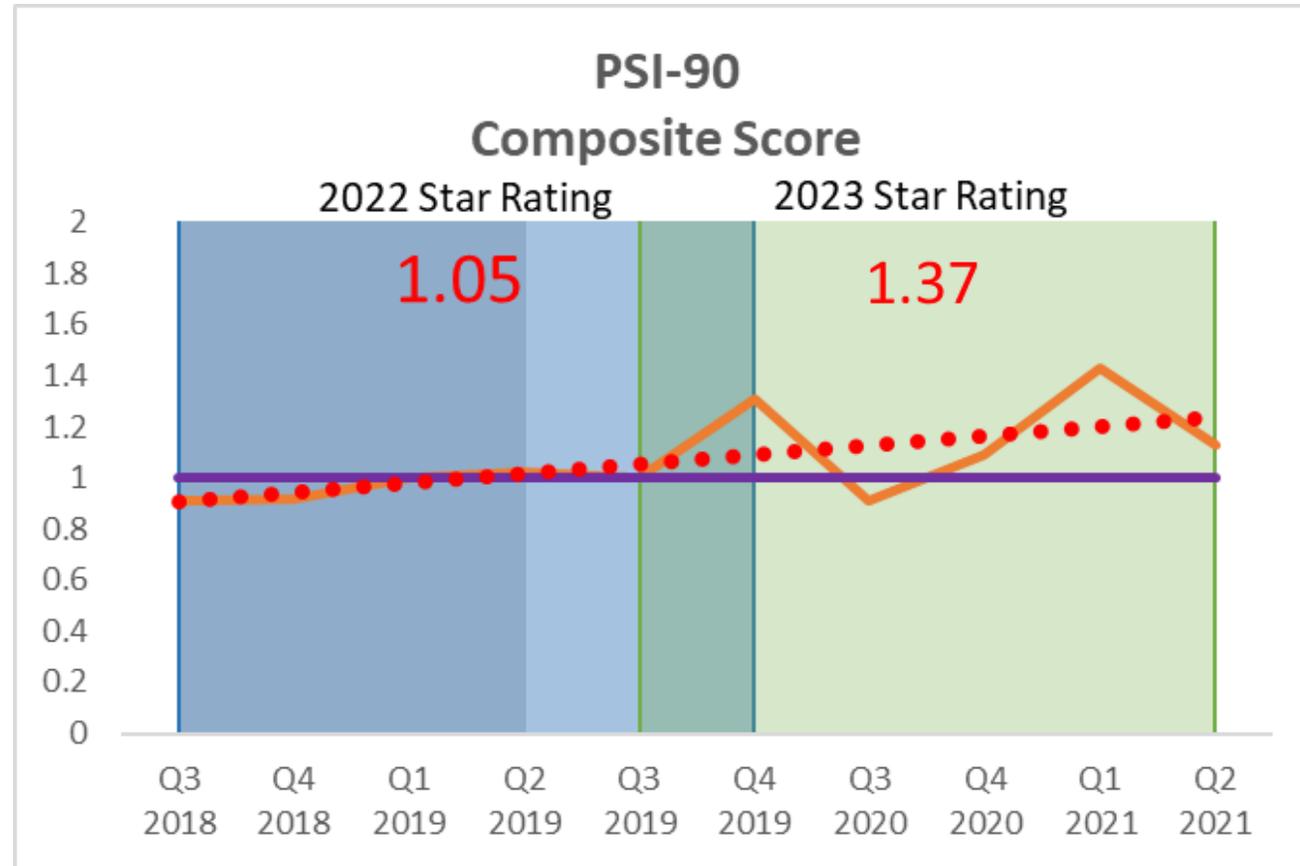
OP-8

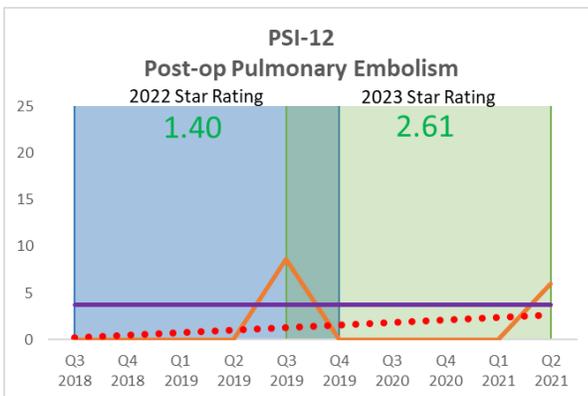
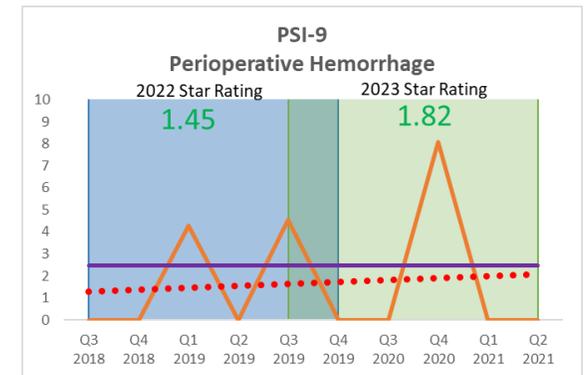
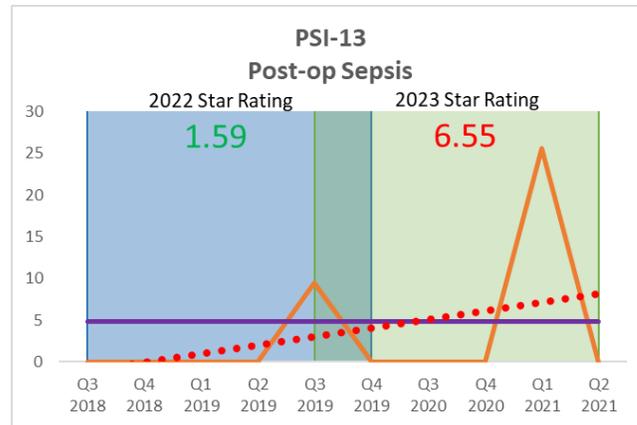
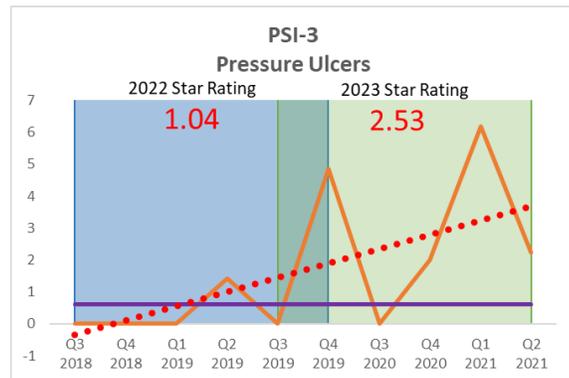
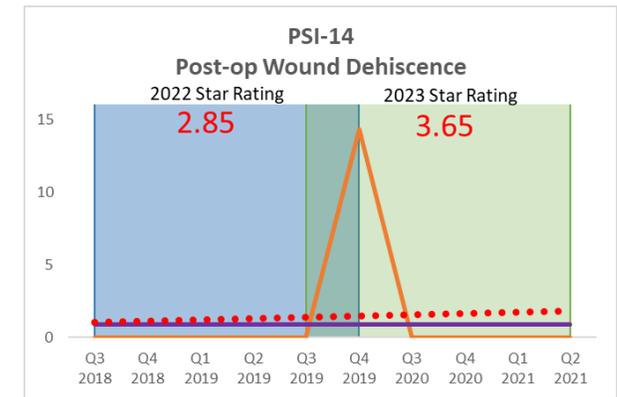
