



**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS MEETING  
JUNE 3, 2021 – 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 ..... Don Hallmark, President**
- II. INVOCATION ..... Chaplain Doug Herget**
- III. PLEDGE OF ALLEGIANCE ..... Don Hallmark**
- IV. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM ... Don Hallmark (p.3)**
- V. AWARDS AND RECOGNITION**
  - A. May 2021 Associates of the Month ..... Russell Tippin**
    - Nurse –
    - Clinical –
    - Non-Clinical –
  - B. Unit HCHAPS High Performer(s) ..... Christin Timmons**
    - ICU
- VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**
- VII. ECHD BOARD OFFICER ELECTIONS / APPOINTMENT ..... Don Hallmark**
  - A. President**
  - B. Vice President**
  - C. Executive Committee Member**
  - D. Secretary**
- VIII. PUBLIC COMMENTS ON AGENDA ITEMS**
- IX. CONSENT AGENDA ..... Don Hallmark (p.4-36)**

(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, May 4, 2021**
  - B. Consider Approval of Special Board Meeting Minutes, May 12, 2021**
  - C. Consider Approval of Board Retreat Meeting Minutes, May 20-22, 2021**
  - D. Consider Approval of Joint Conference Committee, May 25, 2021**
  - E. Consider Approval of Federally Qualified Health Center Monthly Report, April 2021**

**X. COMMITTEE REPORTS**

- A. Finance Committee** .....Bryn Dodd (p.37-96)
  - 1. Financial Report for Month Ended April 30, 2021
  - 2. Consent Agenda
    - a. Consider Approval of Network Infrastructure Equipment from Cerner/Dell
  - 3. Capital Expenditure Request(s)
    - a. Consider Approval of GE Healthcare OEC
    - b. Consider Approval of Stryker Master Service Agreement
    - c. Consider Approval of Artic Sun
  - 4. Consider Approval of Vizient UM Program Expert

**XI. TTUHSC AT THE PERMIAN BASIN REPORT**

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

..... Russell Tippin (p.97-98)

- A. COVID-19 Update**
- B. Set Date for Budget Workshop**
- C. Ad hoc Report(s)**

**XIII. EXECUTIVE SESSION**

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

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

- A. Consider Approval of MCH ProCare Provider Agreements**
- B. Consider Approval of Medical Directorship Agreement**
- C. Consider Approval of On-Call Agreement**
- D. Consider Approval of Professional Services Agreement with TTUHSC**
- E. Inpatient Rehabilitation Agreement with Encompass Health**

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

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

## **MISSION**

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

## **VISION**

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

## **VALUES**

***I-ntegrity***

***C-ustomer centered***

***A-ccountability***

***R-espect***

***E-xcellence***

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGULAR BOARD MEETING  
MAY 4, 2021 – 5:30 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:**

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

**MEMBERS ABSENT:**

Ben Quiroz

**OTHERS PRESENT:**

Russell Tippin, President/Chief Executive Officer  
Steve Ewing, Chief Financial Officer  
Matt Collins, Chief Operating Officer  
Steve Steen, Chief Legal Counsel  
Christin Timmons, Chief Nursing Officer  
Alison Pradon, Vice President of Development  
David Chancellor, Vice President of Human Resources  
Chaplain Doug Herget  
Chaplain Farrell Ard  
Dr. Donald Davenport, Chief of Staff  
Dr. Timothy Benton, Vice Chief of Staff  
Dr. Gary Ventolini, TTUHSC Permian Basin  
Kerstin Connolly, Paralegal  
Michaela Johnson, Executive Assistant to CEO

**OTHERS PRESENT:**

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

**I. CALL TO ORDER**

Don Hallmark, President, called the meeting to order at 5:35 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.

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**II. INVOCATION**

Chaplain Farrell Ard offered the invocation.

**III. PLEDGE OF ALLEGIANCE**

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

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

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

#### **V. AWARDS AND RECOGNITION**

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

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

- Clinical – Isai Huerta, Paramedic Emergency Department
- Non-Clinical – Mary Elena Lopez, Care Management Assistant
- Nurse – Quinn Heath, RN Recovery Room

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

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

- 8C - 90<sup>th</sup> percentile in patient experience

##### **C. Nursing Staff Recognition**

Christin Timmons, Chief Nursing Officer, acknowledged all the nurses who have received a Daisy Award or Nurse of the Month, by presenting them with a certificate and flower.

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

No conflicts were disclosed.

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

No comments from the public were received.

#### **VIII. CONSENT AGENDA**

- A. Consider Approval of Regular Meeting Minutes, April 6, 2021**
- B. Consider Approval of Special Board Meeting Minutes, April 14, 2021**
- C. Consider Approval of Joint Conference Committee, April 27, 2021**
- D. Consider Approval of Federally Qualified Health Center Monthly Report, March 2021**

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

#### **IX. COMMITTEE REPORTS**

##### **A. Finance Committee**

1. Quarterly Investment Report – Quarter 2, FY 2021
2. Quarterly Investment Officer's Certification
3. Financial Report for Month Ended March 31, 2021

4. Consider Approval of Master Services Agreement with R1 RCM Inc.

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

**X. TTUHSC AT THE PERMIAN BASIN REPORT**

Dr. Gary Ventolini provided the TTUHSC at the Permian Basin Report for information only. No action was taken.

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

**A. COVID-19 Update**

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

There are currently 8 in-house patients. The demand for vaccines is dropping. The vaccine clinic that was scheduled at a local church was cancelled because no one signed up to receive the vaccine. The hospital is opening up to visitors, the MCH Auxiliary volunteers are back and the Ronald McDonald House is open.

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

**B. Consider Moving the June 1, 2021 Finance Committee and Regular Board Meeting to Thursday, June 3, 2021**

Russell Tippin, President/CEO, suggested moving the June Board Meeting to Thursday, June 3, 2021, due to the Memorial Day Holiday. David Dunn moved and Richard Herrera seconded the motion to move the meetings to Thursday, June 3, 2021. The motion carried unanimously.

**C. Ad-hoc Reports**

The Regional Services Report was provided.

The search continues for a new Chief Medical Officer. A candidate was interviewed virtually.

The property tax numbers are up about 2% from the previous year. The tax rate will remain at \$0.15.

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

**XII. GUIDELINES CRITERIA AND RESOLUTION FOR TAX ABATEMENT**

Steve Steen presented the Guidelines Criteria and Resolution for Tax Abatement for consideration and approval by the ECHD Board. The Resolution is as follows:

A RESOLUTION OF THE ECTOR COUNTY HOSPITAL  
DISTRICT BOARD OF DIRECTORS, ADOPTING THE

GUIDELINES AND CRITERIA GOVERNING TAX  
ABATEMENT AND BUSINESS INCENTIVES IN THE  
REINVESTMENT ZONES AND ENTERPRISE ZONES; AND  
DECLARING AN EFFECTIVE DATE.

**WHEREAS**, it has been at least two years since the Guidelines and Criteria were last adopted; and

**WHEREAS**, Section 312.002(c) limits the effective period to two years; and

**WHEREAS**, the Board of Directors wishes the Ector County Hospital District to continue to be eligible to participate in the tax abatement program; and

**WHEREAS**, the proposed Guidelines and Criteria comply with Chapter 312, Texas Tax Code; and

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE ECTOR COUNTY HOSPITAL DISTRICT:**

**Section 1.** That the facts stated in the preamble are found to be true and correct and are incorporated herein by reference.

**Section 2.** That the Guidelines and Criteria Governing Tax Abatement and Business Incentives in the Reinvestment Zones and Enterprise Zones, attached hereto as Exhibit "A," are approved and adopted.

**Section 3.** That this resolution and the Guidelines and Criteria shall be effective upon approval.

The foregoing resolution was approved and adopted on May 4, 2021, by the following vote: \_\_\_\_\_ in favor, \_\_\_\_\_ opposed.

Approved the 4<sup>th</sup> day of May, A.D., 2021.

\_\_\_\_\_  
Don Hallmark, Board President

ATTEST:

\_\_\_\_\_  
David Dunn, Board Secretary

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David Dunn moved and Wallace Dunn seconded the motion to approve the Guidelines Criteria and Resolution for Tax Abatement as presented. The motion carried.

**XIII. EXECUTIVE SESSION**

Don Hallmark stated that the Board would go into Executive Session for the meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal

matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberations regarding Real Property pursuant to Section 551.072 of the Texas Government Code; and (3) Deliberations 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 Don Hallmark, Bryn Dodd, Mary Lou Anderson, David Dunn, Richard Herrera, and Wallace Dunn, Russell Tippin, Steve Ewing, Steve Steen, Michaela Johnson and Kerstin Connolly.

Matt Collins, Chief Operating Officer, reported to the Board of Directors regarding the MCHS lease agreements during Executive Session and then was excused.

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

Steve Steen, Chief Legal Counsel, led the board in discussions about creating a non-profit entity and the resolution for such.

**Executive Session began at 6:05 pm.**  
**Executive Session ended at 7:15 p.m.**

No action was taken during Executive Session.

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

##### **A. Consider Approval of MCHS Lease Agreement**

Don Hallmark presented the following MCHS Lease Agreements

- ProCare Family Medicine & Vascular Surgery. This is a 3 year term
- Dr. Ramos – This is a 2 year term.
- Dr. Davenport, Suite 400 – This is a 3 year term
- Dr. Davenport, Suite 470 – This is a 3 year term
- Dr. Furst, Suite 400 -This is a 3 year term
- Dr. Abijay, Suite 302 – This is 3 year term.

David Dunn moved and Richard Herrera seconded the motion to approve the MCHS property leases as presented. The motion carried.

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

Don Hallmark presented the following renewal:

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- Tabitha Pittman, PA. This is a 2 year renewal for Urgent Care.
- Dr. Avelino Garcia. This a 3 year renewal for Obstetrics/Gynecology.

Don Hallmark presented the following new agreements:

- Brian Griffin, NP. This is a 3-year agreement for Critical Care.
- Brittini Young, NP. This is a 3-year agreement for Cardiology.
- Dr. Bangalore Shankar. This is a 3-year agreement for Anesthesia.



David Dunn moved and Richard Herrera seconded the motion to approve the ProCare provider agreements as presented. The motion carried.

**C. Resolution to Create Non-profit Entity**

Don Hallmark presented the following Resolution:

**RESOLUTIONS OF ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
REGARDING FORMATION OF ECHD VENTURES**

The Board of Directors (the "Board") of Ector County Hospital District (the "District")

hereby adopts the following resolutions:

**RESOLVED**, that the Board has determined that it is in the best interests of the District to form ECHD Ventures (the "Corporation"), a Texas nonprofit corporation, of which the District will be the sole Member, for the purposes of establishing an entity to aid and act on behalf of the Member to accomplish any governmental purpose of the Member. Among other purposes, the Corporation is organized to contract, collaborate, or enter into a joint venture with any public or private entity and to become a member in and/or owner of a limited liability company as necessary or convenient to carry out the functions of or provide services on behalf of the Member, pursuant to Section 285.091 of the Texas Health and Safety Code.

**RESOLVED**, that the Certificate of Formation of the Corporation attached hereto as Exhibit A is approved for filing in the office of the Secretary of State of the State of Texas. The secretary of the Corporation is hereby instructed to file in the minute book of the Corporation the Certificate of Formation issued to the Corporation by the Secretary of State of the State of Texas, together with the duly certified duplicate of the Certificate of Filing of the Corporation attached thereto, as part of the permanent records of the Corporation;

**FURTHER RESOLVED**, that the bylaws attached hereto as Exhibit B are hereby approved and adopted as the bylaws of the Corporation, and that the secretary of the Corporation is hereby instructed to place a copy of such bylaws in the minute book of the Corporation as part of the permanent records of the Corporation;

**FURTHER RESOLVED**, that the secretary of the Corporation is hereby authorized and directed to certify to the adoption of such bylaws as the bylaws of the Corporation;

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**FURTHER RESOLVED**, that each of the following persons is hereby appointed to the office of the Corporation set forth before his or her name to serve until his or her successor shall have been duly elected and qualified, unless he or she shall have been sooner removed or he or she resigns:

<u>Office</u>	<u>Name</u>
President	Russell Tippin
Secretary	Matt Collins

**FURTHER RESOLVED**, that the proper officers of the Corporation are authorized and directed to open an account in the name of the Corporation with any national or state banking association deemed proper by such officer;

**FURTHER RESOLVED**, that the proper officers of the Corporation are authorized and directed to execute such signature cards and other documents in connection with such account as may be necessary or advisable and to certify to the adoption of any resolutions relating to such account, such resolutions being hereby adopted;

**FURTHER RESOLVED**, that the fiscal year of the Corporation shall be January 1 to December 31;

**FURTHER RESOLVED**, that the proper officers of the Corporation are hereby authorized and directed for and in the name of and on behalf of the Corporation to take any and all action, execute any instruments and documents, and incur any expenses which may be or become necessary, desirable or proper to carry out, put into effect and make operative any portion or portions of the foregoing resolutions; and

**FURTHER RESOLVED**, that each and every action taken by any officer or authorized representative on behalf of the Corporation prior to the date of adoption of the foregoing resolutions, which would have been authorized by the foregoing resolutions but for the fact that such actions were taken prior to such date, be, and each hereby is, ratified, approved, confirmed and adopted as duly authorized acts of the Corporation, in all respects and for all purposes.

Approved the 4<sup>th</sup> day of May, A.D., 2021.

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Don Hallmark, Board President

ATTEST:

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David Dunn, Board Secretary

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Richard Herrera moved and David Dunn seconded the motion to approve the Resolution as presented. The motion carried.

**D. Inpatient Rehabilitation Agreement with Encompass Health**

No agreement was presented.

## XV. ADJOURNMENT

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 7:17 p.m.

Respectfully submitted,



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David Dunn, Secretary  
Ector County Hospital District



**SPECIAL MEETING  
OF THE BOARD OF DIRECTORS  
OF THE ECTOR COUNTY HOSPITAL DISTRICT  
May 12, 2021**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:** Don Hallmark, President  
Bryn Dodd, Vice President  
David Dunn  
Richard Herrera

**OTHERS PRESENT:** Russell Tippin, President/Chief Executive Officer  
Steve Steen, Chief Legal Counsel  
Sara Kate Billingsley, Ector County District Judge  
Various other interested members of the  
Medical Staff, Employees, and Citizens

**I. CALL TO ORDER**

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

**II. CANVASS OF VOTES**

**A. Resolution on 2021 Canvass of Votes**

Steve Steen presented the Canvass Report provided by Lisa Sertuche, Ector County Elections Administrator. The following Resolution on 2021 Canvass of Votes was read:

**RESOLUTION**

**Canvass of 2021 Votes**

WHEREAS, in the State of Texas, the County of Ector, on the 12th day of May, 2021, the Board of Directors of the Ector County Hospital District convened in a called session with the following members present, to-wit:

- Don Hallmark, President
- Bryn Dodd, Vice President
- Mary Lou Anderson
- David Dunn
- Richard Herrera
- Wallace Dunn
- Ben Quiroz

constituting a quorum pursuant to Chapter 67 of the Texas Election Code and among other proceedings had by said board was the following:

WHEREAS, there came to be considered the returns of an election held on the 1st day of May, 2021, for the purpose of electing directors of the Board of Directors of Ector County Hospital District for District 7 and said returns of said election having been duly canvassed by the Board of Directors of the Ector County Hospital District and there being cast a total 356 votes for Ector County Hospital District candidates and each of the candidates in said election received the following votes, to-wit:

Director, District 7	Number of Votes
Ben Casey Quiroz	105
Kathy Rhodes	251

**IT IS, THEREFORE**, found and declared and so ordered by the Board of Directors of the Ector County Hospital District that the above directors' election was duly called, that notice of said election was duly posted, and that said election was held on May 1, 2021 in accordance with the law; that at said election the following named candidates were fully elected at said election to the respective named office of the Ector County Hospital District Board of Directors:

Kathy Rhodes                      Director, District 7

**PASSED AND APPROVED** by the Board of Directors of the Ector County Hospital District of Odessa, Texas, this the 12th day of May, 2021.

**B. Oath of Office**

Sara Kate Billingsley, Ector County District Judge, read the Oath of Office to Bryn Dodd, Richard Herrera and Don Hallmark, to which each individual affirmed.

**III. ADJOURNMENT**

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 5:38 p.m.

Respectfully Submitted,



David Dunn, Secretary  
Ector County Hospital District Board of Directors

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS  
BOARD RETREAT  
HOTEL PAISANO, MARFA TEXAS  
MAY 20-22, 2021**

**MINUTES OF THE MEETING**

**Thursday, May 20, 2021**

**MEMBERS PRESENT:**

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

**MEMBERS VIRTUALLY  
PRESENT:**

Bryn Dodd, Vice President

**OTHERS PRESENT:**

Russell Tippin, President/Chief Executive Officer  
Steve Ewing, Chief Financial Officer  
Matt Collins, Chief Operating Officer  
Steve Steen, Chief Legal Counsel  
Christin Timmons, Chief Nursing Officer  
Tina Leal, Vice President Physician & Community Relations  
Alison Pradon, Vice President of Development  
David Chancellor, Vice President of Human Resources  
Gingie Sredanovich, Chief Compliance & Privacy Officer  
Linda Carpenter, Chief Information Officer  
Mary Gallegos, Risk Manager  
Dr. Donald Davenport, Chief of Staff  
Dr. Timothy Benton, Vice Chief of Staff  
Dr. Lori Rice-Spearman, President TTUHSC  
Jessica Zuniga, Asst. VP of External Relations TTUHSC  
Kerstin Connolly, Paralegal  
Lisa Russell, Executive Assistant to COO & CFO  
Cesar Payen, Cerner IT  
Miles Nelson, Attorney – Shafer, Davis, O’Leary & Stoker

**CALL TO ORDER**

Don Hallmark, President, called the meeting to order at 4:50 p.m. at the Hotel Paisano in Marfa, Texas. Notice of the meeting was properly posted as required by the Open Meetings Act.

**SWEARING IN OF BOARD MEMBER**

Kerstin Connolly, Paralegal/Notary Public, read the Oath of Office to Kathy Rhodes, to which she affirmed.

