



**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS MEETING  
FEBRUARY 1, 2022 – 5:30 p.m.  
MEDICAL CENTER HOSPITAL BOARD ROOM (2<sup>ND</sup> FLOOR)  
500 W 4<sup>TH</sup> 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** .. Kathy Rhodes (p.3)
- V. CHECK PRESENTATION TO ODESSA COLLEGE**..... Russell Tippin
- VI. AWARDS AND RECOGNITION**
  - A. February 2022 Associates of the Month** ..... Russell Tippin
    - Clinical – Amanda Everett
    - Non-Clinical – Alysa Camarena
    - Nurse – Michelle Lawshea
  - B. Unit HCHAPS High Performers** ..... Russell Tippin
    - 4E
    - Cath Lab
- VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**
- VIII. PUBLIC COMMENTS ON AGENDA ITEMS**
- IX. CONSENT AGENDA** .....Bryn Dodd (p.4-70)  
(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, January 6, 2022**
  - B. Consider Approval of Joint Conference Committee, January 25, 2022**
  - C. Consider Approval of Federally Qualified Health Center Monthly Report, December 2021**
  - D. Consider Approval of TTUHSC-PB Graduate Medical Education (GME) Annual Report**
  - E. Consider Approval of Institutional Review Board (IRB) Annual Report**

**X. COMMITTEE REPORTS**

- A. Finance Committee** ..... Wallace Dunn (p.71-133)
1. Quarterly Investment Report – Quarter 1, FY 2022
  2. Quarterly Investment Officer’s Certification
  3. Financial Report for Month Ended December 31, 2021
  4. Capital Expenditure Requests
    - a. Consider Approval of CER for Biosense Webster Carto Mapping System
    - b. Consider Approval of CER Diagnostic NICU Portable X-ray Unit
  5. Consider Approval of Nuance ModLink Software Contract
  6. Consider Approval of HealthLinx Nursing Excellence Solution Agreement

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

**XII. NURSING WORFORCE UPDATE**..... Christin Timmons (p.134-140)

**XIII. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS**  
..... Russell Tippin (p141-143)

- A. Trauma Resolution**
- B. Permian Basin Behavioral Health Center**
- C. COVID-19 Update**
- D. Ad hoc Report(s)**

**XIV. EXECUTIVE SESSION**

Meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberation Regarding Real Property pursuant to Section 551.072 of the Texas Government Code; (3) Personnel Matters pursuant to Section 551.074 of the Texas Government Code; (4) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; and (5) Deliberation Regarding Economic Development Negotiations.

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

- A. Consider Approval of MCH ProCare Provider Agreements**
- B. Consider Approval of MCH Lease Agreements**
- C. Consider Approval of Medical Directorship Agreement**
- D. Consider Approval of Income Guarantee Agreement**

**XVI. ADJOURNMENT** ..... Bryn Dodd

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

## **MISSION**

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

## **VISION**

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

## **VALUES**

***I-ntegrity***

***C-ustomer centered***

***A-ccountability***

***R-espect***

***E-xcellence***

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGULAR BOARD MEETING  
JANUARY 6, 2022 – 5:00 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:** Bryn Dodd, President  
Wallace Dunn, Vice President  
Mary Lou Anderson  
David Dunn  
Don Hallmark  
Kathy Rhodes

**MEMBERS ABSENT:** 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  
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 5:00 p.m. in the Ector County Hospital District Board Room at Medical Center Hospital. Notice of the meeting was properly posted as required by the Open Meetings Act.

**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**

Don Hallmark presented the Mission, Vision and Values of Medical Center Health System.

## **V. UNITED WAY OF ODESSA PRESENTATION**

This agenda item was deferred to next month.

## **VI. AWARDS AND RECOGNITION**

### **A. 2021 Associates of the Year**

Russell Tippin, President/Chief Executive Officer, introduced the 2021 Associates of the Year as follows:

- Dr.H.E. Hestand Humanitarian Award: Edith Longno, RN 4E
- Florence Nightingale Award: Maria Loya – Unit Director, 9C
- Chaplain Jimmy Wilson Service Excellence Award: Ted Crowe, Director of Food Services

### **B. January 2022 Associates of the Month**

Russell Tippin, President/Chief Executive Officer, introduced the January 2022 Associates of the Month as follows:

- Clinical – Marlin Reaves
- Non-Clinical – Valerie Martinez
- Nurse – Hilda Ramirez

### **C. Unit HCAHPS High Performers**

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

- FHC West & South OB
- 4 East

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

No conflicts were disclosed.

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

No comments from the public were received.

## **IX. CONSENT AGENDA**

### **A. Consider Approval of Regular Meeting Minutes, December 7, 2021**

### **B. Consider Approval of Federally Qualified Health Center Monthly Report, November 2021**

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

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

## **X. COMMITTEE REPORTS**

### **A. Finance Committee**

1. Financial Report for Month Ended November 30, 2021
2. Consent Agenda
  - a. Consider Approval of the Amendment to Newborn Hearing Screen Services Contract
3. Consider Ratification of the PayCom Agreement

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

## **XI. CMS/DNV/SIGNAGE CHANGE UPDATE**

This information was provided in the President/Chief Executive Officer's Report

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

There was no report given.

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

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

Russell Tippin, President and Chief Executive Officer, reported that in the last 4-5 days things have changed. On Monday there were 19 staff out and today that number has increased to 80. The tracing has shown that employees are not getting infected at the hospital. The plan is to open the Wheatley Stewart Medical Pavilion up on Monday, January 17 for surgeries. The CDC guidelines have changed as related to when employees can return to work whether they are positive and/or if a household member has tested positive.

This report was informational only. No action was taken.

### **B. Kronos Payroll Update**

Russell Tippin reported that Medical Center Hospital was not hacked, Kronos was hacked and we are a customer of Kronos. MCH is moving over to PayCom for its payroll processing system.

This report was informational only. No action was taken.

### **C. THA Conference – February 7-9, 2022 in Houston**

The meeting is still scheduled to be in person. Contact Michaela Johnson to get travel arrangements made. There is a virtual option available also.

This report was informational only. No action was taken.

#### **D. Ad-hoc Reports**

The City of Odessa delivered a \$3 Million Dollar check, which represents the ARPA funds they allocated to MCH. The deadline to receive 100% reimbursement on ARPA funds has been extended to 4/30/22. There is no word from the county about their ARPA funds.

Don Hallmark attended the TIRZ committee meeting and reported that they approved to spend \$30,000 for 12 flower pots that will be placed on city streets and maintained for 8 months out of the year. The placement area does not include the Hospital area. The committee is reporting they are receiving less income than what they have previously received.

MCH's status with CMS has been corrected and the correction plan has been submitted to DNV. We are waiting for the DNV survey.

The Regional Services Report was provided.

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

#### **XIV. EXECUTIVE SESSION**

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

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

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

Don Hallmark, Board Member, and Russell Tippin, President/CEO, led the Board of Directors in discussion about the TIRZ.

Steve Steen, Chief Legal Counsel, presented the Vice Chief of Staff and Chief of Staff agreements to the ECHD Board of Directors during Executive Session.

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Russell Tippin, President/CEO, led the Board of Directors in discussion about the search for the CMO.

Russel Tippin, President/CEO, led the Board of Directors in discussion about the Permian Strategic Partnership.

**Executive Session began at 5:37 p.m.**  
**Executive Session ended at 7:04 p.m.**

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

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

Bryn Dodd presented the following new agreements:

- Donatus Egbonim, M.D. - This is a 3-year agreement for the Hospitalist Group.
- Nneka Obidimma, MSN, FNP-BC - This is a 3-year agreement for the Hospitalist Group.

Bryn Dodd presented the following renewals:

- Sridhar Enguganti, M.D. – This is a 3-year renewal for the Hospitalist Group
- Benedict Novicio, CRNA – This is a 3-year renewal for Anesthesia

Bryn Dodd presented the following amendments:

- Jennie Wolfram, CRNA – This is an amendment to an Anesthesia Agreement.
- Marivic Salarda, CRNA - This is an amendment to an Anesthesia Agreement.
- Samsadeen Issah, CRNA - This is an amendment to an Anesthesia Agreement.
- Rhoena Obafial, CRNA - This is an amendment to an Anesthesia Agreement.
- Mary Jane Dunaway, CRNA - This is an amendment to an Anesthesia Agreement.
- Kasey Cavone, CRNA - This is an amendment to an Anesthesia Agreement.
- Yvonne Gochangco, CRNA - This is an amendment to an Anesthesia Agreement.
- Maria Anne Gue, CRNA - This is an amendment to an Anesthesia Agreement.
- Ewa Korzeniowska, CRNA - This is an amendment to an Anesthesia Agreement.
- Felix Savellano, CRNA - This is an amendment to an Anesthesia Agreement.

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

**B. Consider Approval of Chief of Staff and Vice Chief of Staff Agreements.**

Bryn Dodd presented the following new agreements:

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- Donald Davenport, D.O. - This is a 2-year agreement for Chief of Staff.
- Jeff Pinnow, M.D. - This is a 2-year agreement for Vice Chief of Staff.

Kathy Rhodes moved, and Wallace Dunn seconded the motion to approve the Chief of Staff and Vice Chief of Staff Agreements as presented. The motion carried.

**XVI. ADJOURNMENT**

There being no further business to come before the Board, Bryn Dodd adjourned the meeting at 7:05 p.m.

Respectfully submitted,



David Dunn  
David Dunn, Secretary  
Ector County Hospital District



February 1, 2022

**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
Gadiel Alvarado, DO	Medicine	Infectious Disease	Eagle Telemedicine	02/1/2022-01/31/2023
Muhammad Arif, MD	Medicine	Gastroenterology	ProCare	02/1/2022-01/31/2023
James Moody, MD	Family Medicine	Family Medicine	Home Hospice	02/1/2022-01/31/2023
Joshua Sokol, MD	Radiology	Telemedicine	VRAD	02/1/2022-01/31/2024
Deephak Swaminath, MD	Cardiology	Electrophysiology	ProCare	02/1/2022-01/31/2023

**Allied Health:**

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Mindy Grady, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	Dr. Gillala, Dr. Bhari, Dr. Bryan, Dr. Reddy, Dr. Hwang, Dr. Batch Dr. Bangalore	02/1/2022-01/31/2024
Merissa Ramirez, NP	Medicine	AHP	Medicine	ProCare	Dr. Alamo	02/1/2022-01/31/2024
Adelina Saldivar, NP	Hospitalist	AHP	Nurse Practitioner	ProCare	Dr. Aberra and Dr. Alase	02/1/2022-01/31/2024

\*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



February 1, 2022

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Medical Staff:**

Applicant	Department	Status Criteria Met	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Sung Hwang, MD	Anesthesiology	Yes	Associate	Anesthesia	ProCare	None	02/1/2022-01/31/2023
Mary Grace Bridges, MD	OB/GYN	Yes	Associate to Active	OB/GYN		None	03/1/2022-02/28/2024
Jaya Chadalavada, MD	Hospitalist	Yes	Associate to Active	Hospitalist	ProCare	None	03/1/2022-02/28/2024
Hao Wu, MD	Surgery	Yes	Active	Vascular Surgery		None	03/1/2022-02/28/2024
Denis Atkinson, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	04/1/2022-03/31/2024
Cornelia de Riese, MD	OB/GYN	Yes	Associate to Active	OB/GYN	TTUHS C	None	04/1/2022-03/31/2024
James Faliszek, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	04/1/2022-03/31/2024
Lawrence Kaler, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	04/1/2022-03/31/2024
Maria Nguyen, MD	Medicine	Yes	Associate	Infectious Disease	Eagle Telemedicine	None	04/1/2022-03/31/2024



**Allied Health Professionals:**

<b>Applicant</b>	<b>Department</b>	<b>AHP Category</b>	<b>Specialty / Privileges</b>	<b>Group</b>	<b>Sponsoring Physician(s)</b>	<b>Changes to Privileges</b>	<b>Dates</b>
Graciela Flores, NP	OB/GYN	AHP	OB/GYN	TTUHSC	Dr. Brown	None	03/1/2022-02/28/2024
Michael Hester, ANP	Surgery	AHP	Surgery		Dr. Kirit Patel and Dr. Awtrey	None	03/1/2022-02/28/2024
Olivia Ortiz, NP	Medicine	AHP	Medicine	ProCare	Dr. Eduardo Salcedo	None	03/1/2022-02/28/2024
Heather Zamarron, PA	Emergency Medicine	AHP	Emergency Medicine	BEPO	Dr. Diaz	None	03/1/2022-02/28/2024
Cynthia Chavez, NNP	Pediatric	AHP	NICU	TTUHSC	Dr. Sheth	None	04/1/2022-03/31/2024

**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



February 1, 2022

**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
Abdul Alarhayem, MD	Surgery	ADD: General Surgery Privileges
Fernando Boccalandro, MD	Cardiology	ADD: Left arterial appendage closure- Watchman
Amaranath Ghanta, MD	Medicine	REMOVE: IM PRIV: Arthrocentesis; General Lumbar Puncture; Pap Smear Pulmonary Priv: Inhalation Challenge Studies; Occupational and Environmental Lung Disease- prevention evaluation and management of; Exercise ECG Testing

**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



February 1, 2022

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following changes in staff status. These resignations/lapses 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
David Banh, MD	Active	OB/GYN	12/31/2021	Resignation
Lynette Carrens, NP	AHP	OB/GYN	02/12/2021	Resignation
Thomas Hanselman, PA	AHP	Hospitalist	12/31/2021	Resignation
Johany Herrera, MD	Active	Hospitalist	12/31/2021	Resignation
Christine Leonhardt, NP	AHP	Medicine	09/30/2021	Resignation
Tabitha Pittman, PA	AHP	Medicine	10/31/2021	Resignation
Alan Robinson, CRNA	AHP	Anesthesia	09/30/2021	Resignation
Andrew Robinson, MD	Active	Cardiology	12/14/2021	Resignation
Karina Rubio, PA	AHP	Medicine	12/31/2021	Resignation
Shelia Shephard, NP	AHP	Surgery	01/01/2022	Resignation
Natalie Williams, PA	AHP	Surgery	03/31/2022	Resignation
Pragnyadipta Mishra, MD		Anesthesia	11/18/2021	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



February 1, 2022

**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
Mary Grace Bridges, MD	OB/GYN	Associate to Active
Jaya Chadalavada, MD	Hospitalist	Associate to Active
Cornelia de Riese, MD	OB/GYN	Associate to Active

**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	Staff Category	Department	Effective Date	Action
Faye Armstrong, MD	Active	Surgery	1/31/2022	Return -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



February 1, 2022

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

CER – Biosense Webster Carto Mapping System, Siemens SC2000  
CER – 7260- Diagnostic NICU Portable Support

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following:

CER – Biosense Webster Carto Mapping System, Siemens SC2000  
CER – 7260- Diagnostic NICU Portable Support

**Advice, Opinions, Recommendations and Motion:**

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 to approve the CER: Biosense Webster Carto Mapping System, Siemens SC2000 and 7260- Diagnostic NICU Portable Support

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



February 1, 2022

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Institutional Review Board (IRB) Annual Report  
Graduate Medical Education (GME) TTUHSC Annual Report  
Drug Use Evaluation Policy

**Statement of Pertinent Facts:**

The Medical Executive Committee and the Joint Conference Committee recommends approval of the following:

- Institutional Review Board (IRB) Annual Report
- Graduate Medical Education (GME) TTUHSC Annual Report
- Drug Use Evaluation Policy

**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 Institutional Review Board (IRB) Annual Report, Graduate Medical Education (GME) TTUHSC Annual Report, Drug Use Evaluation Policy

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

Family Health Clinic  
February 2022  
ECHD Board Packet

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 555,500	\$ 705,219	-21.2%	\$ 439,995	26.3%	\$ 1,842,320	\$ 2,091,384	-11.9%	\$ 1,634,308	12.7%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 555,500</b>	<b>\$ 705,219</b>	<b>-21.2%</b>	<b>\$ 439,995</b>	<b>26.3%</b>	<b>\$ 1,842,320</b>	<b>\$ 2,091,384</b>	<b>-11.9%</b>	<b>\$ 1,634,308</b>	<b>12.7%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 346,664	\$ 359,163	-3.5%	\$ 243,987	42.1%	\$ 1,207,072	\$ 1,067,144	13.1%	\$ 895,897	34.7%
Self Pay Adjustments	19,034	97,658	-80.5%	55,734	-65.8%	81,391	289,735	-71.9%	185,569	-56.1%
Bad Debts	31,181	15,552	100.5%	(953)	-3371.4%	(31,213)	45,768	-168.2%	80,229	-138.9%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 396,879</b>	<b>\$ 472,373</b>	<b>-16.0%</b>	<b>\$ 298,767</b>	<b>32.8%</b>	<b>\$ 1,257,249</b>	<b>\$ 1,402,647</b>	<b>-10.4%</b>	<b>\$ 1,161,695</b>	<b>8.2%</b>
	<b>71.45%</b>	<b>66.98%</b>		<b>67.90%</b>		<b>68.24%</b>	<b>67.07%</b>		<b>71.08%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 158,621</b>	<b>\$ 232,846</b>	<b>-31.9%</b>	<b>\$ 141,228</b>	<b>12.3%</b>	<b>\$ 585,071</b>	<b>\$ 688,737</b>	<b>-15.1%</b>	<b>\$ 472,612</b>	<b>23.8%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ (2,410)	\$ 25,436	-109.5%	\$ 19,891	-112.1%	\$ 79,408	\$ 76,308	4.1%	\$ 41,929	89.4%
<b>TOTAL OTHER REVENUE</b>	<b>\$ (2,410)</b>	<b>\$ 25,436</b>	<b>-109.5%</b>	<b>\$ 19,891</b>	<b>-112.1%</b>	<b>\$ 79,408</b>	<b>\$ 76,308</b>	<b>4.1%</b>	<b>\$ 41,929</b>	<b>89.4%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 156,211</b>	<b>\$ 258,282</b>	<b>-39.5%</b>	<b>\$ 161,119</b>	<b>-3.0%</b>	<b>\$ 664,479</b>	<b>\$ 765,045</b>	<b>-13.1%</b>	<b>\$ 514,542</b>	<b>29.1%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 90,747	\$ 112,580	-19.4%	\$ 92,112	-1.5%	\$ 266,106	\$ 333,984	-20.3%	\$ 273,441	-2.7%
Benefits	22,689	32,740	-30.7%	23,269	-2.5%	71,692	97,638	-26.6%	68,914	4.0%
Physician Services	173,428	156,823	10.6%	139,676	24.2%	513,431	470,469	9.1%	424,211	21.0%
Cost of Drugs Sold	16,680	13,117	27.2%	2,564	550.6%	56,246	39,729	41.6%	17,067	229.6%
Supplies	5,772	23,522	-75.5%	29,695	-80.6%	22,297	69,391	-67.9%	39,826	-44.0%
Utilities	4,655	7,674	-39.3%	4,885	-4.7%	15,298	24,807	-38.3%	16,441	-7.0%
Repairs and Maintenance	3,368	2,216	52.0%	450	648.6%	12,301	6,648	85.0%	5,096	141.4%
Leases and Rentals	450	977	-54.0%	468	-3.8%	1,441	2,931	-50.8%	1,459	-1.3%
Other Expense	1,000	1,542	-35.1%	8,542	-88.3%	6,335	4,626	36.9%	10,642	-40.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 318,790</b>	<b>\$ 351,191</b>	<b>-9.2%</b>	<b>\$ 301,660</b>	<b>5.7%</b>	<b>\$ 965,147</b>	<b>\$ 1,050,223</b>	<b>-8.1%</b>	<b>\$ 857,097</b>	<b>12.6%</b>
Depreciation/Amortization	\$ 28,692	\$ 33,792	-15.1%	\$ 33,224	-13.6%	\$ 86,437	\$ 100,288	-13.8%	\$ 99,873	-13.5%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 347,482</b>	<b>\$ 384,983</b>	<b>-9.7%</b>	<b>\$ 334,884</b>	<b>3.8%</b>	<b>\$ 1,051,584</b>	<b>\$ 1,150,511</b>	<b>-8.6%</b>	<b>\$ 956,971</b>	<b>9.9%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (191,271)</b>	<b>\$ (126,701)</b>	<b>51.0%</b>	<b>\$ (173,765)</b>	<b>10.1%</b>	<b>\$ (387,105)</b>	<b>\$ (385,466)</b>	<b>0.4%</b>	<b>\$ (442,429)</b>	<b>-12.5%</b>
Operating Margin	-122.44%	-49.06%	149.6%	-107.85%	13.5%	-58.26%	-50.38%	15.6%	-85.99%	-32.2%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Total Visits	1,839	2,178	-15.6%	1,351	36.1%	5,865	6,459	-9.2%	4,420	32.7%
Average Revenue per Office Visit	302.07	323.79	-6.7%	325.68	-7.3%	314.12	323.79	-3.0%	369.75	-15.0%
Hospital FTE's (Salaries and Wages)	23.5	28.0	-16.1%	20.1	16.9%	22.0	28.0	-21.3%	20.1	9.6%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 194,510	\$ 339,954	-42.8%	\$ 440,570	-55.9%	\$ 612,702	\$ 1,005,797	-39.1%	\$ 1,633,916	-62.5%
<b>TOTAL PATIENT REVENUE</b>	\$ 194,510	\$ 339,954	-42.8%	\$ 440,570	-55.9%	\$ 612,702	\$ 1,005,797	-39.1%	\$ 1,633,916	-62.5%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 128,895	\$ 184,895	-30.3%	\$ 237,661	-45.8%	\$ 504,692	\$ 547,036	-7.7%	\$ 898,802	-43.8%
Self Pay Adjustments	11,533	53,041	-78.3%	49,160	-76.5%	46,787	156,929	-70.2%	192,395	-75.7%
Bad Debts	4,865	10,864	-55.2%	17,575	-72.3%	(78,636)	32,143	-344.6%	75,508	-204.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 145,292	\$ 248,800	-41.6%	\$ 304,396	-52.3%	\$ 472,843	\$ 736,108	-35.8%	\$ 1,166,705	-59.5%
	74.7%	73.2%		69.1%		77.2%	73.2%		71.4%	
<b>NET PATIENT REVENUE</b>	\$ 49,218	\$ 91,154	-46.0%	\$ 136,175	-63.9%	\$ 139,859	\$ 269,689	-48.1%	\$ 467,212	-70.1%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ (2,410)	\$ 25,436	0.0%	\$ 19,891	-112.1%	\$ 79,408	\$ 76,308	0.0%	\$ 41,929	89.4%
<b>TOTAL OTHER REVENUE</b>	\$ (2,410)	\$ 25,436	-109.5%	\$ 19,891	-112.1%	\$ 79,408	\$ 76,308	4.1%	\$ 41,929	89.4%
<b>NET OPERATING REVENUE</b>	\$ 46,808	\$ 116,590	-59.9%	\$ 156,066	-70.0%	\$ 219,267	\$ 345,997	-36.6%	\$ 509,141	-56.9%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 58,602	\$ 59,205	-1.0%	\$ 74,984	-21.8%	\$ 198,629	\$ 175,167	13.4%	\$ 256,314	-22.5%
Benefits	14,652	17,218	-14.9%	18,942	-22.6%	53,513	51,209	4.5%	64,597	-17.2%
Physician Services	58,648	68,581	-14.5%	138,960	-57.8%	236,029	205,743	14.7%	423,495	-44.3%
Cost of Drugs Sold	3,990	3,084	29.4%	2,564	55.6%	9,205	9,124	0.9%	17,067	-46.1%
Supplies	2,535	4,542	-44.2%	29,695	-91.5%	13,315	13,482	-1.2%	39,826	-66.6%
Utilities	2,120	2,085	1.7%	2,086	1.6%	8,357	8,704	-4.0%	8,706	-4.0%
Repairs and Maintenance	3,368	1,799	87.2%	450	648.6%	12,301	5,397	127.9%	5,096	141.4%
Leases and Rentals	450	477	-5.7%	468	-3.8%	1,441	1,431	0.7%	1,459	-1.3%
Other Expense	1,000	1,125	-11.1%	8,542	-88.3%	6,335	3,375	87.7%	10,642	-40.5%
<b>TOTAL OPERATING EXPENSES</b>	\$ 145,364	\$ 158,116	-8.1%	\$ 276,690	-47.5%	\$ 539,125	\$ 473,632	13.8%	\$ 827,201	-34.8%
Depreciation/Amortization	\$ 2,625	\$ 4,002	-34.4%	\$ 3,900	-32.7%	\$ 7,892	\$ 11,878	-33.6%	\$ 11,900	-33.7%
<b>TOTAL OPERATING COSTS</b>	\$ 147,989	\$ 162,118	-8.7%	\$ 280,589	-47.3%	\$ 547,017	\$ 485,510	12.7%	\$ 839,101	-34.8%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (101,181)	\$ (45,528)	-122.2%	\$ (124,524)	18.7%	\$ (327,749)	\$ (139,513)	-134.9%	\$ (329,960)	-0.7%
Operating Margin	-216.16%	-39.05%	453.6%	-79.79%	170.9%	-149.47%	-40.32%	270.7%	-64.81%	130.6%

	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	738	991	-25.5%	1,351	-45.4%	2,236	2,932	-23.7%	4,420	-49.4%
Average Revenue per Office Visit	263.56	343.04	-23.2%	326.11	-19.2%	274.02	343.04	-20.1%	369.66	-25.9%
Hospital FTE's (Salaries and Wages)	16.3	12.8	27.8%	20.1	-18.8%	15.0	12.7	17.8%	20.1	-25.4%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 153,800	\$ 166,405	-7.6%	\$ (575)	-26845.9%	\$ 472,451	\$ 507,612	-6.9%	\$ 392	120537.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 153,800</b>	<b>\$ 166,405</b>	<b>-7.6%</b>	<b>\$ (575)</b>	<b>-26845.9%</b>	<b>\$ 472,451</b>	<b>\$ 507,612</b>	<b>-6.9%</b>	<b>\$ 392</b>	<b>120537.1%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 89,438	\$ 94,490	-5.3%	\$ 6,326	1313.9%	\$ 284,941	\$ 288,238	-1.1%	\$ (2,905)	-9909.3%
Self Pay Adjustments	7,310	21,731	-66.4%	6,574	11.2%	21,695	66,289	-67.3%	(6,825)	-417.8%
Bad Debts	1,636	-	0.0%	(18,528)	-108.8%	3,835	-	0.0%	4,721	-18.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 98,384</b>	<b>\$ 116,221</b>	<b>-15.3%</b>	<b>\$ (5,629)</b>	<b>-1847.9%</b>	<b>\$ 310,470</b>	<b>\$ 354,527</b>	<b>-12.4%</b>	<b>\$ (5,009)</b>	<b>-6297.9%</b>
	<b>63.97%</b>	<b>69.84%</b>		<b>978.81%</b>		<b>65.71%</b>	<b>69.84%</b>		<b>-1279.08%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 55,415</b>	<b>\$ 50,184</b>	<b>10.4%</b>	<b>\$ 5,054</b>	<b>996.6%</b>	<b>\$ 161,981</b>	<b>\$ 153,085</b>	<b>5.8%</b>	<b>\$ 5,401</b>	<b>2899.1%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 55,415</b>	<b>\$ 50,184</b>	<b>10.4%</b>	<b>\$ 5,054</b>	<b>996.6%</b>	<b>\$ 161,981</b>	<b>\$ 153,085</b>	<b>5.8%</b>	<b>\$ 5,401</b>	<b>2899.1%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 16,383	\$ 25,574	-35.9%	\$ 17,128	-4.3%	\$ 29,127	\$ 78,015	-62.7%	\$ 17,128	70.1%
Benefits	4,096	7,437	-44.9%	4,327	-5.3%	7,847	22,807	-65.6%	4,317	81.8%
Physician Services	51,975	45,750	13.6%	716	7158.8%	117,207	137,250	-14.6%	716	16269.2%
Cost of Drugs Sold	3,851	10,033	-61.6%	-	0.0%	14,723	30,605	-51.9%	-	100.0%
Supplies	890	5,217	-82.9%	-	100.0%	4,057	15,908	-74.5%	-	100.0%
Utilities	2,536	2,800	-9.4%	2,800	-9.4%	6,941	7,736	-10.3%	7,736	-10.3%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 79,730</b>	<b>\$ 96,811</b>	<b>-17.6%</b>	<b>\$ 24,970</b>	<b>219.3%</b>	<b>\$ 179,901</b>	<b>\$ 292,321</b>	<b>-38.5%</b>	<b>\$ 29,896</b>	<b>501.7%</b>
Depreciation/Amortization	\$ 25,992	\$ 29,790	-12.7%	\$ 29,324	-11.4%	\$ 78,321	\$ 88,410	-11.4%	\$ 87,973	-11.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 105,722</b>	<b>\$ 126,601</b>	<b>-16.5%</b>	<b>\$ 54,295</b>	<b>94.7%</b>	<b>\$ 258,222</b>	<b>\$ 380,731</b>	<b>-32.2%</b>	<b>\$ 117,870</b>	<b>119.1%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (50,306)</b>	<b>\$ (76,417)</b>	<b>-34.2%</b>	<b>\$ (49,241)</b>	<b>2.2%</b>	<b>\$ (96,241)</b>	<b>\$ (227,646)</b>	<b>-57.7%</b>	<b>\$ (112,469)</b>	<b>-14.4%</b>
Operating Margin	-90.78%	-152.27%	-40.4%	-974.39%	-90.7%	-59.41%	-148.71%	-60.0%	-2082.41%	-97.1%

	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	565	535	5.6%	-	0.0%	1,661	1,632	1.8%	-	0.0%
Average Revenue per Office Visit	272.21	311.04	-12.5%	-	0.0%	284.44	311.04	-8.6%	-	0.0%
Hospital FTE's (Salaries and Wages)	3.3	6.9	-51.5%	-	0.0%	3.0	7.1	-57.4%	-	0.0%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 207,190	\$ 198,860	4.2%	\$ -	100.0%	\$ 757,167	\$ 577,975	31.0%	\$ -	100.0%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 207,190</b>	<b>\$ 198,860</b>	<b>4.2%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 757,167</b>	<b>\$ 577,975</b>	<b>31.0%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 128,331	\$ 79,778	60.9%	\$ -	100.0%	\$ 417,439	\$ 231,870	80.0%	\$ -	100.0%
Self Pay Adjustments	191	22,886	-99.2%	-	100.0%	12,909	66,517	-80.6%	-	100.0%
Bad Debts	24,680	4,688	426.4%	-	100.0%	43,588	13,625	219.9%	-	100.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 153,203</b>	<b>\$ 107,352</b>	<b>42.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 473,936</b>	<b>\$ 312,012</b>	<b>51.9%</b>	<b>\$ -</b>	<b>100.0%</b>
	<b>73.94%</b>	<b>53.98%</b>		<b>0.00%</b>		<b>62.59%</b>	<b>53.98%</b>		<b>0.00%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 53,988</b>	<b>\$ 91,508</b>	<b>-41.0%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 283,231</b>	<b>\$ 265,963</b>	<b>6.5%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 53,988</b>	<b>\$ 91,508</b>	<b>-41.0%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 283,231</b>	<b>\$ 265,963</b>	<b>6.5%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 15,762	\$ 27,801	-43.3%	\$ -	100.0%	\$ 38,350	\$ 80,802	-52.5%	\$ -	100.0%
Benefits	3,941	8,085	-51.3%	-	100.0%	10,332	23,622	-56.3%	-	100.0%
Physician Services	62,806	42,492	47.8%	-	100.0%	160,195	127,476	25.7%	-	100.0%
Cost of Drugs Sold	8,839	-	0.0%	-	0.0%	32,319	-	100.0%	-	100.0%
Supplies	2,348	13,763	-82.9%	-	100.0%	4,926	40,001	-87.7%	-	100.0%
Utilities	-	2,789	-100.0%	-	100.0%	-	8,367	-100.0%	-	100.0%
Repairs and Maintenance	-	417	-100.0%	-	100.0%	-	1,251	-100.0%	-	100.0%
Other Expense	-	417	-100.0%	-	0.0%	-	1,251	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 93,697</b>	<b>\$ 96,264</b>	<b>-2.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 246,121</b>	<b>\$ 284,270</b>	<b>-13.4%</b>	<b>\$ -</b>	<b>100.0%</b>
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 225	\$ -	0.0%	\$ -	100.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 93,771</b>	<b>\$ 96,264</b>	<b>-2.6%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 246,346</b>	<b>\$ 284,270</b>	<b>-13.3%</b>	<b>\$ -</b>	<b>100.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (39,784)</b>	<b>\$ (4,756)</b>	<b>736.5%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 36,885</b>	<b>\$ (18,307)</b>	<b>-301.5%</b>	<b>\$ -</b>	<b>100.0%</b>
Operating Margin	-73.69%	-5.20%	1317.8%	0.00%	100.0%	13.02%	-6.88%	-289.2%	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	536	652	-17.8%	-	0.0%	1,968	1,895	3.9%	-	0.0%
Total Visits	536	652	-17.8%	-	0.0%	1,968	1,895	3.9%	-	0.0%
Average Revenue per Office Visit	386.55	305.00	26.7%	-	0.0%	384.74	305.00	26.1%	-	0.0%
Hospital FTE's (Salaries and Wages)	3.8	8.3	-54.1%	-	0.0%	4.0	8.2	-51.0%	-	0.0%

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

	MONTHLY REVENUE					YTD REVENUE				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 42,943	\$ 36,877	\$ (363)	\$ 79,457	14.3%	\$ 139,513	\$ 108,018	\$ (827)	\$ 246,703	13.4%
Medicaid	51,965	41,241	136,091	229,297	41.3%	136,323	119,625	461,401	717,349	38.9%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	28,915	30,750	69,355	129,020	23.2%	97,617	114,791	272,144	484,552	26.3%
Self Pay	64,998	36,948	212	102,158	18.4%	217,877	103,165	20,621	341,664	18.5%
Other	5,688	7,984	1,896	15,568	2.8%	21,372	26,853	3,828	52,052	2.8%
<b>Total</b>	<b>\$ 194,510</b>	<b>\$ 153,800</b>	<b>\$ 207,190</b>	<b>\$ 555,500</b>	<b>100.0%</b>	<b>\$ 612,702</b>	<b>\$ 472,451</b>	<b>\$ 757,167</b>	<b>\$ 1,842,320</b>	<b>100.0%</b>

	MONTHLY PAYMENTS					YEAR TO DATE PAYMENTS				
	Clements	West	JBS	Total	%	Clements	West	JBS	Total	%
Medicare	\$ 21,291	\$ 15,901	-	\$ 37,192	17.4%	\$ 56,685	\$ 46,115	\$ -	\$ 102,800	16.2%
Medicaid	15,272	16,781	48,638	80,691	37.8%	56,602	38,650	126,404	221,656	34.8%
FAP	-	-	-	-	0.0%	-	-	-	-	0.0%
Commercial	14,248	17,283	41,612	73,143	34.3%	39,987	43,471	148,300	231,757	36.4%
Self Pay	9,139	5,160	4,502	18,800	8.8%	30,395	18,682	20,240	69,317	10.9%
Other	1,188	1,340	1,144	3,672	1.7%	5,594	2,809	2,352	10,755	1.7%
<b>Total</b>	<b>\$ 61,137</b>	<b>\$ 56,465</b>	<b>\$ 95,896</b>	<b>\$ 213,498</b>	<b>100.0%</b>	<b>\$ 189,264</b>	<b>\$ 149,726</b>	<b>\$ 297,296</b>	<b>\$ 636,286</b>	<b>100.0%</b>