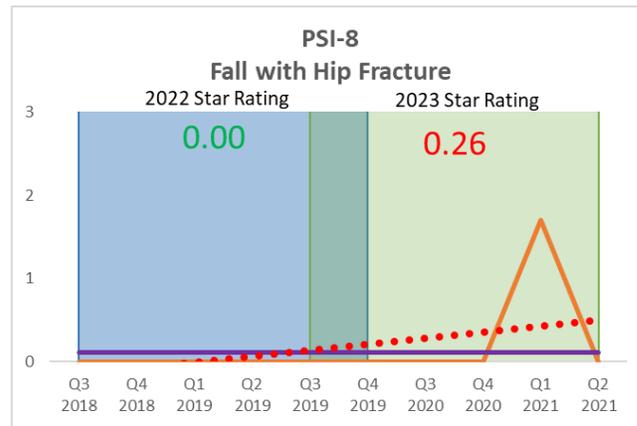
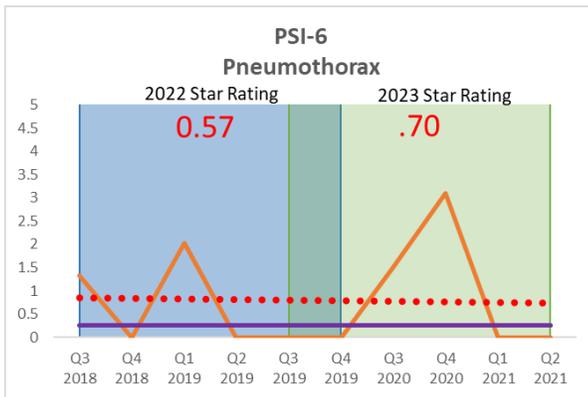
- Work with radiology to implement processes to ensure MRI orders are accompanied with previous history of more conservative therapy in last 60 days.
- Educate physicians.