### **BOARD COMMITTEE APPOINTMENT(S)**

The two (2) committee vacancies created by the departure of Ben Quiroz need to be filled. Don Hallmark, President, indicated he would like to assume the board appointment to the TIRZ committee and appointed Kathy Rhodes to the Joint Conference Committee.

David Dunn moved and Wallace Dunn seconded the motion to appoint Don and Kathy to the committees as presented. The motion carried.

### **BOARD MEMBERS MEETING WITH TTUHSC**

Russell Tippin, President/CEO and Dr. Lori Rice-Spearman, President TTUHCS led the board in an open discussion.

This was for informational purposes only and no action was taken.

### **RECESS**

With no further business, Don Hallmark recessed the meeting at 4:54 p.m.

### **Friday, May 21, 2021**

#### **MEMBERS PRESENT:**

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

#### **MEMBERS VIRTUALLY PRESENT:**

Bryn Dodd, Vice President  
Adiel Alvarado, President of MCH ProCare

#### **OTHERS PRESENT:**

Russell Tippin, President/Chief Executive Officer  
Steve Ewing, Chief Financial Officer  
Matt Collins, Chief Operating Officer  
Steve Steen, Chief Legal Counsel  
Christin Timmons, Chief Nursing Officer  
Tina Leal, Vice President Physician & Community Relations  
Alison Pradon, Vice President of Development  
David Chancellor, Vice President of Human Resources  
Gingie Sredanovich, Chief Compliance & Privacy Officer  
Linda Carpenter, Chief Information Officer  
Mary Gallegos, Risk Manager  
Dr. Donald Davenport, Chief of Staff  
Dr. Timothy Benton, Vice Chief of Staff  
Kerstin Connolly, Paralegal  
Lisa Russell, Executive Assistant to COO & CFO

Cesar Payen, Cerner IT  
Miles Nelson, Attorney – Shafer, Davis, O’Leary & Stoker

## **CALL TO ORDER**

Don Hallmark, President, called the meeting to order at 7:59 a.m. at the Hotel Paisano in Marfa, Texas. Notice of the meeting was properly posted as required by the Open Meetings Act.

## **EXECUTIVE SESSION**

Don Hallmark stated that the Board would go into Executive Session for the meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code.

**ATTENDEES for the entire Executive Session:** ECHD Board members Don Hallmark, Mary Lou Anderson, David Dunn, Richard Herrera, Wallace Dunn, and Kathy Rhodes, Russell Tippin, Christin Timmons, Steve Steen, Dr. Don Davenport, Dr. Timothy Benton and Miles Nelson, Attorney – Shafer Law.

Russell Tippin, Steve Steen and Miles Nelson reported to the ECHD Board of Directors during Executive Session.

**Executive Session began at 7:59 a.m.**

**Executive Session ended at 8:13 a.m.**

No action was taken during Executive Session.

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

There were no items to be considered from Executive Session.

## **WELCOME, INTRODUCTIONS AND OBJECTIVES**

Russell Tippin, President/CEO, welcomed all attendees, introduced those present and explained the objectives of the meeting.

This was for informational purposes only and no action was taken.

## **OPENING ACTIVITY**

Sasha Preble, Tara Ciminieri and Kaitlyn Dick with Optum, led the group in the opening activity.

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This was for informational purposes only and no action was taken.

## **MCHS UPDATES**

Steve Ewing, CFO, provided a financial update.

Christin Timmons, CNO, provided a quality and patient experience update.

Russell Tippin, CEO, provided an update on staff and physician engagement.

Matt Collins, COO, provided an update on telehealth.

Mallori Hutson, Physician Relations Manager provided a regional update.



These were for informational purposes only and no action was taken.

### **LAYING THE FOUNDATION**

The Optum Group led the discussion about National Trends, re-engaging the healthcare system and identifying growth opportunities.

This was for informational purposes only and no action was taken.

### **LARGE GROUP DISCUSSION: WHAT WILL IT TAKE TO SUCCEED?**

The Optum Group led the discussion.

This was for informational purposes only and no action was taken.

### **LARGE GROUP DISCUSSION: GROWTH OPPORTUNITY**

This was for informational purposes only and no action was taken.

### **SMALL GROUP DISCUSSION: WHAT MAY BE HOLDING US BACK THAT WE SHOULD WORK TO CHANGE?**

The participants broke out in to four (4) small groups to discuss what may be holding ECHD back that can be changed.

This was for informational purposes only and no action was taken.

### **LARGE GROUP REPORT OUT**

Each for the four (4) small groups reported back with what they thought was holding ECHD back and how to move forward.

This was for informational purposes only and no action was taken.

### **NEXT STEPS AND CLOSE**

Based on the discussion, what are the next steps that MCHS leadership takes to move the hospital towards achieving its 5 Star rating.

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This was for informational purposes only and no action was taken.

### **RECESS**

With no further business, Don Hallmark recessed the meeting at 4:00 p.m.

**Saturday, May 22, 2021**

**MEMBERS PRESENT:** Don Hallmark, President  
Mary Lou Anderson  
David Dunn  
Wallace Dunn  
Richard Herrera  
Kathy Rhodes

**MEMBERS VIRTUALLY PRESENT:** Bryn Dodd, Vice President

**OTHERS PRESENT:** Russell Tippin, President/Chief Executive Officer  
Steve Ewing, Chief Financial Officer  
Steve Steen, Chief Legal Counsel  
Gingie Sredanovich, Chief Compliance & Privacy Officer  
Kerstin Connolly, Paralegal  
Lisa Russell, Executive Assistant to COO & CFO  
Cesar Payen, Cerner IT  
Miles Nelson, Attorney – Shafer, Davis, O’Leary & Stoker

**CALL TO ORDER**

Don Hallmark, President, called the meeting to order at 9:34 a.m. at the Hotel Paisano in Marfa, Texas. Notice of the meeting was properly posted as required by the Open Meetings Act.

**BOARD EDUCATION/COMPLIANCE**

Heather Fields, Attorney with Reinhart Boerner Van Deuren presented board education on the board’s role with the Compliance Program, the three fiduciary duties of directors and what an effective Compliance Program looks like. She also discussed the key fraud, waste and abuse laws.

This presentation was for informational purposes only and no action was taken.

**ADJOURNMENT**

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 11:13 a.m.

Respectfully submitted,



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David Dunn, Secretary  
Ector County Hospital District



June 3, 2021

**ECTOR COUNTY HOSPITAL DISTRICT  
 BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff and Allied Health Professionals Staff Applicants

**Statement of Pertinent Facts:**

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

**Medical Staff:**

Applicant	Department	Specialty/Privileges	Group	Dates
Abioudun Adejumoke Okin-Ayileka, MD	Family Medicine	Family Medicine	ADA Adult and Children Family Clinic	06/01/2021-05/31/2022
Akshay Goel, MD	Radiology	Telemedicine	VRAD	06/01/2021-05/31/2023
Hassan Khalid, MD	Medicine	Internal Medicine	TTUHSC	06/01/2021-05/31/2022
James Manwill, MD	Radiology	Telemedicine	VRAD	06/01/2021-05/31/2023
Neda Yagan, MD	Radiology	Telemedicine	VRAD	06/01/2021-05/31/2023

**Allied Health:**

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Britni Young, FNP	Cardiology	AHP	Nurse Practitioner	ProCare	Dr. Amaram, Dr. Bocalandro	06/01/2021-05/31/2023

\*Please grant temporary Privileges

**Advice, Opinions, Recommendations and Motions:**

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

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



June 3, 2021

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Medical Staff:**

Applicant	Department	Status Criteria Met	Staff Category	Specialty/Pri vileges	Group	Changes to Privileges	Dates
Jose Benigno, MD	Pediatrics	Yes	Active	Pediatrics		None	7/1/2021-6/30/2023
Elisa Brown, MD	OB/GYN	Yes	Active	OB/GYN	TTUHSC	None	7/1/2021-6/30/2023
Jose Bueno, MD	Pediatrics	Yes	Active	Pediatrics		None	7/1/2021-6/30/2023
Mark Davis, MD	Cardiology	Yes	Associate	Interventional Cardiology		None	7/1/2021-6/30/2022
Manisha Desai, MD	Pediatrics	Yes	Active	Pediatrics		None	7/1/2021-6/30/2023
Ghassan Fanous, MD	OB/GYN	Yes	Active	OB/GYN		None	7/1/2021-6/30/2023
Jeanne Hansen Bayless, DDS	Surgery	Yes	Associate	General Dentistry		None	7/1/2021-6/30/2022
Norman Harris, MD	OB/GYN	Yes	Active	OB/GYN		None	7/1/2021-6/30/2023
Dai Le, MD	Pediatrics	Yes	Associate to Active	Pediatrics	Covenant	None	7/1/2021-6/30/2023
David Libson, MD	OB/GYN	Yes	Active	OB/GYN		None	7/1/2021-6/30/2023
Charles Lively, MD	OB/GYN	No	Active to Courtesy	OB/GYN		None	7/1/2021-6/30/2023
Ameen Jamali, MD	Emergency Medicine	Yes	Associate to Active	Emergency Medicine	BEPO	None	7/1/2021-6/30/2023
Migdalia Monzon, MD	Pediatrics	Yes	Courtesy	Pediatrics		None	7/1/2021-6/30/2023
Vinh Nguyen, MD	Pediatrics	Yes	Active	Pediatrics		None	7/1/2021-6/30/2023
Barath Rangaswamy, MD	Medicine	Yes	Associate	Internal Medicine	TTUHSC	None	7/1/2021-6/30/2022
Eileen Sheridan-Shayeb, MD	Pediatrics	No	Active to Courtesy	Pediatrics	TTUHSC	None	7/1/2021-6/30/2023
Ramakrishna Thokala, MD	Medicine	Yes	Associate	Nephrology		None	7/1/2021-6/30/2022
Gregory Wolfe, MD	Radiology	Yes	Active	Telemedicine	VRAD	None	7/1/2021-6/30/2023
Faye	Surgery	Yes	Active	General		None	8/1/2021-7/31/2023

Armstrong-Paap, MD				Surgery			
Rizwan Asim, MD	Hospitalist	Yes	Associate	Hospitalist	ProCare	None	8/1/2021-7/31/2022
Matthew Carraway, DDS	Surgery	Yes	Associate	Pediatric Dentistry	Basin Pediatric Dentistry	None	8/1/2021-7/31/2022
Mahamudun Nabi, MD	Medicine	Yes	Associate	Psychiatry	TTUHSC	None	8/1/2021-7/31/2022
Pratyusha Parava, MD	Medicine	Yes	Associate to Active	Gastroenterology		None	8/1/2021-7/31/2023
Punaepalli Reddy, MD	Anesthesia	Yes	Active	Anesthesia	ProCare	None	8/1/2021-7/31/2023
Nimat Alam, MD	Family Medicine	Yes	Active	Family Medicine	TTUHSC	None	9/1/2021-8/31/2023
Chau Le, MD	Family Medicine	Yes	Active	Family Medicine	TTUHSC	None	9/1/2021-8/31/2023
Nawaal Nasser, MD	Pathology	Yes	Active	Pathology	ProCare	None	9/1/2021-8/31/2023
Timothy Townsend, MD	Radiology	Yes	Active	Radiology	ProCare	Yes	9/1/2021-8/31/2023

**Allied Health Professionals:**

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Irma Gutierrez, NP	Hospitalist	AHP	Nurse Practitioner	ProCare	Dr. Herrera, Dr. Enuganti, Dr. Sajja, Dr. Tabasam, Dr. Kandikatla, Dr. Bare,	None	7/1/2021-6/30/2023

**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

**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:**

<b>Staff Member</b>	<b>Department</b>	<b>Privilege</b>
Timothy Townsend, MD	Radiology	<b>Deleting: Admit and Discharge Patients</b>

**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



June 3, 2021

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Resignation/ Lapse of Privileges:**

Staff Member	Staff Category	Department	Effective Date	Action
Monika Budhathoki, NP	AHP	Medicine	03/31/2021	Resignation
Dinesh Gowda, MD	Active	Pediatrics	03/31/2021	Resignation
Niriksha Hosakoppal, MD	Active	Hospitalist	04/30/2021	Resignation
Michael Price, MD	Active	Anesthesia	02/03/2021	Resignation
Sabina Rahman, DO	Associate	OB/GYN	06/01/2021	Resignation
Agnes Sansone, CRNA	AHP	Anesthesia	02/04/2021	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



June 3, 2021

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Medical Staff or AHP Staff Category

**Statement of Pertinent Facts:**

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

**Staff Category Change:**

Staff Member	Department	Category
Dai Le, MD	Pediatrics	Associate to Active
Charles Lively, MD	OB/GYN	Active to Courtesy
Ameen Jamali, MD	Emergency Medicine	Associate to Active
Pratyusha Parava, MD	Medicine	Associate to Active
Leela Pillarisetty, MD	OB/GYN	Associate to Active
Eileen Sheridan- Shayeb, MD	Pediatrics	Active to Courtesy
Rizwan Asim, MD	Hospitalist	Removal of Provisional Status
Rami Bonam, MD	Hospitalist	Removal of Provisional Status
Victor Levy, MD	Pediatric	Removal of Provisional Status
Atul Poudel, MD	Pediatric	Removal of Provisional Status
Mathew Carraway, DDS	Surgery	Removal of Provisional Status
Jeanne Bayless Hansen, DDS	Surgery	Removal of Provisional Status

**Proctoring Credentialing:**

Applicant	Department	Specialty/Privileges	Group	Comments
None				

**Changes to Credentialing Dates:**

Staff Member	Staff Category	Department	Dates
None			

**Changes of Supervising Physician(s):**

Staff Member	Group	Department
None		





**Leave of Absence:**

Staff Member	Staff Category	Department	Effective Date	Action
None				

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

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

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



June 3, 2021

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

- CER – Synevac System 10
- CER – Arctic Sun
- CER – Stryker Service Agreement
- CER – OEC Mobile Mini C-Arm

**Statement of Pertinent Facts:**

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

- CER – Synevac System 10
- CER – Arctic Sun
- CER – Stryker Service Agreement
- CER – OEC Mobile Mini C-Arm

**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: Synevas System 10, Arctic Sun, Stryker Service Agreement, and OEC Mobile Mini C-arm.