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

**REVENUE BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>
Medicare	\$ 42,943	22.1%	\$ 81,288	18.5%	\$ 139,513	22.8%	\$ 269,852	16.5%
Medicaid	51,965	26.7%	187,094	42.5%	136,323	22.2%	764,196	46.8%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	28,915	14.9%	56,166	12.7%	97,617	15.9%	227,004	13.9%
Self Pay	64,998	33.4%	106,663	24.2%	217,877	35.6%	320,846	19.6%
Other	5,688	2.9%	9,359	2.1%	21,372	3.5%	52,018	3.2%
<b>TOTAL</b>	<b>\$ 194,510</b>	<b>100.0%</b>	<b>\$ 440,570</b>	<b>100.0%</b>	<b>\$ 612,702</b>	<b>100.0%</b>	<b>\$ 1,633,916</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>
Medicare	\$ 21,291	34.8%	\$ 37,411	22.8%	\$ 56,685	30.0%	\$ 92,878	18.9%
Medicaid	15,272	25.1%	87,666	53.3%	56,602	29.8%	265,753	54.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	14,248	23.3%	21,189	12.9%	39,987	21.1%	66,669	13.6%
Self Pay	9,139	14.9%	17,997	11.0%	30,395	16.1%	64,340	13.1%
Other	1,188	1.9%	-	0.0%	5,594	3.0%	637	0.1%
<b>TOTAL</b>	<b>\$ 61,137</b>	<b>100.0%</b>	<b>\$ 164,262</b>	<b>100.0%</b>	<b>\$ 189,264</b>	<b>100.0%</b>	<b>\$ 490,278</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
DECEMBER 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	\$ 36,877	24.0%	\$ 576	-100.1%	\$ 108,018	23.0%	\$ (899)	-229.6%
Medicaid	41,241	26.8%	\$ 216	-37.6%	119,625	25.3%	(2,361)	-602.8%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	30,750	20.0%	\$ -	0.0%	114,791	24.3%	(3,019)	-770.9%
Self Pay	36,948	24.0%	\$ (1,810)	314.7%	103,165	21.7%	8,256	2108.2%
Other	7,984	5.2%	\$ 443	-77.0%	26,853	5.7%	(1,586)	-404.9%
<b>TOTAL</b>	<b>\$ 153,800</b>	<b>100.0%</b>	<b>\$ (575)</b>	<b>100.0%</b>	<b>\$ 472,451</b>	<b>100.0%</b>	<b>\$ 392</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 15,901	28.2%	\$ 862	19.5%	\$ 46,115	30.8%	\$ 3,986	29.5%
Medicaid	16,781	29.7%	1,804	40.8%	\$ 38,650	25.8%	4,023	29.8%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	17,283	30.6%	50	1.1%	43,471	29.0%	(29)	-0.2%
Self Pay	5,160	9.1%	1,702	38.5%	18,682	12.5%	5,343	39.5%
Other	1,340	2.4%	-	0.0%	2,809	1.9%	188	1.4%
<b>TOTAL</b>	<b>\$ 56,465</b>	<b>100.0%</b>	<b>\$ 4,418</b>	<b>100.0%</b>	<b>\$ 149,726</b>	<b>100.0%</b>	<b>\$ 13,511</b>	<b>100.0%</b>

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

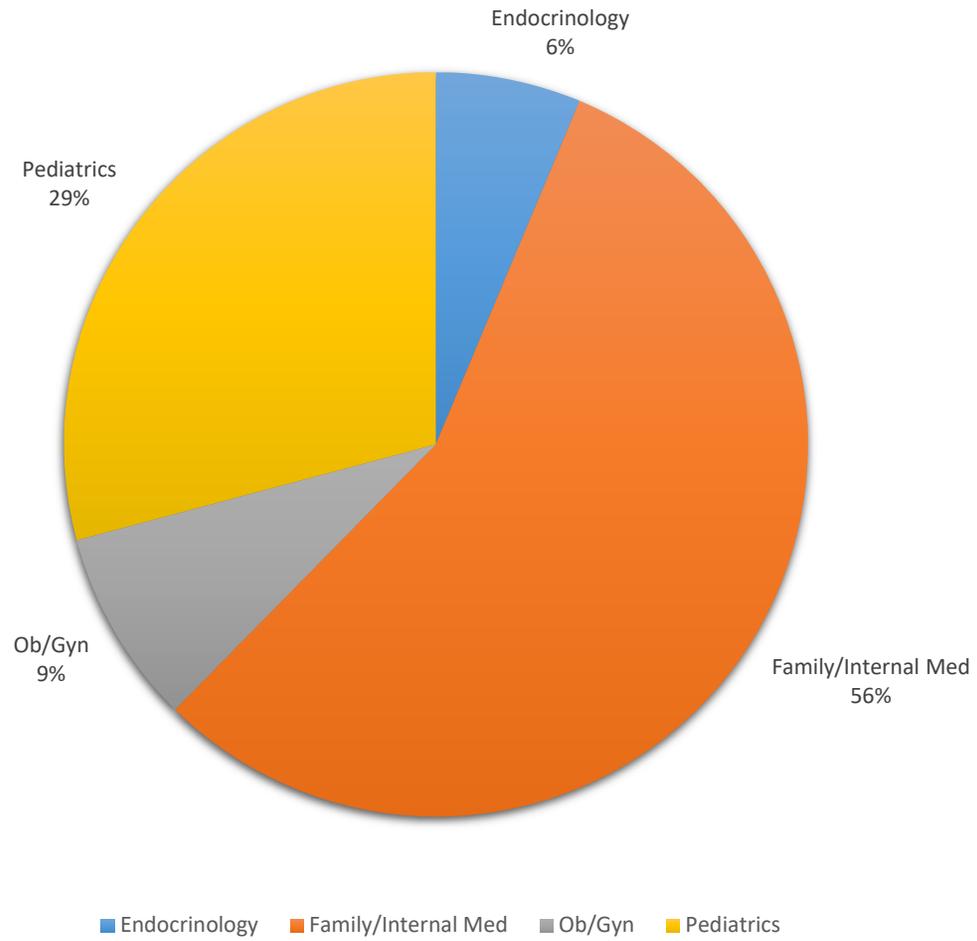
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ (363)	-0.2%	\$ -	0.0%	\$ (827)	-0.1%	\$ -	0.0%
Medicaid	136,091	65.7%	\$ -	0.0%	461,401	61.0%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	69,355	33.5%	\$ -	0.0%	272,144	35.9%	-	0.0%
Self Pay	212	0.1%	\$ -	0.0%	20,621	2.7%	-	0.0%
Other	1,896	0.9%	\$ -	0.0%	3,828	0.5%	-	0.0%
<b>TOTAL</b>	<b>\$ 207,190</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 757,167</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

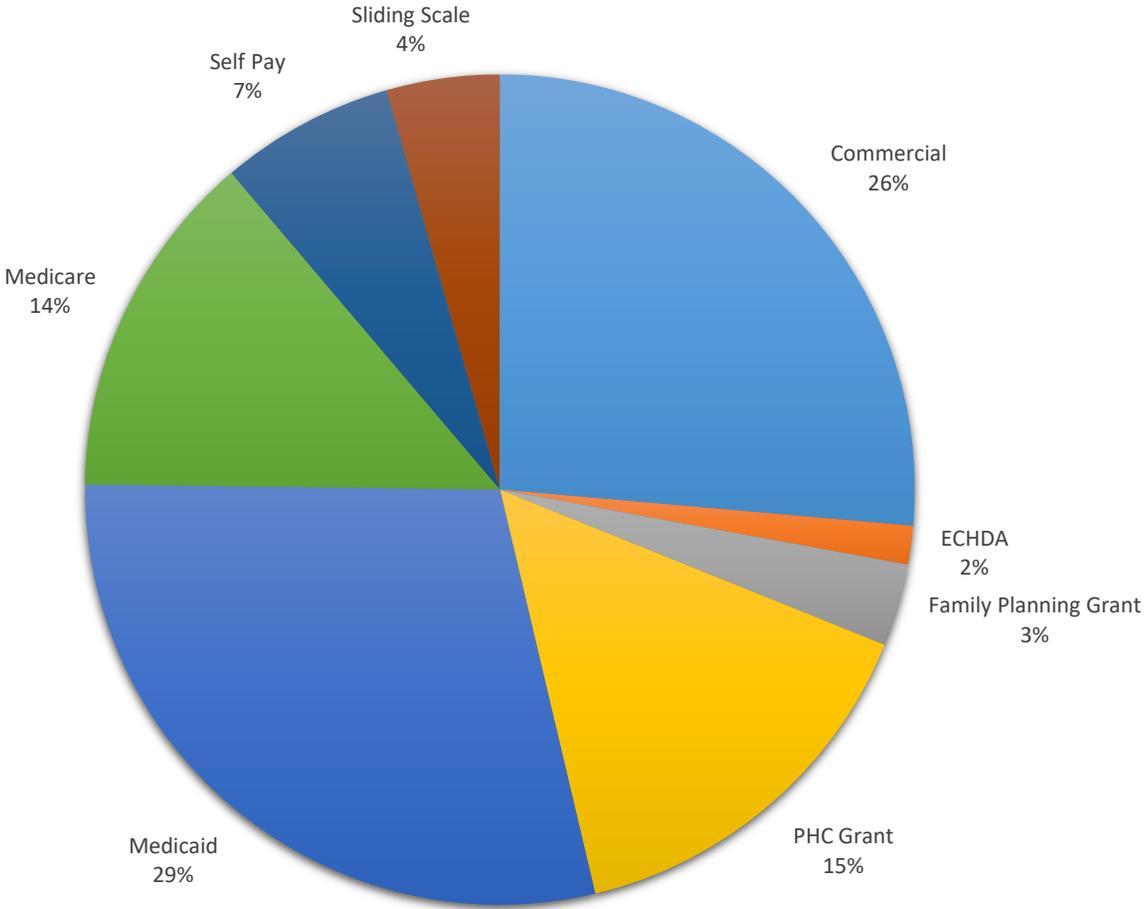
**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ -	-0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	48,638	50.7%	-	0.0%	126,404	42.5%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	41,612	43.4%	-	0.0%	148,300	49.9%	-	0.0%
Self Pay	4,502	4.8%	-	0.0%	20,240	6.8%	-	0.0%
Other	1,144	1.2%	-	0.0%	2,352	0.8%	-	0.0%
<b>TOTAL</b>	<b>\$ 95,896</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 297,297</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

### FHC December Visits By Service



### FHC December Visits by Financial Class



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

## FHC Executive Director's Report-February 2022

- **Staffing Update:** The Family Health Clinic has the following active open positions: 1 LVN, and 2 Front Desk.
- **Telehealth Update:** For the month of December, telehealth visits accounted for 7.5% of the Clinic's total visits. We continue to provide the telehealth option for sick and follow up visits.
- **Provider Update:** The Family Health Clinic will be adding two new providers to our roster. Tammy Trollope, FNP will be practicing at our Clements location and Amy Carrillo, FNP, will be practicing at our JBS Pediatrics location. We look forward to these new providers joining our team.
- **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.
- **2021 Uniform Data System (UDS) Report:** The annual UDS report for the Family Health Clinics is due February 15, 2022. The UDS report is an annual requirement for FQHCs.



TEXAS TECH UNIVERSITY  
HEALTH SCIENCES CENTER™  
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# GME Annual Report

## 2020-2021

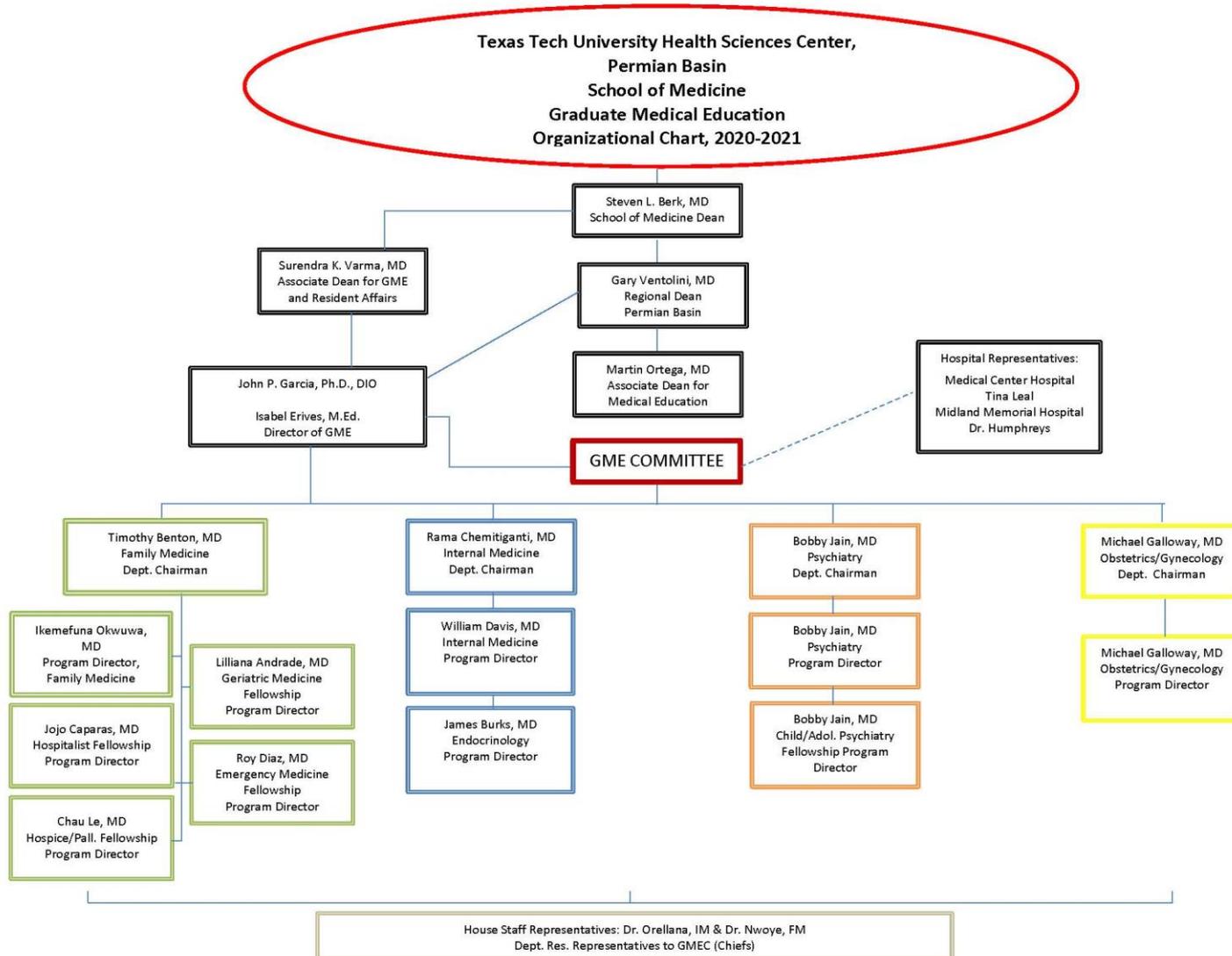
Presented by:

***Martin Ortega, M.D.***

**Assistant Dean of Medical Education**

**Assistant Professor – Family & Community Medicine**

# Graduate Medical Education Organizational Chart



# GME INITIATIVES

## Continued GME Initiatives

- Processing and Orientation of new House Staff
- Monitor compliance of new and current House Staff with TMB, ECFMG, and Institutional/Affiliated Hospital required trainings
- Coordination of GMEC
- Comprehensive Resident Well-Being Program (Health, Wellness, Burnout Prevention, etc.)
- Inclusion of Patient Safety initiatives in orientation programming
- Focus on Quality Improvement and Patient Safety in Collaboration with MCH
- Recruitment of Qualified Residency Program Faculty (including Program Directors)

## New GME Initiatives

- Process new residents of FM Midland track
- Developed and implemented processes to accommodate COVID-19 disruptions, this included:
  - Trainings typically held at hospital were transitioned to TTUHSC campus
  - J1 Visa onboarding adjustments
  - Collaborated with Employee Health to distribute COVID exposure protocols and MCH Algorithm
  - Teaching Residents to Teach held virtually

# GMEC Membership 2020-2021

## **GME Membership: 2020-2021**

### **Voting Members:**

JP Garcia, PhD – GMEC Chair/Assistant Dean for GME, DIO

Martin Ortega, MD – Assistant Dean for Medical Education

Gary Ventolini, MD – Regional Dean

Michael Galloway, DO – Program Director & Chair, Obstetrics & Gynecology

Dr. Chemitiganti, MD – Program Director & Chair, Internal Medicine

James Burks, MD – Program Director, Endocrinology

Rolando Diaz, MD – Program Director, Emergency Medicine

Bobby Jain, MD – Program Director & Chair, Psychiatry

Ikemefuna Okwuwa, MD – Program Director, Family Medicine

Timothy Benton, MD – Chair, Family Medicine

Connie Garcia, RN – Risk Management

Gabriella Orellana, MD – House Staff President

Chisom Nwoye, MD – House Staff Vice President

One Resident Representative from each Residency Program

### **Non-Voting Members:**

Tina Leal – Medical Center Hospital Representative

James Humphreys, MD/Lawrence Wilson, MD – Midland Memorial Hospital Representative

Department Coordinators

Isabel Erives, Director of Graduate Medical Education

Lisset Escontrias, Assistant Director of GME & CME

# ACCREDITATION STATUS OF INSTITUTION

<b>Texas Tech University Health Sciences Center (Permian Basin)</b>	
<b>Accreditation Status:</b>	Continued Accreditation
<b>Accreditation Effective Date:</b>	January 14, 2019
<b>Last Site Visit:</b>	December 13, 2011
<b>Date of Next Site Visit (Approximate):</b>	N/A
<b>Date of Self Study (Approximate) :</b>	April 01, 2026
<b>Date of Last CLER Site Visit:</b>	October 2/3, 2018
<b>7 Total Residency and Fellowship Programs</b>	135 Total Residents and Fellows
<b>4 ACGME Accredited Residency Programs</b>	125 Total Residents
<b>2 ACGME fellowship programs</b>	7 Fellows
<b>1 TMB Approved Fellowship Program</b>	3 Fellows

# Inventory of TTUHSC GME Programs

Program	Program Director	Accreditation Status	Approved Resident/Fellow Complement	COMMENTS
Endocrinology Fellowship	James Burks, MD	Full - Continued	4	
Family Medicine	Ike Okwuwa, MD	Full - Continued	69	
Internal Medicine	William Davis, MD	Full - Continued	44	
Obstetrics & Gynecology	Michael Galloway, DO	Full - Continued	16	
Psychiatry Residency	Bobby Jain, MD	Full - Continued	16	
Child and Adolescent Psychiatry Fellowship	Bobby Jain, MD	Full - Continued	4	
Emergency Medicine Fellowship	Rolando Diaz, MD	Full - Continued	3	TMB approved fellowship
Geriatric Fellowship	Liliana Andrade, MD	Full – Continued <b>(INACTIVE)</b>	2	
Hospitalist Fellowship	Domingo <u>Caparas</u> , MD	Full – Continued <b>(INACTIVE)</b>	2	TMB approved fellowship
Hospice and Palliative Medicine Fellowship	Chau Le, MD	Initial Accreditation <b>(INACTIVE)</b>	2	Accredited: April 26, 2018

# Inventory of Individual GME Programs

## Family Medicine (Including Rural Track), January 1984

	2020-2021
Total Filled Positions	55
Graduated on June 30, 2021	16
Total Graduates	187
Total Practicing in West Texas*	50 (+2)
Total Practicing in TTUHSC Faculty*	6 (+1)
Total Practicing in Texas (not West Texas)*	68 (+8)
Board Exam Pass Rate	100%

## Geriatric Medicine, July 2007

	2020-2021
Total Filled Positions	0
Graduated on June 30, 2021	0
Total Graduates	8
Total Practicing in West Texas*	5
Total Practicing in TTUHSC Faculty*	3
Total Practicing in Texas (not West Texas)*	1
Board Exam Pass Rate	-

\*Total immediately following graduation

# Inventory of Individual GME Programs Continued

## Hospitalist Fellowship Program, July 2011

	2020-2021
Total Filled Positions	0
Graduated on June 30, 2021	0
Total Graduates	11
Total Practicing in West Texas*	5
Total Practicing in TTUHSC Faculty*	1
Total Practicing in Texas (not West Texas)*	3
Board Exam Pass Rate	Not Applicable

## Emergency Medicine Fellowship, July 2016

	2020-2021
Total Filled Positions	3
Graduated on June 30, 2021	3
Total Graduates	12
Total Practicing in West Texas*	5
Total Practicing in TTUHSC Faculty*	0
Total Practicing in Texas (not West Texas)*	1 (+2)
Board Exam Pass Rate	100%

\*Total immediately following graduation

# Inventory of Individual GME Programs Continued

## Internal Medicine, July 1997

	2020-2021
Total Filled Positions	41
Graduated on June 30, 2021	13
Total Graduates	262
Total Practicing in West Texas*	41 (+3)
Total Practicing in TTUHSC Faculty*	6
Total Practicing in Texas (not West Texas)*	64 (+5)
Board Exam Pass Rate	90.9%

## Endocrine Fellowship, July 2013

	2020-2021
Total Filled Positions	4
Graduated on June 30, 2021	2
Total Graduates	14
Total Practicing in West Texas*	4
Total Practicing in TTUHSC Faculty*	1
Total Practicing in Texas (not West Texas)*	5 (+1)
Board Exam Pass Rate	100%

\*Total immediately following graduation

# Inventory of Individual GME Programs Continued

## Obstetrics and Gynecology, July 1998

	2020-2021
Total Filled Positions	14
Graduated on June 30, 2021	3
Total Graduates	67
Total Practicing in West Texas*	11 (+1)
Total Practicing in TTUHSC Faculty*	1
Total Practicing in Texas (not West Texas)*	27 (+1)
Board Exam Pass Rate	100%

\*Total immediately following graduation

# Inventory of Individual GME Programs Continued

## Psychiatry, July 2015

	2020-2021
Total Filled Positions	15
Graduated on June 30, 2021 (Transfer to Fellowship)	0 3
Total Graduates	1
Total Practicing in West Texas*	0
Total Practicing in TTUHSC Faculty*	0
Total Practicing in Texas (not West Texas)*	2
Board Exam Pass Rate	100%

## Child & Adolescent Psychiatry Fellowship, April 2017

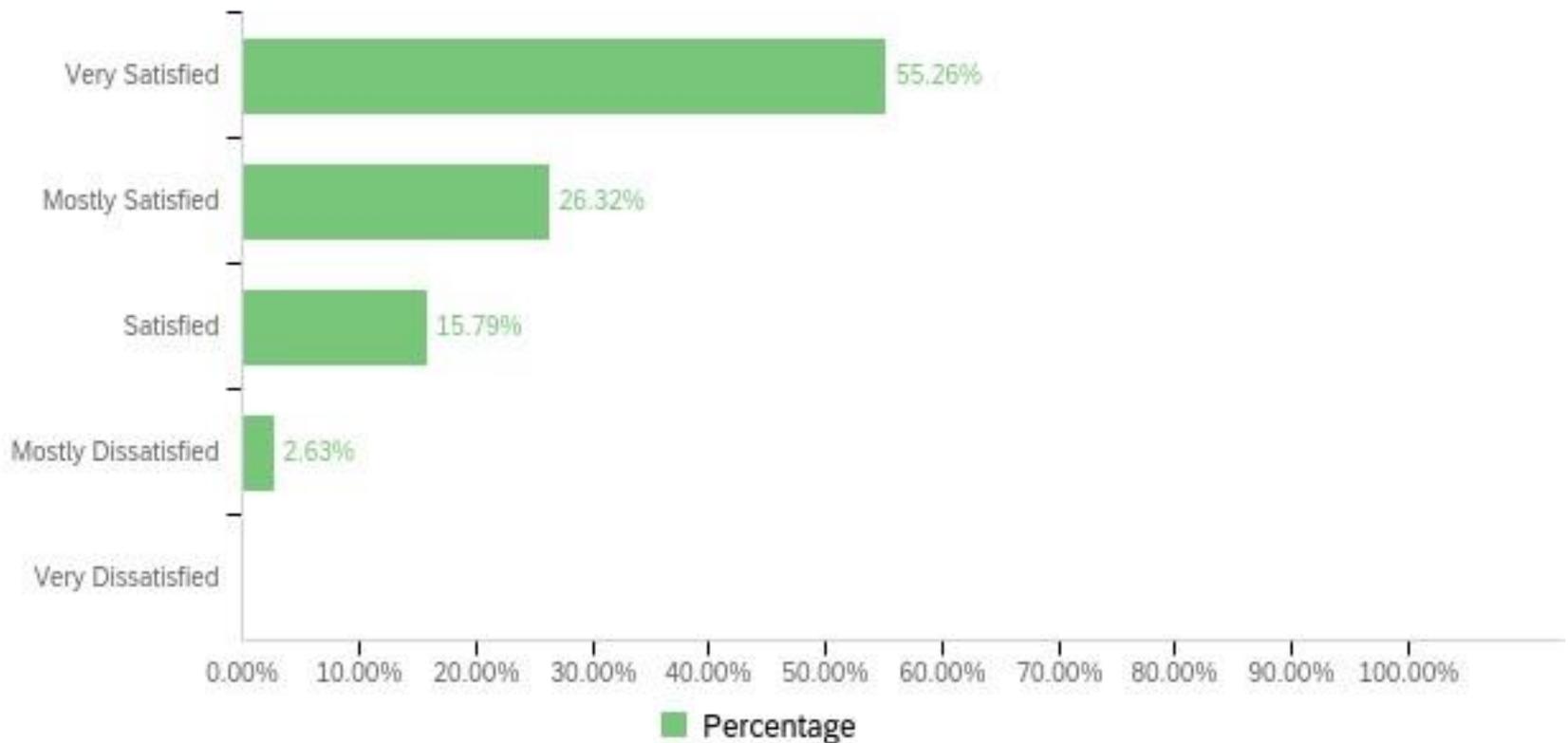
	2020-2021
Total Filled Positions	3
Graduated on June 30, 2021	1
Total Graduates	1
Total Practicing in West Texas*	-
Total Practicing in TTUHSC Faculty*	-
Total Practicing in Texas (not West Texas)*	-
Board Exam Pass Rate	-

\*Total immediately following graduation

# Exit Survey Data

## Graduating Residents, June 2021

### Overall Satisfaction with Training Program



# Annual Program Reviews

- Reviewed by the GMEC
  - ✓ Resident Performance
  - ✓ Faculty Development
  - ✓ Graduate performance
  - ✓ Program quality
  - ✓ Residents and faculty must have the opportunity to evaluate the program **confidentially** and in writing at least annually
  - ✓ Use the evaluation **results** to improve the program.

**All Annual Program Evaluations completed on:  
10/15/2020**

# Collaboration

- Monthly Perinatal Morbidity, Mortality, and Improvement Conference in the L&D Department to review upcoming high risk deliveries which are part of Nursing staff continuing education
- 24/7/365 coverage for obstetrical and gynecologic emergencies at MCH
- Odessa FM Clinic partnered with MCH/SANE program to follow up with victims of sexual assault who need post exposure prophylaxis and monitoring lab tests post ER visits
- Expanded care for COVID-19 patients throughout IM, FM services including additional ICU Units and Teams and Night Coverage and Back Up Teams

# Collaboration

## COVID Patient Care on MCH Floors & ICU TTIM & TTFM

FM-ICU Team created & sustained

Transition of 1 IM  
Floor Team creates  
additional ICU Team

Partial Absorption of  
IM County Call by  
FM, Hospitalists

Addition of 2<sup>nd</sup> IM Sr.  
Resident for ICU  
Night Coverage

PRN IM Faculty  
support of MCH ICU  
Attendings

# Scholarship

- Trends of acute myocardial infarction mortality rates in the United States from 1999-2019: A retrospective study. Accepted to AHA, 2021, Nithin R Venepally<sup>1</sup> M.D., Thao Dang<sup>1</sup> M.D., Pradyumna Agasthi<sup>2</sup> M.D., Juan Sierra<sup>1</sup> M.D., Carlos Matute<sup>1</sup> M.D., Bibek bakati<sup>1</sup> M.D., Sai Mungara<sup>1</sup> M.D., Reza Arsanjani<sup>2</sup> M.D.
- Banveet BK, Justin Z Lee, Nithin R Venepally, Bharat Narasimhan, Brain W Hardaway, Yong-Mei Cha, Fred Kusumoto, Siva K Mulpuru, Komandoor Srivathsan. Electromagnetic interference from left ventricular assist device in patients with transvenous implantable cardioverter-defibrillator. *Pacing Clinical Electrophysiology* - 2021 Jul;44(7):1163-1175. doi: 10.1111/pace.14265. Epub 2021 May 21.
- Mandeep K. Sidhu, Armugam P. Mekala, Joshua A. Ronen, Ahmad Hamdan, Sai S. Mungara (June 23, 2021) Heroin Relapse "Strikes a Nerve": A Rare Case of Drug-Induced Acute Myelopathy. *Cureus* 13(6): e15865. doi:10.7759/cureus.15865
- Bakhati B, Sibi VM, Mekala AP, Ronen JA, Mungara Sai. What Is Uncommon Can Be Critical: A Case of Quinolone-Induced Acute Liver Failure. *Cureus*. 2021;13(4):e14780. Published 2021 Apr 30. doi:10.7759/cureus.14780
- Srikanth Mukkera, Anusha Ammu, Sudhir bare, Lakshmi P Alahari, Srikanth Naramala - Unusual bilateral upper extremity pitting edema in a patient with severe dermatomyositis – cureus case report – June 04, 2021
- Zafar B, Oud L. Acute Kidney Injury among Critically Ill Patients with Metastatic Cancer: Epidemiology and Outcome. *Crit Care Med* 2021;49:228

# Scholarship

- Briceno A, Oud L. Epidemiology and Outcomes of Sepsis among Patients with Substance Use Disorders Admitted to ICU. Crit Care Med 2021;49:229
- Orellana G, Oud L. The Burden of Sepsis among ICU Patients with Multiple Sclerosis: A Population-Based Cohort Study. Crit Care Med 2021;49:230
- Briceno A, Oud L. The Epidemiology and Outcome of Sepsis among Critically Ill Patients with Metastatic Cancer. Crit Care Med 2021;49:229
- Orellana G, Oud L. Acute Kidney Injury among Critically Ill Patients with Lupus: Epidemiology and Outcome. Crit Care Med 2021;49:228
- Zafar B, Oud L. The Prognostic Impact of Mental Illness in Septic ICU Patients with Systemic Lupus Erythematosus. Crit Care Med 2021;49:224
- Zafar B, Oud L. The Prognostic Impact of Mental Disorders among Critically Ill Patients with Metastatic Cancer. Crit Care Med 2021;49:223

# Scholarship

- Jha G, Garza J, Sidhu M, Hamdan A, Raheem A, Oud L. The Association of Psoriasis with Short-Term Mortality in Septic Patients: a Population-Level Analysis. Am J Respir Crit Care 2021
- Raheem A, Garza J, Zafar B, Sidhu M, Briceno A, Panchagnula N, Hamdan A, Jha G, Oud L. The Prognostic Impact of Inflammatory Bowel Disease in Sepsis: a Population-Based Cohort Study. Am J Respir Crit Care 2021
- Briceno A, Garza J, Panchagnula N, Orellana G, Raheem A, Oud L. Mental Disorders and Risk of Short-Term Mortality in Sepsis: a Population-Based Cohort Study. Am J Respir Crit Care 2021
- Hamdan A, MD, Garza J, Jha G, Ahmed S, Sidhu M, Raheem A, Panchagnula N, Oud L. Epidemiology and Outcomes of Critically Ill patients with Psoriasis in Texas, 2010-2017: a Population-Based Cohort. Am J Respir Crit Care 2021
- Sidhu M, Garza J, Jha G, Ahmed S, Raheem A, Hamdan A, Zafar B, Oud L. Epidemiology and Outcomes of Critically Ill Hospitalized Patients with Inflammatory Bowel Disease: a Population-Based Cohort Study. Am J Respir Crit Care 2021
- Raheem A, Garza J, Sidhu M, Panchagnula N, Hamdan A, Zafar B, Briceno A, Jha G, Oud L. Risk of Short-Term Mortality among Critically Ill Patients with Multiple Sclerosis who have Mental Disorders: a Population-Based Cohort Study. Am J Respir Crit Care 2021

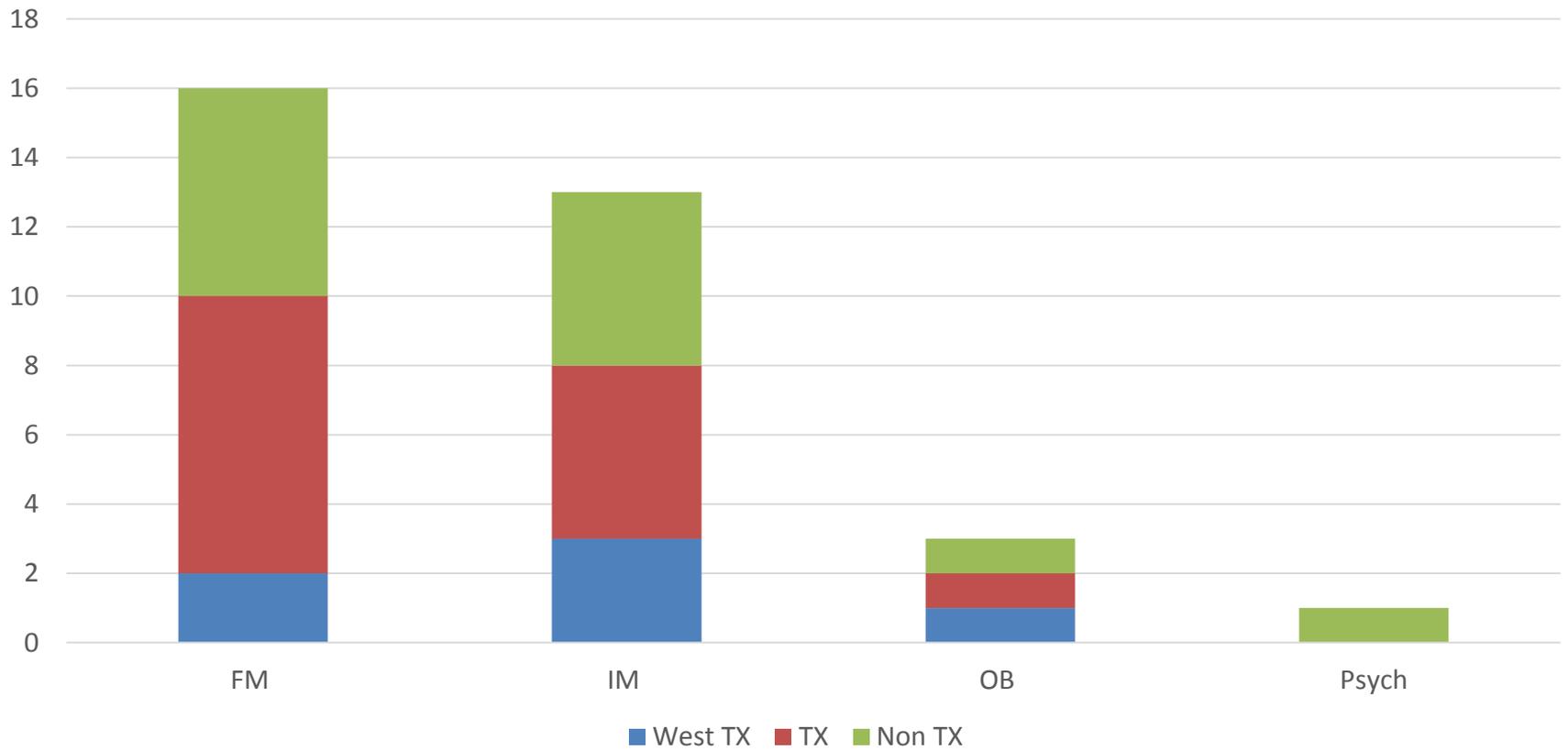
# Scholarship

## CME Accredited Conferences

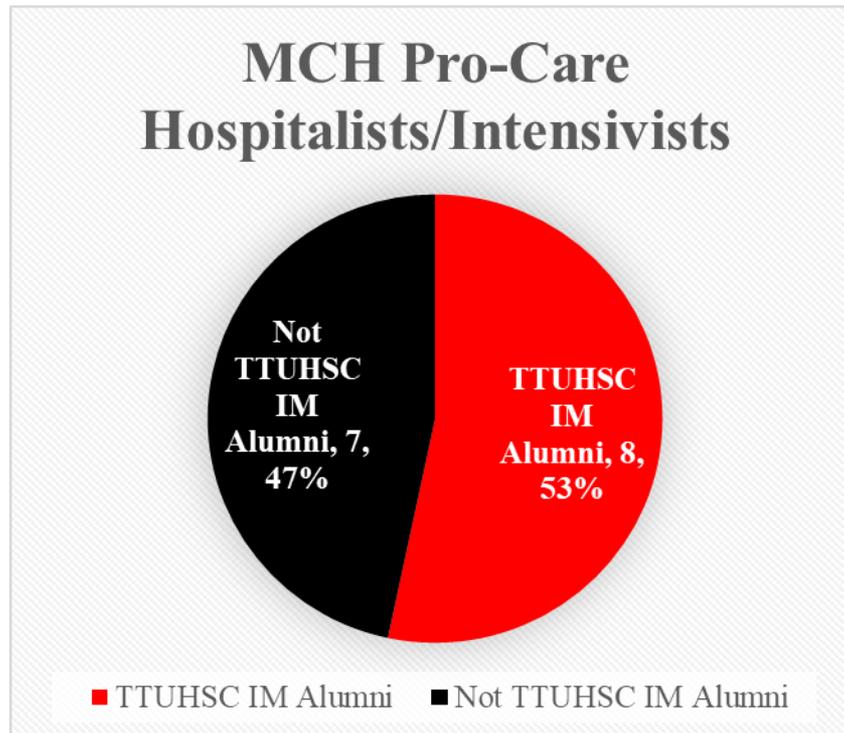
- Quality and Patient Safety
- Monthly Journal Club
- Pathways to Success Series
- Ethics Club
- Social Determinants of Health Series

# Retention

Disposition of Class of 2021



# Retention



Thank you for your continued support of our partnership!