OP-13

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

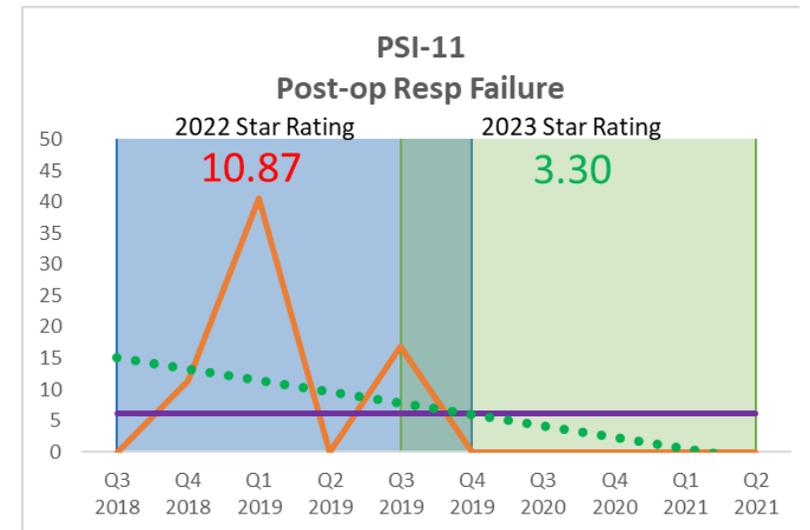
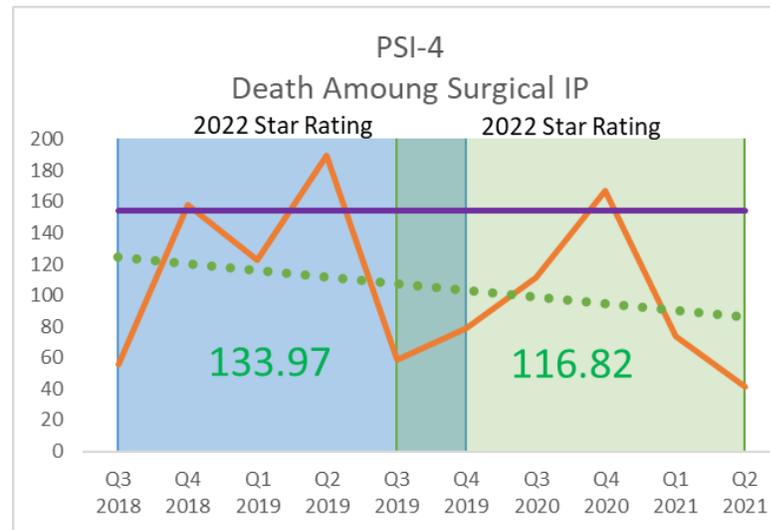
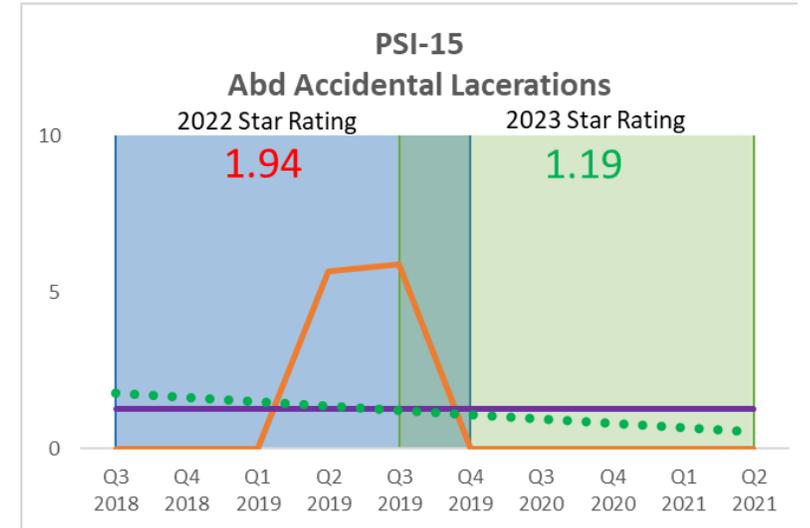
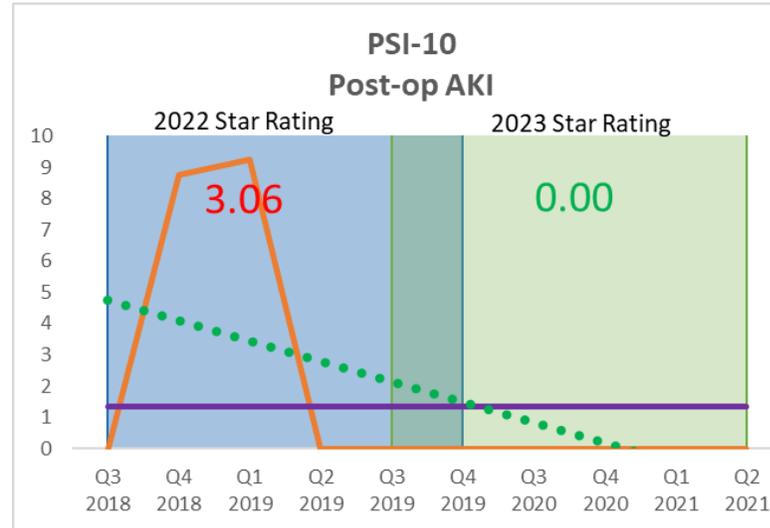
Patient Safety Indicator Composite Score