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

Family Health Clinic  
June 2021  
ECHD Board Packet

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTERS FOR PRIMARY CARE COMBINED - OPERATIONS SUMMARY  
APRIL 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	\$ 563,276	\$ 480,104	17.3%	\$ 423,309	33.1%	\$ 3,819,121	\$ 3,614,929	5.6%	\$ 3,654,376	4.5%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 563,276</b>	<b>\$ 480,104</b>	<b>17.3%</b>	<b>\$ 423,309</b>	<b>33.1%</b>	<b>\$ 3,819,121</b>	<b>\$ 3,614,929</b>	<b>5.6%</b>	<b>\$ 3,654,376</b>	<b>4.5%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 338,470	\$ 165,065	105.1%	\$ 253,518	33.5%	\$ 2,047,410	\$ 1,242,885	64.7%	\$ 1,098,461	86.4%
Self Pay Adjustments	120,112	46,497	158.3%	75,088	60.0%	595,538	350,118	70.1%	230,505	158.4%
Bad Debts	(71,260)	76,887	-192.7%	(36,749)	93.9%	109,414	578,932	-81.1%	1,003,921	-89.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 387,321</b>	<b>\$ 288,449</b>	<b>34.3%</b>	<b>\$ 291,857</b>	<b>32.7%</b>	<b>\$ 2,752,362</b>	<b>\$ 2,171,935</b>	<b>26.7%</b>	<b>\$ 2,332,887</b>	<b>18.0%</b>
	<b>68.76%</b>	<b>60.08%</b>		<b>68.95%</b>		<b>72.07%</b>	<b>60.08%</b>		<b>63.84%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 175,954</b>	<b>\$ 191,655</b>	<b>-8.2%</b>	<b>\$ 131,452</b>	<b>33.9%</b>	<b>\$ 1,066,759</b>	<b>\$ 1,442,994</b>	<b>-26.1%</b>	<b>\$ 1,321,489</b>	<b>-19.3%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 19,064	\$ 26,697	-28.6%	\$ 32,596	-41.5%	\$ 143,387	\$ 186,879	-23.3%	\$ 186,705	-23.2%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 19,064</b>	<b>\$ 26,697</b>	<b>-28.6%</b>	<b>\$ 32,596</b>	<b>-41.5%</b>	<b>\$ 143,387</b>	<b>\$ 186,879</b>	<b>-23.3%</b>	<b>\$ 186,705</b>	<b>-23.2%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 195,019</b>	<b>\$ 218,352</b>	<b>-10.7%</b>	<b>\$ 164,048</b>	<b>18.9%</b>	<b>\$ 1,210,146</b>	<b>\$ 1,629,873</b>	<b>-25.8%</b>	<b>\$ 1,508,195</b>	<b>-19.8%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 106,776	\$ 102,031	4.7%	\$ 77,586	37.6%	\$ 647,583	\$ 768,208	-15.7%	\$ 721,682	-10.3%
Benefits	27,679	26,356	5.0%	22,465	23.2%	170,350	191,886	-11.2%	182,540	-6.7%
Physician Services	140,611	151,471	-7.2%	115,673	21.6%	973,561	1,060,297	-8.2%	886,007	9.9%
Cost of Drugs Sold	19,514	8,361	133.4%	4,615	322.8%	65,418	62,950	3.9%	60,295	8.5%
Supplies	7,465	5,716	30.6%	2,739	172.6%	72,784	42,292	72.1%	40,173	81.2%
Utilities	6,918	5,939	16.5%	4,290	61.3%	41,475	41,573	-0.2%	39,209	5.8%
Repairs and Maintenance	520	1,192	-56.4%	663	-21.6%	7,099	8,344	-14.9%	4,313	64.6%
Leases and Rentals	548	370	48.1%	463	18.4%	3,490	2,590	34.7%	3,298	5.8%
Other Expense	1,000	1,000	0.0%	1,000	0.0%	24,337	10,093	141.1%	10,092	141.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 311,031</b>	<b>\$ 302,436</b>	<b>2.8%</b>	<b>\$ 229,494</b>	<b>35.5%</b>	<b>\$ 2,006,097</b>	<b>\$ 2,188,233</b>	<b>-8.3%</b>	<b>\$ 1,947,609</b>	<b>3.0%</b>
Depreciation/Amortization	\$ 33,131	\$ 33,130	0.0%	\$ 33,944	-2.4%	\$ 232,547	\$ 232,539	0.0%	\$ 240,951	-3.5%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 344,162</b>	<b>\$ 335,566</b>	<b>2.6%</b>	<b>\$ 263,438</b>	<b>30.6%</b>	<b>\$ 2,238,644</b>	<b>\$ 2,420,772</b>	<b>-7.5%</b>	<b>\$ 2,188,559</b>	<b>2.3%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (149,143)</b>	<b>\$ (117,214)</b>	<b>27.2%</b>	<b>\$ (99,390)</b>	<b>50.1%</b>	<b>\$ (1,028,497)</b>	<b>\$ (790,899)</b>	<b>30.0%</b>	<b>\$ (680,365)</b>	<b>51.2%</b>
Operating Margin	-76.48%	-53.68%	42.5%	-60.59%	26.2%	-84.99%	-48.53%	75.1%	-45.11%	88.4%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,745	1,377	26.7%	1,154	51.2%	10,686	10,368	3.1%	10,172	5.1%
Optometry Visits	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>Total Visits</b>	<b>1,745</b>	<b>1,377</b>	<b>26.7%</b>	<b>1,154</b>	<b>51.2%</b>	<b>10,686</b>	<b>10,368</b>	<b>3.1%</b>	<b>10,172</b>	<b>5.1%</b>
Average Revenue per Office Visit	322.79	348.66	-7.4%	366.82	-12.0%	357.39	348.66	2.5%	359.26	-0.5%
Hospital FTE's (Salaries and Wages)	22.9	27.7	-17.3%	18.7	22.2%	20.5	27.6	-25.7%	25.7	-20.1%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY  
APRIL 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	\$ 436,284	\$ 331,358	31.7%	\$ 254,949	71.1%	\$ 3,472,336	\$ 2,493,999	39.2%	\$ 2,313,721	50.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 436,284</b>	<b>\$ 331,358</b>	<b>31.7%</b>	<b>\$ 254,949</b>	<b>71.1%</b>	<b>\$ 3,472,336</b>	<b>\$ 2,493,999</b>	<b>39.2%</b>	<b>\$ 2,313,721</b>	<b>50.1%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 260,979	\$ 110,774	135.6%	\$ 147,024	77.5%	\$ 1,864,203	\$ 833,753	123.6%	\$ 671,677	177.5%
Self Pay Adjustments	93,445	29,540	216.3%	42,256	121.1%	527,518	222,334	137.3%	108,111	387.9%
Bad Debts	(50,565)	51,958	-197.3%	(17,835)	183.5%	153,375	391,067	-60.8%	588,842	-74.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 303,859</b>	<b>\$ 192,272</b>	<b>58.0%</b>	<b>\$ 171,446</b>	<b>77.2%</b>	<b>\$ 2,545,096</b>	<b>\$ 1,447,154</b>	<b>75.9%</b>	<b>\$ 1,368,630</b>	<b>86.0%</b>
	<b>69.6%</b>	<b>58.0%</b>		<b>67.2%</b>		<b>73.3%</b>	<b>58.0%</b>		<b>59.2%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 132,425</b>	<b>\$ 139,086</b>	<b>-4.8%</b>	<b>\$ 83,503</b>	<b>58.6%</b>	<b>\$ 927,240</b>	<b>\$ 1,046,845</b>	<b>-11.4%</b>	<b>\$ 945,091</b>	<b>-1.9%</b>
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 19,064	\$ 26,697	0.0%	\$ 32,596	-41.5%	\$ 143,387	\$ 186,879	0.0%	\$ 186,705	-23.2%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 19,064</b>	<b>\$ 26,697</b>	<b>-28.6%</b>	<b>\$ 32,596</b>	<b>-41.5%</b>	<b>\$ 143,387</b>	<b>\$ 186,879</b>	<b>-23.3%</b>	<b>\$ 186,705</b>	<b>-23.2%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 151,489</b>	<b>\$ 165,783</b>	<b>-8.6%</b>	<b>\$ 116,099</b>	<b>30.5%</b>	<b>\$ 1,070,627</b>	<b>\$ 1,233,724</b>	<b>-13.2%</b>	<b>\$ 1,131,796</b>	<b>-5.4%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 91,450	\$ 73,662	24.1%	\$ 54,851	66.7%	\$ 603,916	\$ 554,422	8.9%	\$ 503,161	20.0%
Benefits	27,679	19,028	45.5%	15,882	74.3%	158,863	138,486	14.7%	127,268	24.8%
Physician Services	97,551	104,171	-6.4%	73,384	32.9%	855,157	729,197	17.3%	531,281	61.0%
Cost of Drugs Sold	11,236	5,921	89.8%	3,968	183.2%	51,451	44,564	15.5%	41,451	24.1%
Supplies	7,431	4,359	70.5%	2,257	229.3%	70,674	32,261	119.1%	31,788	122.3%
Utilities	3,820	3,021	26.4%	2,363	61.7%	21,518	21,147	1.8%	18,816	14.4%
Repairs and Maintenance	520	1,073	-51.5%	600	-13.3%	7,099	7,511	-5.5%	4,250	67.0%
Leases and Rentals	548	370	48.1%	463	18.4%	3,490	2,590	34.7%	3,298	5.8%
Other Expense	1,000	1,000	0.0%	1,000	0.0%	24,337	10,093	141.1%	10,092	141.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 241,235</b>	<b>\$ 212,605</b>	<b>13.5%</b>	<b>\$ 154,768</b>	<b>55.9%</b>	<b>\$ 1,796,504</b>	<b>\$ 1,540,271</b>	<b>16.6%</b>	<b>\$ 1,271,404</b>	<b>41.3%</b>
Depreciation/Amortization	\$ 3,807	\$ 3,806	0.0%	\$ 4,620	-17.6%	\$ 27,276	\$ 27,271	0.0%	\$ 32,885	-17.1%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 245,042</b>	<b>\$ 216,411</b>	<b>13.2%</b>	<b>\$ 159,387</b>	<b>53.7%</b>	<b>\$ 1,823,780</b>	<b>\$ 1,567,542</b>	<b>16.3%</b>	<b>\$ 1,304,290</b>	<b>39.8%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (93,553)</b>	<b>\$ (50,628)</b>	<b>-84.8%</b>	<b>\$ (43,288)</b>	<b>-116.1%</b>	<b>\$ (753,153)</b>	<b>\$ (333,818)</b>	<b>-125.6%</b>	<b>\$ (172,494)</b>	<b>336.6%</b>
Operating Margin	-61.76%	-30.54%	102.2%	-37.29%	65.6%	-70.35%	-27.06%	160.0%	-15.24%	361.6%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	1,398	959	45.8%	690	102.6%	9,752	7,218	35.1%	6,482	50.4%
Average Revenue per Office Visit	312.08	345.52	-9.7%	369.49	-15.5%	356.06	345.52	3.1%	356.95	-0.2%
Hospital FTE's (Salaries and Wages)	18.0	19.6	-8.1%	12.6	43.5%	18.5	19.6	-5.5%	17.2	7.8%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY  
APRIL 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	\$ 126,992	\$ 148,746	-14.6%	\$ 168,360	-24.6%	\$ 346,785	\$ 1,120,930	-69.1%	\$ 1,340,655	-74.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 126,992</b>	<b>\$ 148,746</b>	<b>-14.6%</b>	<b>\$ 168,360</b>	<b>-24.6%</b>	<b>\$ 346,785</b>	<b>\$ 1,120,930</b>	<b>-69.1%</b>	<b>\$ 1,340,655</b>	<b>-74.1%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 77,490	\$ 54,291	42.7%	\$ 106,493	-27.2%	\$ 183,207	\$ 409,132	-55.2%	\$ 426,784	-57.1%
Self Pay Adjustments	26,667	16,957	57.3%	32,832	-18.8%	68,020	127,784	-46.8%	122,394	-44.4%
Bad Debts	(20,695)	24,929	-183.0%	(18,915)	9.4%	(43,961)	187,865	-123.4%	415,079	-110.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 83,462</b>	<b>\$ 96,177</b>	<b>-13.2%</b>	<b>\$ 120,410</b>	<b>-30.7%</b>	<b>\$ 207,266</b>	<b>\$ 724,781</b>	<b>-71.4%</b>	<b>\$ 964,257</b>	<b>-78.5%</b>
	<b>65.72%</b>	<b>64.66%</b>		<b>71.52%</b>		<b>59.77%</b>	<b>64.66%</b>		<b>71.92%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 43,530</b>	<b>\$ 52,569</b>	<b>-17.2%</b>	<b>\$ 47,949</b>	<b>-9.2%</b>	<b>\$ 139,519</b>	<b>\$ 396,149</b>	<b>-64.8%</b>	<b>\$ 376,399</b>	<b>-62.9%</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>\$ 43,530</b>	<b>\$ 52,569</b>	<b>-17.2%</b>	<b>\$ 47,949</b>	<b>-9.2%</b>	<b>\$ 139,519</b>	<b>\$ 396,149</b>	<b>-64.8%</b>	<b>\$ 376,399</b>	<b>-62.9%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 15,326	\$ 28,369	-46.0%	\$ 22,734	-32.6%	\$ 43,667	\$ 213,786	-79.6%	\$ 218,522	-80.0%
Benefits	-	7,328	-100.0%	6,583	-100.0%	11,487	53,400	-78.5%	55,272	-79.2%
Physician Services	43,059	47,300	-9.0%	42,289	1.8%	118,404	331,100	-64.2%	354,726	-66.6%
Cost of Drugs Sold	8,278	2,440	239.3%	647	1179.3%	13,967	18,386	-24.0%	18,843	-25.9%
Supplies	34	1,357	-97.5%	482	-92.9%	2,110	10,031	-79.0%	8,385	-74.8%
Utilities	3,098	2,918	6.2%	1,927	60.7%	19,957	20,426	-2.3%	20,393	-2.1%
Repairs and Maintenance	-	119	-100.0%	63	-100.0%	-	833	-100.0%	63	-100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 69,795</b>	<b>\$ 89,831</b>	<b>-22.3%</b>	<b>\$ 74,726</b>	<b>-6.6%</b>	<b>\$ 209,592</b>	<b>\$ 647,962</b>	<b>-67.7%</b>	<b>\$ 676,205</b>	<b>-69.0%</b>
Depreciation/Amortization	\$ 29,324	\$ 29,324	0.0%	\$ 29,324	0.0%	\$ 205,271	\$ 205,268	0.0%	\$ 208,065	-1.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 99,120</b>	<b>\$ 119,155</b>	<b>-16.8%</b>	<b>\$ 104,051</b>	<b>-4.7%</b>	<b>\$ 414,864</b>	<b>\$ 853,230</b>	<b>-51.4%</b>	<b>\$ 884,270</b>	<b>-53.1%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (55,590)</b>	<b>\$ (66,586)</b>	<b>-16.5%</b>	<b>\$ (56,102)</b>	<b>-0.9%</b>	<b>\$ (275,344)</b>	<b>\$ (457,081)</b>	<b>-39.8%</b>	<b>\$ (507,871)</b>	<b>-45.8%</b>
Operating Margin	-127.71%	-126.66%	0.8%	-117.00%	9.1%	-197.35%	-115.38%	71.0%	-134.93%	46.3%

	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	347	418	-17.0%	464	-25.2%	934	3,150	-70.3%	3,690	-74.7%
Total Visits	347	418	-17.0%	464	-25.2%	934	3,150	-70.3%		0.0%
Average Revenue per Office Visit	365.97	355.85	2.8%	362.84	0.9%	371.29	355.85	4.3%	363.32	2.2%
Hospital FTE's (Salaries and Wages)	4.9	8.1	-39.7%	6.2	-21.4%	2.0	8.0	-74.8%	8.5	-76.3%

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

	MONTHLY REVENUE				YTD REVENUE			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 79,465	\$ 33,917	\$ 113,382	20.1%	\$ 556,486	\$ 95,731	\$ 652,217	17.1%
Medicaid	145,961	32,361	178,322	31.7%	1,495,399	96,187	1,591,586	41.7%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	86,828	30,715	117,543	20.9%	511,585	83,119	594,704	15.6%
Self Pay	109,422	29,917	139,339	24.7%	796,862	65,595	862,458	22.6%
Other	14,607	83	14,690	2.6%	112,005	6,152	118,157	3.1%
<b>Total</b>	<b>\$ 436,284</b>	<b>\$ 126,992</b>	<b>\$ 563,276</b>	<b>100.0%</b>	<b>\$ 3,472,336</b>	<b>\$ 346,785</b>	<b>\$ 3,819,121</b>	<b>100.0%</b>

	MONTHLY PAYMENTS				YEAR TO DATE PAYMENTS			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 18,232	\$ 6,948	\$ 25,180	16.7%	\$ 174,741	\$ 12,621	\$ 187,362	18.4%
Medicaid	66,401	5,519	71,919	47.7%	470,581	14,047	484,628	47.5%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	8,832	4,289	13,122	8.7%	129,321	40,883	170,204	16.7%
Self Pay	16,367	5,457	21,824	14.5%	136,999	18,276	155,275	15.2%
Other	15,968	2,916	18,885	12.5%	20,239	3,111	23,350	2.3%
<b>Total</b>	<b>\$ 125,801</b>	<b>\$ 25,129</b>	<b>\$ 150,930</b>	<b>100.0%</b>	<b>\$ 931,880</b>	<b>\$ 88,938</b>	<b>\$ 1,020,818</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
APRIL 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	\$ 79,465	18.2%	\$ 59,325	23.3%	\$ 556,486	16.0%	\$ 398,110	17.2%
Medicaid	145,961	33.5%	91,666	35.9%	1,495,399	43.2%	924,324	40.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	86,828	19.9%	34,750	13.6%	511,585	14.7%	388,847	16.8%
Self Pay	109,422	25.1%	68,235	26.8%	796,862	22.9%	596,732	25.8%
Other	14,607	3.3%	974	0.4%	112,005	3.2%	5,707	0.2%
<b>TOTAL</b>	<b>\$ 436,284</b>	<b>100.0%</b>	<b>\$ 254,949</b>	<b>100.0%</b>	<b>\$ 3,472,336</b>	<b>100.0%</b>	<b>\$ 2,313,721</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 18,232	14.5%	\$ 15,057	23.8%	\$ 174,741	18.8%	\$ 362,193	39.3%
Medicaid	66,401	52.8%	21,939	34.8%	470,581	50.4%	312,460	34.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	8,832	7.0%	12,756	20.2%	129,321	13.9%	104,351	11.4%
Self Pay	16,367	13.0%	11,307	17.9%	136,999	14.7%	135,733	14.8%
Other	15,968	12.7%	2,112	3.3%	20,239	2.2%	4,537	0.5%
<b>TOTAL</b>	<b>\$ 125,801</b>	<b>100.0%</b>	<b>\$ 63,171</b>	<b>100.0%</b>	<b>\$ 931,880</b>	<b>100.0%</b>	<b>\$ 919,273</b>	<b>100.0%</b>



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

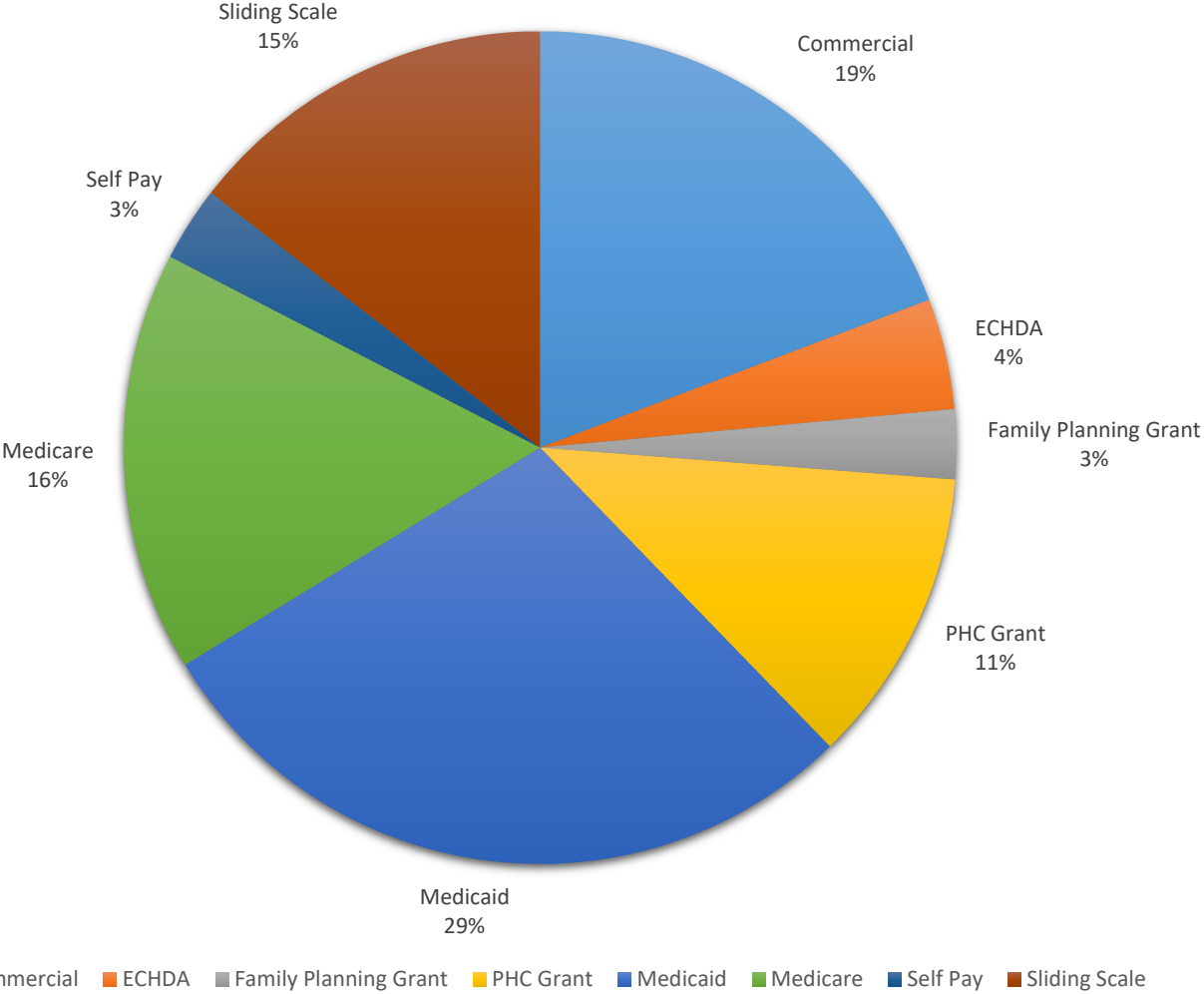
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 33,917	26.6%	\$ 35,744	21.2%	\$ 95,731	27.6%	\$ 315,071	23.5%
Medicaid	32,361	25.5%	\$ 49,058	29.1%	96,187	27.8%	347,894	25.9%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	30,715	24.2%	\$ 33,854	20.1%	83,119	24.0%	283,044	21.1%
Self Pay	29,917	23.6%	\$ 49,709	29.5%	65,595	18.8%	391,316	29.2%
Other	83	0.1%	\$ (5)	0.0%	6,152	1.8%	3,330	0.2%
<b>TOTAL</b>	<b>\$ 126,992</b>	<b>100.0%</b>	<b>\$ 168,360</b>	<b>100.0%</b>	<b>\$ 346,785</b>	<b>100.0%</b>	<b>\$ 1,340,655</b>	<b>100.0%</b>