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Institutional Review Board  
 IRB Coordinator – Adina Crain  
 500 W. 4<sup>th</sup> Street  
 Odessa, TX 79761  
 Office: (432) 640-2032  
 Fax: (432) 640-1057

*“Investigators should not have the sole responsibility for determining whether research involving human subjects fulfills ethical standards. Others who are independent of the research must share in the responsibility”*

National Commission for the  
 Protection of Human Subjects of  
 Biomedical and Behavioral Research  
 – 1974

**2021 Institutional Review Board  
 ANNUAL REPORT  
 To the  
 Ector County Hospital District Board**

**2021 IRB ANNUAL REPORT**

**I. Policy Statement – IRB-1000**

The Institutional Review Board (IRB) shall (1) approve or disapprove biomedical research, investigational studies and clinical trials involving human subjects; (2) conduct periodic reviews of such research, studies and trials; and (3) provide this policy for the protection of the rights and welfare of such human subjects. Concern for the interests of the subjects must prevail over the interests of science and society.

**II. 2021 Study Activity**

a. New Approved Studies	9
b. Closed	6
c. Other IRB oversight	0
d. Suspended	0
e. Active studies	9
f. TTUHSC IRB active studies involving MCHS patients / data	21

**III. 2021 Changes**

**Membership changes:**

Resignations: Dr. James Maher

Administrative Change: Dawn Shafer, RRT, IRB Coordinator, resigned  
 Adina Crain, appointed IRB Coordinator

**IV. 2022 Goal**

Provide education to determine if a project is IRB (human subject) or Quality Improvement.

**V. IRB Members**

The IRB membership is limited to not less than (5) members and not more than (13) voting members. Members are appointed by the Administrator/CEO of the Ector County Hospital District and shall serve a term of four (4) years. The members shall have varying backgrounds to promote complete and adequate review of research activities. Members shall be sufficiently qualified through experience, expertise and diversity, including considerations of race, gender, cultural backgrounds, and sensitivity to such issues as community attitudes, so as to promote respect for the Board’s advice and counsel in safeguarding the rights and welfare of human subjects. In addition to possessing the professional competence necessary to review specific research activities, the IRB shall be able to ascertain the acceptability of proposed research in terms of Hospital commitments and policies, applicable law, and standards of professional conduct and practice. At least two (2) members shall be unaffiliated with the Ector County Hospital District and Medical Center Hospital and shall not be part of the immediate family of a person who is affiliated with the District or the Hospital.

Membership shall include the following:

- a. Community Representative(s)
- b. Pharmacist
- c. Hospital Administrator
- d. Physician(s)
- e. Member of Clergy
- f. Associate/Assistant Hospital Administrator
- g. Registered Nurse
- h. A person who is not a physician but whose primary concerns are in the scientific area
- i. Attorney (advisory & non-voting member)

**IRB 2021 Committee Members:**

Alam, Nimat	MD
Babcock, Rebecca	PhD, Community Member
Benton, Timothy	MD / interim CMO / Administrator
Boccalandro, Fernando	MD
Burkes, Kelli	Community Member
Deaver, Tara	MD / Alternate Member
De Riese, Cornelia	MD
Jinadu, Babatunde	MD
Leftwich, Kim	Nursing / Assoc CNO, DNP, RN
Nargunan, Varuna	MD
Palmer, James	Pharmacy / Pharm D
Open	Clergy
Sanchez, Crystal	MLS (ASCP)
Selvan, Vani	MD
Spellman, Craig	DO, PhD, IRB Chair
Sredanovich, Gingie	Compliance Officer / Ex Officio
Steen, Steve	JD / Ex Officio
Tippin, Russell	CEO / Ex Officio

## Adina Crain

---

**From:** Dawn Shafer  
**Sent:** Tuesday, January 5, 2021 4:00 PM  
**To:** Adina Crain; Crystal Sanchez; Dawn Shafer; Dr. Babatunde Jinadu; Dr. Cornelia De Riese; Dr. Craig Spellman; Dr. Fernando Boccalandro; Dr. James Maher; Nimat Alam; Dr. Rebecca Babcock; Dr. Tara Deaver; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Vani Selvan; Dr. Varuna Nargunan; Gingie Sredanovich; James Palmer; Kelli Burkes; Kerstin Connolly; Kimberly Leftwich; Michaela Johnson; Russell Tippin; Steve Steen  
**Cc:** Dawn Shafer; Adina Crain  
**Subject:** IRB meeting 1/8/2021 - CANCELLED  
**Importance:** High

Dear IRB Members,  
Happy New Year, 2021! The IRB meeting on 1/8/2021 @12:00pm has been cancelled.  
Our next meeting is scheduled for 2/5/2021 at 12:00pm. We will continue using Microsoft Teams for all our virtual meetings.  
Thank you for your time and service.

Continue to be safe,  
Dawn Shafer, RRT  
Med Staff Provider Educator & IRB Coordinator  
MCH  
500 W. 4<sup>th</sup> Street  
Odessa, Texas 79761  
432-640-2032 (work)  
432-557-0997 (cell)

## Adina Crain

---

**From:** Dawn Shafer  
**Sent:** Tuesday, February 2, 2021 1:59 PM  
**To:** Adina Crain; Crystal Sanchez; Dawn Shafer; Dr. Babatunde Jinadu; Dr. Cornelia De Riese; Dr. Craig Spellman; Dr. Fernando Boccalandro; Dr. James Maher; Nimat Alam; Dr. Rebecca Babcock; Dr. Tara Deaver; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Vani Selvan; Dr. Varuna Nargunan; Gingie Sredanovich; James Palmer; Kelli Burkes; Kerstin Connolly; Kimberly Leftwich; Michaela Johnson; Russell Tippin; Steve Steen  
**Cc:** Dawn Shafer  
**Subject:** IRB meeting 2/5/2021 CANCELLED  
**Attachments:** IRB  
**Importance:** High

Good afternoon members,

Our IRB meeting for 2/5/2021 is being cancelled since there are no new studies for full convened IRB review.

I am sending 3 attachments for your records:

1. 2020 IRB Annual Report to the ECHD Board as required by policy MCH IRB-1000,1(i)
2. Pharmacy study #2020D004-"add 2018 data to pharmacy chart review" – Dr. De Riese review/approval exempt study
3. TTQI project-"quality improvement for EHR diagnosis accuracy" – Dr. Spellman review/approval exempt study

Thank you all for your time and service. Please continue to be safe-

Dawn Shafer

432-640-2032 (work)

432-557-0997 (cell)

## Adina Crain

---

**From:** Dawn Shafer  
**Sent:** Tuesday, March 2, 2021 7:55 AM  
**To:** Crystal Sanchez; Dr. Babatunde Jinadu; Dr. Cornelia De Riese; Dr. Craig Spellman; Dr. Fernando Boccalandro; Dr. James Maher; Nimat Alam; Dr. Rebecca Babcock; Dr. Tara Deaver; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Vani Selvan; Dr. Varuna Nargunan; Gingie Sredanovich; James Palmer; Kelli Burkes; Kerstin Connolly; Kimberly Leftwich; Michaela Johnson; Russell Tippin; Steve Steen  
**Cc:** Dawn Shafer; Adina Crain; Michelle Mendoza; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Craig Spellman  
**Subject:** UNSECURE MCH IRB meeting 3/5/2021 - cancelled  
**Attachments:** BLANK IRB Confidentiality Statement Members.docx; IRB Agenda 03 05 2021.docx

Dear IRB Members,  
Good morning!

Our upcoming MCH IRB meeting scheduled for Friday, 3/5/2021, will be cancelled due to no new business for full IRB discussion.

Attached for your review, the March 5, 2021 agenda:

1. Old Business-
  - a. Administrative updates currently in progress.
2. New Business-
  - a. Open member position – Clergy. If you know of an interested party, please contact Dr. Craig Spellman or Dawn Shafer.
  - b. Administrative retrospective data collection
    - i. #2021-001 pharmacy
    - ii. #2020-D-004 pharmacy
    - iii. #2020-D-007 pharmacy
    - iv. #2021-002 TTIM
    - v. TTQI VTE Prophylaxis study – Dawn sent MCH IRB letter of support for project study
3. Confidentiality Statement IRB Member – yearly requirement
  - a. If you have not already completed for 2021, please sign/date and return to me for placement in your file(s).

**\*\*Reminders – please submit any CITI renewals (Q3 years) and/or CVs-resumes (Q2 years) for placement in your MCH IRB files.**

Thank you all for your time and service. Continue to be safe-always!

Dawn Shafer  
MCH IRB Coordinator  
432-640-2032 (work)  
432-557-0997 (cell)

## Adina Crain

---

**From:** Adina Crain  
**Sent:** Friday, March 26, 2021 2:48 PM  
**To:** Crystal Sanchez; Dr. Babatunde Jinadu; Dr. Cornelia De Riese; Dr. Craig Spellman; Dr. Fernando Boccalandro; Dr. James Maher; Nimat Alam; Dr. Rebecca Babcock; Dr. Tara Deaver; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Vani Selvan; Dr. Varuna Nargunan; Gingie Sredanovich; James Palmer; Kelli Burkes; Kerstin Connolly; Kimberly Leftwich; Michaela Johnson; Russell Tippin; Steve Steen  
**Cc:** medstaff@echd.org; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Craig Spellman  
**Subject:** MCH IRB meeting 4/2/2021 - cancelled

**Importance:** High

Hello,

As per Dr. Spellman, the April IRB meeting is cancelled. Have a nice holiday weekend! The next scheduled meeting will be Friday, May 7, 2021.

See future meeting dates below:

	IRB 12:00p 1 <sup>st</sup> Friday-PLCR
Jan.	8*
Feb.	5
Mar.	5
April	2
May	7
June	4
July	2
Aug.	6
Sept.	3
Oct.	1
Nov.	5
Dec.	3

*Sincerely,*

*Adina Crain  
Medical Staff Coordinator  
Executive Assistant  
432-640-1116 office  
432-640-1057 fax*

## Adina Crain

---

**From:** Adina Crain  
**Sent:** Friday, May 7, 2021 9:07 AM  
**To:** Michaela Johnson; Kerstin Connolly; Gingie Sredanovich; Kimberly Leftwich; Steve Steen  
**Subject:** IRB - cancelled

I'm sorry for the short notice but there is nothing to report for the IRB meeting today so it has been cancelled. We will keep you informed as new items come up for review.

*Sincerely,*

*Adina Crain  
Medical Staff Coordinator  
Executive Assistant  
432-640-1116 office  
432-640-1057 fax*



## Adina Crain

---

**From:** Adina Crain  
**Sent:** Wednesday, June 2, 2021 3:08 PM  
**To:** Crystal Sanchez; Dr. Babatunde Jinadu; Dr. Cornelia De Riese; Dr. Craig Spellman; Dr. Fernando Boccalandro; Dr. James Maher; Nimat Alam; Dr. Rebecca Babcock; Dr. Tara Deaver; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Vani Selvan; Dr. Varuna Nargunan; Gingie Sredanovich; James Palmer; Kelli Burkes; Kerstin Connolly; Kimberly Leftwich; Michaela Johnson; Russell Tippin; Steve Steen  
**Cc:** medstaff@echd.org  
**Subject:** MCH IRB meeting 6/4/2021 - cancelled

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

IRB Members,

- As per Dr. Spellman, the June IRB meeting is cancelled. There are no new submissions to report.
- IRB meetings occur on the first Friday of each month at noon. The next scheduled meeting is Friday, July 2<sup>nd</sup>.
- Please submit grants, applications, waivers, drug studies, etc. 2-3 weeks prior to meetings.
- Contact Adina Crain, [acrain@echd.org](mailto:acrain@echd.org), for any administrative questions.

See meeting dates below:

	IRB 12:00p 1 <sup>st</sup> Friday-PLCR
Jan.	8*
Feb.	5
Mar.	5
April	2
May	7
June	4
July	2
Aug.	6
Sept.	3
Oct.	1
Nov.	5
Dec.	3

Adina Crain (for Dr. Spellman)  
Medical Staff Coordinator  
Executive Assistant  
432-640-1116 office  
432-640-1057 fax

**IRB Committee**

**MEMBERS:** (P = PRESENT) (V = Virtual)

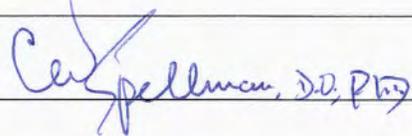
Alam, Nimat MD (scientific)		Palmer, James Pharm D (scientific)	V
Babatunde, Jinadu MD (scientific)	P	Roossinck, Mark (Clergy) (non-scientific)	
Babcock, Rebecca, PhD (Community Member – scientific)	V	Sanchez, Crystal, MT (scientific)	V
Benton, Tim MD (scientific)		Selvan, Vani MD (scientific)	
Boccalandro, Fernando MD (scientific)	P	Spellman, Craig, DO, PhD (scientific)	P
Burkes, Kelli (Community Member-non scientific)	V	Sredanovich, Gingie, CCO (non-scientific)	P
Crain, Adina, (IRB Coordinator)		Steen, Steve JD legal	
De Riese, Cornelia MD (scientific)		Tippin, Russell CEO (non-scientific)	
Leftwich, Kim RN (scientific)			
Mendoza, Michelle (med staff)	P		
Nargunan, Varuna MD (scientific)		Wilson, Erica Pharm D (GUEST)	

Time Called to Order: 12:12 pm  
 Time Adjourned: 12:34 pm  
 Location: Physician Lounge Conference Room – Zoom Meeting  
 Chairman: Dr. Craig Spellman  
 Recorder: Adina Crain, IRB Coordinator

**MIRB-1000 / I. g):**  
 A quorum of the IRB shall be necessary for the transaction of Business. A quorum shall consist of a majority of the members, including at least one member whose primary concerns are in nonscientific areas. A concurrence of a majority of the members voting at any meeting shall be necessary in matters relating to the business of the IRB.

Other attendees:

TOPIC	DISCUSSION	ACTION	PERSON follow/up
<b>I. Review of minutes</b>	Minutes approved from November 6, 2020 meeting.	Motion: Dr. Boccalandro 2 <sup>nd</sup> : Dr. Jinadu Full IRB attendees in favor	N/A
<b>II. Old Business</b>	<ol style="list-style-type: none"> <li>Complete format of IRB 1000 policy changes that were previously approved.</li> <li>Reminder to all members about CITI training certificates (renew Q3 years) and Chair recommends a 3-month extension due to COVID</li> <li>Review/sign yearly confidentiality agreements by IRB members.</li> <li>Update old information on home page (2015), update with chair, coordinator, members, contacts, submission forms, listing IRB under departments&gt;Med Staff, etc.</li> </ol>	<p>Michelle and Adina will work on PDF format.</p> <p>Adina will contact members if they have an expired certificate</p> <p>Adina will send members agreements to sign as needed.</p> <p>Michelle and Adina will work with I.T. for updates.</p>	<p>Michelle/ Adina</p> <p>Adina/on-going</p> <p>Adina/on-going</p> <p>Michelle/ Adina In progress</p>

TOPIC	DISCUSSION	ACTION	Person
III. New Business	<ol style="list-style-type: none"> <li>1. Dr. Spellman announced Dawn Shafer's retirement and resignation from the IRB committee.</li> <li>2. Dr. Spellman reminded everyone of the open Clergy position.</li> <li>3. Acknowledgement and approval for continuing review of the PK Papyrus Study after Dr. Boccalandro gave the yearly update.</li> <li>4. Administrative retrospective data collection                             <ol style="list-style-type: none"> <li>A. QI-21010 – Dr. Spellman provided a letter of support for QI Project to reduce readmissions for CHF, acknowledged that the data would be obtained from MCH and it is exempt from scientific review as a QIRB and all of the data follow the 45 CFR – 21111 for status.</li> <li>B. L21-148 Cohort Study of Neonates day 0-28 born to COVID positive mothers - Dr. Spellman wrote a letter of support to the Lubbock IRB committee for the QI project to acquire de-identified data from Odessa, Lubbock and El Paso which will be considered exempt requiring only an administrative review.</li> </ol> </li> <li>5. Michelle provided an update that MCH was previously enrolled in a US Convalescent Plasma Expanded Access program and has qualified for \$200/enrolled patient for a total payment of \$22,800. This check should be received after a W-9 is submitted for MCH.</li> </ol>	<p>Paperwork will be sent out following the meeting upon approval.</p> <p>Dr. Spellman sent the letter.</p> <p>Dr. Spellman sent the letter.</p> <p>Michelle will submit.</p>	<p>N/A</p> <p>N/A</p> <p>Adina will send.</p> <p>Dr. Spellman</p> <p>Dr. Spellman</p> <p>Michelle</p>
IV. Adjournment	Next meeting 8/6/2021 @12pm		

## Adina Crain

---

**From:** Adina Crain  
**Sent:** Thursday, July 29, 2021 3:24 PM  
**To:** Crystal Sanchez; Dr. Babatunde Jinadu; Dr. Cornelia De Riese; Dr. Craig Spellman; Dr. Fernando Boccalandro; Dr. James Maher; Nimat Alam; Dr. Rebecca Babcock; Dr. Tara Deaver; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Vani Selvan; Dr. Varuna Nargunan; Gingie Sredanovich; James Palmer; Kelli Burkes; Kerstin Connolly; Kimberly Leftwich; Michaela Johnson; Russell Tippin; Steve Steen  
**Cc:** medstaff@echd.org  
**Subject:** IRB Meeting Update  
**Importance:** High

Hello All,

**The August 6<sup>th</sup> IRB Meeting has been cancelled.** The next IRB meeting is scheduled for Friday, September 3, 2021.

Since our last meeting, two projects were approved by administrative review;

MCH IRB acknowledged that MCH de-identified data will be included in two IRB-approved exempt studies originating on the TTUHSC Lubbock campus:

- a. Neonates born to COVID-POS mothers
- b. Ophthalmologic diseases/injuries evaluated by the Emergency Room

See meeting dates below:

	IRB 12:00p 1 <sup>st</sup> Friday-PLCR/Virtual
Jan.	8*
Feb.	5
Mar.	5
April	2
May	7
June	4
July	2
Aug.	6
Sept.	3
Oct.	1
Nov.	5
Dec.	3

Thank you,  
Adina Crain for Dr. Spellman  
Medical Staff Coordinator  
Executive Assistant  
432-640-1116 office  
432-640-1057 fax

## Adina Crain

---

**From:** Adina Crain  
**Sent:** Tuesday, August 31, 2021 4:25 PM  
**To:** Crystal Sanchez; Dr. Babatunde Jinadu; Dr. Cornelia De Riese; Dr. Craig Spellman; Dr. Fernando Boccalandro; Nimat Alam; Dr. Rebecca Babcock; Dr. Tara Deaver; Dr. Timothy Benton; Dr. Timothy Benton; Dr. Vani Selvan; Dr. Varuna Nargunan; Gingie Sredanovich; James Palmer; Kelli Burkes; Kerstin Connolly; Kimberly Leftwich; Michaela Johnson; Russell Tippin; Steve Steen  
**Cc:** Michelle Mendoza  
**Subject:** MCH IRB meeting 9/3/2021 - cancelled  
**Importance:** High

Dear IRB Members,

Our upcoming MCH IRB meeting scheduled for **Friday, September 3, 2021, has been cancelled** due to no new business for full IRB discussion.

Please plan to participate in the next IRB Meeting on **Friday, October 1, 2021 at noon** to review newly submitted studies listed below.

Primary Reviewer: Dr. Cornelia De Riese

Secondary Reviewer: Dr. Varuna Nargunan

- 1) 2021-003 Burden of and Prophylactic Treatment of Hyperkalemia in Heart Failure Patients Treated with Spironolactone – Dania Palmer
- 2) 2021-004 Time Spent in INR Therapeutic Range in Pharmacist-Managed Warfarin Therapy vs. Physician-Managed Warfarin Therapy – Ashley Bane

Contact Srikanth Mukkera, MD, if you are interested in participating in the study of *Serologic Response of SARS-COV-2 Vaccine in Autoimmune Disease Patients*.

### Old Business

- a. Administrative updates currently in progress
- b. Open member position – Clergy
- c. Reminders: 2-4 weeks lead time for reviewing a new project  
submit any CITI renewals (Q3 years) and/or CVs-resumes (Q2 years) for placement in your MCH IRB files

### IRB Committee members:

Craig Spellman, MD, PhD, chairman  
Fernando Boccalandro, MD  
Timothy Benton, MD  
Kelli Burkes, Community member  
Dr. Babatunde Jinadu, MD  
Steve Steen, VP Chief Legal Counsel (Kerstin Connolly, paralegal)  
Kim Leftwich, Assoc CNO, DNP, RN  
Varuna Nargunan, MD  
James Palmer, Pharm D  
Crystal Sanchez, MLS (ASCP)

Rebecca Babcock, PhD, Community member  
Vani Selvan, MD  
Nimat Alam, MD  
Cornelia De Riese, MD  
Gingie Sredanovich, Chief Compliance Officer  
Russell Tippin, President/CEO (Michaela Johnson, Executive assistant)  
Tara Deaver, MD (alternate)  
Clergy, Open

For your consideration,  
Dr. Craig Spellman, IRB Chair

*Adina Crain, IRB Coordinator  
Medical Staff Coordinator  
Executive Assistant  
432-640-1116 office  
432-640-1057 fax*



**IRB Committee**

**MEMBERS:** (P = PRESENT) (V = Virtual)

Alam, Nimat MD (scientific)		Palmer, James Pharm D (scientific)	V
Babatunde, Jinadu MD (scientific)		Roossinck, Mark (Clergy) (non-scientific)	
Babcock, Rebecca, PhD (Community Member – scientific)	V	Sanchez, Crystal, MT (scientific)	V
Benton, Tim MD (scientific)		Selvan, Vani MD (scientific)	
Boccalandro, Fernando MD (scientific)	V	Spellman, Craig, DO, PhD (scientific)	P
Burkes, Kelli (Community Member-non scientific)	V	Sredanovich, Gingie, CCO (non-scientific)	
Crain, Adina, (IRB Coordinator)		Steen, Steve JD legal	
De Riese, Cornelia MD (scientific)	P	Tippin, Russell CEO (non-scientific)	
Leftwich, Kim RN (scientific)	V		
Mendoza, Michelle (med staff)	P		
Nargunan, Varuna MD (scientific)		Wilson, Erica Pharm D (GUEST)	

Time Called to Order: 12:06 pm  
 Time Adjourned: 12:15 pm  
 Location: Physician Lounge Conference Room – TEAMS Meeting  
 Chairman: Dr. Craig Spellman  
 Recorder: Adina Crain, IRB Coordinator

MIRB-1000 / I. g):  
 A quorum of the IRB shall be necessary for the transaction of A quorum of the IRB shall be necessary for the transaction Business. A quorum shall consist of a majority of the members, including at least one member whose primary concerns are in nonscientific areas. A concurrence of a majority of the members voting at any meeting shall be necessary in matters relating to the business of the IRB.

Other attendees:

TOPIC	DISCUSSION	ACTION	PERSON follow/up
I. Review of minutes	Administrative Review – no quorum present		N/A
II. Old Business	Administrative Updates  a) Amarillo Notification of Initial Approval received for Srikanth Mukkera, MD, <i>Serologic Response of SARS-COV-2 Vaccine in Autoimmune Disease Patients</i> , dated August 5, 2021. b) Administrative updates ongoing c) Open member position – Clergy d) Reminders: 2-4 week lead time for reviewing a new project e) Submit any CITI renewals (Q3 years) and/or CVs-resumes (Q2 years) for placement in your MCH IRB files		

TOPIC	DISCUSSION	ACTION	Person
<p><b>III. New Business</b></p>	<p>Dr. Spellman introduced the six new, exempt studies under review:</p> <ul style="list-style-type: none"> <li>a) 2021-003 - Burden of and Prophylactic Treatment of Hyperkalemia in Heart Failure Patients Treated with Spironolactone</li> <li>b) 2021-004 - Time Spent in INR Therapeutic Range in Pharmacist-Managed Warfarin Therapy vs. Physician-Managed Warfarin Therapy</li> <li>c) 2021-005 - Clinical Outcomes Associated with Pharmacist driven MRSA Nares Protocol in Respiratory Infections</li> <li>d) 2021-006 - Safety &amp; Efficacy of Vancomycin Utilization prior to and post implementation of a new dosing Protocol</li> <li>e) 2021-007 - Efficacy of the Antiviral Therapy of Remdesivir in Coronavirus Infectious Disease-2019</li> <li>f) 2021-008 - Effectiveness of a Nurse-driven Protocol for Propofol Titration to achieve RASS Targets</li> </ul>	<p>Approved by reviewers.</p> <p>Approved by reviewers.</p> <p>Approved after corrections made.</p> <p>Approved after corrections made.</p> <p>Approved after corrections made.</p> <p>Approved by reviewers.</p>	
<p><b>IV. Adjournment</b></p>	<p>The next meeting November 5, 2021 @12pm</p>		

## Adina Crain

---

**Subject:** FW: Cancelled-MCH IRB meeting 11/5/21 DONOTENCRYPT

**Importance:** High

**From:** Adina Crain

**Sent:** Thursday, November 4, 2021 10:49 AM

**To:** Crystal Sanchez <csanchez1@echd.org>; Dr. Babatunde Jinadu <babatunde.jinadu@ttuhsc.edu>; Dr. Cornelia De Riese <cornelia.deriese@ttuhsc.edu>; Dr. Craig Spellman <craig.spellman@ttuhsc.edu>; Dr. Fernando Boccalandro <FBoccalandro@echd.org>; Nimat Alam <Nimat.alam@ttuhsc.edu>; Dr. Rebecca Babcock <babcock\_r@utpb.edu>; Dr. Tara Deaver <drdeaver2101@yahoo.com>; Dr. Timothy Benton <timothy.benton@ttuhsc.edu>; Dr. Timothy Benton <tbenton@echd.org>; Dr. Vani Selvan <Vani.Selvan@ttuhsc.edu>; Dr. Varuna Nargunan <vnargunan@echd.org>; Gingie Sredanovich <GSredano@echd.org>; James Palmer <jpalmer@echd.org>; Kelli Burkes <kburkes@pinkiestexas.com>; Kerstin Connolly <kconnolly1@echd.org>; Kimberly Leftwich <KLeftwich@echd.org>; Michaela Johnson <mjohnson4@echd.org>; Russell Tippin <rtippin@echd.org>; Steve Steen <ssteen@echd.org>

**Cc:** Michelle Mendoza <MMendoza@echd.org>

**Subject:** Cancelled-MCH IRB meeting 11/5/21 DONOTENCRYPT

**Importance:** High

Hello,

The IRB Meeting scheduled for **Friday, November 5, 2021 has been cancelled** due to no new business for full IRB discussion. **Our next scheduled meeting is Friday, December 3, 2021.**

I have a lead on a new clergy community member so will be working to get his paperwork and approvals – Dr. Joseph Weeks, Connection Christian Church

The following six exempt projects have been approved and a seventh project is pending approval.

2021-003	Burden of and Prophylactic Treatment of Hyperkalemia in Heart Failure Patients Treated with Spironolactone	Dania Palmer	10/1/2021
2021-004	Time Spent in INR Therapeutic Range in Pharmacist-Managed Warfarin Therapy vs. Physician-Managed Warfarin Therapy	Ashley Bane	10/1/2021
2021-005	Clinical Outcomes Associated with Pharmacist driven MRSA Nares Protocol in Respiratory Infections	Thu Thao Do	11/1/2021
2021-006	Safety & Efficacy of Vancomycin Utilization prior to and post implementation of a new dosing Protocol	Madeleine Villavicencio	10/1/2021
2021-007	Efficacy of the Antiviral Therapy of Remdesivir in Coronavirus Infectious Disease-2019	Mina Aziz	10/1/2021
2021-008	Effectiveness of a nurse-driven protocol for propofol titration to achieve RASS targets	Peter Martin	10/1/2021
2021-009	The rate of Hypoglycemic Events in High-dose Insulin Euglycemia Therapy for Calcium Channel Blocker and Beta Blocker Overdose	Stephanie Anderson	Pending

**\*\*Reminders – please submit any CITI renewals (Q3 years) and/or CVs-resumes (Q2 years) for placement in your MCH IRB files. Thank you for all you do!**

Sincerely,

Adina Crain

Medical Staff Coordinator

Executive Assistant

432-640-1116 office

432-640-1057 fax

## Adina Crain

---

**Subject:** FW: Cancelled-MCH IRB meeting 12/3/21 DONOTENCRYPT

**From:** Adina Crain

**Sent:** Tuesday, November 30, 2021 5:48 PM

**To:** Crystal Sanchez <csanchez1@echd.org>; Dr. Babatunde Jinadu <babatunde.jinadu@ttuhsc.edu>; Dr. Cornelia De Riese <cornelia.deriese@ttuhsc.edu>; Dr. Craig Spellman <craig.spellman@ttuhsc.edu>; Dr. Fernando Boccalandro <FBoccalandro@echd.org>; Nimat Alam <Nimat.alam@ttuhsc.edu>; Dr. Rebecca Babcock <babcock\_r@utpb.edu>; Dr. Tara Deaver <drdeaver2101@yahoo.com>; Dr. Timothy Benton <timothy.benton@ttuhsc.edu>; Dr. Timothy Benton <tbenton@echd.org>; Dr. Vani Selvan <Vani.Selvan@ttuhsc.edu>; Dr. Varuna Nargunan <vnargunan@echd.org>; Gingie Sredanovich <GSredano@echd.org>; James Palmer <jpalmer@echd.org>; Kelli Burkes <kburkes@pinkiestexas.com>; Kerstin Connolly <kconnolly1@echd.org>; Kimberly Leftwich <KLeftwich@echd.org>; Michaela Johnson <mjohnson4@echd.org>; Russell Tippin <rtippin@echd.org>; Steve Steen <ssteen@echd.org>

**Cc:** Michelle Mendoza <MMendoza@echd.org>

**Subject:** Cancelled-MCH IRB meeting 12/3/21 DONOTENCRYPT

Hello,

The IRB Meeting scheduled for **Friday, December 5, 2021 has been cancelled** due to no new business for full IRB discussion. **Our next scheduled meeting is Friday, January 7, 2022.**

I will let you know when we finalize our new clergy community member – Dr. Joseph Weaks, Connection Christian Church

The following exempt project has now been approved.

**IRB study number**

2021-009

**Study name**

The rate of Hypoglycemic Events in High-dose Insulin Euglycemia Therapy for Calcium Channel Blocker & Beta Blocker Overdose

**PI**

Stephanie Anderson

**Date of Approval**

November 12, 2021

**\*\*Reminders – please submit any CITI renewals (Q3 years) and/or CVs-resumes (Q2 years) for placement in your MCH IRB files. Thank you for all you do, and have a safe and happy holiday season!**

Sincerely,

Adina Crain

Medical Staff Coordinator

Executive Assistant

432-640-1116 office

432-640-1057 fax



**MEMORANDUM**

TO: Russell Tippin, President and Chief Executive Officer

FROM: Steve Ewing, Chief Financial Officer

RE: **Quarterly Investment Report – First Quarter 2022**

DATE: February 1, 2022

The Investment Report of Ector County Hospital District for the first quarter ended December 31, 2021, will be presented at the Finance Committee meeting February 1, 2022. This report was prepared to provide the Hospital President and Chief Financial Officer and Board of Directors information as required under the Public Funds Investment Act. Investments purchased during the first quarter of fiscal 2022 met the requirements of the Investment Policy and the Public Funds Investment Act.

To the best of my knowledge, as of December 31, 2021, the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.