PSI Needing Action

PSI Making Progress



PSI Action Plan

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



Important Date:							
October 2021	Fall hospital grade can be previewed by hospitals.						
	<div style="text-align: center;"> <p>Medical Center Hospital (45-0132) 500 W 4TH ST, Odessa, TX 79761-5059</p> <table border="1" style="margin: auto;"> <thead> <tr> <th style="background-color: #2c4e64; color: white;">My Score</th> <th style="background-color: #2c4e64; color: white;">My Letter Grade</th> </tr> </thead> <tbody> <tr> <td style="text-align: center; font-size: 2em; font-weight: bold;">2.5138</td> <td style="text-align: center; font-size: 2em; font-weight: bold;">C</td> </tr> <tr> <td colspan="2" style="background-color: #2c4e64; color: white; text-align: center;"> More Information </td> </tr> </tbody> </table> </div>	My Score	My Letter Grade	2.5138	C	More Information	
My Score	My Letter Grade						
2.5138	C						
More Information							
November 30th	<p>The 2021 Leapfrog Hospital Survey will close to new submissions, and re-submissions that reflect updates to performance, at midnight ET on November 30. Adult and general hospitals that would like Leapfrog Hospital Survey Results included in the Spring 2022 Leapfrog Hospital Safety Grade must submit a Survey by <u>November 30</u> in order to have Leapfrog Hospital Survey Results available for the January 31 Data Snapshot Date</p>						
January 31st (2022)	<p>Hospitals that need to make data entry corrections (i.e., correct data entry errors) or reporting corrections (i.e., in response to Leapfrog’s Extensive Monthly Data Review) to previously submitted 2021 Leapfrog Hospital Surveys must make necessary updates and re-submit the entire Survey by January 31, 2021.</p>						
April 1st (2022)	Launch of 2022 Survey						

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

December Board report

Regional Services

Site Visits

Ft. Stockton- Met with referral specialist at clinic, discussed recent referrals to MCH, no reported issues. Amanda did state they have quite a few patients needing rheumatologist. I provided her rheumatology information.