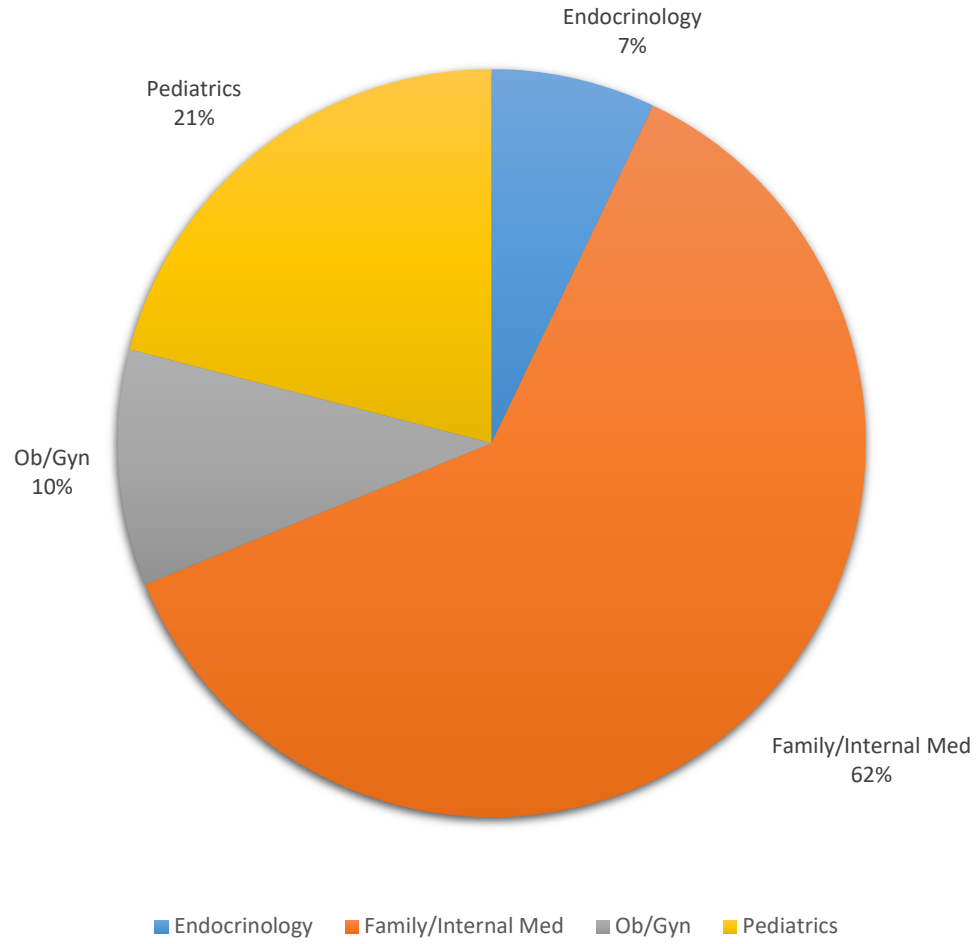
**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,948	27.6%	\$ 12,370	30.3%	\$ 12,621	14.2%	\$ 95,671	27.3%
Medicaid	5,519	22.0%	14,088	34.5%	14,047	15.8%	104,747	29.8%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	4,289	17.1%	8,585	21.0%	40,883	46.0%	78,568	22.4%
Self Pay	5,457	21.7%	5,554	13.6%	18,276	20.5%	70,286	20.0%
Other	2,916	11.6%	265	0.6%	3,111	3.5%	1,644	0.5%
<b>TOTAL</b>	<b>\$ 25,129</b>	<b>100.0%</b>	<b>\$ 40,862</b>	<b>100.0%</b>	<b>\$ 88,939</b>	<b>100.0%</b>	<b>\$ 350,916</b>	<b>100.0%</b>

### FHC April Visits by Financial Class



### FHC April Visits By Service



## FHC Executive Director's Report-June 2021

- **Provider Update:** Dr. Mavis received her board certification in Obesity Medicine, congratulations to Dr. Mavis on this accomplishment!
- **Staffing Update:** The Family Health Clinic has the following active open positions: 1 Medical Assistant, 1 LVN, and 1 Front Desk
- **Telehealth Update:** For the month of April, telehealth visits accounted for 4% of the Clinic's total visits. We continue to provide the telehealth option for sick, wellness, and follow up visits.
- **Public Health Emergency (PHE) Update:** The Secretary of Health and Human Services extended the PHE another 90 days effective April 21, 2021.
- **Marketing Update:** The Family Health Clinic met with the MCHS Marketing team to discuss FHC marketing initiatives. Areas of focus will be pediatrics, the pediatric JBS location, and West University.
- **Change in Scope Update-JBS Location:** The recently submitted Change In Scope request to add a third location under our FQHC profile has been preliminarily approved by HRSA. We started the facility/payer credentialing process and expect to receive TMHP approval by the end of this week. Once the TMHP approval is received, we will continue the credentialing process for the Medicaid MCOs and Commercial payors. HRSA has given us until July 29, 2021 to be operational at this new location.

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
APRIL 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	958	1,041	-8.0%	781	22.7%	6,915	7,834	-11.7%	7,677	-9.9%
Neonatal ICU (NICU)	21	28	-25.0%	24	-12.5%	164	207	-20.8%	197	-16.8%
<b>Total Admissions</b>	<b>979</b>	<b>1,069</b>	<b>-8.4%</b>	<b>805</b>	<b>21.6%</b>	<b>7,079</b>	<b>8,041</b>	<b>-12.0%</b>	<b>7,874</b>	<b>-10.1%</b>
<b>Patient Days</b>										
Adult & Pediatric	3,630	3,783	-4.0%	2,827	28.4%	29,587	28,473	3.9%	27,907	6.0%
ICU	473	344	37.5%	383	23.5%	3,127	2,593	20.6%	2,655	17.8%
CCU	369	351	5.1%	164	125.0%	2,757	2,642	4.4%	2,438	13.1%
NICU	272	470	-42.1%	429	-36.6%	2,194	3,542	-38.1%	3,560	-38.4%
<b>Total Patient Days</b>	<b>4,744</b>	<b>4,948</b>	<b>-4.1%</b>	<b>3,803</b>	<b>24.7%</b>	<b>37,665</b>	<b>37,250</b>	<b>1.1%</b>	<b>36,560</b>	<b>3.0%</b>
Observation (Obs) Days	781	729	7.1%	332	135.5%	3,726	5,485	-32.1%	5,380	-30.7%
Nursery Days	240	293	-18.1%	342	-29.8%	1,865	2,203	-15.3%	2,114	-11.8%
<b>Total Occupied Beds / Bassinets</b>	<b>5,765</b>	<b>5,970</b>	<b>-3.4%</b>	<b>4,477</b>	<b>28.8%</b>	<b>43,256</b>	<b>44,938</b>	<b>-3.7%</b>	<b>44,054</b>	<b>-1.8%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	4.67	4.30	8.5%	4.32	8.1%	5.13	4.30	19.2%	4.30	19.3%
NICU	12.95	16.79	-22.8%	17.88	-27.5%	13.38	17.11	-21.8%	18.07	-26.0%
<b>Total ALOS</b>	<b>4.85</b>	<b>4.63</b>	<b>4.7%</b>	<b>4.72</b>	<b>2.6%</b>	<b>5.32</b>	<b>4.63</b>	<b>14.9%</b>	<b>4.64</b>	<b>14.6%</b>
Acute / Adult & Pediatric w/o OB	5.36			5.58	-3.9%	6.03			5.18	16.5%
<b>Average Daily Census</b>	<b>158.1</b>	<b>164.9</b>	<b>-4.1%</b>	<b>126.8</b>	<b>24.7%</b>	<b>177.7</b>	<b>175.7</b>	<b>1.1%</b>	<b>171.6</b>	<b>3.5%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.7545</b>	<b>1.5944</b>	<b>10.0%</b>	<b>1.5333</b>	<b>14.4%</b>	<b>1.7663</b>	<b>1.5944</b>	<b>10.8%</b>	<b>1.5730</b>	<b>12.3%</b>
<b>Medicare</b>										
Admissions	378	373	1.3%	232	62.9%	2,524	2,810	-10.2%	2,784	-9.3%
Patient Days	1,920	1,792	7.1%	988	94.3%	15,282	13,491	13.3%	13,288	15.0%
Average Length of Stay	5.08	4.80	5.7%	4.26	19.3%	6.05	4.80	26.1%	4.77	26.9%
Case Mix Index	1.9919			1.7748	12.2%	2.0896			1.8174	15.0%
<b>Medicaid</b>										
Admissions	111	134	-17.2%	125	-11.2%	915	1,006	-9.0%	968	-5.5%
Patient Days	516	670	-23.0%	577	-10.6%	4,166	5,041	-17.4%	4,832	-13.8%
Average Length of Stay	4.65	5.00	-7.0%	4.62	0.7%	4.55	5.01	-9.1%	4.99	-8.8%
Case Mix Index	1.1651			1.2131	-4.0%	1.1805			1.1387	3.7%
<b>Commercial</b>										
Admissions	255	289	-11.8%	232	9.9%	1,925	2,176	-11.5%	2,186	-11.9%
Patient Days	1,163	1,271	-8.5%	1,111	4.7%	9,324	9,565	-2.5%	9,514	-2.0%
Average Length of Stay	4.56	4.40	3.7%	4.79	-4.8%	4.84	4.40	10.2%	4.35	11.3%
Case Mix Index	1.6628			1.4723	12.9%	1.7090			1.4689	16.3%
<b>Self Pay</b>										
Admissions	203	247	-17.8%	197	3.0%	1,537	1,861	-17.4%	1,745	-11.9%
Patient Days	956	1,138	-16.0%	1,036	-7.7%	7,918	8,569	-7.6%	7,934	-0.2%
Average Length of Stay	4.71	4.61	2.2%	5.26	-10.4%	5.15	4.60	11.9%	4.55	13.3%
Case Mix Index	1.6603			1.4452	14.9%	1.5796			1.4552	8.5%
<b>All Other</b>										
Admissions	32	25	28.0%	19	68.4%	178	188	-5.3%	191	-6.8%
Patient Days	189	129	46.5%	91	107.7%	975	968	0.7%	992	-1.7%
Average Length of Stay	5.91	5.16	14.5%	4.79	23.3%	5.48	5.15	6.4%	5.19	5.5%
Case Mix Index	2.2769			1.6270	39.9%	2.0218			2.0179	0.2%
<b>Radiology</b>										
InPatient	3,808	3,824	-0.4%	2,781	36.9%	27,970	28,790	-2.8%	28,652	-2.4%
OutPatient	7,743	6,778	14.2%	4,043	91.5%	47,317	51,026	-7.3%	52,136	-9.2%
<b>Cath Lab</b>										
InPatient	566	420	34.8%	378	49.7%	3,696	3,160	17.0%	3,382	9.3%
OutPatient	588	538	9.3%	391	50.4%	4,088	4,052	0.9%	3,482	17.4%
<b>Laboratory</b>										
InPatient	65,773	54,399	20.9%	50,838	29.4%	525,527	409,531	28.3%	470,889	11.6%
OutPatient	53,601	54,871	-2.3%	35,093	52.7%	376,677	413,031	-8.8%	407,168	-7.5%
<b>Other</b>										
Deliveries	137	173	-20.8%	184	-25.5%	1,119	1,301	-14.0%	1,241	-9.8%
<b>Surgical Cases</b>										
InPatient	237	252	-6.0%	135	75.6%	1,514	1,894	-20.1%	1,758	-13.9%
OutPatient	343	487	-29.6%	105	226.7%	3,094	3,664	-15.6%	3,188	-2.9%
<b>Total Surgical Cases</b>	<b>580</b>	<b>739</b>	<b>-21.5%</b>	<b>240</b>	<b>141.7%</b>	<b>4,608</b>	<b>5,558</b>	<b>-17.1%</b>	<b>4,946</b>	<b>-6.8%</b>
<b>GI Procedures (Endo)</b>										
InPatient	124	139	-10.8%	53	134.0%	698	1,045	-33.2%	1,030	-32.2%
OutPatient	164	223	-26.5%	20	720.0%	857	1,681	-49.0%	1,523	-43.7%
<b>Total GI Procedures</b>	<b>288</b>	<b>362</b>	<b>-20.4%</b>	<b>73</b>	<b>294.5%</b>	<b>1,555</b>	<b>2,726</b>	<b>-43.0%</b>	<b>2,553</b>	<b>-39.1%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
APRIL 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	3,622	3,600	0.6%	2,126	70.4%	22,286	24,530	-9.1%	30,018	-25.8%
Observation Days	781	729	7.1%	332	135.5%	3,726	5,485	-32.1%	5,380	-30.7%
Other O/P Occasions of Service	18,491	17,170	7.7%	11,228	64.7%	118,475	129,249	-8.3%	129,027	-8.2%
<b>Total O/P Occasions of Svc.</b>	<b>22,894</b>	<b>21,499</b>	<b>6.5%</b>	<b>13,686</b>	<b>67.3%</b>	<b>144,487</b>	<b>159,264</b>	<b>-9.3%</b>	<b>164,425</b>	<b>-12.1%</b>
<b>Hospital Operations</b>										
Manhours Paid	251,981	261,536	-3.7%	225,116	11.9%	1,775,041	1,850,065	-4.1%	1,929,243	-8.0%
FTE's	1,469.9	1,525.6	-3.7%	1,313.2	11.9%	1,465.2	1,527.2	-4.1%	1,585.1	-7.6%
Adjusted Patient Days	9,123	9,164	-0.4%	6,252	45.9%	65,261	68,278	-4.4%	67,869	-3.8%
Hours / Adjusted Patient Day	27.62	28.54	-3.2%	36.01	-23.3%	27.20	27.10	0.4%	28.43	-4.3%
Occupancy - Actual Beds	45.3%	47.3%	-4.1%	35.6%	27.2%	50.9%	50.3%	1.1%	49.2%	3.5%
FTE's / Adjusted Occupied Bed	4.8	5.0	-3.2%	6.3	-23.3%	4.8	4.7	0.4%	5.0	-4.3%
<b>InPatient Rehab Unit</b>										
Admissions	-	30	-100.0%	40	-100.0%	56	223	-74.9%	244	-77.0%
Patient Days	-	394	-100.0%	505	-100.0%	880	2,968	-70.4%	3,185	-72.4%
Average Length of Stay	0.0	13.1	-100.0%	12.6	-100.0%	15.7	13.3	18.1%	13.1	20.4%
Manhours Paid	-	7,858	-100.0%	6,487	-100.0%	17,073	56,528	-69.8%	42,096	-59.4%
FTE's	0.0	45.8	-100.0%	37.8	-100.0%	14.1	46.7	-69.8%	34.6	-59.3%
<b>Center for Primary Care - Clements</b>										
Total Medical Visits	1,398	959	45.8%	690	102.6%	9,752	7,218	35.1%	6,482	50.4%
Manhours Paid	3,093	3,366	-8.1%	2,155	43.5%	22,416	23,721	-5.5%	20,887	7.3%
FTE's	18.0	19.6	-8.1%	12.6	43.5%	18.5	19.6	-5.5%	17.2	7.8%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	347	418	-17.0%	464	-25.2%	934	3,150	-70.3%	3,690	-74.7%
Manhours Paid	832	1,380	-39.7%	1,059	-21.4%	2,449	9,733	-74.8%	10,390	-76.4%
FTE's	4.9	8.1	-39.7%	6.2	-21.4%	2.0	8.0	-74.8%	8.5	-76.3%
<b>Total ECHD Operations</b>										
Total Admissions	979	1,099	-10.9%	845	15.9%	7,135	8,264	-13.7%	8,118	-12.1%
Total Patient Days	4,744	5,342	-11.2%	4,308	10.1%	38,545	40,218	-4.2%	39,745	-3.0%
Total Patient and Obs Days	5,525	6,071	-9.0%	4,640	19.1%	42,271	45,703	-7.5%	45,125	-6.3%
Total FTE's	1,492.8	1,599.2	-6.7%	1,369.2	9.0%	1,499.9	1,601.5	-6.3%	1,645.3	-8.8%
FTE's / Adjusted Occupied Bed	4.9	4.8	1.2%	5.8	-15.4%	4.8	4.7	2.3%	4.7	0.3%
<b>Total Adjusted Patient Days</b>	<b>9,123</b>	<b>9,893</b>	<b>-7.8%</b>	<b>7,082</b>	<b>28.8%</b>	<b>66,792</b>	<b>72,978</b>	<b>-8.5%</b>	<b>73,800</b>	<b>-9.5%</b>
<b>Hours / Adjusted Patient Day</b>	<b>28.05</b>	<b>27.71</b>	<b>1.2%</b>	<b>33.14</b>	<b>-15.4%</b>	<b>27.20</b>	<b>26.58</b>	<b>2.3%</b>	<b>27.13</b>	<b>0.3%</b>
<b>Outpatient Factor</b>	<b>1.9230</b>	<b>1.8520</b>	<b>3.8%</b>	<b>1.6439</b>	<b>17.0%</b>	<b>1.7323</b>	<b>1.8531</b>	<b>-6.5%</b>	<b>1.8568</b>	<b>-6.7%</b>
<b>Blended O/P Factor</b>	<b>2.1548</b>	<b>2.0908</b>	<b>3.1%</b>	<b>1.8534</b>	<b>16.3%</b>	<b>1.9579</b>	<b>2.0645</b>	<b>-5.2%</b>	<b>2.0633</b>	<b>-5.1%</b>
<b>Total Adjusted Admissions</b>	<b>1,883</b>	<b>2,035</b>	<b>-7.5%</b>	<b>1,389</b>	<b>35.5%</b>	<b>12,405</b>	<b>15,148</b>	<b>-18.1%</b>	<b>15,074</b>	<b>-17.7%</b>
<b>Hours / Adjusted Admission</b>	<b>135.93</b>	<b>134.69</b>	<b>0.9%</b>	<b>168.97</b>	<b>-19.6%</b>	<b>146.47</b>	<b>128.08</b>	<b>14.4%</b>	<b>132.85</b>	<b>10.3%</b>
<b>FTE's - Hospital Contract</b>	<b>39.9</b>	<b>34.8</b>	<b>14.7%</b>	<b>21.4</b>	<b>86.2%</b>	<b>36.3</b>	<b>37.1</b>	<b>-2.1%</b>	<b>38.4</b>	<b>-5.4%</b>
<b>FTE's - Mgmt Services</b>	<b>53.7</b>	<b>50.4</b>	<b>6.6%</b>	<b>25.5</b>	<b>111.0%</b>	<b>49.3</b>	<b>50.4</b>	<b>-2.2%</b>	<b>58.2</b>	<b>-15.3%</b>
<b>Total FTE's (including Contract)</b>	<b>1,586.5</b>	<b>1,684.4</b>	<b>-5.8%</b>	<b>1,416.1</b>	<b>12.0%</b>	<b>1,585.5</b>	<b>1,688.9</b>	<b>-6.1%</b>	<b>1,741.9</b>	<b>-9.0%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>5.2</b>	<b>5.1</b>	<b>2.1%</b>	<b>6.0</b>	<b>-13.0%</b>	<b>5.0</b>	<b>4.9</b>	<b>2.6%</b>	<b>5.0</b>	<b>0.1%</b>
<b>ProCare FTEs</b>	<b>210.7</b>	<b>241.8</b>	<b>-12.9%</b>	<b>186.3</b>	<b>13.1%</b>	<b>206.0</b>	<b>237.8</b>	<b>-13.4%</b>	<b>206.9</b>	<b>-0.5%</b>
<b>Total System FTEs</b>	<b>1,797.2</b>	<b>1,926.2</b>	<b>-6.7%</b>	<b>1,602.4</b>	<b>12.2%</b>	<b>1,791.4</b>	<b>1,926.8</b>	<b>-7.0%</b>	<b>1,948.8</b>	<b>-8.1%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	732	757	-3.3%	463	58.1%	4,035	5,698	-29.2%	6,756	-40.3%
West University	762	425	79.3%	309	146.6%	5,716	3,195	78.9%	4,272	33.8%
42nd Street	856	454	88.5%	702	21.9%	7,895	3,414	131.3%	5,337	47.9%
<b>Total Urgent Care Visits</b>	<b>2,350</b>	<b>1,636</b>	<b>43.6%</b>	<b>1,474</b>	<b>59.4%</b>	<b>17,646</b>	<b>12,307</b>	<b>43.4%</b>	<b>16,365</b>	<b>7.8%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	223	383	-41.8%	5	4360.0%	1,112	3,129	-64.5%	2,460	-54.8%
West Clinic	-	-	0.0%	-	0.0%	-	-	0.0%	2,381	-100.0%
<b>Total Wal-Mart Visits</b>	<b>223</b>	<b>383</b>	<b>-41.8%</b>	<b>5</b>	<b>4360.0%</b>	<b>1,112</b>	<b>3,129</b>	<b>-64.5%</b>	<b>4,841</b>	<b>-77.0%</b>