  
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Steve Ewing  
Investment Officer

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>Hospital InPatient Admissions</b>										
Acute / Adult	998	982	1.6%	925	7.9%	3,018	2,905	3.9%	2,971	1.6%
Neonatal ICU (NICU)	16	25	-36.0%	30	-46.7%	55	74	-25.7%	75	-26.7%
<b>Total Admissions</b>	<b>1,014</b>	<b>1,007</b>	<b>0.7%</b>	<b>955</b>	<b>6.2%</b>	<b>3,073</b>	<b>2,979</b>	<b>3.2%</b>	<b>3,046</b>	<b>0.9%</b>
<b>Patient Days</b>										
Adult & Pediatric	4,895	3,610	35.6%	4,148	18.0%	14,527	10,680	36.0%	12,770	13.8%
ICU	539	392	37.5%	429	25.6%	1,548	1,160	33.4%	1,229	26.0%
CCU	398	282	41.1%	423	-5.9%	1,207	834	44.7%	1,301	-7.2%
NICU	247	378	-34.7%	325	-24.0%	762	1,118	-31.8%	963	-20.9%
<b>Total Patient Days</b>	<b>6,079</b>	<b>4,662</b>	<b>30.4%</b>	<b>5,325</b>	<b>14.2%</b>	<b>18,044</b>	<b>13,792</b>	<b>30.8%</b>	<b>16,263</b>	<b>11.0%</b>
Observation (Obs) Days	140	461	-69.6%	496	-71.8%	1,375	1,364	0.8%	1,743	-21.1%
Nursery Days	273	197	38.6%	295	-7.5%	889	591	50.4%	885	0.5%
<b>Total Occupied Beds / Bassinets</b>	<b>6,492</b>	<b>5,320</b>	<b>22.0%</b>	<b>6,116</b>	<b>6.1%</b>	<b>20,308</b>	<b>15,747</b>	<b>29.0%</b>	<b>18,891</b>	<b>7.5%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	5.84	4.36	34.0%	5.41	8.1%	5.73	4.36	31.3%	5.15	11.2%
NICU	15.44	15.12	2.1%	10.83	42.5%	13.85	15.11	-8.3%	12.84	7.9%
<b>Total ALOS</b>	<b>6.00</b>	<b>4.63</b>	<b>29.5%</b>	<b>5.58</b>	<b>7.5%</b>	<b>5.87</b>	<b>4.63</b>	<b>26.8%</b>	<b>5.34</b>	<b>10.0%</b>
Acute / Adult & Pediatric w/o OB	6.88			6.47	6.3%	6.72			6.14	9.4%
<b>Average Daily Census</b>	<b>196.1</b>	<b>150.4</b>	<b>30.4%</b>	<b>171.8</b>	<b>14.2%</b>	<b>196.1</b>	<b>149.9</b>	<b>30.8%</b>	<b>176.8</b>	<b>11.0%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.7361</b>	<b>1.5386</b>	<b>12.8%</b>	<b>1.7831</b>	<b>-2.6%</b>	<b>1.7329</b>	<b>1.5386</b>	<b>12.6%</b>	<b>1.7293</b>	<b>0.2%</b>
<b>Medicare</b>										
Admissions	359	362	-0.8%	317	13.2%	1,077	1,071	0.6%	1,051	2.5%
Patient Days	2,581	1,845	39.9%	2,211	16.7%	7,363	5,458	34.9%	6,640	10.9%
Average Length of Stay	7.19	5.10	41.1%	6.97	3.1%	6.84	5.10	34.2%	6.32	8.2%
Case Mix Index	2.0827	1.9446	7%	2.1458	-2.9%	2.0290	1.9446	4%	2.0475	-0.9%
<b>Medicaid</b>										
Admissions	136	126	7.9%	157	-13.4%	416	373	11.5%	428	-2.8%
Patient Days	668	523	27.7%	606	10.2%	1,940	1,547	25.4%	1,738	11.6%
Average Length of Stay	4.91	4.15	18.3%	3.86	27.3%	4.66	4.15	12.4%	4.06	14.8%
Case Mix Index	1.1735	0.9632	22%	1.0232	14.7%	1.1910	0.9632	24%	1.0762	10.7%
<b>Commercial</b>										
Admissions	274	269	1.9%	251	9.2%	837	795	5.3%	824	1.6%
Patient Days	1,372	1,124	22.1%	1,289	6.4%	4,212	3,325	26.7%	3,944	6.8%
Average Length of Stay	5.01	4.18	19.8%	5.14	-2.5%	5.03	4.18	20.3%	4.79	5.1%
Case Mix Index	1.6609	1.5059	10.3%	1.7518	-5.2%	1.7267	1.5059	14.7%	1.7051	1.3%
<b>Self Pay</b>										
Admissions	225	224	0.4%	202	11.4%	672	663	1.4%	662	1.5%
Patient Days	1,256	1,045	20.2%	1,065	17.9%	3,992	3,091	29.1%	3,484	14.6%
Average Length of Stay	5.58	4.67	19.7%	5.27	5.9%	5.94	4.66	27.4%	5.26	12.9%
Case Mix Index	1.5430	1.5823	-2.5%	1.6619	-7.2%	1.5381	1.5823	-2.8%	1.5812	-2.7%
<b>All Other</b>										
Admissions	20	26	-23.1%	28	-28.6%	71	77	-7.8%	81	-12.3%
Patient Days	202	125	61.6%	154	31.2%	537	370	45.1%	457	17.5%
Average Length of Stay	10.10	4.81	110.1%	5.50	83.6%	7.56	4.81	57.4%	5.64	34.1%
Case Mix Index	2.1250	1.8985	11.9%	2.0864	1.9%	2.0593	1.8985	8.5%	1.9525	5.5%
<b>Radiology</b>										
InPatient	4,647	3,524	31.9%	4,055	14.6%	13,366	10,426	28.2%	12,019	11.2%
OutPatient	7,261	7,135	1.8%	6,185	17.4%	21,730	21,107	3.0%	19,547	11.2%
<b>Cath Lab</b>										
InPatient	454	466	-2.6%	335	35.5%	1,508	1,379	9.4%	1,211	24.5%
OutPatient	392	662	-40.8%	684	-42.7%	1,403	1,958	-28.3%	1,885	-25.6%
<b>Laboratory</b>										
InPatient	81,654	60,070	35.9%	79,011	3.3%	246,808	177,706	38.9%	230,184	7.2%
OutPatient	60,399	53,743	12.4%	47,860	26.2%	178,403	158,989	12.2%	165,523	7.8%
<b>Other</b>										
Deliveries	179	147	21.8%	182	-1.6%	538	435	23.7%	539	-0.2%
<b>Surgical Cases</b>										
InPatient	245	245	0.0%	170	44.1%	712	725	-1.8%	567	25.6%
OutPatient	605	553	9.4%	386	56.7%	1,620	1,636	-1.0%	1,408	15.1%
<b>Total Surgical Cases</b>	<b>850</b>	<b>798</b>	<b>6.5%</b>	<b>556</b>	<b>52.9%</b>	<b>2,332</b>	<b>2,361</b>	<b>-1.2%</b>	<b>1,975</b>	<b>18.1%</b>
<b>GI Procedures (Endo)</b>										
InPatient	153	139	10.1%	67	128.4%	480	411	16.8%	271	77.1%
OutPatient	150	218	-31.2%	96	56.3%	415	645	-35.7%	355	16.9%
<b>Total GI Procedures</b>	<b>303</b>	<b>357</b>	<b>-15.1%</b>	<b>163</b>	<b>85.9%</b>	<b>895</b>	<b>1,056</b>	<b>-15.2%</b>	<b>626</b>	<b>43.0%</b>

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>OutPatient (O/P)</b>										
Emergency Room Visits	4,885	4,005	22.0%	2,747	77.8%	13,252	11,848	11.9%	9,058	46.3%
Observation Days	140	461	-69.6%	496	-71.8%	1,375	1,364	0.8%	1,743	-21.1%
Other O/P Occasions of Service	21,197	17,596	20.5%	15,649	35.5%	61,786	52,055	18.7%	51,501	20.0%
<b>Total O/P Occasions of Svc.</b>	<b>26,222</b>	<b>22,062</b>	<b>18.9%</b>	<b>18,892</b>	<b>38.8%</b>	<b>76,413</b>	<b>65,267</b>	<b>17.1%</b>	<b>62,302</b>	<b>22.6%</b>
<b>Hospital Operations</b>										
Manhours Paid	265,314	268,971	-1.4%	264,619	0.3%	778,093	801,364	-2.9%	779,885	-0.2%
FTE's	1,502.9	1,523.3	-1.3%	1,498.6	0.3%	1,485.3	1,529.3	-2.9%	1,488.4	-0.2%
Adjusted Patient Days	10,661	8,730	22.1%	9,856	8.2%	31,764	25,825	23.0%	30,413	4.4%
Hours / Adjusted Patient Day	24.89	30.81	-19.2%	26.85	-7.3%	24.50	31.03	-21.1%	27.99	-12.5%
Occupancy - Actual Beds	56.2%	43.1%	30.4%	48.3%	16.4%	56.2%	43.0%	30.8%	50.7%	11.0%
FTE's / Adjusted Occupied Bed	4.4	5.4	-19.2%	5.2	-15.5%	4.3	5.4	-21.0%	4.9	-12.2%
<b>InPatient Rehab Unit</b>										
Admissions	-	-	0.0%	37	-100.0%	-	-	0.0%	109	-100.0%
Patient Days	-	-	0.0%	516	-100.0%	-	-	0.0%	1,430	-100.0%
Average Length of Stay	-	-	0.0%	13.9	-100.0%	-	-	0.0%	13.1	-100.0%
Manhours Paid	-	-	0.0%	619	-100.0%	-	-	0.0%	17,132	-100.0%
FTE's	-	-	0.0%	1.8	-100.0%	-	-	0.0%	17.9	-100.0%
<b>Center for Primary Care - Clemons</b>										
Total Medical Visits	738	991	-25.5%	1,351	-45.4%	2,236	2,932	-23.7%	4,420	-49.4%
Manhours Paid	2,894	2,265	27.8%	3,562	-18.8%	7,892	6,700	17.8%	10,575	-25.4%
FTE's	16.3	12.8	27.8%	20.1	-18.8%	15.0	12.7	17.8%	20.1	-25.4%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	565	535	5.6%	-	0.0%	1,661	1,632	1.8%	-	0.0%
Manhours Paid	593	1,223	-51.5%	-	0.0%	1,590	3,731	-57.4%	-	0.0%
FTE's	3.3	6.9	-51.5%	-	0.0%	3.0	7.1	-57.4%	-	0.0%
<b>Center for Primary Care - JBS</b>										
Total Medical Visits	536	652	-17.8%	-	0.0%	1,968	1,895	3.9%	-	0.0%
Manhours Paid	678	1,476	-54.1%	-	0.0%	2,107	4,302	-51.0%	-	0.0%
FTE's	3.8	8.3	-54.1%	-	0.0%	4.0	8.2	-51.0%	-	0.0%
<b>Total ECHD Operations</b>										
Total Admissions	1,014	1,007	0.7%	992	2.2%	3,073	2,979	3.2%	3,155	-2.6%
Total Patient Days	6,079	4,662	30.4%	5,841	4.1%	18,044	13,792	30.8%	17,693	2.0%
Total Patient and Obs Days	6,219	5,123	21.4%	6,337	-1.9%	19,419	15,156	28.1%	19,436	-0.1%
Total FTE's	1,526.4	1,551.3	-1.6%	1,520.5	0.4%	1,507.3	1,557.3	-3.2%	1,526.5	-1.3%
FTE's / Adjusted Occupied Bed	4.4	5.5	-19.4%	4.8	-7.2%	4.4	5.5	-21.3%	4.6	-5.5%
<b>Total Adjusted Patient Days</b>	<b>10,661</b>	<b>8,730</b>	<b>22.1%</b>	<b>9,856</b>	<b>8.2%</b>	<b>31,764</b>	<b>25,825</b>	<b>23.0%</b>	<b>30,413</b>	<b>4.4%</b>
<b>Hours / Adjusted Patient Day</b>	<b>25.28</b>	<b>31.38</b>	<b>-19.4%</b>	<b>27.27</b>	<b>-7.3%</b>	<b>24.86</b>	<b>31.60</b>	<b>-21.3%</b>	<b>26.55</b>	<b>-6.4%</b>
<b>Outpatient Factor</b>	<b>1.7537</b>	<b>1.8725</b>	<b>-6.3%</b>	<b>1.6873</b>	<b>3.9%</b>	<b>1.7604</b>	<b>1.8725</b>	<b>-6.0%</b>	<b>1.7189</b>	<b>2.4%</b>
<b>Blended O/P Factor</b>	<b>1.9463</b>	<b>2.0727</b>	<b>-6.1%</b>	<b>1.8958</b>	<b>2.7%</b>	<b>1.9511</b>	<b>2.0899</b>	<b>-6.6%</b>	<b>1.9534</b>	<b>-0.1%</b>
<b>Total Adjusted Admissions</b>	<b>1,778</b>	<b>1,886</b>	<b>-5.7%</b>	<b>1,674</b>	<b>6.2%</b>	<b>5,410</b>	<b>5,578</b>	<b>-3.0%</b>	<b>5,423</b>	<b>-0.3%</b>
<b>Hours / Adjusted Admission</b>	<b>151.54</b>	<b>145.28</b>	<b>4.3%</b>	<b>160.59</b>	<b>-5.6%</b>	<b>145.98</b>	<b>146.30</b>	<b>-0.2%</b>	<b>148.91</b>	<b>-2.0%</b>
<b>FTE's - Hospital Contract</b>	<b>99.0</b>	<b>46.6</b>	<b>112.3%</b>	<b>34.5</b>	<b>186.9%</b>	<b>102.3</b>	<b>46.5</b>	<b>120.2%</b>	<b>36.3</b>	<b>181.6%</b>
<b>FTE's - Mgmt Services</b>	<b>60.0</b>	<b>53.4</b>	<b>12.4%</b>	<b>43.1</b>	<b>39.2%</b>	<b>45.3</b>	<b>53.4</b>	<b>-15.2%</b>	<b>43.9</b>	<b>3.1%</b>
<b>Total FTE's (including Contract)</b>	<b>1,685.4</b>	<b>1,651.3</b>	<b>2.1%</b>	<b>1,598.1</b>	<b>5.5%</b>	<b>1,654.9</b>	<b>1,657.2</b>	<b>-0.1%</b>	<b>1,606.7</b>	<b>3.0%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>4.9</b>	<b>5.9</b>	<b>-16.4%</b>	<b>5.0</b>	<b>-2.5%</b>	<b>4.8</b>	<b>5.9</b>	<b>-18.8%</b>	<b>4.9</b>	<b>-1.4%</b>
<b>ProCare FTEs</b>	<b>215.7</b>	<b>237.5</b>	<b>-9.2%</b>	<b>205.4</b>	<b>5.0%</b>	<b>215.5</b>	<b>235.2</b>	<b>-8.4%</b>	<b>204.6</b>	<b>5.3%</b>
<b>Total System FTEs</b>	<b>1,901.1</b>	<b>1,888.8</b>	<b>0.7%</b>	<b>1,803.5</b>	<b>5.4%</b>	<b>1,870.4</b>	<b>1,892.4</b>	<b>-1.2%</b>	<b>1,811.4</b>	<b>3.3%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	2,684	1,776	51.1%	458	486.0%	7,259	5,253	38.2%	1,696	328.0%
West University	2,196	1,941	13.1%	1,116	96.8%	5,738	5,742	-0.1%	3,408	68.4%
42nd Street	-	2,565	-100.0%	890	-100.0%	9	7,590	-99.9%	4,530	-99.8%
<b>Total Urgent Care Visits</b>	<b>4,880</b>	<b>6,282</b>	<b>-22.3%</b>	<b>2,464</b>	<b>98.1%</b>	<b>13,006</b>	<b>18,585</b>	<b>-30.0%</b>	<b>9,634</b>	<b>35.0%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	409	121	238.0%	121	238.0%	1,123	407	175.9%	407	175.9%
West Clinic	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>Total Wal-Mart Visits</b>	<b>409</b>	<b>121</b>	<b>238.0%</b>	<b>121</b>	<b>238.0%</b>	<b>1,123</b>	<b>407</b>	<b>175.9%</b>	<b>407</b>	<b>175.9%</b>

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

	<b>HOSPITAL</b>	<b>PRO CARE</b>	<b>ECTOR COUNTY HOSPITAL DISTRICT</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 65,952,955	\$ 4,850	\$ 65,957,805
Investments	63,737,375	-	63,737,375
Patient Accounts Receivable - Gross	233,342,914	22,756,060	256,098,974
Less: 3rd Party Allowances	(152,353,706)	(9,053,792)	(161,407,498)
Bad Debt Allowance	(51,233,096)	(8,866,190)	(60,099,286)
Net Patient Accounts Receivable	29,756,111	4,836,078	34,592,189
Taxes Receivable	8,638,840	-	8,638,840
Accounts Receivable - Other	12,441,973	36,682	12,478,655
Inventories	7,753,067	420,138	8,173,205
Prepaid Expenses	3,748,829	146,643	3,895,472
<b>Total Current Assets</b>	<b>192,029,150</b>	<b>5,444,390</b>	<b>197,473,541</b>
<b>CAPITAL ASSETS:</b>			
Property and Equipment	495,258,180	393,970	495,652,150
Construction in Progress	811,091	-	811,091
	496,069,270	393,970	496,463,240
 Less: Accumulated Depreciation and Amortization	 (328,942,923)	 (292,544)	 (329,235,466)
<b>Total Capital Assets</b>	<b>167,126,348</b>	<b>101,426</b>	<b>167,227,774</b>
<b>RESTRICTED ASSETS:</b>			
Restricted Assets Held by Trustee	4,896	-	4,896
Restricted Assets Held in Endowment	6,284,907	-	6,284,907
Restricted TPC, LLC	1,078,095	-	1,078,095
Restricted MCH West Texas Services	2,322,382	-	2,322,382
Pension, Deferred Outflows of Resources	29,138,210	-	29,138,210
Assets whose use is Limited	-	99,669	99,669
<b>TOTAL ASSETS</b>	<b>\$ 397,983,987</b>	<b>\$ 5,645,485</b>	<b>\$ 403,629,472</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>CURRENT LIABILITIES:</b>			
Current Maturities of Long-Term Debt	\$ 2,534,004	\$ -	\$ 2,534,004
Self-Insurance Liability - Current Portion	2,975,092	-	2,975,092
Accounts Payable	25,592,676	849,324	26,442,000
A/R Credit Balances	2,804,007	-	2,804,007
Accrued Interest	410,576	-	410,576
Accrued Salaries and Wages	9,460,482	4,512,678	13,973,161
Accrued Compensated Absences	4,387,473	-	4,387,473
Due to Third Party Payors	11,554,174	-	11,554,174
Deferred Revenue	74,155	316,313	390,468
<b>Total Current Liabilities</b>	<b>59,792,639</b>	<b>5,678,316</b>	<b>65,470,954</b>
ACCRUED POST RETIREMENT BENEFITS	88,713,547	-	88,713,547
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	-	1,688,420
LONG-TERM DEBT - Less Current Maturities	54,105,129	-	54,105,129
<b>Total Liabilities</b>	<b>204,299,734</b>	<b>5,678,316</b>	<b>209,978,050</b>
	(2,857,613)		
	145,740,111		
=R[-15]C+R[-2]C	47,397,484		
	-		
	936,502		
	2,467,770		
<b>FUND BALANCE</b>	<b>193,684,253</b>	<b>(32,831)</b>	<b>193,651,422</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 397,983,987</b>	<b>\$ 5,645,485</b>	<b>\$ 403,629,472</b>

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

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
<b>ASSETS</b>				
<b>CURRENT ASSETS:</b>				
Cash and Cash Equivalents	\$ 65,957,805	\$ 51,186,029	\$ 4,500	\$ 14,767,276
Investments	63,737,375	63,929,700	-	(192,325)
Patient Accounts Receivable - Gross	256,098,974	238,367,515	23,851,173	(6,119,714)
Less: 3rd Party Allowances	(161,407,498)	(153,865,506)	(10,248,128)	2,706,136
Bad Debt Allowance	(60,099,286)	(53,122,125)	(8,592,762)	1,615,600
Net Patient Accounts Receivable	34,592,189	31,379,884	5,010,283	(1,797,978)
Taxes Receivable	8,638,840	8,121,560	-	517,279
Accounts Receivable - Other	12,478,655	13,516,790	36,244	(1,074,380)
Inventories	8,173,205	7,642,276	420,138	110,791
Prepaid Expenses	3,895,472	3,223,336	159,539	512,598
<b>Total Current Assets</b>	<b>197,473,541</b>	<b>178,999,575</b>	<b>5,630,704</b>	<b>12,843,262</b>
<b>CAPITAL ASSETS:</b>				
Property and Equipment	495,652,150	494,009,653	393,970	1,248,527
Construction in Progress	811,091	886,158	-	(75,067)
	496,463,240	494,895,810	393,970	1,173,460
Less: Accumulated Depreciation and Amortization	(329,235,466)	(324,671,790)	(288,301)	(4,275,375)
<b>Total Capital Assets</b>	<b>167,227,774</b>	<b>170,224,021</b>	<b>105,668</b>	<b>(3,101,915)</b>
<b>RESTRICTED ASSETS:</b>				
Restricted Assets Held by Trustee	4,896	4,896	-	-
Restricted Assets Held in Endowment	6,284,907	6,303,870	-	(18,962)
Restricted TPC, LLC	1,078,095	1,169,753	-	(91,658)
Restricted MCH West Texas Services	2,322,382	2,322,472	-	(90)
Pension, Deferred Outflows of Resources	29,138,210	29,138,210	-	-
Assets whose use is Limited	99,669	-	97,008	2,661
<b>TOTAL ASSETS</b>	<b>\$ 403,629,472</b>	<b>\$ 388,162,796</b>	<b>\$ 5,833,380</b>	<b>\$ 9,633,297</b>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>CURRENT LIABILITIES:</b>				
Current Maturities of Long-Term Debt	\$ 2,534,004	\$ 2,556,272	\$ -	\$ (22,269)
Self-Insurance Liability - Current Portion	2,975,092	2,975,092	-	-
Accounts Payable	26,442,000	16,754,399	1,363,641	8,323,960
A/R Credit Balances	2,804,007	2,342,858	-	461,149
Accrued Interest	410,576	19,294	-	391,283
Accrued Salaries and Wages	13,973,161	4,066,267	4,173,631	5,733,263
Accrued Compensated Absences	4,387,473	4,151,036	-	236,437
Due to Third Party Payors	11,554,174	15,115,504	-	(3,561,330)
Deferred Revenue	390,468	422,820	328,939	(361,291)
<b>Total Current Liabilities</b>	<b>65,470,954</b>	<b>48,403,543</b>	<b>5,866,210</b>	<b>11,201,201</b>
ACCRUED POST RETIREMENT BENEFITS	88,713,547	87,114,505	-	1,599,042
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	1,688,420	-	-
LONG-TERM DEBT - Less Current Maturities	54,105,129	54,414,462	-	(309,333)
<b>Total Liabilities</b>	<b>209,978,050</b>	<b>191,620,930</b>	<b>5,866,210</b>	<b>12,490,910</b>
<b>FUND BALANCE</b>	<b>193,651,422</b>	<b>196,541,866</b>	<b>(32,831)</b>	<b>(2,857,613)</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 403,629,472</b>	<b>\$ 388,162,796</b>	<b>\$ 5,833,380</b>	<b>\$ 9,633,297</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Inpatient Revenue	\$ 60,407,538	\$ 50,402,847	19.8%	\$ 53,112,714	13.7%	\$ 177,427,682	\$ 149,115,858	19.0%	\$ 159,584,266	11.2%
Outpatient Revenue	57,162,894	54,069,346	5.7%	47,579,182	20.1%	168,755,605	162,526,686	3.8%	152,155,403	10.9%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 117,570,432</b>	<b>\$ 104,472,193</b>	<b>12.5%</b>	<b>\$ 100,691,896</b>	<b>16.8%</b>	<b>\$ 346,183,288</b>	<b>\$ 311,642,544</b>	<b>11.1%</b>	<b>\$ 311,739,668</b>	<b>11.0%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 74,762,108	\$ 64,057,543	16.7%	\$ 63,134,071	18.4%	\$ 225,750,486	\$ 190,818,432	18.3%	\$ 191,166,028	18.1%
Policy Adjustments	1,300,454	1,834,186	-29.1%	8,938,708	-85.5%	2,917,601	5,668,386	-48.5%	14,060,788	-79.3%
Uninsured Discount	8,040,092	9,775,295	-17.8%	8,825,493	-8.9%	21,571,753	29,104,737	-25.9%	27,553,779	-21.7%
Indigent	1,313,063	1,689,950	-22.3%	1,196,940	9.7%	3,208,909	5,002,988	-35.9%	4,009,129	-20.0%
Provision for Bad Debts	7,177,562	5,550,988	29.3%	(2,102,345)	-441.4%	24,712,085	16,783,995	47.2%	9,919,047	149.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 92,593,278</b>	<b>\$ 82,907,962</b>	<b>11.7%</b>	<b>\$ 79,992,867</b>	<b>15.8%</b>	<b>\$ 278,160,834</b>	<b>\$ 247,378,538</b>	<b>12.4%</b>	<b>\$ 246,708,772</b>	<b>12.7%</b>
	<b>78.76%</b>	<b>79.36%</b>		<b>79.44%</b>		<b>80.35%</b>	<b>79.38%</b>		<b>79.14%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 1,789,065	\$ 1,892,772	-5.5%	\$ 2,021,776	-11.5%	\$ 5,756,803	\$ 5,678,316	1.4%	\$ 5,930,449	-2.9%
DSRIP	1,282,780	1,282,780	-7.2%	547,173	134.4%	3,848,340	3,848,340	0.0%	1,641,519	134.4%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 3,071,845</b>	<b>\$ 3,175,552</b>	<b>-3.3%</b>	<b>\$ 2,568,949</b>	<b>19.6%</b>	<b>\$ 9,605,143</b>	<b>\$ 9,526,656</b>	<b>0.8%</b>	<b>\$ 7,571,968</b>	<b>26.9%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 28,048,999</b>	<b>\$ 24,739,783</b>	<b>13.4%</b>	<b>\$ 23,267,977</b>	<b>20.5%</b>	<b>\$ 77,627,597</b>	<b>\$ 73,790,662</b>	<b>5.2%</b>	<b>\$ 72,602,865</b>	<b>6.9%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 6,065,320	\$ 5,475,860	10.8%	\$ 4,817,178	25.9%	\$ 17,411,985	\$ 16,379,890	6.3%	\$ 14,856,732	17.2%
Other Revenue	827,341	891,907	-7.2%	978,095	-15.4%	2,726,184	2,621,706	4.0%	2,662,053	2.4%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,892,660</b>	<b>\$ 6,367,767</b>	<b>8.2%</b>	<b>\$ 5,795,272</b>	<b>18.9%</b>	<b>\$ 20,138,169</b>	<b>\$ 19,001,596</b>	<b>6.0%</b>	<b>\$ 17,518,784</b>	<b>15.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 34,941,660</b>	<b>\$ 31,107,550</b>	<b>12.3%</b>	<b>\$ 29,063,250</b>	<b>20.2%</b>	<b>\$ 97,765,766</b>	<b>\$ 92,792,258</b>	<b>5.4%</b>	<b>\$ 90,121,649</b>	<b>8.5%</b>
<b><u>OPERATING EXPENSES</u></b>										
Salaries and Wages	\$ 14,949,406	\$ 13,041,590	14.6%	\$ 12,230,277	22.2%	\$ 40,563,566	\$ 38,764,883	4.6%	\$ 38,621,163	5.0%
Benefits	3,254,598	3,113,014	4.5%	2,622,260	24.1%	8,907,382	8,942,762	-0.4%	7,987,371	11.5%
Temporary Labor	2,983,381	1,015,100	193.9%	843,959	253.5%	9,157,865	3,011,403	204.1%	2,549,749	259.2%
Physician Fees	1,448,397	1,259,979	15.0%	1,311,003	10.5%	4,291,275	3,779,937	13.5%	4,139,841	3.7%
Texas Tech Support	854,010	885,637	-3.6%	865,176	-1.3%	2,595,570	2,656,911	-2.3%	2,547,911	1.9%
Purchased Services	4,316,268	4,314,452	0.0%	4,165,783	3.6%	12,604,525	12,968,131	-2.8%	12,294,541	2.5%
Supplies	5,943,978	4,993,034	19.0%	5,176,235	14.8%	17,122,177	14,801,716	15.7%	15,468,384	10.7%
Utilities	318,037	298,185	6.7%	295,110	7.8%	970,527	978,548	-0.8%	971,359	-0.1%
Repairs and Maintenance	863,863	803,372	7.5%	646,545	33.6%	2,704,569	2,408,116	12.3%	2,017,881	34.0%
Leases and Rent	242,979	152,160	59.7%	230,270	5.5%	856,547	456,250	87.7%	517,402	65.5%
Insurance	158,821	156,479	1.5%	151,339	4.9%	475,489	467,639	1.7%	450,749	5.5%
Interest Expense	71,359	133,568	-46.6%	73,344	-2.7%	326,141	401,155	-18.7%	319,775	2.0%
ECHDA	139,606	200,924	-30.5%	192,236	-27.4%	472,522	602,772	-21.6%	556,416	-15.1%
Other Expense	237,882	175,633	35.4%	127,748	86.2%	465,215	520,771	-10.7%	309,031	50.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 35,782,586</b>	<b>\$ 30,543,127</b>	<b>17.2%</b>	<b>\$ 28,931,284</b>	<b>23.7%</b>	<b>\$ 101,513,371</b>	<b>\$ 90,760,994</b>	<b>11.8%</b>	<b>\$ 88,751,571</b>	<b>14.4%</b>
Depreciation/Amortization	\$ 1,683,661	\$ 1,611,589	4.5%	\$ 1,574,656	6.9%	\$ 5,016,586	\$ 4,783,051	4.9%	\$ 4,726,505	6.1%
(Gain) Loss on Sale of Assets	-	681	-100.0%	-	0.0%	7,515	2,043	267.8%	2,700	178.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 37,466,247</b>	<b>\$ 32,155,397</b>	<b>16.5%</b>	<b>\$ 30,505,940</b>	<b>22.8%</b>	<b>\$ 106,537,472</b>	<b>\$ 95,546,088</b>	<b>11.5%</b>	<b>\$ 93,480,776</b>	<b>14.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (2,524,588)</b>	<b>\$ (1,047,847)</b>	<b>-140.9%</b>	<b>\$ (1,442,690)</b>	<b>-75.0%</b>	<b>\$ (8,771,707)</b>	<b>\$ (2,753,830)</b>	<b>218.5%</b>	<b>\$ (3,359,127)</b>	<b>161.1%</b>
Operating Margin	-7.23%	-3.37%	114.5%	-4.96%	45.6%	-8.97%	-2.97%	202.3%	-3.73%	140.7%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 29,113	\$ 17,785	63.7%	\$ 8,168	256.4%	\$ 36,449	\$ 53,355	-31.7%	\$ 37,560	-3.0%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	11,772	-100.0%	-	-	-	35,316	-100.0%	-	-
COVID-19 Stimulus	3,898,183	-	0.0%	-	0.0%	6,113,607	-	0.0%	-	0.0%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 1,402,708</b>	<b>\$ (1,018,290)</b>	<b>237.8%</b>	<b>\$ (1,434,522)</b>	<b>197.8%</b>	<b>\$ (2,621,651)</b>	<b>\$ (2,665,159)</b>	<b>1.6%</b>	<b>\$ (3,321,567)</b>	<b>21.1%</b>
Unrealized Gain/(Loss) on Investments	\$ (127,188)	\$ (9,360)	0.0%	\$ (18,032)	605.4%	\$ (235,872)	\$ (28,080)	0.0%	\$ (18,377)	1183.5%
Investment in Subsidiaries	(5,145)	124,344	-104.1%	1,487	-445.9%	(90)	373,032	-100.0%	28,715	-100.3%
<b>CHANGE IN NET POSITION</b>	<b>\$ 1,270,375</b>	<b>\$ (903,306)</b>	<b>240.6%</b>	<b>\$ (1,451,066)</b>	<b>187.5%</b>	<b>\$ (2,857,613)</b>	<b>\$ (2,320,207)</b>	<b>-23.2%</b>	<b>\$ (3,311,230)</b>	<b>13.7%</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Revenue	\$ 60,407,538	\$ 50,402,847	19.8%	\$ 53,112,714	13.7%	\$ 177,427,682	\$ 149,115,858	19.0%	\$ 159,584,266	11.2%
Outpatient Revenue	45,527,297	43,975,572	3.5%	36,506,325	24.7%	134,912,414	130,099,029	3.7%	114,730,756	17.6%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 105,934,835</b>	<b>\$ 94,378,419</b>	<b>12.2%</b>	<b>\$ 89,619,039</b>	<b>18.2%</b>	<b>\$ 312,340,096</b>	<b>\$ 279,214,887</b>	<b>11.9%</b>	<b>\$ 274,315,022</b>	<b>13.9%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 69,092,685	\$ 59,481,304	16.2%	\$ 58,057,462	19.0%	\$ 209,244,986	\$ 175,959,266	18.9%	\$ 174,330,365	20.0%
Policy Adjustments	353,959	930,575	-62.0%	7,315,741	-95.2%	929,452	2,753,072	-66.2%	10,080,912	-90.8%
Uninsured Discount	7,602,704	9,175,563	-17.1%	8,082,977	-5.9%	20,307,173	27,144,944	-25.2%	24,694,008	-17.8%
Indigent Care	1,307,703	1,677,760	-22.1%	1,192,246	9.7%	3,172,274	4,964,325	-36.1%	4,002,918	-20.8%
Provision for Bad Debts	6,257,698	4,779,548	30.9%	(2,211,082)	-383.0%	21,296,479	14,139,611	50.6%	6,894,686	208.9%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 84,614,749</b>	<b>\$ 76,044,750</b>	<b>11.3%</b>	<b>\$ 72,437,344</b>	<b>16.8%</b>	<b>\$ 254,950,363</b>	<b>\$ 224,961,218</b>	<b>13.3%</b>	<b>\$ 220,002,889</b>	<b>15.9%</b>
	79.87%	80.57%		80.83%		81.63%	80.57%		80.20%	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 1,789,065	\$ 1,892,772	-5.5%	\$ 2,021,776	-11.5%	\$ 5,756,803	\$ 5,678,316	1.4%	\$ 5,930,449	-2.9%
DSRIP	1,282,780	1,282,780	0.0%	547,173	134.4%	3,848,340	3,848,340	0.0%	1,641,519	134.4%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 3,071,845</b>	<b>\$ 3,175,552</b>	<b>-3.3%</b>	<b>\$ 2,568,949</b>	<b>19.6%</b>	<b>\$ 9,605,143</b>	<b>\$ 9,526,656</b>	<b>0.8%</b>	<b>\$ 7,571,968</b>	<b>26.9%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 24,391,930</b>	<b>\$ 21,509,221</b>	<b>13.4%</b>	<b>\$ 19,750,644</b>	<b>23.5%</b>	<b>\$ 66,994,876</b>	<b>\$ 63,780,325</b>	<b>5.0%</b>	<b>\$ 61,884,101</b>	<b>8.3%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 6,065,320	\$ 5,475,860	10.8%	\$ 4,817,178	25.9%	\$ 17,411,985	\$ 16,379,890	6.3%	\$ 14,856,732	17.2%
Other Revenue	673,625	671,695	0.3%	795,266	-15.3%	2,057,823	2,011,420	2.3%	1,963,955	4.8%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,738,945</b>	<b>\$ 6,147,555</b>	<b>9.6%</b>	<b>\$ 5,612,443</b>	<b>20.1%</b>	<b>\$ 19,469,808</b>	<b>\$ 18,391,310</b>	<b>5.9%</b>	<b>\$ 16,820,687</b>	<b>15.7%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 31,130,875</b>	<b>\$ 27,656,776</b>	<b>12.6%</b>	<b>\$ 25,363,088</b>	<b>22.7%</b>	<b>\$ 86,464,684</b>	<b>\$ 82,171,635</b>	<b>5.2%</b>	<b>\$ 78,704,788</b>	<b>9.9%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 10,807,967	\$ 8,855,219	22.1%	\$ 8,399,737	28.7%	\$ 28,371,099	\$ 26,304,033	7.9%	\$ 27,132,143	4.6%
Benefits	2,702,193	2,575,248	4.9%	2,121,902	27.3%	7,643,569	7,689,797	-0.6%	6,837,965	11.8%
Temporary Labor	2,741,994	813,983	236.9%	597,034	359.3%	8,489,750	2,408,052	252.6%	1,884,264	350.6%
Physician Fees	1,244,649	1,144,616	8.7%	1,204,742	3.3%	3,800,035	3,433,848	10.7%	3,805,179	-0.1%
Texas Tech Support	854,010	885,637	-3.6%	865,176	-1.3%	2,595,570	2,656,911	-2.3%	2,547,911	1.9%
Purchased Services	4,408,298	4,316,898	2.1%	4,171,137	5.7%	12,831,507	12,954,868	-1.0%	12,269,962	4.6%
Supplies	5,848,510	4,874,973	20.0%	5,058,724	15.6%	16,807,553	14,450,093	16.3%	15,115,902	11.2%
Utilities	317,410	297,680	6.6%	294,711	7.7%	968,383	977,033	-0.9%	969,329	-0.1%
Repairs and Maintenance	863,509	801,267	7.8%	646,545	33.6%	2,703,024	2,405,801	12.4%	2,017,881	34.0%
Leases and Rentals	88,472	(7,470)	-1284.4%	63,514	39.3%	393,316	(22,410)	-1855.1%	23,824	1550.9%
Insurance	108,673	103,977	4.5%	101,824	6.7%	322,763	311,931	3.5%	302,371	6.7%
Interest Expense	71,359	133,568	-46.6%	73,344	-2.7%	326,141	401,155	-18.7%	319,775	2.0%
ECHDA	139,606	200,924	-30.5%	192,236	-27.4%	472,522	602,772	-21.6%	556,416	-15.1%
Other Expense	218,864	95,819	128.4%	58,476	274.3%	344,077	291,008	18.2%	136,408	152.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 30,415,513</b>	<b>\$ 25,092,339</b>	<b>21.2%</b>	<b>\$ 23,849,104</b>	<b>27.5%</b>	<b>\$ 86,069,310</b>	<b>\$ 74,864,892</b>	<b>15.0%</b>	<b>\$ 73,919,330</b>	<b>16.4%</b>
Depreciation/Amortization	\$ 1,678,662	\$ 1,603,443	4.7%	\$ 1,567,633	7.1%	\$ 5,001,513	\$ 4,758,613	5.1%	\$ 4,705,338	6.3%
(Gain)/Loss on Disposal of Assets	-	681	-100.0%	-	0.0%	-	2,043	100.0%	2,700	-100.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 32,094,175</b>	<b>\$ 26,696,463</b>	<b>20.2%</b>	<b>\$ 25,416,738</b>	<b>26.3%</b>	<b>\$ 91,070,823</b>	<b>\$ 79,625,548</b>	<b>14.4%</b>	<b>\$ 78,627,369</b>	<b>15.8%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (963,300)</b>	<b>\$ 960,313</b>	<b>-200.3%</b>	<b>\$ (53,650)</b>	<b>-1695.5%</b>	<b>\$ (4,606,139)</b>	<b>\$ 2,546,087</b>	<b>-280.9%</b>	<b>\$ 77,419</b>	<b>-6049.6%</b>
Operating Margin	-3.09%	3.47%	-189.1%	-0.21%	1362.9%	-5.33%	3.10%	-271.9%	0.10%	-5515.6%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 29,113	\$ 17,785	63.7%	\$ 8,168	256.4%	\$ 36,449	\$ 53,355	-31.7%	\$ 37,560	-3.0%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	11,772	-100.0%	-	0.0%	-	35,316	-100.0%	-	0.0%
COVID-19 Stimulus	3,898,183	-	0.0%	-	0.0%	6,113,607	-	-	-	0.0%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ 2,963,996</b>	<b>\$ 989,870</b>	<b>199.4%</b>	<b>\$ (45,482)</b>	<b>-6616.9%</b>	<b>\$ 1,543,917</b>	<b>\$ 2,634,758</b>	<b>-41.4%</b>	<b>\$ 114,979</b>	<b>1242.8%</b>
Procure Capital Contribution	(1,561,287)	(2,008,160)	-22.3%	(1,389,040)	12.4%	(4,165,568)	(5,299,917)	-21.4%	(3,436,546)	21.2%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 1,402,708</b>	<b>\$ (1,018,290)</b>	<b>237.8%</b>	<b>\$ (1,434,522)</b>	<b>197.8%</b>	<b>\$ (2,621,651)</b>	<b>\$ (2,665,159)</b>	<b>1.6%</b>	<b>\$ (3,321,567)</b>	<b>21.1%</b>
Unrealized Gain/(Loss) on Investments	\$ (127,188)	\$ (9,360)	1258.9%	\$ (18,032)	605.4%	\$ (235,872)	\$ (28,080)	740.0%	\$ (18,377)	1183.5%
Investment in Subsidiaries	(5,145)	124,344	-104.1%	1,487	-445.9%	(90)	373,032	-100.0%	28,715	-100.3%
<b>CHANGE IN NET POSITION</b>	<b>\$ 1,270,375</b>	<b>\$ (903,306)</b>	<b>240.6%</b>	<b>\$ (1,451,066)</b>	<b>187.5%</b>	<b>\$ (2,857,613)</b>	<b>\$ (2,320,207)</b>	<b>-23.2%</b>	<b>\$ (3,311,230)</b>	<b>13.7%</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 11,635,598	\$ 10,093,774	15.3%	\$ 11,072,857	5.1%	\$ 33,843,191	\$ 32,427,657	4.4%	\$ 37,424,646	-9.6%
<b>TOTAL PATIENT REVENUE</b>	\$ 11,635,598	\$ 10,093,774	15.3%	\$ 11,072,857	5.1%	\$ 33,843,191	\$ 32,427,657	4.4%	\$ 37,424,646	-9.6%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 5,669,422	\$ 4,576,239	23.9%	\$ 5,076,609	11.7%	\$ 16,505,500	\$ 14,859,166	11.1%	\$ 16,835,663	-2.0%
Policy Adjustments	946,495	903,611	4.7%	1,622,968	-41.7%	1,988,149	2,915,314	-31.8%	3,979,876	-50.0%
Uninsured Discount	437,388	599,732	-27.1%	742,515	-41.1%	1,264,580	1,959,793	-35.5%	2,859,771	-55.8%
Indigent	5,360	12,190	-56.0%	4,694	14.2%	36,635	38,663	-5.2%	6,211	489.8%
Provision for Bad Debts	919,864	771,440	19.2%	108,738	745.9%	3,415,606	2,644,384	29.2%	3,024,361	12.9%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 7,978,529	\$ 6,863,212	16.3%	\$ 7,555,523	5.6%	\$ 23,210,471	\$ 22,417,320	3.5%	\$ 26,705,883	-13.1%
	68.57%	67.99%		68.23%		68.58%	69.13%		71.36%	
<b>NET PATIENT REVENUE</b>	\$ 3,657,069	\$ 3,230,562	13.2%	\$ 3,517,333	4.0%	\$ 10,632,721	\$ 10,010,337	6.2%	\$ 10,718,763	-0.8%
						31.4%				
<b>OTHER REVENUE</b>										
Other Income	\$ 153,716	\$ 220,212	-30.2%	\$ 182,829	-15.9%	\$ 668,361	\$ 610,286	9.5%	\$ 698,097	-4.3%
<b>TOTAL OTHER REVENUE</b>	\$ 153,716	\$ 220,212	-30.2%	\$ 182,829	-15.9%	\$ 668,361	\$ 610,286	9.5%	\$ 698,097	-4.3%
<b>NET OPERATING REVENUE</b>	\$ 3,810,784	\$ 3,450,774	10.4%	\$ 3,700,162	3.0%	\$ 11,301,082	\$ 10,620,623	6.4%	\$ 11,416,861	-1.0%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 4,141,440	\$ 4,186,371	-1.1%	\$ 3,830,540	8.1%	\$ 12,192,467	\$ 12,460,850	-2.2%	\$ 11,489,020	6.1%
Benefits	552,405	537,766	2.7%	500,358	10.4%	1,263,813	1,252,965	0.9%	1,149,406	10.0%
Temporary Labor	241,387	201,117	20.0%	246,925	-2.2%	668,115	603,351	10.7%	665,485	0.4%
Physician Fees	203,748	115,363	76.6%	106,261	91.7%	491,241	346,089	41.9%	334,662	46.8%
Purchased Services	(92,029)	(2,446)	3662.4%	(5,354)	1618.8%	(226,982)	13,263	-1811.4%	24,578	-1023.5%
Supplies	95,468	118,061	-19.1%	117,511	-18.8%	314,624	351,623	-10.5%	352,482	-10.7%
Utilities	628	505	24.3%	398	57.7%	2,144	1,515	41.5%	2,030	5.6%
Repairs and Maintenance	354.29	2,105	-83.2%	-	0.0%	1,545	2,315	-33.3%	-	0.0%
Leases and Rentals	154,507	159,630	-3.2%	166,755	-7.3%	463,231	478,660	-3.2%	493,578	-6.1%
Insurance	50,148	52,502	-4.5%	49,515	1.3%	152,726	155,708	-1.9%	148,377	2.9%
Other Expense	19,018	79,814	-76.2%	69,271	-72.5%	121,139	229,763	-47.3%	172,623	-29.8%
<b>TOTAL OPERATING EXPENSES</b>	\$ 5,367,073	\$ 5,450,788	-1.5%	\$ 5,082,180	5.6%	\$ 15,444,062	\$ 15,896,102	-2.8%	\$ 14,832,241	4.1%
Depreciation/Amortization	\$ 4,998	\$ 8,146	-38.6%	\$ 7,023	-28.8%	\$ 15,073	\$ 24,438	-38.3%	\$ 21,166	-28.8%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	7,515	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 5,372,072	\$ 5,458,934	-1.6%	\$ 5,089,202	5.6%	\$ 15,466,650	\$ 15,920,540	-2.9%	\$ 14,853,407	4.1%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (1,561,287)	\$ (2,008,160)	22.3%	\$ (1,389,040)	12.4%	\$ (4,165,568)	\$ (5,299,917)	21.4%	\$ (3,436,546)	-21.2%
Operating Margin	-40.97%	-58.19%	-29.6%	-37.54%	9.1%	-36.86%	-49.90%	-26.1%	-30.10%	22.5%
COVID-19 Stimulus	\$ -	\$ -		\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 1,561,287	\$ 2,008,160	-22.3%	\$ 1,389,040	12.4%	\$ 4,165,568	\$ 5,299,917	-21.4%	\$ 3,436,546	21.2%
<b>CAPITAL CONTRIBUTION</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	8,189	7,659	6.92%	7,420	10.36%	25,755	23,981	7.40%	22,836	12.78%
Total Hospital Visits	6,034	5,345	12.89%	5,264	14.63%	18,162	15,256	19.05%	15,043	20.73%
Total Procedures	12,234	11,105	10.17%	10,585	15.58%	36,461	35,926	1.49%	35,793	1.87%
Total Surgeries	824	632	30.38%	567	45.33%	2,517	2,119	18.78%	1,992	26.36%
Total Provider FTE's	91.6	97.4	-6.00%	92.1	-0.60%	91.8	96.7	-5.13%	91.6	0.21%
Total Staff FTE's	110.9	127.1	-12.78%	100.8	9.94%	110.6	125.5	-11.88%	100.6	9.91%
Total Administrative FTE's	13.3	13.0	2.24%	12.4	6.94%	13.2	13.0	1.21%	12.4	5.90%
Total FTE's	215.7	237.5	-9.17%	205.4	5.03%	215.5	235.2	-8.38%	204.6	5.32%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 194,510	\$ 339,954	-42.8%	\$ 440,570	-55.9%	\$ 612,702	\$ 1,005,797	-39.1%	\$ 1,633,916	-62.5%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 194,510</b>	<b>\$ 339,954</b>	<b>-42.8%</b>	<b>\$ 440,570</b>	<b>-55.9%</b>	<b>\$ 612,702</b>	<b>\$ 1,005,797</b>	<b>-39.1%</b>	<b>\$ 1,633,916</b>	<b>-62.5%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 128,895	\$ 184,895	-30.3%	\$ 237,661	-45.8%	\$ 504,692	\$ 547,036	-7.7%	\$ 898,802	-43.8%
Self Pay Adjustments	11,533	53,041	-78.3%	49,160	-76.5%	46,787	156,929	-70.2%	192,395	-75.7%
Bad Debts	4,865	10,864	-55.2%	17,575	-72.3%	(78,636)	32,143	-344.6%	75,508	-204.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 145,292</b>	<b>\$ 248,800</b>	<b>-41.6%</b>	<b>\$ 304,396</b>	<b>-52.3%</b>	<b>\$ 472,843</b>	<b>\$ 736,108</b>	<b>-35.8%</b>	<b>\$ 1,166,705</b>	<b>-59.5%</b>
	<b>74.7%</b>	<b>73.2%</b>		<b>69.1%</b>		<b>77.2%</b>	<b>73.2%</b>		<b>71.4%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 49,218</b>	<b>\$ 91,154</b>	<b>-46.0%</b>	<b>\$ 136,175</b>	<b>-63.9%</b>	<b>\$ 139,859</b>	<b>\$ 269,689</b>	<b>-48.1%</b>	<b>\$ 467,212</b>	<b>-70.1%</b>
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ (2,410)	\$ 25,436	0.0%	\$ 19,891	-112.1%	\$ 79,408	\$ 76,308	0.0%	\$ 41,929	89.4%
<b>TOTAL OTHER REVENUE</b>	<b>\$ (2,410)</b>	<b>\$ 25,436</b>	<b>-109.5%</b>	<b>\$ 19,891</b>	<b>-112.1%</b>	<b>\$ 79,408</b>	<b>\$ 76,308</b>	<b>4.1%</b>	<b>\$ 41,929</b>	<b>89.4%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 46,808</b>	<b>\$ 116,590</b>	<b>-59.9%</b>	<b>\$ 156,066</b>	<b>-70.0%</b>	<b>\$ 219,267</b>	<b>\$ 345,997</b>	<b>-36.6%</b>	<b>\$ 509,141</b>	<b>-56.9%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 58,602	\$ 59,205	-1.0%	\$ 74,984	-21.8%	\$ 198,629	\$ 175,167	13.4%	\$ 256,314	-22.5%
Benefits	14,652	17,218	-14.9%	18,942	-22.6%	53,513	51,209	4.5%	64,597	-17.2%
Physician Services	58,648	68,581	-14.5%	138,960	-57.8%	236,029	205,743	14.7%	423,495	-44.3%
Cost of Drugs Sold	3,990	3,084	29.4%	2,564	55.6%	9,205	9,124	0.9%	17,067	-46.1%
Supplies	2,535	4,542	-44.2%	29,695	-91.5%	13,315	13,482	-1.2%	39,826	-66.6%
Utilities	2,120	2,085	1.7%	2,086	1.6%	8,357	8,704	-4.0%	8,706	-4.0%
Repairs and Maintenance	3,368	1,799	87.2%	450	648.6%	12,301	5,397	127.9%	5,096	141.4%
Leases and Rentals	450	477	-5.7%	468	-3.8%	1,441	1,431	0.7%	1,459	-1.3%
Other Expense	1,000	1,125	-11.1%	8,542	-88.3%	6,335	3,375	87.7%	10,642	-40.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 145,364</b>	<b>\$ 158,116</b>	<b>-8.1%</b>	<b>\$ 276,690</b>	<b>-47.5%</b>	<b>\$ 539,125</b>	<b>\$ 473,632</b>	<b>13.8%</b>	<b>\$ 827,201</b>	<b>-34.8%</b>
Depreciation/Amortization	\$ 2,625	\$ 4,002	-34.4%	\$ 3,900	-32.7%	\$ 7,892	\$ 11,878	-33.6%	\$ 11,900	-33.7%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 147,989</b>	<b>\$ 162,118</b>	<b>-8.7%</b>	<b>\$ 280,589</b>	<b>-47.3%</b>	<b>\$ 547,017</b>	<b>\$ 485,510</b>	<b>12.7%</b>	<b>\$ 839,101</b>	<b>-34.8%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (101,181)</b>	<b>\$ (45,528)</b>	<b>-122.2%</b>	<b>\$ (124,524)</b>	<b>18.7%</b>	<b>\$ (327,749)</b>	<b>\$ (139,513)</b>	<b>-134.9%</b>	<b>\$ (329,960)</b>	<b>-0.7%</b>
Operating Margin	-216.16%	-39.05%	453.6%	-79.79%	170.9%	-149.47%	-40.32%	270.7%	-64.81%	130.6%