Spoke with ED staff no reported issues with transfers, they did report they are glad to see our diversion status has been less. I updated them with Xferall information, the group on shift did not have this information at this time. I have reached out to Betsy and Pamela to get this set up.

Met with Dr Malik's office staff updated with provider list and left card for referral specialist, she was not available during visit.

Pecos- Met with Faye, CNO. We spoke about transfers and discussed their diversion status. Faye stated they are ready to move to new hospital there has been some delays with delivery of some items. She stated they are having some staffing issues, I have let her know we are glad to help where we can. Met with Ed staff, Tony and Dr Richmond. They reported no issues with transfers other than diversion issues. I reminded them of our pediatric services, Tony stated he was glad to hear that and this is something he did not know. I also spoke with med surge and OB staff and updated about providers and maternal/child services.

Stanton- Met with Nancy CEO and Linda CNO to discuss telehealth opportunities. I will be meeting with appropriate teams at MCH to discuss this. They are happy to hear about the options coming with this and really feel it will be a great asset to their hospital and community. Some of the areas they are interested in for inpatient services are Cardiac, Critical Care, and pulmonology. Some of the outpatient areas are psychology.

Kermit- Introduced self to new clinic referral specialist, provided information on outpatient services. She stated she has not had issues sending patients at this point, she was glad to see many options. Met with ED staff and med surge staff provided updates on transfers and Xferall they stated they are glad to see we have this and they have used for transfers with other facilities. The nurses commented on how this really helped during COVID spikes with multiple transfers. No reported issues at this time.

Ward- met with Letecia, provided information on recent regional roundtable as she was not able to attend. She is glad to hear about telehealth options and looks forward to bringing some specialist to the area. Introduced self and role to Dr Daye. Dr Daye stated he has no issues when sending patients to our physicians he stated he has a great relationship with our gastroenterologist. I provided my contact information to call with any future needs.

Andrews- met with Mike in ED, provided MCH condolences for recent tragedy in their community. Spoke with ED staff no issues with transfers, they are glad to see our diversions have been down some. Spoke with Christopher Dallaire clinic manager. He provided updated on surgeons in Andrews, they will have 5 total who will be practicing in Dr Nayak's previous office space including a new OB/GYN, Dr. Sastry. I will plan to meet with all at next site visit. I provided updated list of providers.

Seminole- met with new ED group ACP Health, spoke with medical director Brett Burnett MD. He stated they have been pleased with all MCH transfers and would like to meet with some of our groups including cardiology, hospitalist and our ED group. He stated we have been great to work with on all transfers specifically direct admissions and they look forward to continue to work with us.

Yoakum County- Met with ED staff, provided updates on providers and reminded about pediatric services lines. They would like more information on Xferall, they currently are not using with transfers, but do think it would benefit their staff. I will connect them with Xferall contacts.

Met with Bonnie, at clinic. She stated she has no issues sending us referrals but was needing a dermatologist to refer to, she stated she has about 10-15 patients needing to be seen. I provided her with Dr Salcedo's clinic information. I will follow up to check on the status.

Big Lake – met with new clinic referral specialist Irene, I introduced self and role. I provided list of providers and spoke with her about some of our service lines. She was glad to hear of more options to send her patients to as she has had some issues getting patients into Shannon in San Angelo.

Met with ED staff, no reported issues with transfers. I updated on providers and hospital services.

Community Outreach

Pediatric and Primary Care

Dr Benigno , Dr. Butler, Dr Bacani, Dr. Gonzales, First Physicians (east and west clinic)

OB/GYN

Lori Stafford, Dr. Molland, Dr. Libson, Dr Fanous, Dr. Mcquillin

Urgent Care

MCH Emily Jones NP Orthopedics and Dr. Hector Garcia traveled to all urgent cares below to introduce and talk about the services they provide

West Tx., Signature Care, Vital Care, Excel ED, Trinity

11/18- Signature Care provided lunch to MCH Orthopedic group, all orthopedic providers were able to introduce themselves and talk about the services they provide.

MCH Telehealth

MCH Telecare (employees) - 25

MCH Procure- 185