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

	<b>ECTOR COUNTY HOSPITAL DISTRICT</b>		
	<b>HOSPITAL</b>	<b>PRO CARE</b>	<b>DISTRICT</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 61,634,005	\$ 4,550	\$ 61,638,555
Investments	63,856,971	-	63,856,971
Patient Accounts Receivable - Gross	222,205,727	27,681,197	249,886,924
Less: 3rd Party Allowances	(137,833,935)	(5,342,657)	(143,176,592)
Bad Debt Allowance	(58,323,480)	(15,364,780)	(73,688,260)
Net Patient Accounts Receivable	26,048,312	6,973,759	33,022,072
Taxes Receivable	7,331,187	-	7,331,187
Accounts Receivable - Other	14,667,635	1,689,366	16,357,001
Inventories	7,606,287	416,279	8,022,566
Prepaid Expenses	2,516,154	174,843	2,690,997
	183,660,552	9,258,798	192,919,349
<b>CAPITAL ASSETS:</b>			
Property and Equipment	486,545,659	467,364	487,013,023
Construction in Progress	2,508,639	-	2,508,639
	489,054,297	467,364	489,521,661
Less: Accumulated Depreciation and Amortization	(317,385,950)	(343,846)	(317,729,796)
	171,668,348	123,518	171,791,866
<b>INTANGIBLE ASSETS / GOODWILL - NET</b>			
	-	-	-
<b>RESTRICTED ASSETS:</b>			
Restricted Assets Held by Trustee	4,896	-	4,896
Restricted Assets Held in Endowment	6,369,981	-	6,369,981
Restricted TPC, LLC	593,971	-	593,971
Restricted MCH West Texas Services	2,282,886	-	2,282,886
Pension, Deferred Outflows of Resources	6,438,549	-	6,438,549
Assets whose use is Limited	-	89,704	89,704
Tobacco Settlement Funds	-	-	-
	-	-	-
<b>TOTAL ASSETS</b>	<b>\$ 371,019,181</b>	<b>\$ 9,472,020</b>	<b>\$ 380,491,201</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>CURRENT LIABILITIES:</b>			
Current Maturities of Long-Term Debt	\$ 2,263,375	\$ -	\$ 2,263,375
Self-Insurance Liability - Current Portion	2,975,092	-	2,975,092
Accounts Payable	17,899,427	3,676,634	21,576,061
A/R Credit Balances	2,660,596	-	2,660,596
Accrued Interest	176,369	-	176,369
Accrued Salaries and Wages	4,801,136	4,345,829	9,146,965
Accrued Compensated Absences	4,328,879	-	4,328,879
Due to Third Party Payors	1,880,653	-	1,880,653
Deferred Revenue	10,601,060	1,482,388	12,083,448
	47,586,587	9,504,851	57,091,438
ACCRUED POST RETIREMENT BENEFITS	61,029,923	-	61,029,923
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	-	1,688,420
LONG-TERM DEBT - Less Current Maturities	92,479,606	-	92,479,606
	202,784,536	9,504,851	212,289,386
<b>FUND BALANCE</b>	168,234,645	(32,831)	168,201,815
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 371,019,181</b>	<b>\$ 9,472,020</b>	<b>\$ 380,491,201</b>

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

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
<b>ASSETS</b>				
<b>CURRENT ASSETS:</b>				
Cash and Cash Equivalents	\$ 61,638,555	\$ 83,911,677	\$ 4,650	\$ (22,277,772)
Investments	63,856,971	37,790,083	-	26,066,888
Patient Accounts Receivable - Gross	249,886,924	229,405,154	28,260,062	(7,778,292)
Less: 3rd Party Allowances	(143,176,592)	(130,246,448)	(6,079,147)	(6,850,997)
Bad Debt Allowance	<u>(73,688,260)</u>	<u>(74,141,620)</u>	<u>(15,966,971)</u>	<u>16,420,331</u>
Net Patient Accounts Receivable	33,022,072	25,017,086	6,213,943	1,791,042
Taxes Receivable	7,331,187	6,690,004	-	641,182
Accounts Receivable - Other	16,357,001	7,612,645	1,703,368	7,040,988
Inventories	8,022,566	7,585,878	398,279	38,409
Prepaid Expenses	<u>2,690,997</u>	<u>2,891,777</u>	<u>202,921</u>	<u>(403,701)</u>
Total Current Assets	<u>192,919,349</u>	<u>171,499,152</u>	<u>8,523,161</u>	<u>12,897,036</u>
<b>CAPITAL ASSETS:</b>				
Property and Equipment	487,013,023	480,276,838	467,364	6,268,820
Construction in Progress	<u>2,508,639</u>	<u>4,122,443</u>	<u>-</u>	<u>(1,613,804)</u>
	489,521,661	484,399,281	467,364	4,655,017
Less: Accumulated Depreciation and Amortization	<u>(317,729,796)</u>	<u>(307,901,871)</u>	<u>(331,334)</u>	<u>(9,496,591)</u>
Total Capital Assets	<u>171,791,866</u>	<u>176,497,410</u>	<u>136,030</u>	<u>(4,841,575)</u>
INTANGIBLE ASSETS / GOODWILL - NET	-	-	-	-
<b>RESTRICTED ASSETS:</b>				
Restricted Assets Held by Trustee	4,896	2,370,723	-	(2,365,827)
Restricted Assets Held in Endowment	6,369,981	6,375,569	-	(5,588)
Restricted TPC, LLC	593,971	593,971	-	-
Restricted MCH West Texas Services	2,282,886	2,255,728	-	27,157
Pension, Deferred Outflows of Resources	6,438,549	6,438,549	-	-
Assets whose use is Limited	<u>89,704</u>	<u>-</u>	<u>69,426</u>	<u>20,278</u>
TOTAL ASSETS	<u>\$ 380,491,201</u>	<u>\$ 366,031,101</u>	<u>\$ 8,728,617</u>	<u>\$ 5,731,482</u>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>CURRENT LIABILITIES:</b>				
Current Maturities of Long-Term Debt	\$ 2,263,375	\$ 2,035,380	\$ -	\$ 227,995
Self-Insurance Liability - Current Portion	2,975,092	2,975,092	-	-
Accounts Payable	21,576,061	24,244,787	3,024,149	(5,692,874)
A/R Credit Balances	2,660,596	4,064,002	-	(1,403,406)
Accrued Interest	176,369	32,015	-	144,354
Accrued Salaries and Wages	9,146,965	3,550,931	4,346,323	1,249,711
Accrued Compensated Absences	4,328,879	4,182,624	-	146,256
Due to Third Party Payors	1,880,653	1,880,653	-	-
Deferred Revenue	<u>12,083,448</u>	<u>1,970,161</u>	<u>1,390,977</u>	<u>8,722,310</u>
Total Current Liabilities	<u>57,091,438</u>	<u>44,935,644</u>	<u>8,761,448</u>	<u>3,394,346</u>
ACCRUED POST RETIREMENT BENEFITS	61,029,923	57,229,923	-	3,800,000
SELF-INSURANCE LIABILITIES - Less Current Portion	1,688,420	1,688,420	-	-
LONG-TERM DEBT - Less Current Maturities	92,479,606	91,045,386	-	1,434,220
Total Liabilities	<u>212,289,386</u>	<u>194,899,372</u>	<u>8,761,448</u>	<u>8,628,566</u>
FUND BALANCE	<u>168,201,815</u>	<u>171,131,729</u>	<u>(32,831)</u>	<u>(2,897,084)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 380,491,201</u>	<u>\$ 366,031,101</u>	<u>\$ 8,728,618</u>	<u>\$ 5,731,482</u>