	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	738	991	-25.5%	1,351	-45.4%	2,236	2,932	-23.7%	4,420	-49.4%
Average Revenue per Office Visit	263.56	343.04	-23.2%	326.11	-19.2%	274.02	343.04	-20.1%	369.66	-25.9%
Hospital FTE's (Salaries and Wages)	16.3	12.8	27.8%	20.1	-18.8%	15.0	12.7	17.8%	20.1	-25.4%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 153,800	\$ 166,405	-7.6%	\$ (575)	-26845.9%	\$ 472,451	\$ 507,612	-6.9%	\$ 392	120537.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 153,800</b>	<b>\$ 166,405</b>	<b>-7.6%</b>	<b>\$ (575)</b>	<b>-26845.9%</b>	<b>\$ 472,451</b>	<b>\$ 507,612</b>	<b>-6.9%</b>	<b>\$ 392</b>	<b>120537.1%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 89,438	\$ 94,490	-5.3%	\$ 6,326	1313.9%	\$ 284,941	\$ 288,238	-1.1%	\$ (2,905)	-9909.3%
Self Pay Adjustments	7,310	21,731	-66.4%	6,574	11.2%	21,695	66,289	-67.3%	(6,825)	-417.8%
Bad Debts	1,636	-	0.0%	(18,528)	-108.8%	3,835	-	0.0%	4,721	-18.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 98,384</b>	<b>\$ 116,221</b>	<b>-15.3%</b>	<b>\$ (5,629)</b>	<b>-1847.9%</b>	<b>\$ 310,470</b>	<b>\$ 354,527</b>	<b>-12.4%</b>	<b>\$ (5,009)</b>	<b>-6297.9%</b>
	<b>63.97%</b>	<b>69.84%</b>		<b>978.81%</b>		<b>65.71%</b>	<b>69.84%</b>		<b>-1279.08%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 55,415</b>	<b>\$ 50,184</b>	<b>10.4%</b>	<b>\$ 5,054</b>	<b>996.6%</b>	<b>\$ 161,981</b>	<b>\$ 153,085</b>	<b>5.8%</b>	<b>\$ 5,401</b>	<b>2899.1%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 55,415</b>	<b>\$ 50,184</b>	<b>10.4%</b>	<b>\$ 5,054</b>	<b>996.6%</b>	<b>\$ 161,981</b>	<b>\$ 153,085</b>	<b>5.8%</b>	<b>\$ 5,401</b>	<b>2899.1%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 16,383	\$ 25,574	-35.9%	\$ 17,128	-4.3%	\$ 29,127	\$ 78,015	-62.7%	\$ 17,128	70.1%
Benefits	4,096	7,437	-44.9%	4,327	-5.3%	7,847	22,807	-65.6%	4,317	81.8%
Physician Services	51,975	45,750	13.6%	716	7158.8%	117,207	137,250	-14.6%	716	16269.2%
Cost of Drugs Sold	3,851	10,033	-61.6%	-	0.0%	14,723	30,605	-51.9%	-	100.0%
Supplies	890	5,217	-82.9%	-	100.0%	4,057	15,908	-74.5%	-	100.0%
Utilities	2,536	2,800	-9.4%	2,800	-9.4%	6,941	7,736	-10.3%	7,736	-10.3%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 79,730</b>	<b>\$ 96,811</b>	<b>-17.6%</b>	<b>\$ 24,970</b>	<b>219.3%</b>	<b>\$ 179,901</b>	<b>\$ 292,321</b>	<b>-38.5%</b>	<b>\$ 29,896</b>	<b>501.7%</b>
Depreciation/Amortization	\$ 25,992	\$ 29,790	-12.7%	\$ 29,324	-11.4%	\$ 78,321	\$ 88,410	-11.4%	\$ 87,973	-11.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 105,722</b>	<b>\$ 126,601</b>	<b>-16.5%</b>	<b>\$ 54,295</b>	<b>94.7%</b>	<b>\$ 258,222</b>	<b>\$ 380,731</b>	<b>-32.2%</b>	<b>\$ 117,870</b>	<b>119.1%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (50,306)</b>	<b>\$ (76,417)</b>	<b>-34.2%</b>	<b>\$ (49,241)</b>	<b>2.2%</b>	<b>\$ (96,241)</b>	<b>\$ (227,646)</b>	<b>-57.7%</b>	<b>\$ (112,469)</b>	<b>-14.4%</b>
Operating Margin	-90.78%	-152.27%	-40.4%	-974.39%	-90.7%	-59.41%	-148.71%	-60.0%	-2082.41%	-97.1%

	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	565	535	5.6%	-	0.0%	1,661	1,632	1.8%	-	0.0%
Average Revenue per Office Visit	272.21	311.04	-12.5%	-	0.0%	284.44	311.04	-8.6%	-	0.0%
Hospital FTE's (Salaries and Wages)	3.3	6.9	-51.5%	-	0.0%	3.0	7.1	-57.4%	-	0.0%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 207,190	\$ 198,860	4.2%	\$ -	100.0%	\$ 757,167	\$ 577,975	31.0%	\$ -	100.0%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 207,190</b>	<b>\$ 198,860</b>	<b>4.2%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 757,167</b>	<b>\$ 577,975</b>	<b>31.0%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 128,331	\$ 79,778	60.9%	\$ -	100.0%	\$ 417,439	\$ 231,870	80.0%	\$ -	100.0%
Self Pay Adjustments	191	22,886	-99.2%	-	100.0%	12,909	66,517	-80.6%	-	100.0%
Bad Debts	24,680	4,688	426.4%	-	100.0%	43,588	13,625	219.9%	-	100.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 153,203</b>	<b>\$ 107,352</b>	<b>42.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 473,936</b>	<b>\$ 312,012</b>	<b>51.9%</b>	<b>\$ -</b>	<b>100.0%</b>
	<b>73.94%</b>	<b>53.98%</b>		<b>0.00%</b>		<b>62.59%</b>	<b>53.98%</b>		<b>0.00%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 53,988</b>	<b>\$ 91,508</b>	<b>-41.0%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 283,231</b>	<b>\$ 265,963</b>	<b>6.5%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 53,988</b>	<b>\$ 91,508</b>	<b>-41.0%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 283,231</b>	<b>\$ 265,963</b>	<b>6.5%</b>	<b>\$ -</b>	<b>100.0%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 15,762	\$ 27,801	-43.3%	\$ -	100.0%	\$ 38,350	\$ 80,802	-52.5%	\$ -	100.0%
Benefits	3,941	8,085	-51.3%	-	100.0%	10,332	23,622	-56.3%	-	100.0%
Physician Services	62,806	42,492	47.8%	-	100.0%	160,195	127,476	25.7%	-	100.0%
Cost of Drugs Sold	8,839	-	0.0%	-	0.0%	32,319	-	100.0%	-	100.0%
Supplies	2,348	13,763	-82.9%	-	100.0%	4,926	40,001	-87.7%	-	100.0%
Utilities	-	2,789	-100.0%	-	100.0%	-	8,367	-100.0%	-	100.0%
Repairs and Maintenance	-	417	-100.0%	-	100.0%	-	1,251	-100.0%	-	100.0%
Other Expense	-	417	-100.0%	-	0.0%	-	1,251	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 93,697</b>	<b>\$ 96,264</b>	<b>-2.7%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 246,121</b>	<b>\$ 284,270</b>	<b>-13.4%</b>	<b>\$ -</b>	<b>100.0%</b>
Depreciation/Amortization	\$ 75	\$ -	0.0%	\$ -	100.0%	\$ 225	\$ -	0.0%	\$ -	100.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 93,771</b>	<b>\$ 96,264</b>	<b>-2.6%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 246,346</b>	<b>\$ 284,270</b>	<b>-13.3%</b>	<b>\$ -</b>	<b>100.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (39,784)</b>	<b>\$ (4,756)</b>	<b>736.5%</b>	<b>\$ -</b>	<b>100.0%</b>	<b>\$ 36,885</b>	<b>\$ (18,307)</b>	<b>-301.5%</b>	<b>\$ -</b>	<b>100.0%</b>
Operating Margin	-73.69%	-5.20%	1317.8%	0.00%	100.0%	13.02%	-6.88%	-289.2%	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	536	652	-17.8%	-	0.0%	1,968	1,895	3.9%	-	0.0%
Total Visits	536	652	-17.8%	-	0.0%	1,968	1,895	3.9%	-	0.0%
Average Revenue per Office Visit	386.55	305.00	26.7%	-	0.0%	384.74	305.00	26.1%	-	0.0%
Hospital FTE's (Salaries and Wages)	3.8	8.3	-54.1%	-	0.0%	4.0	8.2	-51.0%	-	0.0%

**ECTOR COUNTY HOSPITAL DISTRICT  
DECEMBER 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	\$ 41,168,573	38.9%	\$ 36,025,321	40.2%	\$ 120,802,940	38.7%	\$ 109,629,942	40.0%
Medicaid	14,135,501	13.3%	8,992,378	10.0%	40,874,467	13.1%	31,391,965	11.4%
Commercial	29,790,562	28.1%	26,053,336	29.1%	90,632,728	29.0%	78,891,362	28.8%
Self Pay	9,840,126	9.3%	5,377,582	6.0%	30,970,424	9.9%	27,761,739	10.1%
Other	11,000,073	10.4%	13,170,422	14.7%	29,059,538	9.3%	26,640,015	9.7%
<b>TOTAL</b>	<b>\$ 105,934,835</b>	<b>100.0%</b>	<b>\$ 89,619,039</b>	<b>100.0%</b>	<b>\$ 312,340,096</b>	<b>100.0%</b>	<b>\$ 274,315,022</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 8,603,367	38.6%	\$ 7,572,637	42.4%	\$ 21,214,659	36.0%	\$ 23,265,967	43.1%
Medicaid	1,873,698	8.4%	1,482,487	8.3%	5,300,356	9.0%	5,568,266	10.3%
Commercial	8,226,691	36.9%	6,068,255	33.9%	24,413,102	41.4%	18,852,532	34.9%
Self Pay	1,049,801	4.7%	825,203	4.6%	3,323,604	5.6%	2,580,784	4.8%
Other	2,534,834	11.4%	1,937,275	10.8%	4,687,714	8.0%	3,737,362	6.9%
<b>TOTAL</b>	<b>\$ 22,288,392</b>	<b>100.0%</b>	<b>\$ 17,885,858</b>	<b>100.0%</b>	<b>\$ 58,939,435</b>	<b>100.0%</b>	<b>\$ 54,004,911</b>	<b>100.0%</b>

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

**REVENUE BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>
Medicare	\$ 42,943	22.1%	\$ 81,288	18.5%	\$ 139,513	22.8%	\$ 269,852	16.5%
Medicaid	51,965	26.7%	187,094	42.5%	136,323	22.2%	764,196	46.8%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	28,915	14.9%	56,166	12.7%	97,617	15.9%	227,004	13.9%
Self Pay	64,998	33.4%	106,663	24.2%	217,877	35.6%	320,846	19.6%
Other	5,688	2.9%	9,359	2.1%	21,372	3.5%	52,018	3.2%
<b>TOTAL</b>	<b>\$ 194,510</b>	<b>100.0%</b>	<b>\$ 440,570</b>	<b>100.0%</b>	<b>\$ 612,702</b>	<b>100.0%</b>	<b>\$ 1,633,916</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>
Medicare	\$ 21,291	34.8%	\$ 37,411	22.8%	\$ 56,685	30.0%	\$ 92,878	18.9%
Medicaid	15,272	25.1%	87,666	53.3%	56,602	29.8%	265,753	54.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	14,248	23.3%	21,189	12.9%	39,987	21.1%	66,669	13.6%
Self Pay	9,139	14.9%	17,997	11.0%	30,395	16.1%	64,340	13.1%
Other	1,188	1.9%	-	0.0%	5,594	3.0%	637	0.1%
<b>TOTAL</b>	<b>\$ 61,137</b>	<b>100.0%</b>	<b>\$ 164,262</b>	<b>100.0%</b>	<b>\$ 189,264</b>	<b>100.0%</b>	<b>\$ 490,278</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
DECEMBER 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	\$ 36,877	24.0%	\$ 576	-100.1%	\$ 108,018	23.0%	\$ (899)	-229.6%
Medicaid	41,241	26.8%	\$ 216	-37.6%	119,625	25.3%	(2,361)	-602.8%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	30,750	20.0%	\$ -	0.0%	114,791	24.3%	(3,019)	-770.9%
Self Pay	36,948	24.0%	\$ (1,810)	314.7%	103,165	21.7%	8,256	2108.2%
Other	7,984	5.2%	\$ 443	-77.0%	26,853	5.7%	(1,586)	-404.9%
<b>TOTAL</b>	<b>\$ 153,800</b>	<b>100.0%</b>	<b>\$ (575)</b>	<b>100.0%</b>	<b>\$ 472,451</b>	<b>100.0%</b>	<b>\$ 392</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 15,901	28.2%	\$ 862	19.5%	\$ 46,115	30.8%	\$ 3,986	29.5%
Medicaid	16,781	29.7%	1,804	40.8%	\$ 38,650	25.8%	4,023	29.8%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	17,283	30.6%	50	1.1%	43,471	29.0%	(29)	-0.2%
Self Pay	5,160	9.1%	1,702	38.5%	18,682	12.5%	5,343	39.5%
Other	1,340	2.4%	-	0.0%	2,809	1.9%	188	1.4%
<b>TOTAL</b>	<b>\$ 56,465</b>	<b>100.0%</b>	<b>\$ 4,418</b>	<b>100.0%</b>	<b>\$ 149,726</b>	<b>100.0%</b>	<b>\$ 13,511</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC JBS  
DECEMBER 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	\$ (363)	-0.2%	\$ -	0.0%	\$ (827)	-0.1%	\$ -	0.0%
Medicaid	136,091	65.7%	\$ -	0.0%	461,401	61.0%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	69,355	33.5%	\$ -	0.0%	272,144	35.9%	-	0.0%
Self Pay	212	0.1%	\$ -	0.0%	20,621	2.7%	-	0.0%
Other	1,896	0.9%	\$ -	0.0%	3,828	0.5%	-	0.0%
<b>TOTAL</b>	<b>\$ 207,190</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 757,167</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ -	-0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medicaid	48,638	50.7%	-	0.0%	126,404	42.5%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	41,612	43.4%	-	0.0%	148,300	49.9%	-	0.0%
Self Pay	4,502	4.8%	-	0.0%	20,240	6.8%	-	0.0%
Other	1,144	1.2%	-	0.0%	2,352	0.8%	-	0.0%
<b>TOTAL</b>	<b>\$ 95,896</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 297,297</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

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

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 26,671,315	\$ -	\$ 26,671,315
Mission Fitness	345,194	-	345,194
Petty Cash	8,700	-	8,700
Dispro	-	38,416	38,416
General Liability	-	20,624	20,624
Professional Liability	-	19,357	19,357
Funded Worker's Compensation	-	95,900	95,900
Funded Depreciation	-	7,837,639	7,837,639
Designated Funds	-	41,085	41,085
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 27,025,209	\$ 8,053,021	<b>\$ 35,078,230</b>

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 5,350,000	\$ 5,350,000
Funded Depreciation	-	27,000,000	27,000,000
Funded Worker's Compensation	-	2,200,000	2,200,000
General Liability	-	3,000,000	3,000,000
Professional Liability	-	3,100,000	3,100,000
Designated Funds	133,165	23,200,000	23,333,165
Allowance for Change in Market Values	-	(245,790)	(245,790)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 133,165	\$ 63,604,211	<b>\$ 63,737,375</b>
Total Unrestricted Cash and Investments			<b>\$ 98,815,606</b>

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,896	\$ -	\$ 4,896
Assets Held In Endowment-Board Designated	-	6,284,907	6,284,907
Advanced Medicare Payment	30,874,725	-	30,874,725
Restricted TPC, LLC-Equity Stake	1,078,095	-	1,078,095
Restricted MCH West Texas Services-Equity Stake	2,322,382	-	2,322,382
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 34,280,097	\$ 6,284,907	<b>\$ 40,565,004</b>

Total Cash & Investments			<b>\$ 139,380,610</b>
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**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
DECEMBER 2021**

	<b>Hospital</b>	<b>Procure</b>	<b>Blended</b>
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (2,857,613)	-	\$ (2,857,613)
Noncash Expenses:			
Depreciation and Amortization	4,271,133	4,242	4,275,375
Unrealized Gain/Loss on Investments	(235,872)	-	(235,872)
Accretion (Bonds) & COVID Funding	(131,564)	-	(131,564)
Changes in Assets and Liabilities			
Patient Receivables, Net	1,623,773	174,205	1,797,978
Taxes Receivable/Deferred	(865,945)	(12,625)	(878,570)
Inventories, Prepaids and Other	438,533	12,458	450,991
Accounts Payable	9,299,426	(514,317)	8,785,109
Accrued Expenses	6,021,935	336,386	6,358,321
Due to Third Party Payors	(3,561,330)	-	(3,561,330)
Accrued Post Retirement Benefit Costs	<u>1,599,042</u>	<u>-</u>	<u>1,599,042</u>
Net Cash Provided by Operating Activities	<u>\$ 15,601,516</u>	<u>350</u>	<u>\$ 15,601,866</u>
Cash Flows from Investing Activities:			
Investments	\$ 428,197	-	\$ 428,197
Acquisition of Property and Equipment	<u>(1,173,460)</u>	<u>-</u>	<u>(1,173,460)</u>
Net Cash used by Investing Activities	<u>\$ (745,264)</u>	<u>-</u>	<u>\$ (745,264)</u>
Cash Flows from Financing Activities:			
Current Portion Debt	\$ (22,269)	-	\$ (22,269)
Intercompany Activities	-	-	-
Net Repayment of Long-term Debt/Bond Issuance	<u>(177,769)</u>	<u>-</u>	<u>(177,769)</u>
Net Cash used by Financing Activities	<u>(200,038)</u>	<u>-</u>	<u>(200,038)</u>
Net Increase (Decrease) in Cash	14,656,215	350	14,656,565
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 @ 12/31/2021	<u>\$ 75,643,234</u>	<u>\$ 4,850</u>	<u>\$ 75,648,084</u>
<hr/>			
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 35,078,230	4,850	\$ 35,083,080
Restricted Assets	<u>40,565,004</u>	<u>-</u>	<u>40,565,004</u>
Ending Cash & Cash Equivalents @ 12/31/2021	<u>\$ 75,643,234</u>	<u>4,850</u>	<u>\$ 75,648,084</u>

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

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<b><u>AD VALOREM</u></b>					
OCTOBER	\$ 215,347	\$ 1,918,187	\$ (1,702,840)	\$ 251,630	\$ (36,283)
NOVEMBER	1,231,030	1,918,187	(687,157)	1,075,295	155,735
DECEMBER	6,614,568	1,918,187	4,696,381	6,840,747	(226,179)
TOTAL	<u>\$ 8,060,944</u>	<u>\$ 5,754,561</u>	<u>\$ 2,306,383</u>	<u>\$ 8,167,672</u>	<u>\$ (106,727)</u>
<b><u>SALES</u></b>					
OCTOBER	\$ 3,421,981	\$ 3,511,415	\$ (89,434)	\$ 2,929,377	\$ 492,604
NOVEMBER	3,326,676	3,556,241	(229,565)	3,099,131	227,545
DECEMBER	4,147,133	3,557,673	589,460	2,855,097	1,292,036
SUB TOTAL	10,895,789	10,625,329	270,460	8,883,605	2,012,184
ACCRUAL	761,635	-	761,635	-	761,635
TOTAL	<u>\$ 11,657,424</u>	<u>\$ 10,625,329</u>	<u>\$ 1,032,095</u>	<u>\$ 8,883,605</u>	<u>\$ 2,773,819</u>
TAX REVENUE	<u><u>\$ 19,718,369</u></u>	<u><u>\$ 16,379,890</u></u>	<u><u>\$ 3,338,479</u></u>	<u><u>\$ 17,051,276</u></u>	<u><u>\$ 2,667,092</u></u>

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

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

**INCOME STATEMENT ACTIVITY:**

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

	<b>BLENDED</b>
DSH Accrual	\$ 3,195,195
Uncompensated Care Accrual	3,238,227
URIP	-
GME	215,801
CHIRP	(892,420)
Regional UPL Benefit	-
<b>Medicaid Supplemental Payments</b>	<b>5,756,803</b>
DSRIP Accrual	3,848,340
<b>Total Adjustments</b>	<b>\$ 9,605,143</b>

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

<u>ITEM</u>	CIP BALANCE AS OF 11/30/2021	DECEMBER "+" ADDITIONS	DECEMBER "- " ADDITIONS	DECEMBER TRANSFERS	CIP BALANCE AS OF 12/31/2021	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) APRVD/BUDGET
<u>RENOVATIONS</u>									
IFIRST FLOOR COMMON AREAS	-	-	-	-	-	-	-	720,000	720,000
IRELOCATE SPD	-	8,935	-	-	8,935	-	8,935	4,000,000	3,991,065
<b>SUB-TOTAL</b>	<b>\$ -</b>	<b>\$ 8,935</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,935</b>	<b>\$ -</b>	<b>\$ 8,935</b>	<b>\$ 4,720,000</b>	<b>\$ 4,711,065</b>
<u>MINOR BUILDING IMPROVEMENT</u>									
IBADGE ACCESS UPGRADE	23,505	-	-	-	23,505	-	23,505	45,000	21,495
ICHW FLOORING	55,322	-	-	(55,322)	-	-	-	60,000	60,000
<b>SUB-TOTAL</b>	<b>\$ 78,827</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (55,322)</b>	<b>\$ 23,505</b>	<b>\$ -</b>	<b>\$ 23,505</b>	<b>\$ 105,000</b>	<b>\$ 81,495</b>
<u>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 1,182,693	\$ 869,411	\$ (1,273,453)	\$ -	\$ 778,651	\$ -	\$ 778,651	\$ 6,500,000	\$ 5,721,349
<b>SUB-TOTAL</b>	<b>\$ 1,182,693</b>	<b>\$ 869,411</b>	<b>\$ (1,273,453)</b>	<b>\$ -</b>	<b>\$ 778,651</b>	<b>\$ -</b>	<b>\$ 778,651</b>	<b>\$ 6,500,000</b>	<b>\$ 5,721,349</b>
<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 1,261,520</b>	<b>\$ 878,346</b>	<b>\$ (1,273,453)</b>	<b>\$ (55,322)</b>	<b>\$ 811,091</b>	<b>\$ -</b>	<b>\$ 811,091</b>	<b>\$ 11,325,000</b>	<b>\$ 10,513,909</b>

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

ITEM	CLASS	BOOKED AMOUNT
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>		
CHW Flooring	Building	\$ 55,322
<b>TOTAL PROJECT TRANSFERS</b>		<b>\$ 55,322</b>
<b>EQUIPMENT PURCHASES</b>		
None		\$ -
<b>TOTAL EQUIPMENT PURCHASES</b>		<b>\$ -</b>
<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>		<b>\$ 55,322</b>

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

<b>MONTH/ YEAR</b>	<b>DESCRIPTION</b>	<b>DEPT NUMBER</b>	<b>BUDGETED AMOUNT</b>	<b>P.O AMOUNT</b>	<b>ACTUAL AMOUNT</b>	<b>TO/(FROM) CONTINGENCY</b>
	<b>Available funds from budget</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
Oct-21	ThinPrep 2000 Processor	7040	-	-	46,000	(46,000)
Oct-21	Convection Steamer	8020	-	-	8,570	(8,570)
Oct-21	Roll Around Monitor	8420	-	-	5,094	(5,094)
Oct-21	Replacement Wall Monitor	7300	-	-	4,916	(4,916)
Oct-21	Reach In Freezer	8020	-	-	3,815	(3,815)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	16,940	(16,940)
Oct-21	Surgical Instruments	6620	-	-	9,720	(9,720)
Oct-21	Olympic Brain Monitor	6550	-	-	23,186	(23,186)
Nov-21	Four Stack Gym 5 Stations	7430	-	-	12,622	(12,622)
Nov-21	Dishwasher Flight Type	8020	-	-	94,698	(94,698)
Nov-21	Jaco Carts	9100	-	-	24,955	(24,955)
Nov-21	Bar Code Scanners	6790	-	-	16,137	(16,137)
Nov-21	Kangaroo ePump	6760	-	-	6,875	(6,875)
Dec-21	CHW Flooring	7480	60,000	-	55,322	4,678
Dec-21	Stretchers	6850	-	-	309,396	(309,396)
Dec-21	Iris Camera Kit	6550	-	-	44,025	(44,025)
Dec-21	Refrigerator	7050	-	-	4,725	(4,725)
Dec-21	Clinical System	7060	-	-	228,649	(228,649)
Dec-21	Latitude 5320	7070	-	-	4,377	(4,377)
Dec-21	Pharmacy Refrigerator	7050	-	-	15,140	(15,140)
Dec-21	Clickline Surgical Instruments	6620	-	-	16,940	(16,940)
			<b><u>\$ 660,000</u></b>	<b><u>\$ -</u></b>	<b><u>\$ 1,002,923</u></b>	<b><u>\$ (342,923)</u></b>

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

	<b>CURRENT YEAR</b>	<b>PRIOR YEAR</b>		<b>CURRENT YEAR CHANGE</b>
		<b>HOSPITAL UNAUDITED</b>	<b>PRO CARE UNAUDITED</b>	
AR DISPRO/UPL	\$ (557,401)	\$ -	\$ -	\$ (557,401)
AR UNCOMPENSATED CARE	3,238,227	8,778,889	-	(5,540,662)
AR DSRIP	5,524,209	1,675,869	-	3,848,340
AR NURSING HOME UPL	1,338,630	2,231,049	-	(892,420)
AR UHRIP	-	-	-	-
AR GME	215,801	-	-	215,801
AR PHYSICIAN GUARANTEES	494,197	518,647	-	(24,450)
AR ACCRUED INTEREST	25,580	5,863	-	19,717
AR OTHER:	(2,026,986)	(1,663,343)	36,244	(399,886)
Procure On-Call Fees	6,846	-	6,846	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	(2,033,832)	(1,663,343)	29,398	(399,886)
AR DUE FROM THIRD PARTY PAYOR	2,753,026	2,657,942	-	95,084
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<b>\$ 9,478,655</b>	<b>\$ 13,516,790</b>	<b>\$ 36,244</b>	<b>\$ (4,074,380)</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S  
DECEMBER 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	22.3	6.7	234.6%	11.8	89.5%	22.0	6.7	230.8%	10.8	104.4%
Intensive Care Unit (ICU) 2	15.0	5.2	191.2%	1.0	1362.8%	14.9	5.1	189.5%	1.4	926.9%
Cardiopulmonary	10.7	11.3	-5.0%	3.7	188.2%	10.6	11.3	-5.8%	4.2	150.7%
4 Central	7.0	0.8	833.5%	1.2	500.3%	6.8	0.7	809.6%	1.7	298.2%
3 West Observation	6.1	2.2	175.5%	-	0.0%	6.8	2.2	209.7%	-	0.0%
6 Central	5.2	1.5	247.7%	0.6	771.5%	5.7	1.5	286.6%	0.8	612.8%
5 Central	3.8	2.4	56.7%	2.6	47.8%	4.3	2.4	77.7%	2.4	79.5%
Emergency Department	3.4	-	0.0%	-	0.0%	4.3	-	0.0%	-	0.0%
9 Central	4.0	4.0	-1.9%	-	0.0%	4.0	4.0	-1.3%	1.6	147.6%
7 Central	3.7	1.8	103.6%	1.0	272.0%	3.9	1.8	110.6%	1.1	257.8%
8 Central	3.0	0.8	264.3%	1.5	92.2%	3.5	0.8	336.7%	2.4	45.2%
Operating Room	3.4	2.6	34.0%	3.4	0.0%	3.2	2.5	25.3%	2.9	11.6%
2 Central	1.6	-	0.0%	-	0.0%	2.2	-	0.0%	0.2	1184.9%
Imaging - Diagnostics	1.2	1.9	-33.7%	1.0	17.9%	1.6	1.9	-11.3%	0.4	366.4%
6 West	0.9	0.2	274.4%	0.1	1102.6%	1.2	0.2	397.4%	0.2	634.5%
Imaging - Ultrasound	1.0	0.5	113.7%	-	0.0%	0.8	0.5	65.8%	-	0.0%
NURSING ORIENTATION	0.4	-	0.0%	0.3	19.4%	0.7	-	0.0%	0.2	364.8%
Care Management	0.9	-	0.0%	-	0.0%	0.7	-	0.0%	-	0.0%
Imaging - MRI	1.2	0.5	143.2%	-	0.0%	0.7	0.5	43.3%	-	0.0%
Human Resources	0.2	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
Imaging - CVI	-	0.5	-100.0%	-	0.0%	0.2	0.5	-68.7%	-	0.0%
4 EAST	-	-	0.0%	-	0.0%	0.0	-	0.0%	-	0.0%
Disaster & Emergency Operations	-	-	0.0%	0.9	-100.0%	-	-	0.0%	0.5	-100.0%
5 West	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
Labor & Delivery	-	0.4	-100.0%	1.6	-100.0%	-	0.4	-100.0%	1.8	-100.0%
Laboratory - Chemistry	-	3.4	-100.0%	-	0.0%	-	3.4	-100.0%	-	0.0%
<b>SUBTOTAL</b>	<b>95.1</b>	<b>46.6</b>	<b>104.0%</b>	<b>30.7</b>	<b>209.8%</b>	<b>98.4</b>	<b>46.5</b>	<b>111.8%</b>	<b>32.5</b>	<b>202.7%</b>
<b>TRANSITION LABOR</b>										
Laboratory - Chemistry	3.9	-	0.0%	3.8	1.9%	3.9	-	0.0%	3.8	1.7%
<b>SUBTOTAL</b>	<b>3.9</b>	<b>-</b>	<b>0.0%</b>	<b>3.8</b>	<b>1.9%</b>	<b>3.9</b>	<b>-</b>	<b>0.0%</b>	<b>3.8</b>	<b>1.7%</b>
<b>GRAND TOTAL</b>	<b>99.0</b>	<b>46.6</b>	<b>112.3%</b>	<b>34.5</b>	<b>186.9%</b>	<b>102.3</b>	<b>46.5</b>	<b>120.2%</b>	<b>36.3</b>	<b>181.6%</b>

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

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
ICU4 TEMPORARY LABOR	\$ 694,055	\$ 132,017	\$ 562,038	425.7%	\$ 261,448	165.5%	\$ 2,135,453	\$ 390,434	\$ 1,745,019	446.9%	\$ 712,164	199.9%
ICU2 TEMPORARY LABOR	510,573	101,878	408,695	401.2%	22,345	2185.0%	1,465,199	301,476	1,163,723	386.0%	96,933	1411.6%
IMCU4 TEMPORARY LABOR	201,047	14,618	186,429	1275.3%	16,800	1096.7%	582,653	43,240	539,413	1247.5%	88,880	555.5%
TEMPORARY LABOR	153,780.13	33,557	120,223	358.3%	-	100.0%	535,109.77	99,209	435,901	439.4%	-	100.0%
6C TEMPORARY LABOR	142,334.84	22,727	119,608	526.3%	8,298	1615.2%	473,967.01	67,212	406,755	605.2%	32,692	1349.8%
ED TEMPORARY LABOR	99,686.73	-	99,687	100.0%	-	100.0%	380,106.13	-	380,106	100.0%	-	100.0%
8C TEMPORARY LABOR	87,230	12,403	74,827	603.3%	24,462	256.6%	313,952	36,686	277,266	755.8%	119,556	162.6%
TEMPORARY LABOR	55,829.91	-	55,830	100.0%	-	100.0%	223,319.63	-	223,320	100.0%	10,619	2003.1%
7C TEMPORARY LABOR	93,328	33,766	59,562	176.4%	17,286	439.9%	290,859	99,925	190,934	191.1%	53,780	440.8%
Temp Labor - Productive Salaries	10,850.45	-	10,850	100.0%	6,399	69.6%	91,823.80	-	91,824	100.0%	10,321	789.7%
IMCU9 TEMPORARY LABOR	99,151	69,238	29,913	43.2%	9,088	991.0%	294,862	204,901	89,961	43.9%	81,003	264.0%
ORTHO/NEURO TEMPORARY LABOR	23,233.23	3,822	19,411	507.9%	1,219	1805.5%	89,139.55	11,298	77,842	689.0%	8,416	959.1%
OR TEMPORARY LABOR	61,137	32,755	28,382	86.6%	49,558	23.4%	174,082	96,900	77,182	79.7%	148,360	17.3%
US TEMPORARY LABOR	23,364.00	9,232	14,132	153.1%	-	100.0%	52,187.60	27,306	24,882	91.1%	-	100.0%
ALL OTHER	358,938	310,736	48,202	15.5%	107,507	233.9%	966,510	919,289	47,221	5.1%	308,355	213.4%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 2,707,119</b>	<b>\$ 813,983</b>	<b>\$ 1,893,136</b>	<b>232.6%</b>	<b>\$ 562,737</b>	<b>381.1%</b>	<b>\$ 8,385,785</b>	<b>\$ 2,408,052</b>	<b>\$ 5,977,733</b>	<b>248.2%</b>	<b>\$ 1,775,340</b>	<b>372.3%</b>
CHEM TRANSITION LABOR	\$ 34,875.29	\$ -	\$ 34,875	100.0%	\$ 34,297	1.7%	\$ 103,965	\$ -	\$ 103,965	100.0%	\$ 108,924	-4.6%
ALL OTHER	-	-	-	100.0%	-	100.0%	-	-	-	100.0%	-	100.0%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 34,875</b>	<b>\$ -</b>	<b>\$ 34,875</b>	<b>0%</b>	<b>\$ 34,297</b>	<b>1.7%</b>	<b>\$ 103,965</b>	<b>\$ -</b>	<b>\$ 103,965</b>	<b>0.0%</b>	<b>\$ 108,924</b>	<b>-4.6%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 2,741,994</b>	<b>\$ 813,983</b>	<b>\$ 1,928,011</b>	<b>236.9%</b>	<b>\$ 597,034</b>	<b>359.3%</b>	<b>\$ 8,489,750</b>	<b>\$ 2,408,052</b>	<b>\$ 6,081,698</b>	<b>252.6%</b>	<b>\$ 1,884,264</b>	<b>350.6%</b>
PI FEES ( TRANSITION NURSE PROGRAM)	\$ 149,270.58	\$ 48,121.00	\$ 101,150	210.2%	\$ 14,733	913.2%	\$ 311,659	\$ 144,363.00	\$ 167,296	115.9%	\$ 46,066	576.6%
UC-WEST CLINIC - PURCH SVCS-OTHER	86,031	25,063	60,968	243.3%	22,889	275.9%	187,599	75,189	112,410	149.5%	73,323	155.9%
CONSULTANT FEES	34,796	8,053	26,743	332.1%	32,640	6.6%	117,480.00	24,159	93,321	386.3%	32,640	259.9%
UC-CPC JBS PARKWAY PURCH SVCS-OTHER	75,346	45,006	30,340	67.4%	54,944	37.1%	208,360	135,018	73,342	54.3%	150,894	38.1%
ADM CONTRACT STRYKER	54,404	11,407	42,997	376.9%	(2,263)	-2504.5%	94,375.44	34,221	60,154	175.8%	76,271	23.7%
REF LAB ARUP PURCH SVCS	63,775	56,682	7,093	12.5%	56,586	12.7%	223,354	170,046	53,308	31.3%	175,485	27.3%
ADM PHYS RECRUITMENT	35,434	15,883	19,551	123.1%	7,342	382.6%	93,215.41	47,649	45,566	95.6%	23,904	290.0%
DIET OTHER PURCH SVCS	23,793	16,021	7,772	48.5%	18,472	28.8%	89,323.49	48,063	41,260	85.8%	56,595	57.8%
OTHER PURCH SVCS	62,806	42,492	20,314	47.8%	-	100.0%	160,195	127,476	32,719	25.7%	-	100.0%
AMBULANCE FEES	21,316	9,804	11,512	117.4%	11,224	89.9%	58,951.90	29,412	29,540	100.4%	23,113	155.1%
ENGINEERING OTHER PURCH SVCS	14,042	9,353	4,689	50.1%	21,126	-33.5%	53,949.88	28,059	25,891	92.3%	35,782	50.8%
HISTOLOGY SERVICES	30,597	25,732	4,865	18.9%	11,873	157.7%	102,964	77,196	25,768	33.4%	77,931	32.1%
SERV EXC SURVEY SERVICES	16,281	12,618	3,663	29.0%	8,031	102.7%	58,641.19	37,854	20,787	54.9%	(11,177)	-624.7%
CREDIT CARD FEES	38,748	33,898	4,850	14.3%	26,011	49.0%	117,115	101,694	15,421	15.2%	82,943	41.2%
OBLD OTHER PURCH SVCS	20,324	15,825	4,499	28.4%	33,892	-40.0%	55,703	47,475	8,228	17.3%	51,719	7.7%
COMM REL ADVERTISEMENT PURCH SVCS	18,430	28,066	(9,636)	-34.3%	110,741	-83.4%	56,572	84,198	(27,626)	-32.8%	229,309	-75.3%
UC-CPC 42ND STREET PURCH SVCS-OTHER	47,639	44,207	3,432	7.8%	42,867	11.1%	104,221	132,621	(28,400)	-21.4%	131,527	-20.8%
OTHER PURCH SVCS	13,875	53,134	(39,259)	-73.9%	100,728	-86.2%	110,534.69	159,402	(48,867)	-30.7%	409,422	-73.0%
PT ACCTS COLLECTION FEES	47,169	70,569	(23,400)	-33.2%	77,743	-39.3%	155,272	211,707	(56,435)	-26.7%	245,946	-36.9%
MISSION FITNESS CONTRACT PURCH SVC	57,566	66,831	(9,265)	-13.9%	63,318	-9.1%	124,435.23	200,504	(76,069)	-37.9%	188,319	-33.9%
IT INFORMATION SOLUTIONS SVCS	23,878	44,692	(20,814)	-46.6%	9,446	152.8%	55,859	134,076	(78,217)	-58.3%	87,947	-36.5%
OR FEES ( PERFUSION SERVICES )	37,494	68,819	(31,325)	-45.5%	53,219	-29.5%	100,057	206,457	(106,400)	-51.5%	121,473	-17.6%
ADM CONSULTANT FEES	45,155	87,028	(41,873)	-48.1%	229,044	-80.3%	138,182	261,084	(122,902)	-47.1%	415,834	-66.8%
DIALYSIS SERVICES	89,042	145,960	(56,918)	-39.0%	175,372	-49.2%	297,339.85	437,880	(140,540)	-32.1%	429,411	-30.8%
ALL OTHERS	2,167,753	2,403,492	(235,739)	-9.8%	2,154,621	0.6%	6,635,097	7,214,639	(579,542)	-8.0%	6,656,659	-0.3%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 4,408,298</b>	<b>\$ 4,316,898</b>	<b>\$ 91,400</b>	<b>2.1%</b>	<b>\$ 4,171,137</b>	<b>5.7%</b>	<b>\$ 12,831,507</b>	<b>\$ 12,954,868</b>	<b>\$ (123,361)</b>	<b>-1.0%</b>	<b>\$ 12,269,962</b>	<b>4.6%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED RATIO ANALYSIS  
DECEMBER 31, 2021**

		YTD DECEMBER 2022	2020 S&P Comparison**	YTD September 2021	YTD September 2020	YTD September 2019
<b><u>Statement of Operations:</u></b>						
Salaries & Benefits/Net Pt Rev (%)	↓	63.7	59.4	67.4	69.1	68.6
Bad Debt Exp/Total Operating Revenue (%)	↓	36.5	N/A	41.1	34.6	7.3
Maximum Debt Service Coverage (x)	↓	2.8	2.7	5.3	7.1	7.9
Maximum Debt Service/Total Operating Revenue	↓	1.1	N/A	1.3	1.7	1.8
Interest Coverage (x) <sup>1</sup>						
EBITDA Margin (%) <sup>1</sup>	↓	2.5	8.4	5.6	76.0	74.1
Operating Margin (%)	↓	-2.6	0.7	-2.0	-0.7	0.7
Profit Margin (%)	↓	-2.9	2.5	-1.1	-8.4	72.3
<b><u>Balance Sheet:</u></b>						
Average Age Net Fixed Assets (years)	↓	16.4	13.7	16.8	16.8	15.8
Cushion Ratio (x)	↓	27.7	15.8	31.1	32.8	17.8
Days' Cash on Hand	↑	99.0	171.7	65.5	154.6	77.8
Days in Accounts Receivable	↓	41.0	44.7	44.5	53.6	54.6
Cash Flow/Total Liabilities (%)	↓	4.1	9.2	9.9	-0.3	523.2
Unrestricted Cash/Long-Term Debt (%)	↑	182.6	134.1	130.6	177.7	193.1
Long-Term Debt/Capitalization (%)	↑	22.7	35.5	19.7	18.0	18.6
Payment Period (days)	↓	56.1	N/A	63.1	57.9	51.0
<b><u>Other Ratios:</u></b>						
Inventory Turnover <sup>2</sup>	↑	9.5	N/A	9.4	12.0	2.3

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

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



# Financial Presentation

For the Month Ended

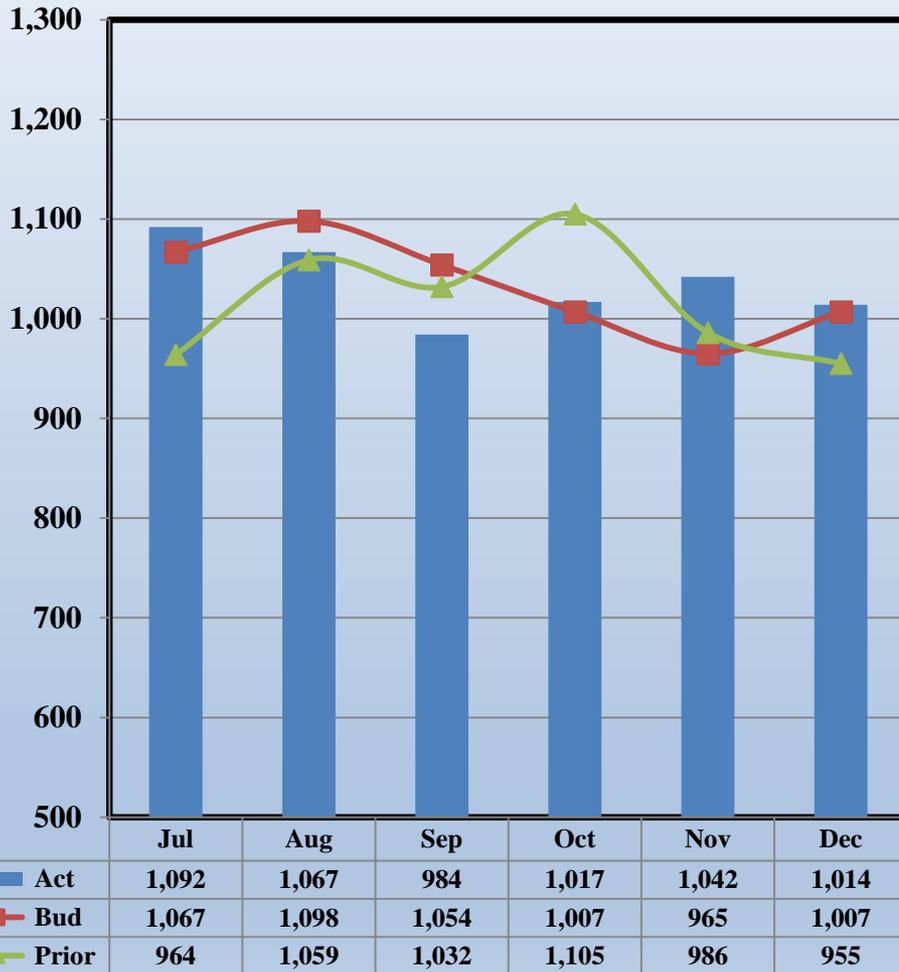
December 31, 2021

# Volume



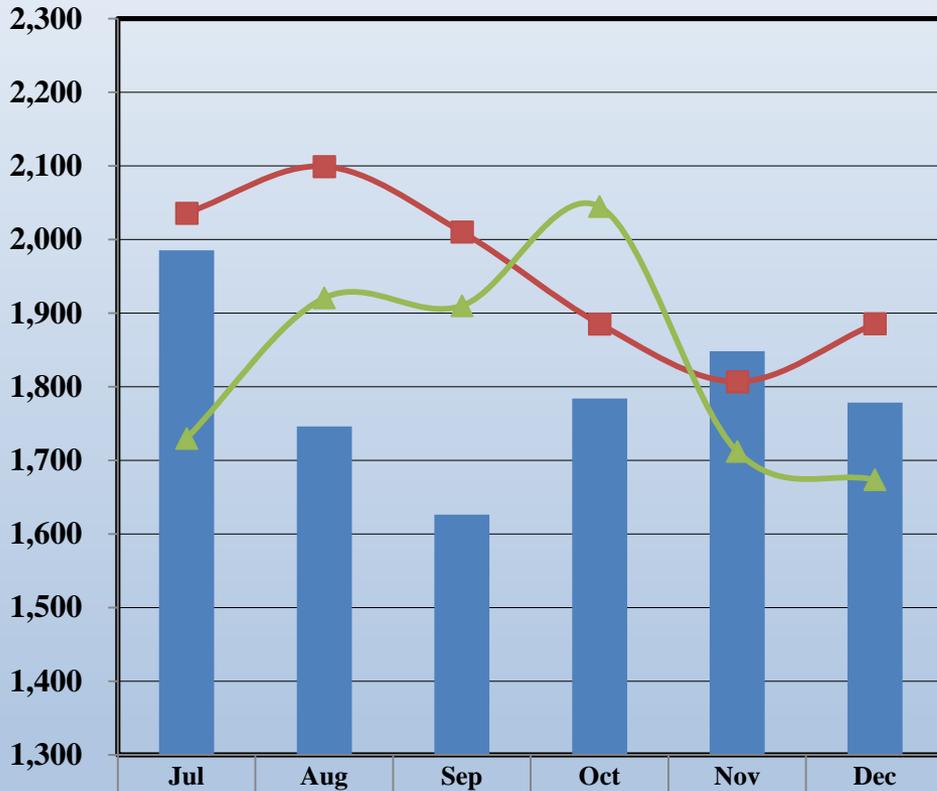
# Admissions

## *Total – Adults and NICU*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,014	1,007	955
Var %		0.7%	6.2%
Year-To-Date	3,073	2,979	3,046
Var %		3.2%	0.9%
Annualized	12,346	13,037	12,301
Var %		-5.3%	0.4%

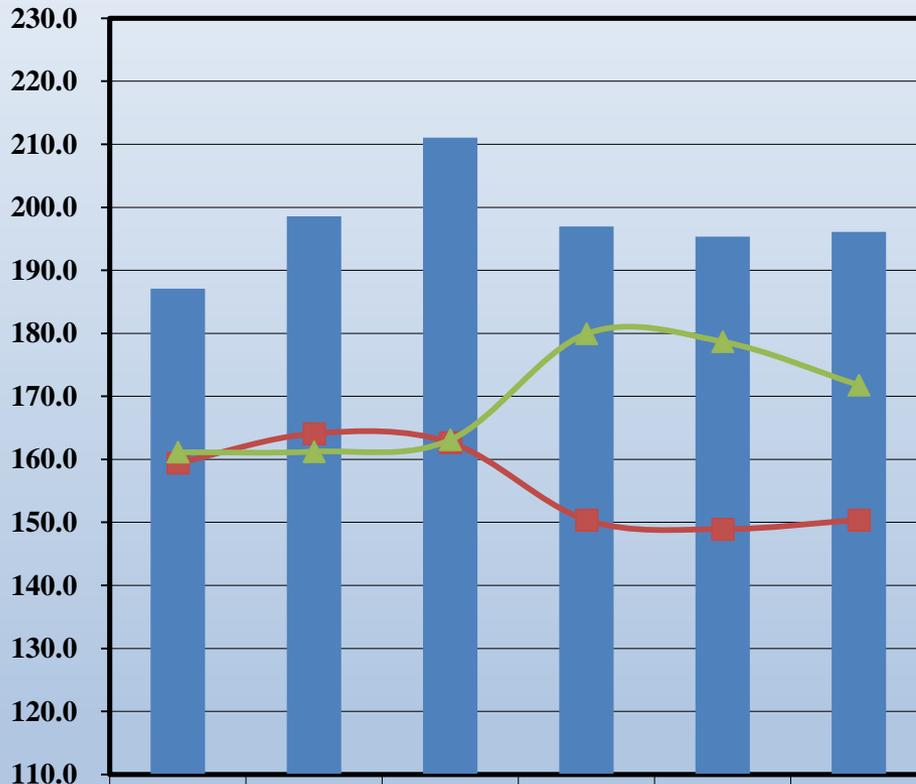
# Adjusted Admissions



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,778	1,886	1,674
Var %		-5.7%	6.2%
Year-To-Date	5,410	5,578	5,423
Var %		-3.0%	-0.3%
Annualized	22,349	24,649	22,730
Var %		-9.3%	-1.7%

	Jul	Aug	Sep	Oct	Nov	Dec
Act	1,985	1,746	1,626	1,784	1,848	1,778
Bud	2,036	2,099	2,010	1,886	1,807	1,886
Prior	1,730	1,921	1,910	2,045	1,712	1,674

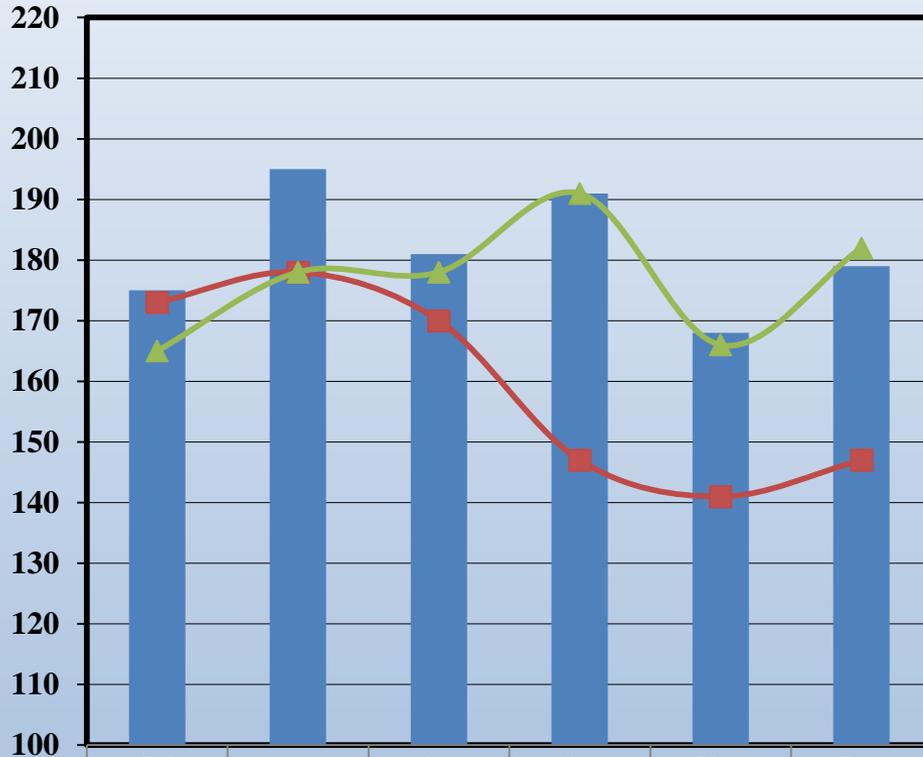
# Average Daily Census



	Jul	Aug	Sep	Oct	Nov	Dec
Act	187.1	198.6	211.0	196.9	195.3	196.1
Bud	159.4	164.1	162.7	150.4	148.9	150.4
Prior	161.1	161.2	163.1	179.9	178.7	171.8

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	196.1	150.4	171.8
Var %		30.4%	14.2%
Year-To-Date	196.1	149.9	176.8
Var %		30.8%	11.0%
Annualized	186.5	165.6	164.7
Var %		12.6%	13.2%

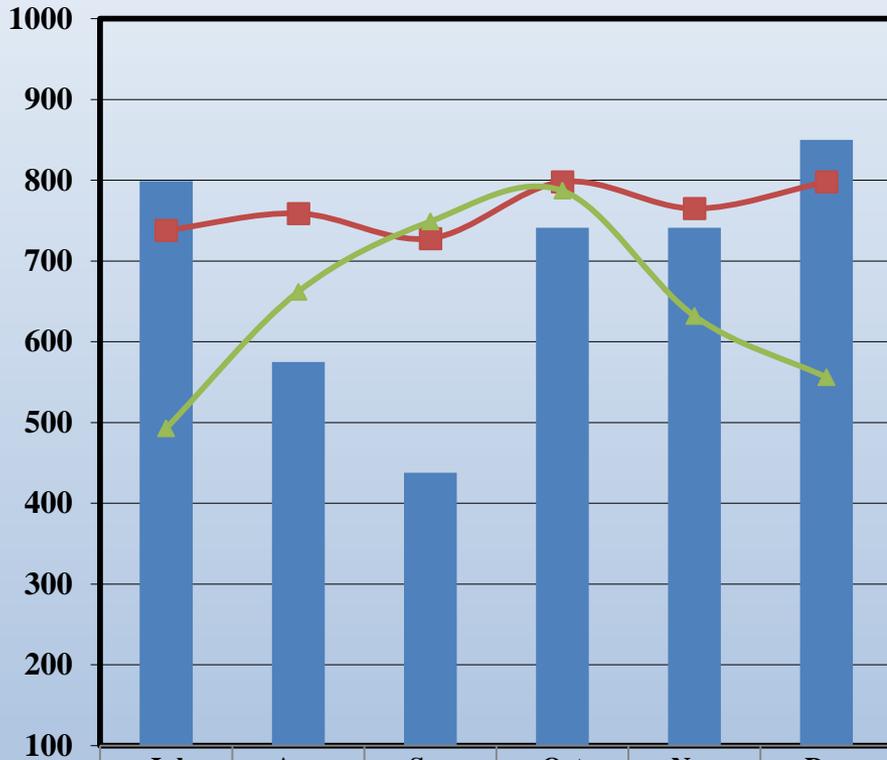
# Deliveries



	Jul	Aug	Sep	Oct	Nov	Dec
Act	175	195	181	191	168	179
Bud	173	178	170	147	141	147
Prior	165	178	178	191	166	182

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	179	147	182
Var %		21.8%	-1.6%
Year-To-Date	538	435	539
Var %		23.7%	-0.2%
Annualized	1,976	2,063	2,122
Var %		-4.2%	-6.9%