**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED OPERATIONS SUMMARY  
APRIL 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	\$ 49,070,231	\$ 47,703,293	2.9%	\$ 36,567,276	34.2%	\$ 376,584,947	\$ 366,315,776	2.8%	\$ 352,080,909	7.0%
Outpatient Revenue	56,667,768	52,204,349	8.5%	31,206,857	81.6%	360,734,389	389,925,481	-7.5%	374,353,513	-3.6%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 105,737,998</b>	<b>\$ 99,907,642</b>	<b>5.8%</b>	<b>\$ 67,774,133</b>	<b>56.0%</b>	<b>\$ 737,319,337</b>	<b>\$ 756,241,257</b>	<b>-2.5%</b>	<b>\$ 726,434,422</b>	<b>1.5%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 65,006,934	\$ 59,176,452	9.9%	\$ 35,243,724	84.4%	\$ 448,909,524	\$ 439,274,904	2.2%	\$ 426,125,321	5.3%
Policy Adjustments	179,272	1,315,445	-86.4%	944,179	-81.0%	21,065,012	9,232,451	128.2%	8,000,587	163.3%
Uninsured Discount	11,675,575	12,949,133	-9.8%	7,463,774	56.4%	63,136,974	96,216,315	-34.4%	96,614,225	-34.7%
Indigent	2,799,194	1,289,091	117.1%	580,430	382.3%	11,898,060	9,605,446	23.9%	9,356,277	27.2%
Provision for Bad Debts	4,737,300	5,385,480	-12.0%	13,798,719	-65.7%	40,129,690	49,022,347	-18.1%	40,242,521	-0.3%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 84,398,274</b>	<b>\$ 80,115,601</b>	<b>5.3%</b>	<b>\$ 58,030,826</b>	<b>45.4%</b>	<b>\$ 585,139,259</b>	<b>\$ 603,351,463</b>	<b>-3.0%</b>	<b>\$ 580,338,932</b>	<b>0.8%</b>
	<b>79.82%</b>	<b>80.19%</b>		<b>85.62%</b>		<b>79.36%</b>	<b>79.78%</b>		<b>79.89%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 1,813,563	\$ 1,752,244	3.5%	\$ 1,841,036	-1.5%	\$ 13,466,247	12,265,708	9.8%	\$ 14,527,999	-7.3%
DSRIP	547,173	547,173	0.0%	479,459	14.1%	3,830,211	3,830,211	0.0%	3,356,213	14.1%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 2,360,736</b>	<b>\$ 2,299,417</b>	<b>2.7%</b>	<b>\$ 2,320,495</b>	<b>1.7%</b>	<b>\$ 17,296,458</b>	<b>\$ 16,095,919</b>	<b>7.5%</b>	<b>\$ 17,884,212</b>	<b>-3.3%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 23,700,460</b>	<b>\$ 22,091,458</b>	<b>7.3%</b>	<b>\$ 12,063,802</b>	<b>96.5%</b>	<b>\$ 169,476,536</b>	<b>\$ 168,985,713</b>	<b>0.3%</b>	<b>\$ 163,979,703</b>	<b>3.4%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 5,738,472	\$ 5,174,722	10.9%	\$ 3,703,996	54.9%	\$ 36,419,031	\$ 36,960,875	-1.5%	\$ 36,254,068	0.5%
Other Revenue	957,198	928,182	3.1%	724,311	32.2%	6,525,253	5,792,712	12.6%	5,856,032	11.4%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,695,670</b>	<b>\$ 6,102,904</b>	<b>9.7%</b>	<b>\$ 4,428,307</b>	<b>51.2%</b>	<b>\$ 42,944,284</b>	<b>\$ 42,753,587</b>	<b>0.4%</b>	<b>\$ 42,110,100</b>	<b>2.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 30,396,130</b>	<b>\$ 28,194,362</b>	<b>7.8%</b>	<b>\$ 16,492,109</b>	<b>84.3%</b>	<b>\$ 212,420,819</b>	<b>\$ 211,739,300</b>	<b>0.3%</b>	<b>\$ 206,089,802</b>	<b>3.1%</b>
<b><u>OPERATING EXPENSES</u></b>										
Salaries and Wages	\$ 13,220,702	\$ 12,666,865	4.4%	\$ 10,992,630	20.3%	\$ 89,060,632	\$ 91,289,596	-2.4%	\$ 93,472,680	-4.7%
Benefits	2,861,173	2,608,703	9.7%	2,556,713	11.9%	19,218,698	18,470,079	4.1%	19,768,231	-2.8%
Temporary Labor	998,585	636,049	57.0%	519,944	92.1%	5,607,957	4,721,145	18.8%	7,411,091	-24.3%
Physician Fees	1,392,790	1,203,854	15.7%	1,441,107	-3.4%	9,693,774	9,333,444	3.9%	10,537,966	-8.0%
Texas Tech Support	867,783	820,236	5.8%	1,009,522	-14.0%	5,988,515	5,741,652	4.3%	7,084,536	-15.5%
Purchased Services	3,950,877	3,631,209	8.8%	4,134,842	-4.4%	27,801,690	26,719,896	4.0%	34,908,887	-20.4%
Supplies	5,219,320	4,724,972	10.5%	3,614,446	44.4%	35,316,687	35,109,776	0.6%	33,030,907	6.9%
Utilities	313,756	332,021	-5.5%	312,520	0.4%	2,237,624	2,324,147	-3.7%	2,309,687	-3.1%
Repairs and Maintenance	791,098	734,656	7.7%	780,989	1.3%	5,203,050	5,151,794	1.0%	5,079,205	2.4%
Leases and Rent	135,429	158,744	-14.7%	151,436	-10.6%	1,223,906	1,111,208	10.1%	1,012,517	20.9%
Insurance	134,671	155,616	-13.5%	143,564	-6.2%	1,014,074	1,087,514	-6.8%	1,038,413	-2.3%
Interest Expense	107,948	150,449	-28.2%	250,919	-57.0%	752,030	1,053,143	-28.6%	1,740,674	-56.8%
ECHDA	224,975	317,389	-29.1%	275,027	-18.2%	1,416,200	2,221,723	-36.3%	2,269,951	-37.6%
Other Expense	117,493	(44,630)	-363.3%	(64,117)	-283.2%	963,254	1,554,790	-38.0%	1,084,003	-11.1%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 30,336,600</b>	<b>\$ 28,096,133</b>	<b>8.0%</b>	<b>\$ 26,119,540</b>	<b>16.1%</b>	<b>\$ 205,498,091</b>	<b>\$ 205,889,907</b>	<b>-0.2%</b>	<b>\$ 220,748,747</b>	<b>-6.9%</b>
Depreciation/Amortization	\$ 1,585,056	\$ 1,588,797	-0.2%	\$ 1,554,940	1.9%	\$ 11,058,670	\$ 11,098,505	-0.4%	\$ 10,788,232	2.5%
(Gain) Loss on Sale of Assets	-	-	0.0%	-	0.0%	700	-	0.0%	7,009	-90.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 31,921,655</b>	<b>\$ 29,684,930</b>	<b>7.5%</b>	<b>\$ 27,674,481</b>	<b>15.3%</b>	<b>\$ 216,557,462</b>	<b>\$ 216,988,412</b>	<b>-0.2%</b>	<b>\$ 231,543,988</b>	<b>-6.5%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (1,525,526)</b>	<b>\$ (1,490,568)</b>	<b>-2.3%</b>	<b>\$ (11,182,372)</b>	<b>86.4%</b>	<b>\$ (4,136,643)</b>	<b>\$ (5,249,112)</b>	<b>-21.2%</b>	<b>\$ (25,454,185)</b>	<b>-83.7%</b>
Operating Margin	-5.02%	-5.29%	-5.1%	-67.80%	-92.6%	-1.95%	-2.48%	-21.4%	-12.35%	-84.2%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 992	\$ 33,519	-97.0%	\$ 48,306	-97.9%	\$ 34,492	\$ 234,633	-85.3%	\$ 509,237	-93.2%
Tobacco Settlement	1,171,633	1,206,091	-2.9%	1,274,529	-8.1%	1,171,633	1,206,091	-2.9%	1,274,529	-8.1%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	19,100	21,084	-9.4%	-	-	20,775	147,588	-85.9%	248,000	-91.6%
COVID-19 Stimulus	-	-	0.0%	5,354,830	-100.0%	-	-	0.0%	5,354,830	-100.0%
Underwriter Discount & Bond Costs	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Build America Bonds Subsidy	-	-	0.0%	79,530	-100.0%	-	-	0.0%	554,124	-100.0%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (333,801)</b>	<b>\$ (229,874)</b>	<b>-45.2%</b>	<b>\$ (4,425,177)</b>	<b>92.5%</b>	<b>\$ (2,909,743)</b>	<b>\$ (3,660,800)</b>	<b>20.5%</b>	<b>\$ (17,513,465)</b>	<b>83.4%</b>
Unrealized Gain/(Loss) on Investments	\$ 3,412	\$ 14,285	0.0%	\$ -	-	\$ (14,499)	\$ 99,995	0.0%	\$ 186,025	-107.8%
Investment in Subsidiaries	18,497	754,195	-97.5%	(76,278)	-124.2%	27,157	763,879	-96.4%	(19,708)	-237.8%
<b>CHANGE IN NET POSITION</b>	<b>\$ (311,892)</b>	<b>\$ 538,606</b>	<b>157.9%</b>	<b>\$ (4,501,455)</b>	<b>93.1%</b>	<b>\$ (2,897,084)</b>	<b>\$ (2,796,926)</b>	<b>-3.6%</b>	<b>\$ (17,347,149)</b>	<b>83.3%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
HOSPITAL OPERATIONS SUMMARY  
APRIL 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	\$ 49,070,231	\$ 47,703,293	2.9%	\$ 36,567,276	34.2%	\$ 376,584,947	\$ 366,315,776	2.8%	\$ 352,080,909	7.0%
Outpatient Revenue	45,291,569	41,005,393	10.5%	23,545,849	92.4%	275,782,619	312,517,696	-11.8%	301,677,032	-8.6%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 94,361,800</b>	<b>\$ 88,708,686</b>	<b>6.4%</b>	<b>\$ 60,113,125</b>	<b>57.0%</b>	<b>\$ 652,367,566</b>	<b>\$ 678,833,472</b>	<b>-3.9%</b>	<b>\$ 653,757,942</b>	<b>-0.2%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 58,887,354	\$ 54,687,439	7.7%	\$ 31,983,993	84.1%	\$ 408,583,152	\$ 408,003,405	0.1%	\$ 394,862,038	3.5%
Policy Adjustments	(442,413)	130,716	-438.5%	113,885	-488.5%	12,047,791	974,814	1135.9%	911,648	1221.5%
Uninsured Discount	11,278,188	12,235,134	-7.8%	7,235,384	55.9%	57,953,419	91,240,078	-36.5%	91,577,302	-36.7%
Indigent Care	2,784,034	1,264,423	120.2%	569,564	388.8%	11,851,573	9,432,770	25.6%	9,092,171	30.3%
Provision for Bad Debts	3,927,773	4,347,579	-9.7%	12,828,881	-69.4%	33,949,363	41,791,996	-18.8%	33,271,167	2.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 76,434,936</b>	<b>\$ 72,665,291</b>	<b>5.2%</b>	<b>\$ 52,731,707</b>	<b>45.0%</b>	<b>\$ 524,385,297</b>	<b>\$ 551,443,063</b>	<b>-4.9%</b>	<b>\$ 529,714,326</b>	<b>-1.0%</b>
	<b>81.00%</b>	<b>81.91%</b>		<b>87.72%</b>		<b>80.38%</b>	<b>81.23%</b>		<b>81.03%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 1,813,563	\$ 1,752,244	3.5%	\$ 1,841,036	-1.5%	\$ 13,466,247	\$ 12,265,708	9.8%	\$ 14,527,999	-7.3%
DSRIP	547,173	547,173	0.0%	479,459	14.1%	3,830,211	3,830,211	0.0%	3,356,213	14.1%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 2,360,736</b>	<b>\$ 2,299,417</b>	<b>2.7%</b>	<b>\$ 2,320,495</b>	<b>1.7%</b>	<b>\$ 17,296,458</b>	<b>\$ 16,095,919</b>	<b>7.5%</b>	<b>\$ 17,884,212</b>	<b>-3.3%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 20,287,600</b>	<b>\$ 18,342,812</b>	<b>10.6%</b>	<b>\$ 9,701,912</b>	<b>109.1%</b>	<b>\$ 145,278,727</b>	<b>\$ 143,486,328</b>	<b>1.2%</b>	<b>\$ 141,927,828</b>	<b>2.4%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 5,738,472	\$ 5,174,722	10.9%	\$ 3,703,996	54.9%	\$ 36,419,031	\$ 36,960,875	-1.5%	\$ 36,254,068	0.5%
Other Revenue	699,357	568,095	23.1%	392,004	78.4%	4,939,397	4,184,061	18.1%	4,369,879	13.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 6,437,829</b>	<b>\$ 5,742,817</b>	<b>12.1%</b>	<b>\$ 4,096,001</b>	<b>57.2%</b>	<b>\$ 41,358,428</b>	<b>\$ 41,144,936</b>	<b>0.5%</b>	<b>\$ 40,623,947</b>	<b>1.8%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 26,725,429</b>	<b>\$ 24,085,629</b>	<b>11.0%</b>	<b>\$ 13,797,913</b>	<b>93.7%</b>	<b>\$ 186,637,155</b>	<b>\$ 184,631,264</b>	<b>1.1%</b>	<b>\$ 182,551,775</b>	<b>2.2%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 9,278,239	\$ 8,593,568	8.0%	\$ 7,707,124	20.4%	\$ 61,869,769	\$ 63,042,451	-1.9%	\$ 67,345,841	-8.1%
Benefits	2,405,093	2,219,810	8.3%	2,231,534	7.8%	16,275,103	15,747,018	3.4%	17,034,204	-4.5%
Temporary Labor	760,794	420,382	81.0%	247,175	207.8%	4,072,600	3,211,476	26.8%	3,717,780	9.5%
Physician Fees	1,234,950	1,058,713	16.6%	1,339,849	-7.8%	8,926,665	8,317,457	7.3%	9,187,858	-2.8%
Texas Tech Support	867,783	820,236	5.8%	1,009,522	-14.0%	5,988,515	5,741,652	4.3%	7,084,536	-15.5%
Purchased Services	3,969,396	3,639,541	9.1%	4,059,579	-2.2%	28,015,459	26,769,089	4.7%	33,763,378	-17.0%
Supplies	5,097,231	4,576,909	11.4%	3,515,287	45.0%	34,463,481	34,093,817	1.1%	32,107,498	7.3%
Utilities	312,830	331,206	-5.5%	311,574	0.4%	2,232,667	2,318,442	-3.7%	2,290,720	-2.5%
Repairs and Maintenance	791,098	733,989	7.8%	780,989	1.3%	5,202,340	5,144,975	1.1%	5,077,792	2.5%
Leases and Rentals	(32,030)	(7,258)	341.3%	(14,467)	121.4%	66,610	(50,806)	-231.1%	(161,417)	-141.3%
Insurance	84,364	109,297	-22.8%	94,728	-10.9%	665,207	765,079	-13.1%	702,119	-5.3%
Interest Expense	107,948	150,449	-28.2%	250,919	-57.0%	752,030	1,053,143	-28.6%	1,740,674	-56.8%
ECHDA	224,975	317,389	-29.1%	275,027	-18.2%	1,416,200	2,221,723	-36.3%	2,269,951	-37.6%
Other Expense	54,331	(111,470)	-148.7%	(116,105)	-146.8%	556,844	1,035,895	-46.2%	679,308	-18.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 25,157,002</b>	<b>\$ 22,852,761</b>	<b>10.1%</b>	<b>\$ 21,692,735</b>	<b>16.0%</b>	<b>\$ 170,503,491</b>	<b>\$ 169,411,411</b>	<b>0.6%</b>	<b>\$ 182,840,241</b>	<b>-6.7%</b>
Depreciation/Amortization	\$ 1,578,338	\$ 1,581,312	-0.2%	\$ 1,546,394	2.1%	\$ 11,010,662	\$ 11,046,110	-0.3%	\$ 10,670,697	3.2%
(Gain)/Loss on Disposal of Assets	-	-	0.0%	-	0.0%	700	-	100.0%	877	-20.1%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 26,735,340</b>	<b>\$ 24,434,073</b>	<b>9.4%</b>	<b>\$ 23,239,129</b>	<b>15.0%</b>	<b>\$ 181,514,854</b>	<b>\$ 180,457,521</b>	<b>0.6%</b>	<b>\$ 193,511,815</b>	<b>-6.2%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (9,911)</b>	<b>\$ (348,444)</b>	<b>-97.2%</b>	<b>\$ (9,441,216)</b>	<b>99.9%</b>	<b>\$ 5,122,301</b>	<b>\$ 4,173,743</b>	<b>22.7%</b>	<b>\$ (10,960,040)</b>	<b>-146.7%</b>
Operating Margin	-0.04%	-1.45%	-97.4%	-68.42%	-99.9%	2.74%	2.26%	21.4%	-6.00%	-145.7%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 992	\$ 33,519	-97.0%	\$ 48,306	-97.9%	\$ 34,492	\$ 234,633	-85.3%	\$ 509,237	-93.2%
Tobacco Settlement	1,171,633	1,206,091	-2.9%	1,274,529	-8.1%	1,171,633	1,206,091	-2.9%	1,274,529	-8.1%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	19,100	21,084	-9.4%	-	0.0%	20,775	147,588	-85.9%	248,000	-91.6%
COVID-19 Stimulus	-	-	0.0%	4,794,987	-100.0%	-	-	-	4,794,987	-100.0%
Underwriter Discount & Bond Costs	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Build America Bonds Subsidy	-	-	-	79,530	-100.0%	-	-	-	554,124	-100.0%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ 1,181,814</b>	<b>\$ 912,250</b>	<b>29.5%</b>	<b>\$ (3,243,864)</b>	<b>-136.4%</b>	<b>\$ 6,349,201</b>	<b>\$ 5,762,055</b>	<b>10.2%</b>	<b>\$ (3,579,162)</b>	<b>-277.4%</b>
Procure Capital Contribution	(1,515,615)	(1,142,124)	32.7%	(1,181,313)	28.3%	(9,258,944)	(9,422,855)	-1.7%	(13,934,303)	-33.6%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (333,801)</b>	<b>\$ (229,874)</b>	<b>-45.2%</b>	<b>\$ (4,425,177)</b>	<b>92.5%</b>	<b>\$ (2,909,743)</b>	<b>\$ (3,660,800)</b>	<b>20.5%</b>	<b>\$ (17,513,465)</b>	<b>83.4%</b>
Unrealized Gain/(Loss) on Investments	\$ 3,412	\$ 14,285	-76.1%	\$ -	0.0%	\$ (14,499)	\$ 99,995	-114.5%	\$ 186,025	-107.8%
Investment in Subsidiaries	18,497	754,195	-97.5%	(76,278)	-124.2%	27,157	763,879	-96.4%	(19,708)	-237.8%
<b>CHANGE IN NET POSITION</b>	<b>\$ (311,892)</b>	<b>\$ 538,606</b>	<b>157.9%</b>	<b>\$ (4,501,455)</b>	<b>93.1%</b>	<b>\$ (2,897,084)</b>	<b>\$ (2,796,926)</b>	<b>-3.6%</b>	<b>\$ (17,347,148)</b>	<b>83.3%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
PROCARE OPERATIONS SUMMARY  
APRIL 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	\$ 11,376,198	\$ 11,198,956	1.6%	\$ 7,661,008	48.5%	\$ 84,951,770	\$ 77,407,785	9.7%	\$ 72,676,480	16.9%
<b>TOTAL PATIENT REVENUE</b>	\$ 11,376,198	\$ 11,198,956	1.6%	\$ 7,661,008	48.5%	\$ 84,951,770	\$ 77,407,785	9.7%	\$ 72,676,480	16.9%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 6,119,580	\$ 4,489,013	36.3%	\$ 3,259,731	87.7%	\$ 40,326,372	\$ 31,271,499	29.0%	\$ 31,263,283	29.0%
Policy Adjustments	621,685	1,184,729	-47.5%	830,294	-25.1%	9,017,222	8,257,637	9.2%	7,088,939	27.2%
Uninsured Discount	397,387	713,999	-44.3%	228,390	74.0%	5,183,555	4,976,237	4.2%	5,036,923	2.9%
Indigent	15,160	24,668	-38.5%	10,866	39.5%	46,486	172,676	-73.1%	264,107	-82.4%
Provision for Bad Debts	809,527	1,037,901	-22.0%	969,839	-16.5%	6,180,326	7,230,351	-14.5%	6,971,354	-11.3%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 7,963,339	\$ 7,450,310	6.9%	\$ 5,299,119	50.3%	\$ 60,753,962	\$ 51,908,400	17.0%	\$ 50,624,606	20.0%
	70.00%	66.53%		69.17%		71.52%	67.06%		69.66%	
<b>NET PATIENT REVENUE</b>	\$ 3,412,859	\$ 3,748,646	-9.0%	\$ 2,361,889	44.5%	\$ 24,197,808	\$ 25,499,385	-5.1%	\$ 22,051,875	9.7%
						28.5%				
<b>OTHER REVENUE</b>										
Other Income	\$ 257,841	\$ 360,087	-28.4%	\$ 332,307	-22.4%	\$ 1,585,856	\$ 1,608,651	-1.4%	\$ 1,486,153	6.7%
<b>TOTAL OTHER REVENUE</b>	\$ 257,841	\$ 360,087	-28.4%	\$ 332,307	-22.4%	\$ 1,585,856	\$ 1,608,651	-1.4%	\$ 1,486,153	6.7%
<b>NET OPERATING REVENUE</b>	\$ 3,670,700	\$ 4,108,733	-10.7%	\$ 2,694,196	36.2%	\$ 25,783,665	\$ 27,108,036	-4.9%	\$ 23,538,027	9.5%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 3,942,463	\$ 4,073,297	-3.2%	\$ 3,285,506	20.0%	\$ 27,190,863	\$ 28,247,145	-3.7%	\$ 26,126,839	4.1%
Benefits	456,080	388,893	17.3%	325,180	40.3%	2,943,594	2,723,061	8.1%	2,734,027	7.7%
Temporary Labor	237,791	215,667	10.3%	272,769	-12.8%	1,535,357	1,509,669	1.7%	3,693,311	-58.4%
Physician Fees	157,839	145,141	8.7%	101,258	55.9%	767,109	1,015,987	-24.5%	1,350,108	-43.2%
Purchased Services	(18,519)	(8,332)	122.3%	75,263	-124.6%	(213,768)	(49,193)	334.6%	1,145,510	-118.7%
Supplies	122,089	148,063	-17.5%	99,159	23.1%	853,206	1,015,959	-16.0%	923,409	-7.6%
Utilities	926	815	13.6%	945	-2.1%	4,957	5,705	-13.1%	18,967	-73.9%
Repairs and Maintenance	-	667	-100.0%	-	0.0%	710	6,819	-89.6%	1,413	-49.8%
Leases and Rentals	167,459	166,002	0.9%	165,902	0.9%	1,157,296	1,162,014	-0.4%	1,173,934	-1.4%
Insurance	50,307	46,319	8.6%	48,836	3.0%	348,868	322,435	8.2%	336,294	3.7%
Other Expense	63,163	66,840	-5.5%	51,987	21.5%	406,409	518,895	-21.7%	404,695	0.4%
<b>TOTAL OPERATING EXPENSES</b>	\$ 5,179,597	\$ 5,243,372	-1.2%	\$ 4,426,806	17.0%	\$ 34,994,600	\$ 36,478,496	-4.1%	\$ 37,908,506	-7.7%
Depreciation/Amortization	\$ 6,718	\$ 7,485	-10.3%	\$ 8,547	-21.4%	\$ 48,008	\$ 52,395	-8.4%	\$ 117,534	-59.2%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	6,132	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 5,186,315	\$ 5,250,857	-1.2%	\$ 4,435,352	16.9%	\$ 35,042,608	\$ 36,530,891	-4.1%	\$ 38,032,173	-7.9%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (1,515,615)	\$ (1,142,124)	-32.7%	\$ (1,741,156)	-13.0%	\$ (9,258,944)	\$ (9,422,855)	1.7%	\$ (14,494,146)	36.1%
Operating Margin	-41.29%	-27.80%	48.5%	-64.63%	-36.1%	-35.91%	-34.76%	3.3%	-61.58%	-41.7%
COVID-19 Stimulus	\$ -	\$ -		\$ 559,843	0.0%	\$ -	\$ -	0.0%	\$ 559,843	0.0%
MCH Contribution	\$ 1,515,615	\$ 1,142,124	32.7%	\$ 1,181,313	28.3%	\$ 9,258,944	\$ 9,422,855	-1.7%	\$ 13,934,303	-33.8%
<b>CAPITAL CONTRIBUTION</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	9,535	10,101	-5.60%	6,644	43.51%	57,569	67,645	-14.90%	63,884	-9.89%
Total Hospital Visits	5,250	5,090	3.14%	3,610	45.43%	36,922	36,183	2.04%	36,471	1.24%
Total Procedures	12,859	12,659	1.58%	7,111	80.83%	81,871	83,125	-1.51%	75,691	8.16%
Total Surgeries	846	924	-8.44%	344	145.93%	4,899	6,137	-20.17%	5,502	-10.96%
Total Provider FTE's	90.4	95.0	-4.84%	85.4	5.85%	91.7	94.6	-3.01%	81.8	12.17%
Total Staff FTE's	107.9	133.6	-19.24%	88.4	22.06%	102.0	130.2	-21.69%	112.8	-9.59%
Total Administrative FTE's	12.4	13.2	-6.06%	12.5	-0.80%	12.3	13.1	-5.90%	12.4	-0.84%
Total FTE's	210.7	241.8	-12.86%	186.3	13.10%	206.0	237.8	-13.40%	206.9	-0.47%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY  
APRIL 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	\$ 436,284	\$ 331,358	31.7%	\$ 254,949	71.1%	\$ 3,472,336	\$ 2,493,999	39.2%	\$ 2,313,721	50.1%
<b>TOTAL PATIENT REVENUE</b>	\$ 436,284	\$ 331,358	31.7%	\$ 254,949	71.1%	\$ 3,472,336	\$ 2,493,999	39.2%	\$ 2,313,721	50.1%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 260,979	\$ 110,774	135.6%	\$ 147,024	77.5%	\$ 1,864,203	\$ 833,753	123.6%	\$ 671,677	177.5%
Self Pay Adjustments	93,445	29,540	216.3%	42,256	121.1%	527,518	222,334	137.3%	108,111	387.9%
Bad Debts	(50,565)	51,958	-197.3%	(17,835)	183.5%	153,375	391,067	-60.8%	588,842	-74.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 303,859	\$ 192,272	58.0%	\$ 171,446	77.2%	\$ 2,545,096	\$ 1,447,154	75.9%	\$ 1,368,630	86.0%
	69.6%	58.0%		67.2%		73.3%	58.0%		59.2%	
<b>NET PATIENT REVENUE</b>	\$ 132,425	\$ 139,086	-4.8%	\$ 83,503	58.6%	\$ 927,240	\$ 1,046,845	-11.4%	\$ 945,091	-1.9%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 19,064	\$ 26,697	0.0%	\$ 32,596	-41.5%	\$ 143,387	\$ 186,879	0.0%	\$ 186,705	-23.2%
<b>TOTAL OTHER REVENUE</b>	\$ 19,064	\$ 26,697	-28.6%	\$ 32,596	-41.5%	\$ 143,387	\$ 186,879	-23.3%	\$ 186,705	-23.2%
<b>NET OPERATING REVENUE</b>	\$ 151,489	\$ 165,783	-8.6%	\$ 116,099	30.5%	\$ 1,070,627	\$ 1,233,724	-13.2%	\$ 1,131,796	-5.4%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 91,450	\$ 73,662	24.1%	\$ 54,851	66.7%	\$ 603,916	\$ 554,422	8.9%	\$ 503,161	20.0%
Benefits	27,679	19,028	45.5%	15,882	74.3%	158,863	138,486	14.7%	127,268	24.8%
Physician Services	97,551	104,171	-6.4%	73,384	32.9%	855,157	729,197	17.3%	531,281	61.0%
Cost of Drugs Sold	11,236	5,921	89.8%	3,968	183.2%	51,451	44,564	15.5%	41,451	24.1%
Supplies	7,431	4,359	70.5%	2,257	229.3%	70,674	32,261	119.1%	31,788	122.3%
Utilities	3,820	3,021	26.4%	2,363	61.7%	21,518	21,147	1.8%	18,816	14.4%
Repairs and Maintenance	520	1,073	-51.5%	600	-13.3%	7,099	7,511	-5.5%	4,250	67.0%
Leases and Rentals	548	370	48.1%	463	18.4%	3,490	2,590	34.7%	3,298	5.8%
Other Expense	1,000	1,000	0.0%	1,000	0.0%	24,337	10,093	141.1%	10,092	141.2%
<b>TOTAL OPERATING EXPENSES</b>	\$ 241,235	\$ 212,605	13.5%	\$ 154,768	55.9%	\$ 1,796,504	\$ 1,540,271	16.6%	\$ 1,271,404	41.3%
Depreciation/Amortization	\$ 3,807	\$ 3,806	0.0%	\$ 4,620	-17.6%	\$ 27,276	\$ 27,271	0.0%	\$ 32,885	-17.1%
<b>TOTAL OPERATING COSTS</b>	\$ 245,042	\$ 216,411	13.2%	\$ 159,387	53.7%	\$ 1,823,780	\$ 1,567,542	16.3%	\$ 1,304,290	39.8%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (93,553)	\$ (50,628)	-84.8%	\$ (43,288)	-116.1%	\$ (753,153)	\$ (333,818)	-125.6%	\$ (172,494)	336.6%
Operating Margin	-61.76%	-30.54%	102.2%	-37.29%	65.6%	-70.35%	-27.06%	160.0%	-15.24%	361.6%

	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	1,398	959	45.8%	690	102.6%	9,752	7,218	35.1%	6,482	50.4%
Average Revenue per Office Visit	312.08	345.52	-9.7%	369.49	-15.5%	356.06	345.52	3.1%	356.95	-0.2%
Hospital FTE's (Salaries and Wages)	18.0	19.6	-8.1%	12.6	43.5%	18.5	19.6	-5.5%	17.2	7.8%

**ECTOR COUNTY HOSPITAL DISTRICT  
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY  
APRIL 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	\$ 126,992	\$ 148,746	-14.6%	\$ 168,360	-24.6%	\$ 346,785	\$ 1,120,930	-69.1%	\$ 1,340,655	-74.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 126,992</b>	<b>\$ 148,746</b>	<b>-14.6%</b>	<b>\$ 168,360</b>	<b>-24.6%</b>	<b>\$ 346,785</b>	<b>\$ 1,120,930</b>	<b>-69.1%</b>	<b>\$ 1,340,655</b>	<b>-74.1%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 77,490	\$ 54,291	42.7%	\$ 106,493	-27.2%	\$ 183,207	\$ 409,132	-55.2%	\$ 426,784	-57.1%
Self Pay Adjustments	26,667	16,957	57.3%	32,832	-18.8%	68,020	127,784	-46.8%	122,394	-44.4%
Bad Debts	(20,695)	24,929	-183.0%	(18,915)	9.4%	(43,961)	187,865	-123.4%	415,079	-110.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 83,462</b>	<b>\$ 96,177</b>	<b>-13.2%</b>	<b>\$ 120,410</b>	<b>-30.7%</b>	<b>\$ 207,266</b>	<b>\$ 724,781</b>	<b>-71.4%</b>	<b>\$ 964,257</b>	<b>-78.5%</b>
	<b>65.72%</b>	<b>64.66%</b>		<b>71.52%</b>		<b>59.77%</b>	<b>64.66%</b>		<b>71.92%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 43,530</b>	<b>\$ 52,569</b>	<b>-17.2%</b>	<b>\$ 47,949</b>	<b>-9.2%</b>	<b>\$ 139,519</b>	<b>\$ 396,149</b>	<b>-64.8%</b>	<b>\$ 376,399</b>	<b>-62.9%</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>\$ 43,530</b>	<b>\$ 52,569</b>	<b>-17.2%</b>	<b>\$ 47,949</b>	<b>-9.2%</b>	<b>\$ 139,519</b>	<b>\$ 396,149</b>	<b>-64.8%</b>	<b>\$ 376,399</b>	<b>-62.9%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 15,326	\$ 28,369	-46.0%	\$ 22,734	-32.6%	\$ 43,667	\$ 213,786	-79.6%	\$ 218,522	-80.0%
Benefits	-	7,328	-100.0%	6,583	-100.0%	11,487	53,400	-78.5%	55,272	-79.2%
Physician Services	43,059	47,300	-9.0%	42,289	1.8%	118,404	331,100	-64.2%	354,726	-66.6%
Cost of Drugs Sold	8,278	2,440	239.3%	647	1179.3%	13,967	18,386	-24.0%	18,843	-25.9%
Supplies	34	1,357	-97.5%	482	-92.9%	2,110	10,031	-79.0%	8,385	-74.8%
Utilities	3,098	2,918	6.2%	1,927	60.7%	19,957	20,426	-2.3%	20,393	-2.1%
Repairs and Maintenance	-	119	-100.0%	63	-100.0%	-	833	-100.0%	63	-100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 69,795</b>	<b>\$ 89,831</b>	<b>-22.3%</b>	<b>\$ 74,726</b>	<b>-6.6%</b>	<b>\$ 209,592</b>	<b>\$ 647,962</b>	<b>-67.7%</b>	<b>\$ 676,205</b>	<b>-69.0%</b>
Depreciation/Amortization	\$ 29,324	\$ 29,324	0.0%	\$ 29,324	0.0%	\$ 205,271	\$ 205,268	0.0%	\$ 208,065	-1.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 99,120</b>	<b>\$ 119,155</b>	<b>-16.8%</b>	<b>\$ 104,051</b>	<b>-4.7%</b>	<b>\$ 414,864</b>	<b>\$ 853,230</b>	<b>-51.4%</b>	<b>\$ 884,270</b>	<b>-53.1%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (55,590)</b>	<b>\$ (66,586)</b>	<b>-16.5%</b>	<b>\$ (56,102)</b>	<b>-0.9%</b>	<b>\$ (275,344)</b>	<b>\$ (457,081)</b>	<b>-39.8%</b>	<b>\$ (507,871)</b>	<b>-45.8%</b>
Operating Margin	-127.71%	-126.66%	0.8%	-117.00%	9.1%	-197.35%	-115.38%	71.0%	-134.93%	46.3%

	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	347	418	-17.0%	464	-25.2%	934	3,150	-70.3%	3,690	-74.7%
Total Visits	347	418	-17.0%	464	-25.2%	934	3,150	-70.3%		0.0%
Average Revenue per Office Visit	365.97	355.85	2.8%	362.84	0.9%	371.29	355.85	4.3%	363.32	2.2%
Hospital FTE's (Salaries and Wages)	4.9	8.1	-39.7%	6.2	-21.4%	2.0	8.0	-74.8%	8.5	-76.3%

**ECTOR COUNTY HOSPITAL DISTRICT  
APRIL 2021**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 38,042,941	40.4%	\$ 19,997,858	33.3%	\$ 258,967,806	39.6%	\$ 246,228,366	37.6%
Medicaid	11,642,242	12.3%	9,841,650	16.4%	76,009,716	11.7%	79,552,950	12.2%
Commercial	27,165,314	28.8%	17,514,436	29.1%	188,947,366	29.0%	194,093,069	29.7%
Self Pay	12,386,909	13.1%	12,508,654	20.8%	76,430,761	11.7%	111,115,263	17.0%
Other	5,124,395	5.4%	250,527	0.4%	52,011,918	8.0%	22,768,294	3.5%
<b>TOTAL</b>	<b>\$ 94,361,800</b>	<b>100.0%</b>	<b>\$ 60,113,125</b>	<b>100.0%</b>	<b>\$ 652,367,566</b>	<b>100.0%</b>	<b>\$ 653,757,942</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,200,009	35.7%	\$ 7,366,173	44.2%	\$ 49,711,033	39.9%	\$ 51,375,317	38.8%
Medicaid	1,968,370	11.3%	2,010,086	12.0%	14,138,297	11.4%	16,346,756	12.4%
Commercial	6,642,765	38.2%	5,252,125	31.4%	44,833,149	36.1%	49,765,266	37.6%
Self Pay	1,178,809	6.8%	973,648	5.8%	7,306,914	5.9%	8,607,200	6.5%
Other	1,397,013	8.0%	1,105,497	6.6%	8,279,043	6.7%	6,230,837	4.7%
<b>TOTAL</b>	<b>\$ 17,386,967</b>	<b>100.0%</b>	<b>\$ 16,707,530</b>	<b>100.0%</b>	<b>\$ 124,268,436</b>	<b>100.0%</b>	<b>\$ 132,325,375</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
APRIL 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	\$ 79,465	18.2%	\$ 59,325	23.3%	\$ 556,486	16.0%	\$ 398,110	17.2%
Medicaid	145,961	33.5%	91,666	35.9%	1,495,399	43.2%	924,324	40.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	86,828	19.9%	34,750	13.6%	511,585	14.7%	388,847	16.8%
Self Pay	109,422	25.1%	68,235	26.8%	796,862	22.9%	596,732	25.8%
Other	14,607	3.3%	974	0.4%	112,005	3.2%	5,707	0.2%
<b>TOTAL</b>	<b>\$ 436,284</b>	<b>100.0%</b>	<b>\$ 254,949</b>	<b>100.0%</b>	<b>\$ 3,472,336</b>	<b>100.0%</b>	<b>\$ 2,313,721</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	\$ 18,232	14.5%	\$ 15,057	23.8%	\$ 174,741	18.8%	\$ 362,193	39.3%
Medicaid	66,401	52.8%	21,939	34.8%	470,581	50.4%	312,460	34.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	8,832	7.0%	12,756	20.2%	129,321	13.9%	104,351	11.4%
Self Pay	16,367	13.0%	11,307	17.9%	136,999	14.7%	135,733	14.8%
Other	15,968	12.7%	2,112	3.3%	20,239	2.2%	4,537	0.5%
<b>TOTAL</b>	<b>\$ 125,801</b>	<b>100.0%</b>	<b>\$ 63,171</b>	<b>100.0%</b>	<b>\$ 931,880</b>	<b>100.0%</b>	<b>\$ 919,273</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
APRIL 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	\$ 33,917	26.6%	\$ 35,744	21.2%	\$ 95,731	27.6%	\$ 315,071	23.5%
Medicaid	32,361	25.5%	\$ 49,058	29.1%	96,187	27.8%	347,894	25.9%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	30,715	24.2%	\$ 33,854	20.1%	83,119	24.0%	283,044	21.1%
Self Pay	29,917	23.6%	\$ 49,709	29.5%	65,595	18.8%	391,316	29.2%
Other	83	0.1%	\$ (5)	0.0%	6,152	1.8%	3,330	0.2%
<b>TOTAL</b>	<b>\$ 126,992</b>	<b>100.0%</b>	<b>\$ 168,360</b>	<b>100.0%</b>	<b>\$ 346,785</b>	<b>100.0%</b>	<b>\$ 1,340,655</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,948	27.6%	\$ 12,370	30.3%	\$ 12,621	14.2%	\$ 95,671	27.3%
Medicaid	5,519	22.0%	14,088	34.5%	14,047	15.8%	104,747	29.8%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	4,289	17.1%	8,585	21.0%	40,883	46.0%	78,568	22.4%
Self Pay	5,457	21.7%	5,554	13.6%	18,276	20.5%	70,286	20.0%
Other	2,916	11.6%	265	0.6%	3,111	3.5%	1,644	0.5%
<b>TOTAL</b>	<b>\$ 25,129</b>	<b>100.0%</b>	<b>\$ 40,862</b>	<b>100.0%</b>	<b>\$ 88,939</b>	<b>100.0%</b>	<b>\$ 350,916</b>	<b>100.0%</b>



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

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 21,306,693	\$ -	\$ 21,306,693
Mission Fitness	291,792	-	291,792
Petty Cash	8,700	-	8,700
Dispro	-	54,812	54,812
General Liability	-	16,839	16,839
Professional Liability	-	15,421	15,421
Funded Worker's Compensation	-	93,120	93,120
Funded Depreciation	-	7,817,592	7,817,592
Designated Funds	-	58,077	58,077
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 21,607,186	\$ 8,055,860	<b>\$ 29,663,046</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	23,622	23,200,000	23,223,622
Allowance for Change in Market Values	-	(16,651)	(16,651)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 23,622	\$ 63,833,350	<b>\$ 63,856,971</b>
Total Unrestricted Cash and Investments			<b>\$ 93,520,017</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	-	6,369,981	6,369,981
Advanced Medicare Payment	31,970,959	-	31,970,959
Restricted TPC, LLC-Equity Stake	593,971	-	593,971
Restricted MCH West Texas Services-Equity Stake	2,282,886	-	2,282,886
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 34,852,711	\$ 6,369,981	<b>\$ 41,222,692</b>

Total Cash & Investments			<b><u><u>\$ 134,742,709</u></u></b>
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**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
APRIL 2021**