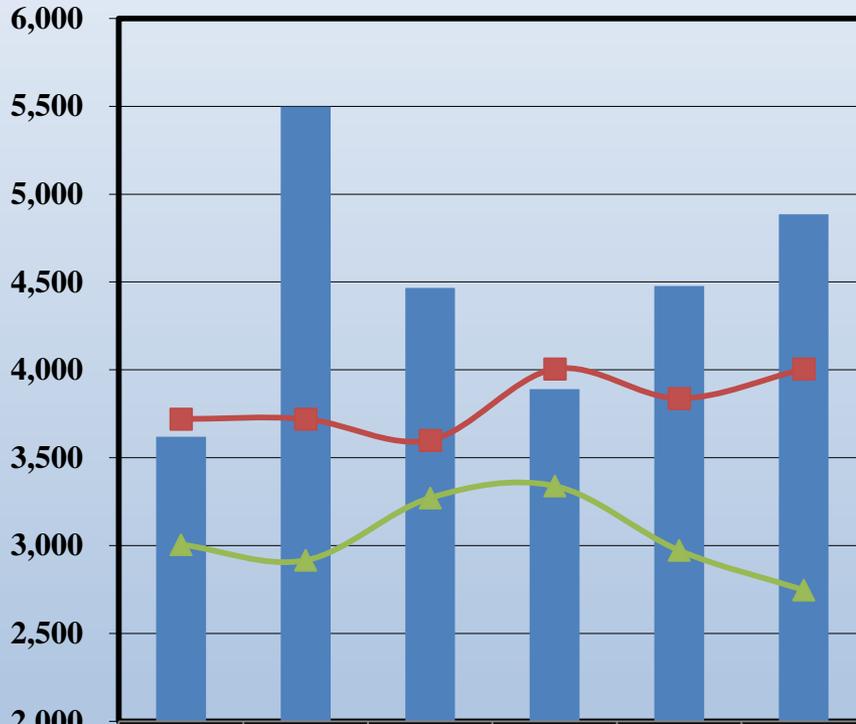
# Total Surgical Cases



	Jul	Aug	Sep	Oct	Nov	Dec
Act	799	575	438	741	741	850
Bud	738	759	728	798	765	798
Prior	493	662	749	787	632	556

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	850	798	556
Var %		6.5%	52.9%
Year-To-Date	2,332	2,361	1,975
Var %		-1.2%	18.1%
Annualized	8,382	9,312	7,611
Var %		-10.0%	10.1%

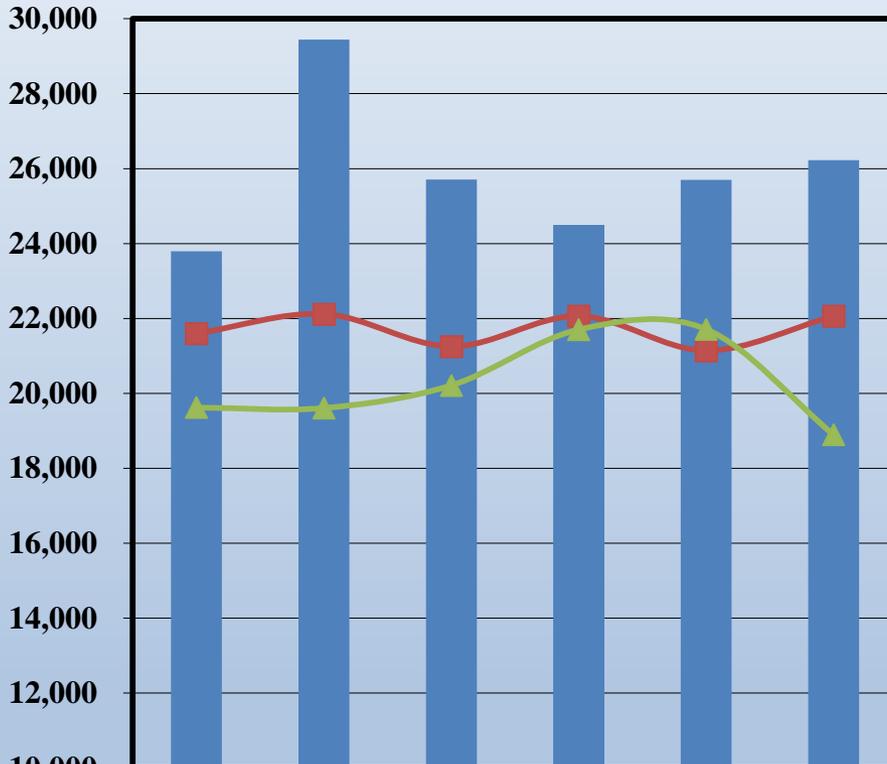
# Emergency Room Visits



■ Act	3,619	5,497	4,467	3,890	4,477	4,885
■ Bud	3,720	3,720	3,600	4,005	3,838	4,005
▲ Prior	3,006	2,916	3,271	3,339	2,972	2,747

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4,885	4,005	2,747
Var %		22.0%	77.8%
Year-To-Date	13,252	11,848	9,058
Var %		11.9%	46.3%
Annualized	47,962	44,158	39,684
Var %		8.6%	20.9%

# Total Outpatient Occasions of Service

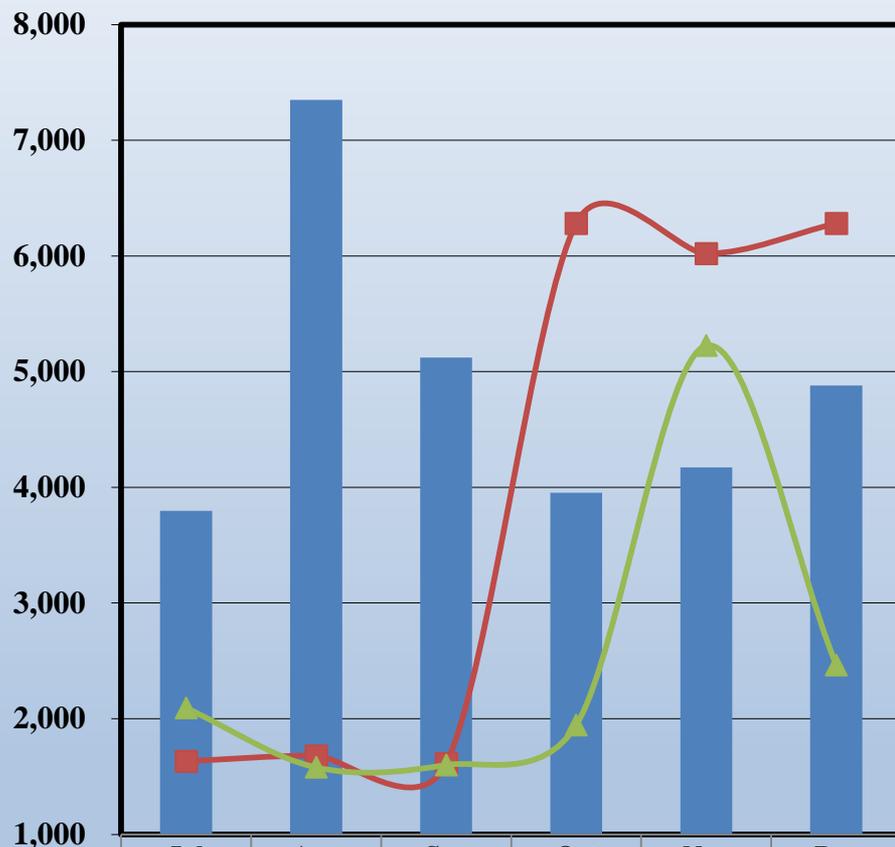


	Jul	Aug	Sep	Oct	Nov	Dec
Act	23,797	29,441	25,706	24,493	25,698	26,222
Bud	21,596	22,117	21,252	22,062	21,143	22,062
Prior	19,620	19,607	20,212	21,702	21,709	18,892

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	26,222	22,062	18,892
Var %		18.9%	38.8%
Year-To-Date	76,413	65,267	62,302
Var %		17.1%	22.6%
Annualized	284,349	266,090	247,860
Var %		6.9%	14.7%

# Urgent Care Visits

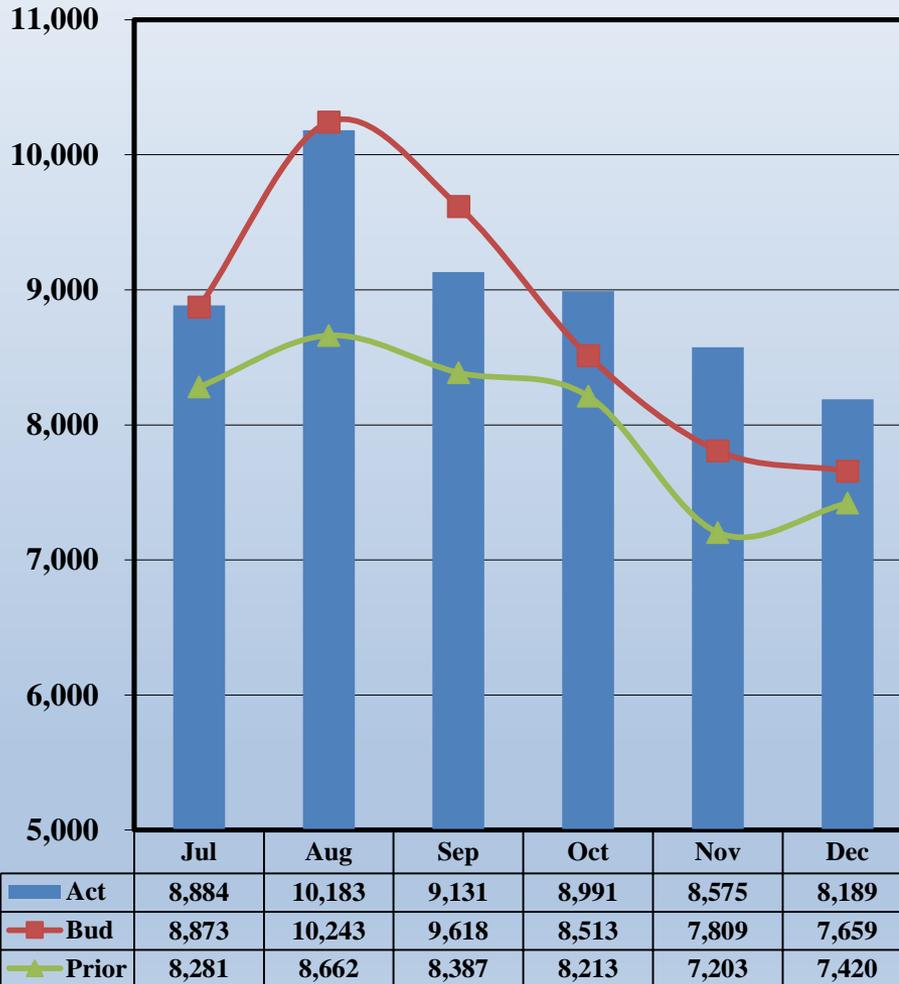
*(JBS Clinic, West University & 42<sup>nd</sup> Street)*



■ Act	3,796	7,349	5,121	3,954	4,172	4,880
■ Bud	1,633	1,680	1,612	6,282	6,021	6,282
▲ Prior	2,093	1,579	1,600	1,945	5,225	2,464

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	4,880	6,282	2,464
Var %		-22.3%	98.1%
Year-To-Date	13,006	18,585	9,634
Var %		-30.0%	35.0%
Annualized	42,253	33,977	27,511
Var %		24.4%	53.6%

# Total ProCare Office Visits



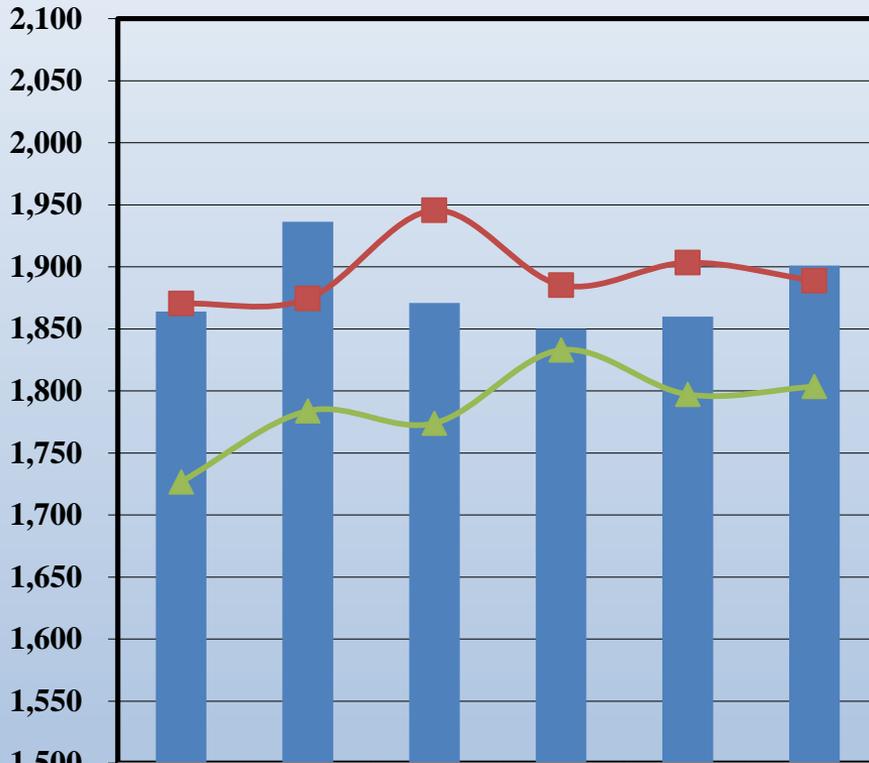
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	8,189	7,659	7,420
Var %		6.9%	10.4%
Year-To-Date	25,755	23,981	22,836
Var %		7.4%	12.8%
Annualized	106,807	110,534	98,932
Var %		-3.4%	8.0%

# Staffing



# Blended FTE's

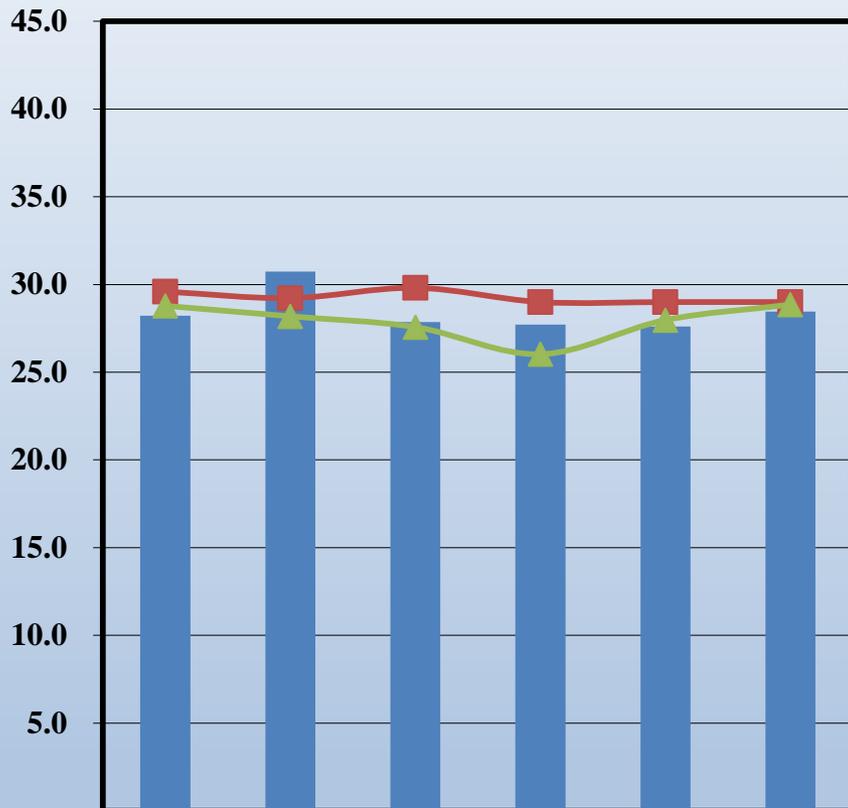
*Including Contract Labor and Management Services*



	Jul	Aug	Sep	Oct	Nov	Dec
Act	1,864	1,936	1,871	1,850	1,860	1,901
Bud	1,870	1,874	1,946	1,885	1,903	1,889
Prior	1,727	1,784	1,774	1,833	1,797	1,804

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,901	1,889	1,804
Var %		0.7%	5.4%
Year-To-Date	1,870	1,892	1,811
Var %		-1.2%	3.3%
Annualized	1,846	1,915	1,800
Var %		-3.6%	2.5%

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



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	28.5	29.0	28.9
Var %		-1.8%	-1.3%
Year-To-Date	27.9	29.0	27.6
Var %		-3.8%	1.1%
Annualized	27.1	28.8	28.4
Var %		-5.9%	-4.6%

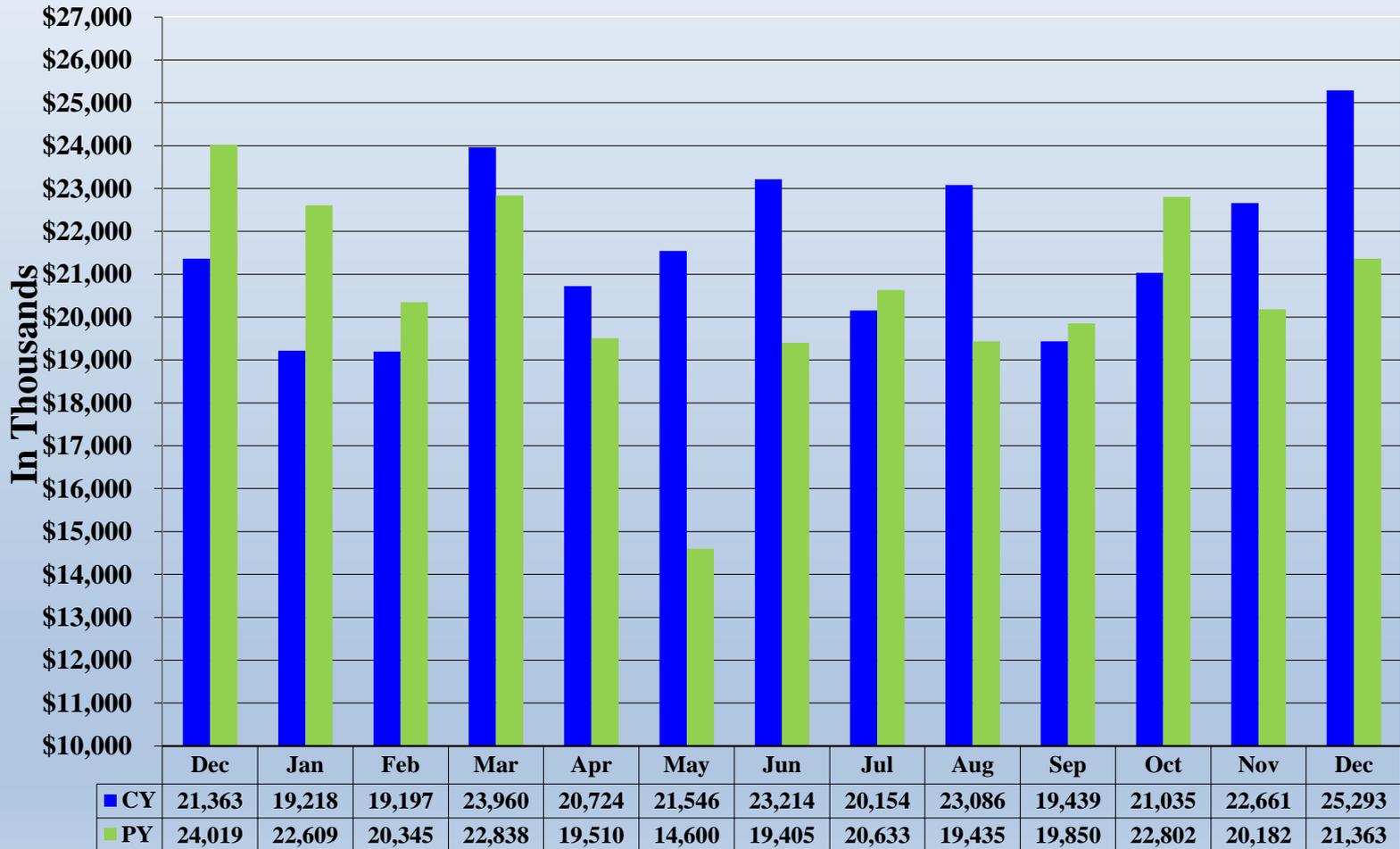
	Jul	Aug	Sep	Oct	Nov	Dec
Act	28.2	30.7	27.9	27.7	27.6	28.5
Bud	29.6	29.2	29.8	29.0	29.0	29.0
Prior	28.8	28.2	27.6	26.0	28.0	28.9

# Accounts Receivable



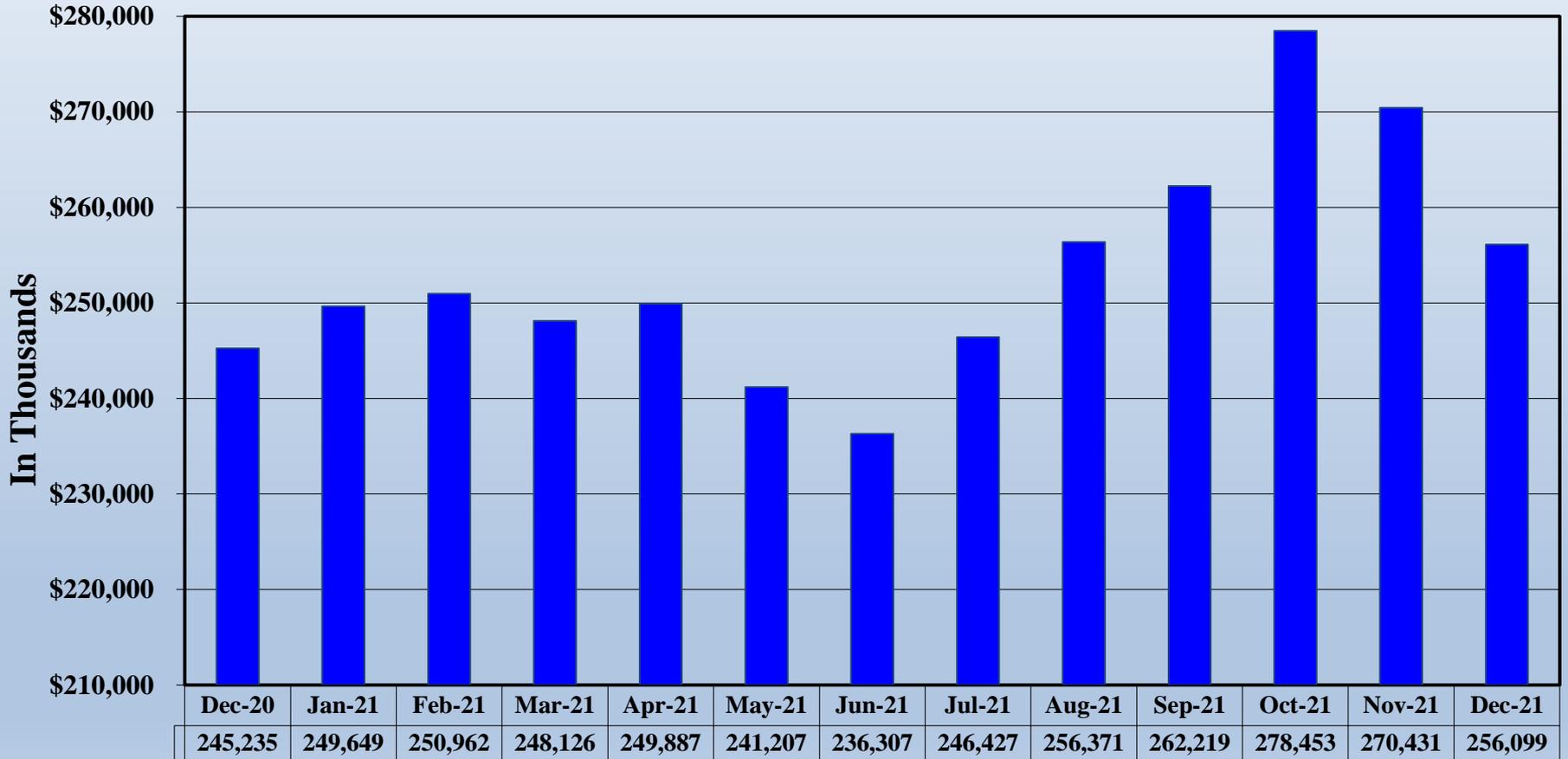
# Total AR Cash Receipts

## 13 Month Trending



# Total Accounts Receivable – Gross

## Thirteen Month Trending



# Revenues & Revenue Deductions



# Total Patient Revenues

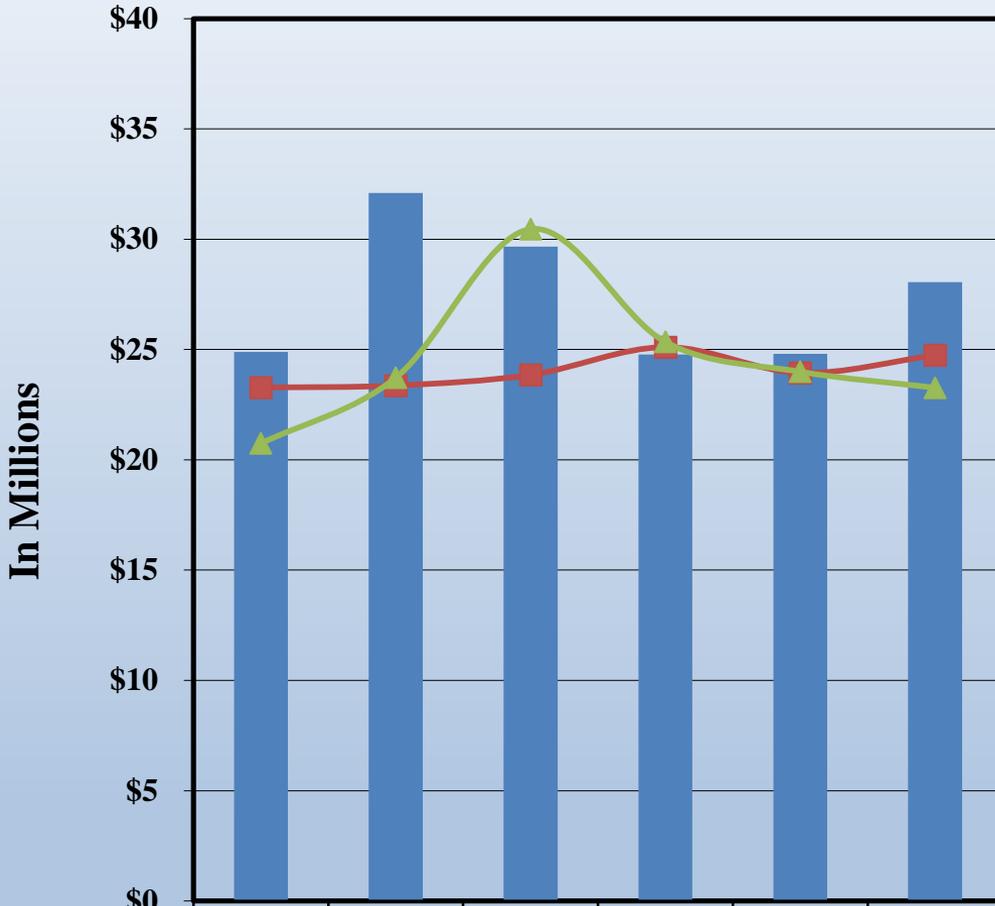
## *(Ector County Hospital District)*



	Jul	Aug	Sep	Oct	Nov	Dec
Act	\$111.3	\$119.2	\$110.8	\$116.3	\$112.3	\$117.6
Bud	\$103.6	\$104.5	\$106.3	\$106.5	\$100.6	\$104.5
Prior	\$92.1	\$100.1	\$100.7	\$112.4	\$98.7	\$100.7

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 117.6	\$ 104.5	\$ 100.7
Var %		12.5%	16.8%
Year-To-Date	\$ 346.2	\$ 311.6	\$ 311.7
Var %		11.1%	11.0%
Annualized	\$ 1,332.2	\$ 1,268.9	\$ 1,187.0
Var %		5.0%	12.2%

# Total Net Patient Revenues



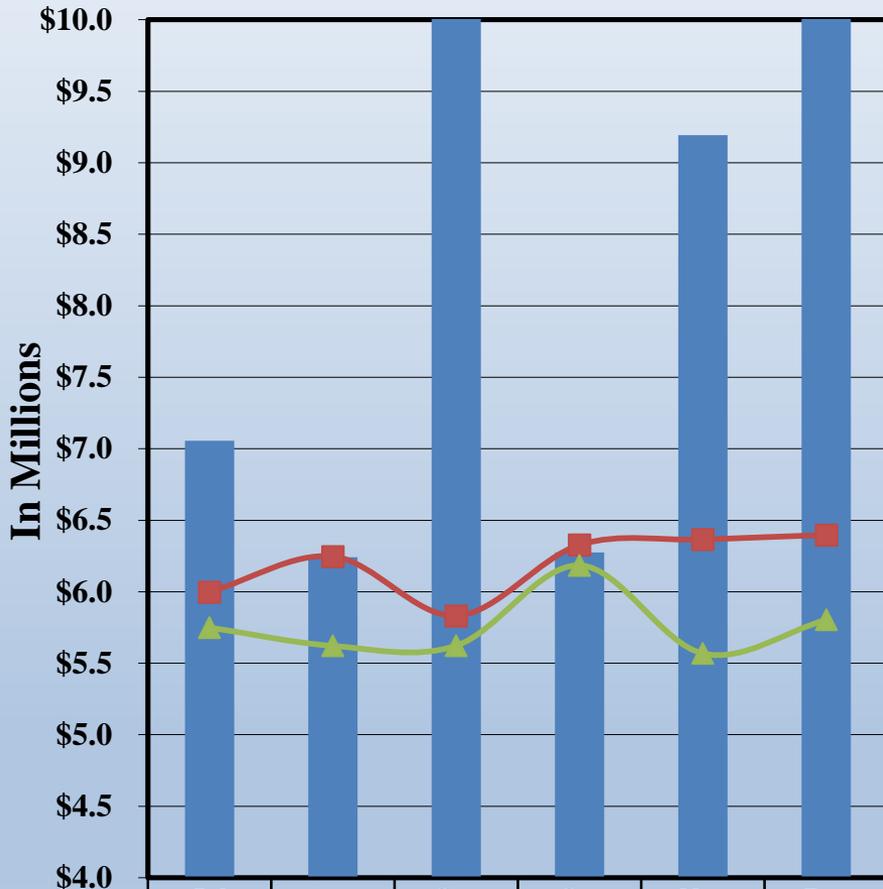
	Jul	Aug	Sep	Oct	Nov	Dec
Act	\$24.9	\$32.1	\$29.7	\$24.8	\$24.8	\$28.0
Bud	\$23.3	\$23.4	\$23.8	\$25.1	\$23.9	\$24.7
Prior	\$20.7	\$23.7	\$30.5	\$25.3	\$24.0	\$23.3

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 28.0	\$ 24.7	\$ 23.3
Var %		13.4%	20.5%
Year-To-Date	\$ 77.6	\$ 73.8	\$ 72.6
Var %		5.2%	6.9%
Annualized	\$ 309.7	\$ 287.4	\$ 271.5
Var %		7.8%	14.1%

# Other Revenue

*(Ector County Hospital District)*

*Including Tax Receipts, Interest & Other Operating Income*



Act	Jul	Aug	Sep	Oct	Nov	Dec
Bud	\$7.1	\$6.2	\$28.8	\$6.3	\$9.2	\$10.8
Prior	\$6.0	\$6.2	\$5.8	\$6.3	\$6.4	\$6.4
	\$5.7	\$5.6	\$5.6	\$6.2	\$5.6	\$5.8

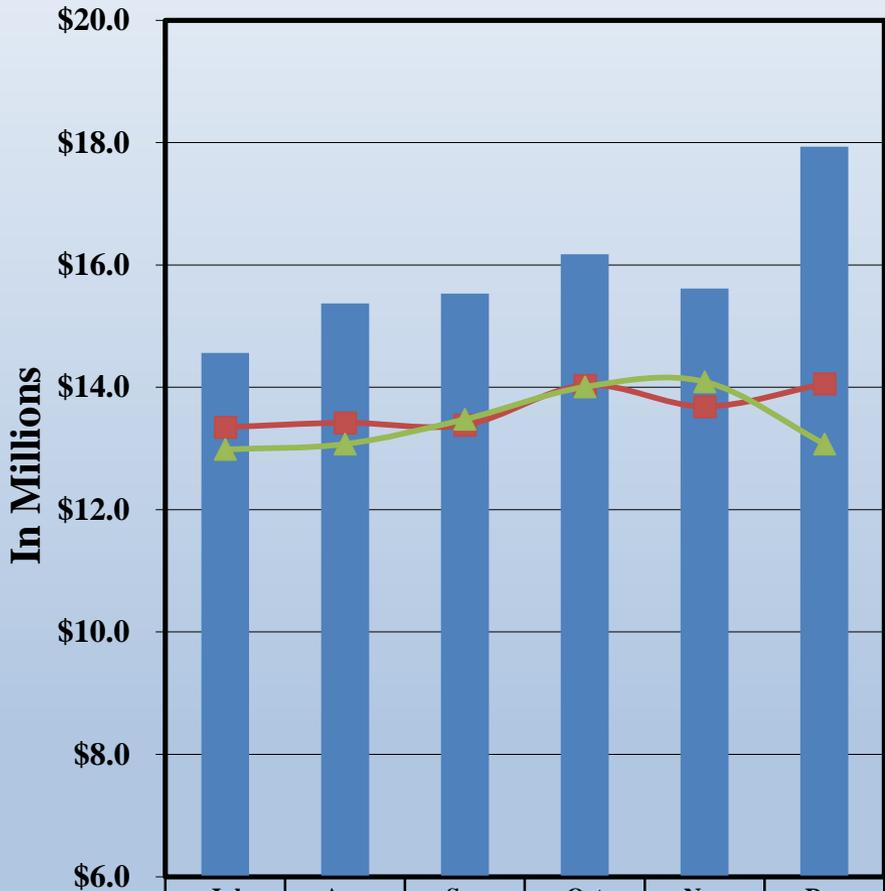
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 10.8	\$ 6.4	\$ 5.8
Var %		69.1%	86.4%
Year-To-Date	\$ 26.3	\$ 19.1	\$ 17.6
Var %		37.7%	49.7%
Annualized	\$ 85.7	\$ 56.8	\$ 51.3
Var %		50.9%	67.2%

# Operating Expenses



# Salaries, Wages & Contract Labor

## *(Ector County Hospital District)*

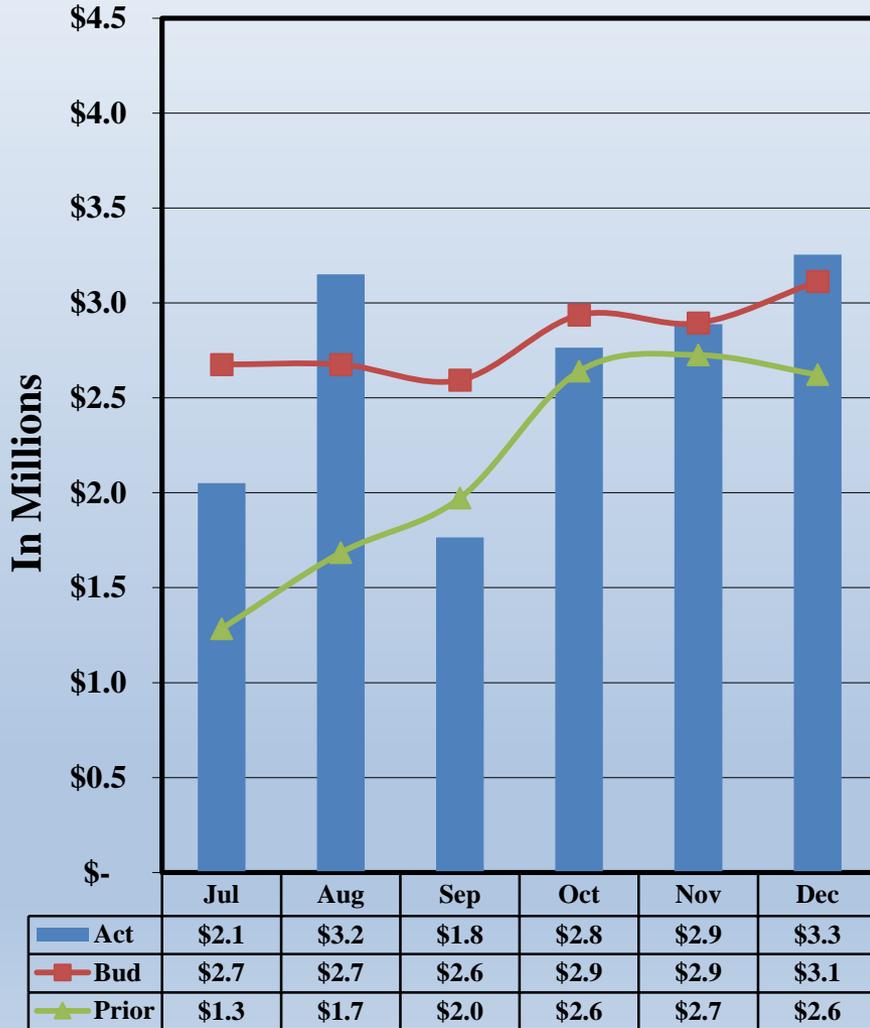


	Jul	Aug	Sep	Oct	Nov	Dec
Act	\$14.6	\$15.4	\$15.5	\$16.2	\$15.6	\$17.9
Bud	\$13.3	\$13.4	\$13.4	\$14.0	\$13.7	\$14.1
Prior	\$13.0	\$13.1	\$13.5	\$14.0	\$14.1	\$13.1

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 17.9	\$ 14.1	\$ 13.1
Var %		27.0%	36.6%
Year-To-Date	\$ 49.7	\$ 41.8	\$ 41.2
Var %		18.9%	20.6%
Annualized	\$ 176.6	\$ 164.1	\$ 160.9
Var %		7.6%	9.8%

# *Employee Benefit Expense*

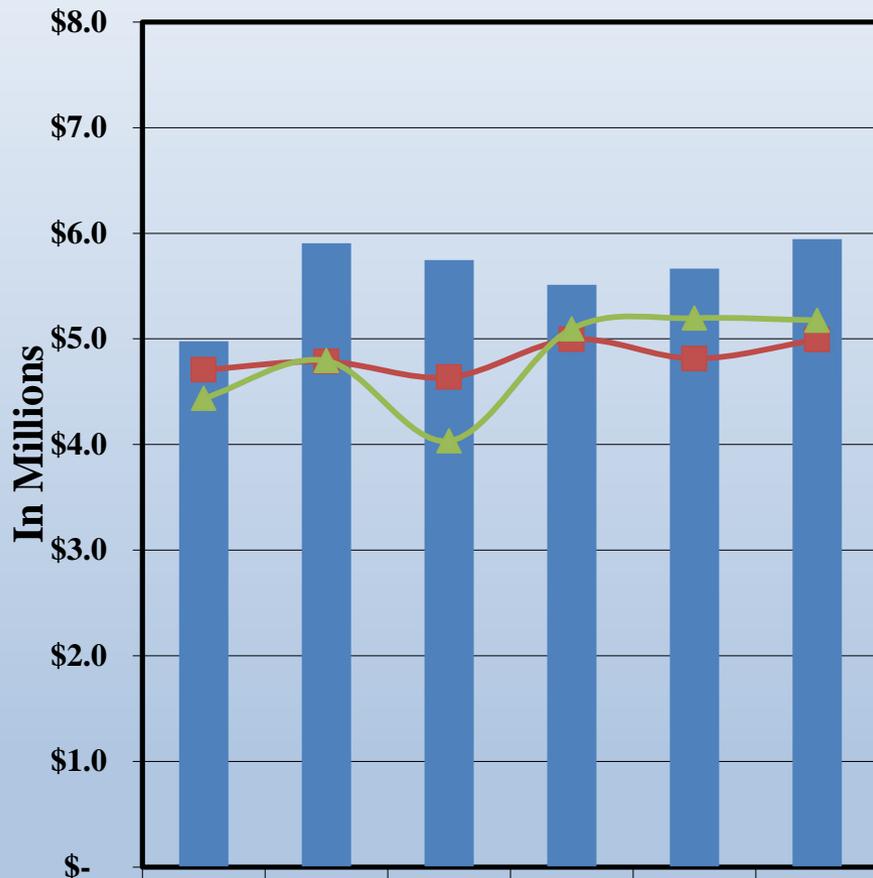
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 3.3	\$ 3.1	\$ 2.6
Var %		4.5%	24.1%
Year-To-Date	\$ 8.9	\$ 8.9	\$ 8.0
Var %		-0.4%	11.5%
Annualized	\$ 34.2	\$ 32.6	\$ 29.0
Var %		4.9%	17.9%

# Supply Expense

## *(Ector County Hospital District)*

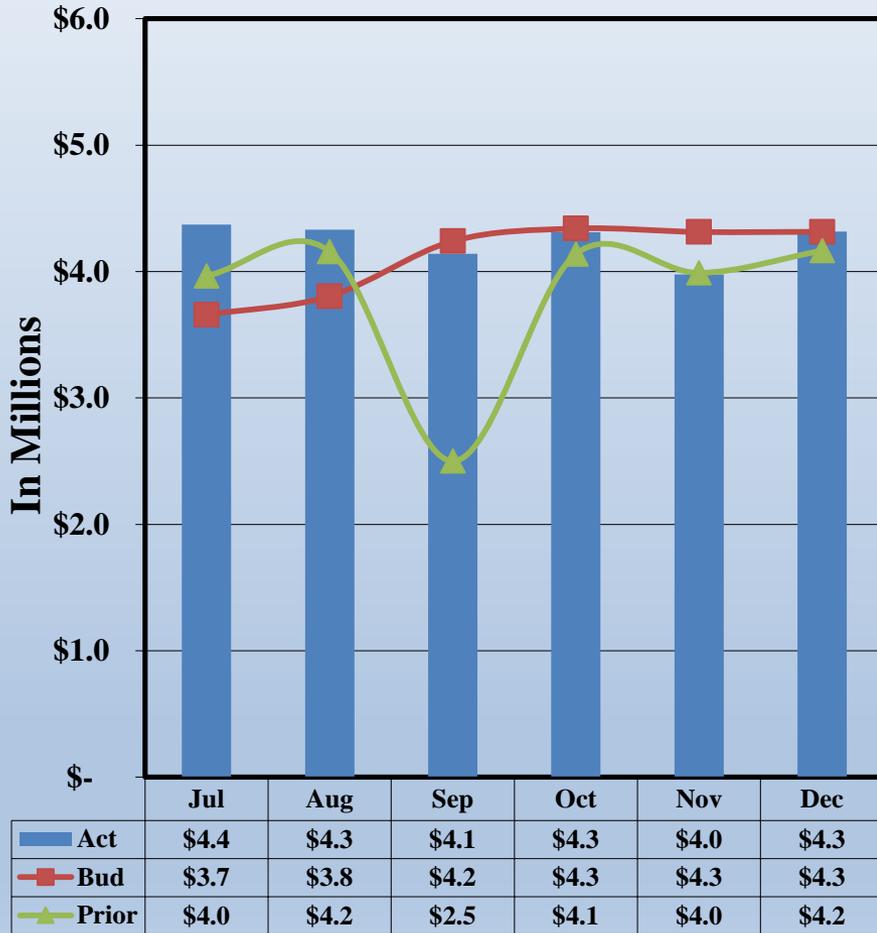


	Jul	Aug	Sep	Oct	Nov	Dec
Act	\$5.0	\$5.9	\$5.7	\$5.5	\$5.7	\$5.9
Bud	\$4.7	\$4.8	\$4.6	\$5.0	\$4.8	\$5.0
Prior	\$4.4	\$4.8	\$4.0	\$5.1	\$5.2	\$5.2

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.9	\$ 5.0	\$ 5.2
Var %		19.0%	14.8%
Year-To-Date	\$ 17.1	\$ 14.8	\$ 15.5
Var %		15.7%	10.7%
Annualized	\$ 62.9	\$ 58.8	\$ 54.9
Var %		7.0%	14.6%

# Purchased Services

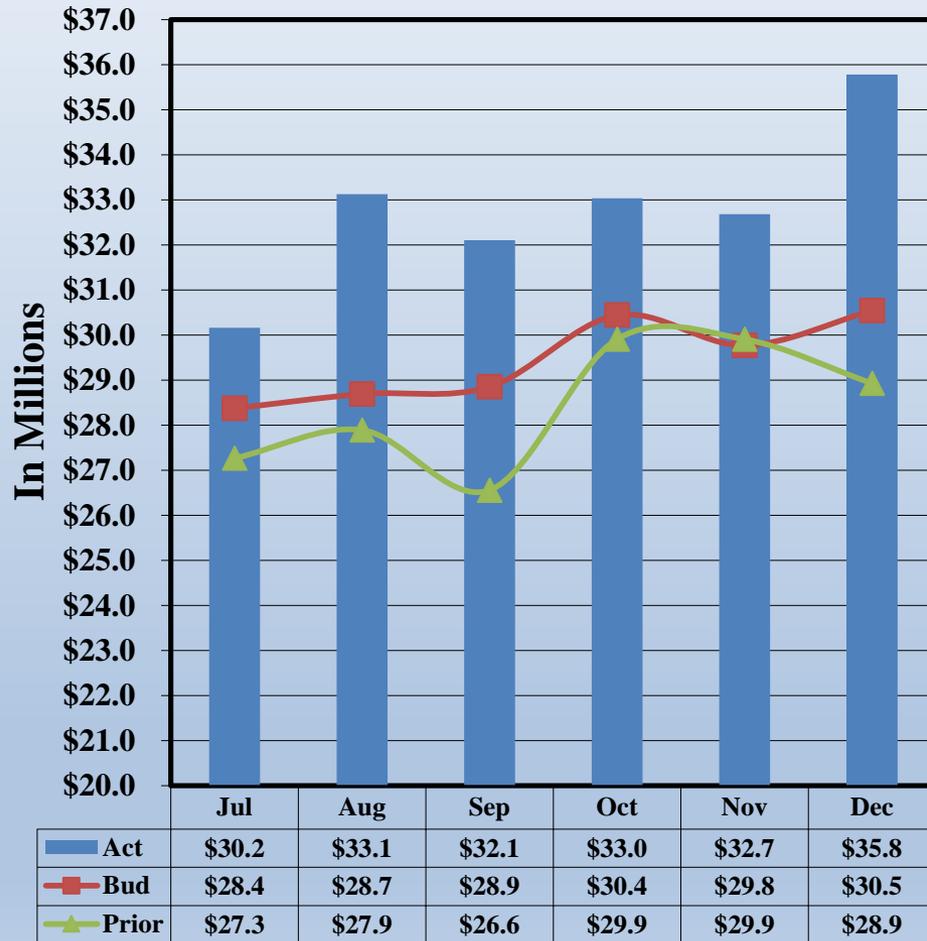
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.3	\$ 4.3	\$ 4.2
Var %		0.0%	3.6%
Year-To-Date	\$ 12.6	\$ 13.0	\$ 12.3
Var %		-2.8%	2.5%
Annualized	\$ 48.6	\$ 47.1	\$ 50.2
Var %		3.2%	-3.2%

# Total Operating Expense

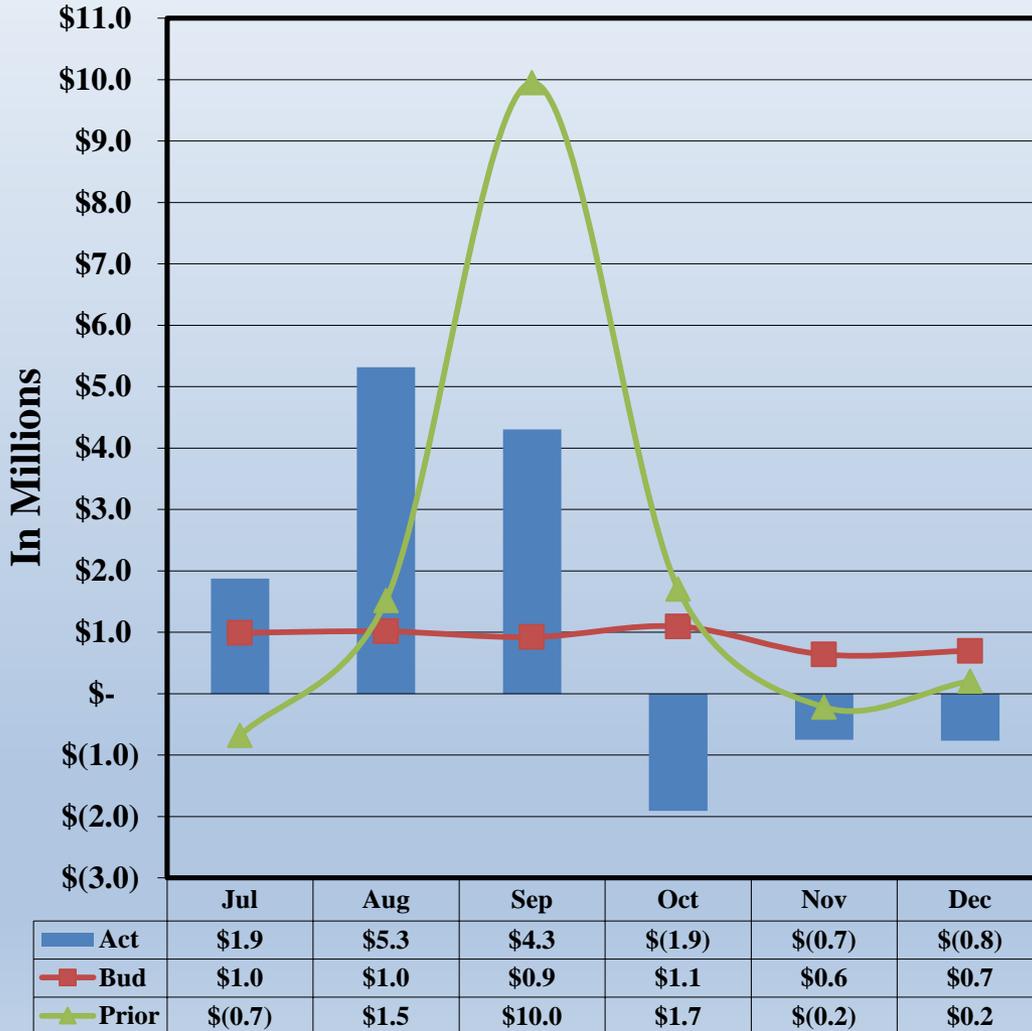
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 35.8	\$ 30.5	\$ 28.9
Var %		17.2%	23.7%
Year-To-Date	\$ 101.5	\$ 90.8	\$ 88.8
Var %		11.8%	14.4%
Annualized	\$ 374.1	\$ 351.4	\$ 347.1
Var %		6.5%	7.8%

# Operating EBIDA

## *Ector County Hospital District Operations*

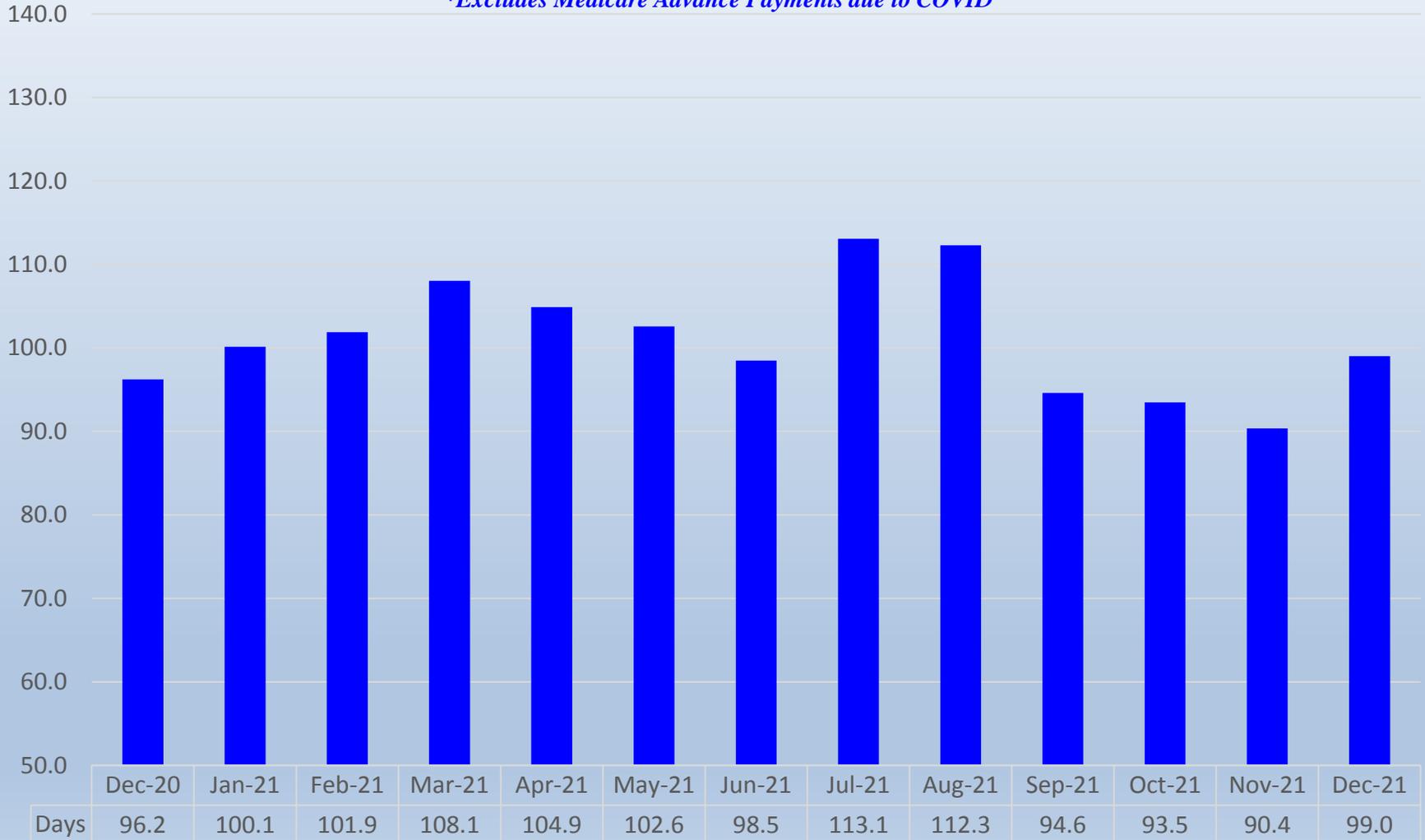


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ (0.8)	\$ 0.7	\$ 0.2
Var		(1.50)	(1.00)
Var %		-214.3%	-500.0%
Year-To-Date	\$ (3.4)	\$ 2.4	\$ 1.7
Var %		-241.7%	-300.0%
Annualized	\$ 14.9	\$ 11.0	\$ (5.9)
Var %		35.5%	-352.5%

# Days Cash on Hand

## Thirteen Month Trending

*\*Excludes Medicare Advance Payments due to COVID*



mch





**FY 2020 CAPITAL EQUIPMENT REQUEST**

Date: January 18, 2022

To: Ector County Hospital District Board of Directors

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

From: Rene M. Rodriguez, DNP, RN Divisional Director of  
The Center for Heart Disease  
Mark Gonzales, RT(R), Cath Lab Supervisor

Re: Capital Purchase: Biosense Webster Carto Mapping System, Siemens  
SC2000

**Total Cost** **\$486,000.00**

**OBJECTIVE**

The request for Biosense Webster, Carto 3D Mapping system equipment is to accommodate and expand current Electrophysiology procedures. Permian Basin and regional patients must travel to Austin and/or other areas to receive the necessary electrophysiology procedures with safe ablation therapy. 3D mapping systems have the accuracy needed to achieve best patient outcomes. The Siemens SC2000 ultrasound is compatible with the Carto mapping system and replaces the current end of life ultrasound, Siemens X300.

**HISTORY**

No history of a mapping system.

**PURCHASE CONSIDERATIONS**

Capital Purchase

**FTE IMPACT**

No additional FTE(s) will be required.

**INSTALLATION & TRAINING**

Turnkey installation and training provided by Biosense Webster.

**WARRANTY AND SERVICE CONTRACT**

1 year warranty

**DISPOSITION OF EXISTING EQUIPMENT**

Dispose

**LIFE EXPECTANCY OF EQUIPMENT**

**MD BUYLINE INFORMATION**

Capital purchase

**COMMITTEE APPROVAL**

MEC, ECHD Board



TO: ECHD Board of Directors

THROUGH: Russell Tippin, President & CEO

THROUGH: Matt Collins, COO

FROM: Carol Evans, Divisional Director of Radiology

DATE: January 6, 2022

RE: **7260- Diagnostic NICU Portable**

CER#: 7260-22-04

Cost: \$113,500

Budget: 120,000

To Contingency \$ 6,500

**REQUEST**

The Diagnostic Department of Radiology is requesting to purchase a Shimadzu Mobile Dart Evolution MX8k portable x-ray unit at a total cost of \$113,500. This unit is dedicated to the NICU due to detector size requirements.

**OBJECTIVE**

The portable currently dedicated to use in the NICU is 11 years old. Replacement is requested for the following reasons:

1. The new Giraffe beds in the NICU require smaller detectors than are available on our current unit. The new system will have a smaller panel which will fit in the holder under the Giraffe bed and require less movement of the neonate to position for imaging.
2. Current system has reached end of life and is no longer supported by the manufacturer.
3. Current system is XP platform with creates security issues; new system has Windows 10 OS.
4. Current unit digital detector is tethered to the unit. The new unit has a detached detector which makes it easier to position for use.
5. Current system has reached end of life and is no longer supported by the manufacturer.

**IT REQUIREMENTS**

Digital images will be sent to DR PACS and then to MCH Portal via wireless network.

**VENDOR CONSIDERATION**

<b>Vendor</b>	<b>Cost</b>
Shimadzu	\$113,500.00
GE	\$139,000.00
Samsung	\$172,750.00

Shimadzu is the vendor of choice for the following reasons:

1. It is priced \$25,500.00 less than the next closest competitor.
2. The Shimadzu software is familiar to all of the end users as we currently have several of these units throughout the health system.
3. Shimadzu has proven to be a solid platform and is the only unit that has the ability to merge patient information after images are captured, which is very helpful when all patient information is not available at the time of the procedure.
4. This unit is integrated with the latest version of the same digital detector chosen for most of the radiology units throughout the health care system.
5. The Shimadzu portable unit has the smallest footprint allowing ease of transport in tight spaces.

**FINANCIAL CONSIDERATIONS**

Quote was reviewed by Symplr and no additional savings were identified. Purchase is under budgeted amount by \$6,500.

**FTE IMPACT**

No additional FTEs are needed.

**WARRANTY & SERVICE COVERAGE**

Shimadzu warrants the system will be free from defects in material and manufacturing workmanship for a period of twelve months upon availability for first patient use. In addition, Konica warrants the new HD panel will be free of defects in material and manufacturing for 2 years. During this 2-year period Konica will provide a drop rider with panel replacement for a fixed copay of \$5,000.00 per event.

**DISPOSITION OF EXISTING EQUIPMENT**

The 11 year old system will be retained for emergency use.

**COMMITTEE APPROVALS**

Radiology Section Meeting	Approved	4/15/2021
FCC	Pending	
MEC	Pending	
Joint Conference	Pending	
ECHD Board	Pending	



TO: ECHD Board of Directors

THROUGH: Russell Tippin, President & CEO

THROUGH: Matt Collins, COO

FROM: Carol Evans, Divisional Director of Radiology

DATE: February 1, 2022

RE: **Nuance ModLink Software Contract**

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

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

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

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

**FY 2022 Working Agreement**

Date: February 1, 2022

To: Ector County Hospital District Board of Directors

From: Christin Timmons, CNO/CXO

Re: Facility Magnet Designation

**Total Cost (unbudgeted) \$ 475,900**

Assessment Service Fees (\$47,900)

Program Fee for agreed terms (\$275,000)  
\*paid out over the timeline established for submission

Interim Magnet Program Manager-6 months (\$ 153,000)  
\*reimbursement of travel expenses

**OBJECTIVE**

Obtain ANCC Magnet status for organizational improvement as 5-star organizations and Magnet organizations are often seen together.

**Proposal**

- A. MCH desires to have a partnership with Healthlinx to walk through the stages of becoming a Magnet organization. Magnet entails meeting excellence in a series of areas expanding throughout the entire health system:
  - Nursing Satisfaction/Nursing Turnover
  - Patient Satisfaction
  - Patient Outcomes/?Nurse Sensitive Indicators/Research
  - Culture of Outcomes Improvement/Shared Governance
- B. Establish an interim to permanent Magnet Coordinator position for MCH to establish the program.

**Deliverables**

- Assessment of all nursing-wide performance to Magnet® standards. Quantify nursing wide and service line obstacles and opportunities (4-6 weeks process and includes two (2) onsite visits: 2 full-day on-site assessment with an analyst
- Performance improvement plan to ensure Nursing meets/exceeds the standard

- Detailed project plan outlining project forward and all resources/solutions needed to maximize the probability of success. This provides recommended submission date.
- Integrate structural standards
- Process refinement and outcome confirmation
- Documentation-Writing and Publishing the magnet document for submission
- Mock survey



## Magnet® & Organizational Excellence

How are these two journeys to excellence linked?

Pillars	Magnet	Organizational Excellence
People/Culture	RN Engagement - >50% of eligible units outperform at least 3 of 4 selected measures (required to move forward with Magnet designation)	Outperform Organization goals for Employee Engagement <ul style="list-style-type: none"> <li>• &gt;50% of units Tier I</li> <li>• &gt;85% participation</li> </ul> Culture of Safety
Quality	NSI's: Falls w/injury, HAPI, CAUTI, CLABSI, Device Related HAPI & Door to Balloon (for ambulatory) <ul style="list-style-type: none"> <li>• &gt;50% of eligible units outperform in 4 inpatient measures (Falls w/injury &amp; HAPI 2+ are required) and 2 ambulatory measures</li> <li>• &gt;50% 8 quarters of data</li> </ul>	Outperform Organizational goals <ul style="list-style-type: none"> <li>• Obtain 5-Star CMS rating</li> <li>• Zero Harm</li> <li>• Reduce HAI by 20%</li> </ul>
Patient Satisfaction	Categories <ul style="list-style-type: none"> <li>• Care Coordination</li> <li>• Careful Listening</li> <li>• Courtesy/Respect</li> <li>• Pain</li> <li>• Patient Education</li> <li>• Pt. Engagement/ Pt. Centered Care</li> <li>• Responsiveness</li> <li>• Safety</li> <li>• Service Recovery</li> </ul> Outperformance defined by: <ul style="list-style-type: none"> <li>• &gt;50% of eligible units outperform in 4 selected categories for inpatient and 4 selected categories for ambulatory</li> <li>• &gt;50% 8 quarters of data</li> </ul>	Outperform Organization goals (Rank or percentile) for some or all categories listed: <ul style="list-style-type: none"> <li>• Likelihood to Recommend</li> <li>• Hospital Rating</li> <li>• Doctor Communication</li> <li>• Hospital Environment</li> <li>• Nurse Communication</li> <li>• Communication about Medicines</li> <li>• Responsiveness of Hospital Staff</li> <li>• Care Transitions</li> <li>• Discharge Information</li> </ul> * Items in blue have the same questions rolled into them that are under categories for Magnet
Finance & Growth	Financial <ul style="list-style-type: none"> <li>• Drives quality outcomes (Decreased readmissions and mortalities)</li> <li>• Attracts &amp; retains nurses (Decreased turnover &amp; associated costs)</li> <li>• Encourages and supports innovation</li> </ul> Growth <ul style="list-style-type: none"> <li>• Attracts physicians</li> <li>• High quality, efficient patient care drives volume</li> </ul>	Operate Efficiently <ul style="list-style-type: none"> <li>• Reduce labor costs</li> <li>• Manage productivity</li> <li>• Decrease supply costs</li> </ul> Growth <ul style="list-style-type: none"> <li>• Expand service lines</li> <li>• Develop new programs</li> </ul>

Nursing  
Workforce



# Position Update

- Total positions open
  - Critical Care-23
  - Acute Care: 85 } 108
- State/travel
  - Agency-76
  - State-15
- Orientation
  - Nursing-26
  - Support-3
- Nursing intern
  - 1<sup>st</sup>/2<sup>nd</sup> semester students-2/14
  - 3<sup>rd</sup> semester students-4
  - 4<sup>th</sup> Semester students- 15



# Position Update

- Average turnover YTD
  - All terminations---%
  - All terms and transfers--%
- Top 3 reasons for leaving
  - Pay-need overall pay review-opportunities to be the leader in pay
  - Scheduling-looking at modified self-scheduling
  - Relocation/Family
  - Growth Opportunities
  - Pandemic concerns

\*\*kronos concern



# Nurse Sensitive Indicators and Staffing

*Nurse staffing Advisory-Legislative formed requirement to provide and maintain the quality of patient care in a safe, cost-effective manner by using the appropriate qualified and skilled personnel*

- **Structure**

- Staff Recruitment and Retention
  - rates of pay
  - high turnover departments
  - structure of nursing education

- **Process**

- Staff satisfaction survey/Hospital wide Safety Survey Feb 8-25<sup>th</sup>
- Alignment room teams starting Feb (pressure ulcers, SSI)

- **Outcomes**

- Review of patient safety events placed in ORTS
- Reviewing readmissions
- Trending nurse and support ratios



# Risk/Adverse Events and Staffing

- Review Root Cause Analysis/Sentinel Event for Staffing-sharing with Staffing Advisory and creating trend reports
- Pharmacy Related events-working on communication of these events In a report format for staffing advisory
- Nurse Sensitive Indicators (Pressure Ulcers/Falls Committee/Readmissions)-report generation to the teams and staffing advisory. Teams reporting in alignment room and QAPI
- Overall PSI Quality items-treating these as never events



# Recommendations and Actions for 2022

## Staffing Advisory

- Correlate indicators to staffing
  - Readmissions
  - Patient Injury
- Generate good working reports with multidisciplinary teams
- Consistent report out from support service

## Performance Improvement Actions

- New RL solution program to better track and trend incidents
  - Go live 2/22/22, real time mgt tools, reports, dashboards
  - Patient Safety Software which will include workflows/tools for collection, classification, tracking, and evaluation of patient safety events and patient grievances for all MCHS staff
- Creation of a patient safety officer role to over see all patient related events-Will work on quality and safety efforts throughout the system focusing on cause analysis for quality safety events and leapfrog initiatives



# Recommendations and Actions for 2022

- Align Risk and pharmacy safety into Performance Improvement
- Working with Medication Safety Officer who leads the medication safety program and improvement initiatives within MCHS.
  - ❑ Initiatives include identifying and evaluating medication error data, ensuring medical safety/education and increasing medication error reporting by all clinical staff.

## Reporting

- Reporting to Executive Team, Nursing Management, Charge Nurses and Board Governance quarterly.
- Reporting to Medical Executive Committee
- Align current roles in the organization under Performance Improvement



**THE BOARD OF DIRECTORS  
OF THE  
ECTOR COUNTY HOSPITAL DISTRICT**

**RESOLUTION**

We, the Board of Directors of the Ector County Hospital District, resolve that we will support the Trauma Program at Medical Center Hospital attaining Level III Trauma verification and designation. We will be committed to providing the resources necessary to ensure quality care of the trauma patient to achieve optimal outcomes throughout the continuum of care. This we do to further our commitment as the lead trauma facility for all citizens of Ector County and Trauma Service Area “J”.

The Trauma Program is the cornerstone of our regional outreach plan and an integral component of our hospital strategic plan. Our support encompasses funding for uncompensated care, physician coverage, contracts, professional education, injury prevention education, clinical facilities, modern technologies, and dedicated staff.

Medical Center Hospital will continue to be active in leadership roles in Texas “J” Regional Advisory Council. Our Trauma Program staff will be supported in participating at the state level in the Texas Trauma Coordinators Forum, The Texas Emergency, Trauma, and Acute Care Foundation, and the Governor’s Emergency and Trauma Advisory Council and Committee. We are committed to furthering the development of the Texas Trauma System in our region and the state.

**PASSED AND APPROVED** by the Board of Directors of the Ector County Hospital District of Odessa, Texas this 1<sup>st</sup> day of February 2022.

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Bryn Dodd  
ECHD Board President

## February Board Report

### Regional Services

#### Site Visits

Ft Stockton- Met with Ed staff. We spoke about Xferall, they are now using. They did let me know this has been nice with COVID, but they will still have some patients they prefer to call to transfer on I have let them know we will accept both ways. Spoke with them about our diversion status they stated they understand, they have not had any issues lately but have had to send patients further than they would like. I spoke with them about some of the newer providers we have and provided updated list.

Met with clinic referral specialist and radiology department. They stated they have had no issues getting us patients. I provided them with all insurances we accept. They did mention the issue of not always getting notes back from specialist. I provided them some ways to connect better with us to assure they receive those notes. I will get with Betsey about commonwell.

Reeves- Met with clinic staff, provided updates on providers. Brenda requested our cardiology group begin to do the cardiology reads. Dr Patel met with Brenda 1/26. Eric, myself, and Brenda to begin to work on this. Brenda stated they have been on diversion some this month due to no oxygen and lack of staff. They now have oxygen. I have let her know we can assist with staffing of OB department, she will speak with Faye and get back with me.

Kermit- Introduced MCH orthopedics providers to ED staff, administration, and all clinic providers (6 total). They were very thankful for the face to face introduction. MCH orthopedics spoke about the services they provided including for pediatrics all staff and providers happy to hear that. I spoke with Gabby Salgado she is the clinic administrator. I have provided her with updates on providers and insurances we accept. I have also let her know I will be bringing more providers if they would like to continue with the face to face introductions, she agreed.

Ward- Introduced MCH orthopedic staff to Administration and clinic provider Dr Thaug. Letecia was thankful for the visit, she spoke about their swing bed and the importance of them getting their patients back home into therapy. She spoke about their physical therapy department renovation. The providers were glad to hear that and will keep that in mind when discharging their patients. Providers introduced themselves to Dr. Thaug and the referral specialist at the clinic. The referral specialist had some questions about a child seen in their office recently whom she was going to have to send out of town, but she was able to refer to Dr Babbel she was very thankful.

Seminole- Russell and I attended grand opening of updated facility

Andrews- Met with Ed Staff provided updated list of providers, they were currently sending patient to MCH, and they were relieved we were not on diversion. No needs at this time, they did state they are still preferring to call with transfers as it seems the communication is not as clear through Xferall I will relay that information to transfer center.

Provided updates to clinic on providers.

Quick clinic- Provided clinic with provider list and insurance we accept.

Dr Nayak's office- met with Theresa, she stated she has sent several patients to us in the last few months. She actually has a pediatric case who she will be sending to Dr Babbel today. She thanked MCH from a personal level as well, she recently had family in hospital and was very happy with his care.

### **Community Outreach-**

#### Primary Care/Urgent Care-

Dr. Salcido

Dr Babbel, Leanna NP, and Nate NP- Dr Agusala, Dr Patel, Dr Wong, West Tx. urgent Care, Signature Care, Vital Care, Dr Dar, Dr Kodi

#### Pediatric

Dr Babbel, Leanna NP, and Nate NP- Dr Benigno, Dr Castillo, Dr Bueno, Dr Chamorouv, Dr Ngyuen, Dr Desai

MCH/Covenant outreach- Samantha Spritzer, Covenant outreach coordinator and I visited with all pediatric clinics to highlight MCH/Covenant partnership.

### **MCH Telehealth**

MCH Telecare- 5

MCH Telecare on demand to community coming March 2022