	<b>Hospital</b>	<b>Procure</b>	<b>Blended</b>
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (2,897,084)	-	\$ (2,897,084)
Noncash Expenses:			
Depreciation and Amortization	9,484,079	12,512	9,496,591
Unrealized Gain/Loss on Investments	(14,499)	-	(14,499)
Accretion (Bonds)	(244,389)	-	(244,389)
Changes in Assets and Liabilities			
Patient Receivables, Net	(1,031,226)	(759,816)	(1,791,042)
Taxes Receivable/Deferred	7,989,716	91,411	8,081,127
Inventories, Prepays and Other	(6,699,775)	24,080	(6,675,695)
Accounts Payable	(7,748,765)	652,485	(7,096,280)
Accrued Expenses	1,540,815	(20,772)	1,520,043
Due to Third Party Payors	-	-	-
Accrued Post Retirement Benefit Costs	3,800,000	-	3,800,000
Net Cash Provided by Operating Activities	<u>\$ 4,178,873</u>	<u>(100)</u>	<u>\$ 4,178,773</u>
Cash Flows from Investing Activities:			
Investments	\$ (26,052,389)	-	\$ (26,052,389)
Acquisition of Property and Equipment	<u>(4,655,017)</u>	<u>-</u>	<u>(4,655,017)</u>
Net Cash used by Investing Activities	<u>\$ (30,707,406)</u>	<u>-</u>	<u>\$ (30,707,406)</u>
Cash Flows from Financing Activities:			
Current Portion Debt	\$ 227,995	-	\$ 227,995
Intercompany Activities	\$ -	-	-
Net Repayment of Long-term Debt/Bond Issuance	<u>1,678,609</u>	<u>-</u>	<u>1,678,609</u>
Net Cash used by Financing Activities	<u>1,906,603</u>	<u>-</u>	<u>1,906,603</u>
Net Increase (Decrease) in Cash	(24,621,930)	(100)	(24,622,030)
Beginning Cash & Cash Equivalents @ 9/30/2020	<u>95,507,668</u>	<u>4,650</u>	<u>95,512,318</u>
Ending Cash & Cash Equivalents @ 4/30/2021	<u>\$ 70,885,738</u>	<u>\$ 4,550</u>	<u>\$ 70,890,288</u>
<hr/>			
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 29,663,046	4,550	\$ 29,667,596
Restricted Assets	<u>41,222,692</u>	<u>-</u>	<u>41,222,692</u>
Ending Cash & Cash Equivalents @ 4/30/2021	<u>\$ 70,885,738</u>	<u>4,550</u>	<u>\$ 70,890,288</u>

**ECTOR COUNTY HOSPITAL DISTRICT**  
**TAX COLLECTIONS**  
**FISCAL 2021**

	<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	\$ 251,630	\$ 2,025,971	\$ (1,774,341)	\$ 357,473	\$ (105,843)
NOVEMBER	1,075,295	2,025,971	(950,676)	1,151,010	(75,715)
DECEMBER	6,840,747	2,025,971	4,814,776	3,300,400	3,540,347
JANUARY	7,131,638	2,025,971	5,105,667	4,845,249	2,286,389
FEBRUARY	4,756,484	2,025,971	2,730,513	6,455,075	(1,698,591)
MARCH	2,415,426	2,025,971	389,455	1,361,450	1,053,976
APRIL	464,788	2,025,971	(1,561,183)	271,564	193,224
<b>TOTAL</b>	<b><u>\$ 22,936,007</u></b>	<b><u>\$ 14,181,797</u></b>	<b><u>\$ 8,754,210</u></b>	<b><u>\$ 17,742,220</u></b>	<b><u>\$ 5,193,787</u></b>
<b><u>SALES</u></b>					
OCTOBER	\$ 2,929,377	\$ 3,282,683	\$ (353,306)	\$ 4,204,814	\$ (1,275,437)
NOVEMBER	3,099,131	3,443,239	(344,108)	4,143,047	(1,043,916)
DECEMBER	2,855,097	3,230,027	(374,930)	4,251,049	(1,395,953)
JANUARY	2,796,371	3,139,626	(343,255)	3,763,912	(967,541)
FEBRUARY	4,354,021	3,453,266	900,755	3,771,703	582,318
MARCH	2,721,819	3,081,486	(359,667)	3,855,612	(1,133,793)
APRIL	2,650,606	3,148,751	(498,145)	4,710,736	(2,060,131)
SUB TOTAL	21,406,422	22,779,078	(1,372,656)	28,700,873	(7,294,452)
ACCRUAL	830,812	-	830,812	-	830,812
<b>TOTAL</b>	<b><u>\$ 22,237,234</u></b>	<b><u>\$ 22,779,078</u></b>	<b><u>\$ (541,844)</u></b>	<b><u>\$ 28,700,873</u></b>	<b><u>\$ (6,463,640)</u></b>
<b>TAX REVENUE</b>	<b><u>\$ 45,173,241</u></b>	<b><u>\$ 36,960,875</u></b>	<b><u>\$ 8,212,366</u></b>	<b><u>\$ 46,443,093</u></b>	<b><u>\$ (1,269,852)</u></b>

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

<u>CASH ACTIVITY</u>	<u>TAX (IGT) ASSESSED</u>	<u>GOVERNMENT PAYOUT</u>	<u>BURDEN ALLEVIATION</u>	<u>NET INFLOW</u>
<b>DSH</b>				
1st Qtr	\$ (1,315,030)	\$ 4,110,753		\$ 2,795,723
2nd Qtr	(1,065,780)	3,331,602		2,265,823
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSH TOTAL</b>	<b>\$ (2,380,809)</b>	<b>\$ 7,442,355</b>		<b>\$ 5,061,546</b>
<b>UC</b>				
1st Qtr	\$ (16,099)	\$ 38,376		22,278
2nd Qtr	(2,752,574)	8,549,558		5,796,984
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UC TOTAL</b>	<b>\$ (2,768,673)</b>	<b>\$ 8,587,934</b>		<b>\$ 5,819,261</b>
<b>DSRIP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	(826,293)	2,354,855		1,528,562
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSRIP UPL TOTAL</b>	<b>\$ (826,293)</b>	<b>\$ 2,354,855</b>		<b>\$ 1,528,562</b>
<b>UHRIP</b>				
1st Qtr	\$ (1,916,564)	\$ -		\$ (1,916,564)
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UHRIP TOTAL</b>	<b>\$ (1,916,564)</b>	<b>\$ -</b>		<b>\$ (1,916,564)</b>
<b>GME</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	(236,659)	739,789		503,131
3rd	-	-		-
4th Qtr	-	-		-
<b>GME TOTAL</b>	<b>\$ (236,659)</b>	<b>\$ 739,789</b>		<b>\$ 503,131</b>
<b>MCH Cash Activity</b>	<b>\$ (8,128,998)</b>	<b>\$ 19,124,933</b>		<b>\$ 10,995,935</b>
<b>ProCare Cash Activity</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Blended Cash Activity</b>	<b>\$ (8,128,998)</b>	<b>\$ 19,124,933</b>	<b>\$ -</b>	<b>\$ 10,995,935</b>

**INCOME STATEMENT ACTIVITY:**

**FY 2021 Accrued / (Deferred) Adjustments:**

	<b>BLENDED</b>
DSH Accrual	\$ 7,170,898
Uncompensated Care Accrual	7,555,863
URIP	(1,464,683)
GME	204,169
Regional UPL Benefit	-
<b>Medicaid Supplemental Payments</b>	<b>13,466,247</b>
DSRIP Accrual	3,830,211
<b>Total Adjustments</b>	<b>\$ 17,296,458</b>

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

<b>ITEM</b>	<b>CIP BALANCE AS OF 3/31/2021</b>	<b>APRIL "+" ADDITIONS</b>	<b>APRIL "- " ADDITIONS</b>	<b>APRIL TRANSFERS</b>	<b>CIP BALANCE AS OF 4/30/2021</b>	<b>ADD: AMOUNTS CAPITALIZED</b>	<b>PROJECT TOTAL</b>	<b>BUDGETED AMOUNT</b>	<b>UNDER/(OVER) APRVD/BUDGET</b>
<b><u>RENOVATIONS</u></b>									
IREGIONAL LAB	18,888	-	-	-	18,888	-	18,888	150,000	131,112
<b>SUB-TOTAL</b>	<b>\$ 18,888</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,888</b>	<b>\$ -</b>	<b>\$ 18,888</b>	<b>\$ 150,000</b>	<b>\$ 131,112</b>
<b><u>MINOR BUILDING IMPROVEMENT</u></b>									
IREFRACTORY BOILER UPGRADE	20,765	-	-	-	20,765	-	20,765	30,000	9,235
IER TUBE STATION	97,555	-	-	-	97,555	-	97,555	48,000	(49,555)
ICT SCAN	95,941	90,222	-	-	186,163	-	186,163	175,000	(11,163)
IPHARMACY PYXIS	22,667	-	-	-	22,667	-	22,667	15,000	(7,667)
ISTERILE STORAGE	42,034	-	-	(42,034)	0	-	0	25,000	25,000
ITENNENT IMPROVEMENT - 750 W 5TH	22,307	18,043	-	-	40,350	-	40,350	25,000	(15,350)
ITUBE SYSTEM UPGRADE	1,047	426	-	-	1,473	-	1,473	10,000	8,527
I3W OBS UNIT	-	-	-	-	-	-	-	49,000	49,000
IBADGE ACCESS UPGRADE	-	-	-	-	-	-	-	45,000	45,000
<b>SUB-TOTAL</b>	<b>\$ 302,315</b>	<b>\$ 108,691</b>	<b>\$ -</b>	<b>\$ (42,034)</b>	<b>\$ 368,972</b>	<b>\$ -</b>	<b>\$ 368,972</b>	<b>\$ 422,000</b>	<b>\$ 53,028</b>
<b><u>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</u></b>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 1,835,798	\$ 320,457	\$ (35,477)	\$ -	\$ 2,120,778	\$ -	\$ 2,120,778	\$ 3,250,000	\$ 1,129,222
<b>SUB-TOTAL</b>	<b>\$ 1,835,798</b>	<b>\$ 320,457</b>	<b>\$ (35,477)</b>	<b>\$ -</b>	<b>\$ 2,120,778</b>	<b>\$ -</b>	<b>\$ 2,120,778</b>	<b>\$ 3,250,000</b>	<b>\$ 1,129,222</b>
<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 2,157,001</b>	<b>\$ 429,148</b>	<b>\$ (35,477)</b>	<b>\$ (42,034)</b>	<b>\$ 2,508,639</b>	<b>\$ -</b>	<b>\$ 2,508,639</b>	<b>\$ 3,822,000</b>	<b>\$ 1,313,361</b>

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

ITEM	CLASS	BOOKED AMOUNT
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>		
STERILE STORAGE	BUILDING	\$ 42,034
<b>TOTAL PROJECT TRANSFERS</b>		<b>\$ 42,034</b>
<b>EQUIPMENT PURCHASES</b>		
None		\$ -
<b>TOTAL EQUIPMENT PURCHASES</b>		<b>\$ -</b>
<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>		<b>\$ 42,034</b>

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

MONTH/ YEAR	DESCRIPTION	DEPT NUMBER	BUDGETED AMOUNT	P.O AMOUNT	ACTUAL AMOUNT	TO/(FROM) CONTINGENCY
	<b>Available funds from budget</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
Oct-20	UltraLite 500 Series	6850	-	-	8,827	(8,827)
Oct-20	CombiM 84	7410	-	-	18,294	(18,294)
Oct-20	Giraffe Warmer	6550	-	-	15,562	(15,562)
Nov-20	Rockhouse Renovation	8200	48,500	-	102,540	(54,040)
Nov-20	Jaco Mobile Carts	8700	-	-	20,790	(20,790)
Nov-20	Ipads	9290	-	-	3,553	(3,553)
Nov-20	Isoflex	7460	-	-	28,676	(28,676)
Nov-20	Lab Refrigerator	7040	-	-	6,915	(6,915)
Nov-20	Car 13 ER	8200	-	-	168,198	(168,198)
Nov-20	V-Pro Max 2 Sterilizer	6790	-	-	148,840	(148,840)
Nov-20	iNtuition Gold Suite Software	7230	-	-	49,007	(49,007)
Dec-21	RENTAL PROPERTY REPAIRS - CASA ORT	8200	25,000	-	55,004	(30,004)
Dec-20	Prescott Omni Plus Ceiling Mount	9300	-	-	12,500	(12,500)
Dec-20	Prescott Omni Plus Ceiling Mount	9300	-	-	25,000	(25,000)
Dec-20	Trinzic	9100	-	-	9,940	(9,940)
Dec-20	Prec 5820 and Monitor	9100	-	-	2,227	(2,227)
Dec-20	Jaco Mobile Carts	9100	-	-	56,896	(56,896)
Dec-20	Cisco MDS 9100 Fabric Switches	9100	-	-	68,539	(68,539)
Dec-20	Aruba 6300M	9100	-	-	289,331	(289,331)
Dec-20	Belmont Rapid Inufer	6850	-	-	28,260	(28,260)
Dec-20	Surgical Instruments	6620	-	-	463,381	(463,381)
Jan-21	Uroskop Omnia Max	6620	-	-	378,591	(378,591)
Jan-21	4 Replacement Tele	6140	-	-	10,350	(10,350)
Jan-21	Cisco ASR	9100	-	-	30,356	(30,356)
Jan-21	Outdoor Eyeball Dome and LCD Monitor	8420	-	-	3,853	(3,853)
Jan-21	Prime Big Wheel Stretcher	8390	-	-	13,774	(13,774)
Jan-21	Prime Big Wheel Stretcher	7310	-	-	21,273	(21,273)
Jan-21	Telemedicine Cart	9100	-	-	38,860	(38,860)
Jan-21	Motorized Stock Cart	7330	-	-	4,203	(4,203)
Jan-21	Barcode Scanners	9100	-	-	14,175	(14,175)
Jan-21	Blanket Warming Cabinet	6870	-	-	3,197	(3,197)
Feb-21	ER Triage Renovation	6850	75,000	-	139,926	(64,926)
Feb-21	Central Station Monitor	6550	-	-	41,470	(41,470)
Feb-21	Cardiac Monitor	6850	-	-	35,033	(35,033)
Feb-21	Pyxis Anesthesia System	7330	-	-	374,463	(374,463)
Feb-21	Versapulse Powersuite 60W	6620	-	-	87,900	(87,900)
Feb-21	Matrix T5X-08 Treadmill	6350	-	-	4,060	(4,060)
Feb-21	Falcon IT Mount for Anesthesia	6700	-	-	3,187	(3,187)
Feb-21	Ford Ecosport 2020	7090	-	-	19,471	(19,471)
Feb-21	BK5000 Ultrasound System	6620	-	-	145,777	(145,777)
Feb-21	Microscope	7050	-	-	9,114	(9,114)
Mar-21	Securview DX 600	7240	-	-	26,130	(26,130)
Mar-21	Nexus Software	8200	-	-	151,090	(151,090)
Mar-21	Perseus A500 Anesthesia Machine	6700	-	-	98,622	(98,622)
Mar-21	Software for Perseus A500	6700	-	-	1,825	(1,825)
Mar-21	Protector Echo Filtered Fume Hood	7040	-	-	9,273	(9,273)
Mar-21	Giraffe Resuscitation System	6550	-	-	6,176	(6,176)
Apr-21	Panda Ires Bedded Warmer	6700	-	-	15,268	(15,268)
Apr-21	Dual Tier Cart and Holder	7240	-	-	9,067	(9,067)
Apr-21	(50) iPod Touch	9100	-	-	9,930	(9,930)
Apr-21	Stand on Scale	6190	-	-	3,070	(3,070)
Apr-21	Urine Analyzer Aution Eleven	7050	-	-	4,500	(4,500)
Apr-21	Transport Monitors	6850	-	-	14,942	(14,942)
Apr-21	Bilicocoon Bag System	6550	-	-	14,985	(14,985)
Apr-21	16 Bedside Monitors	6130	-	-	188,362	(188,362)
Apr-21	Cardiac Ablation Maestro 400 POD	7220	-	-	6,000	(6,000)
Apr-21	Zebra Blood Bank Printer	7100	-	-	2,215	(2,215)
			<b>\$ 748,500</b>	<b>\$ -</b>	<b>\$ 3,522,766</b>	<b>\$ (2,774,266)</b>

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

	<b>CURRENT YEAR</b>	<b>PRIOR YEAR</b>		<b>CURRENT YEAR CHANGE</b>
		<b>HOSPITAL AUDITED</b>	<b>PRO CARE AUDITED</b>	
AR DISPRO/UPL	\$ 2,109,352	\$ -	\$ -	\$ 2,109,352
AR UNCOMPENSATED CARE	1,736,602	-	-	1,736,602
AR DSRIP	3,613,654	1,436,786	-	2,176,868
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	1,986,318	1,601,876	-	384,442
AR GME	(298,962)	-	-	(298,962)
AR BAB REVENUE	-	-	-	-
AR PHYSICIAN GUARANTEES	406,999	358,963	-	48,036
AR ACCRUED INTEREST	9,997	99,784	-	(89,787)
AR OTHER:	1,976,367	1,770,860	1,703,368	(1,497,861)
Procure On-Call Fees	-	-	-	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	1,976,367	1,770,860	1,703,368	(1,497,861)
AR DUE FROM THIRD PARTY PAYOR	<u>2,614,468</u>	<u>2,371,598</u>	<u>-</u>	<u>242,870</u>
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<u><u>\$ 16,357,001</u></u>	<u><u>\$ 7,612,645</u></u>	<u><u>\$ 1,703,368</u></u>	<u><u>\$ 7,040,988</u></u>



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

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	VAR	PRIOR YR	PRIOR YR VAR
INTENSIVE CARE UNIT 4 (CCU)	8.4	5.8	45.5%	3.2	163.3%	7.6	6.2	22.6%	2.0	279.1%
CARDIOPULMONARY	8.8	2.3	284.3%	2.3	284.7%	4.3	2.4	78.6%	2.5	75.8%
CATH LAB	-	-	0.0%	-	0.0%	3.6	-	0.0%	-	0.0%
INTENSIVE CARE UNIT 2	5.5	5.8	-5.9%	-	0.0%	2.7	6.2	-57.2%	0.0	12791.5%
5 CENTRAL	2.4	1.9	23.0%	1.0	136.2%	2.3	2.1	11.2%	2.6	-11.6%
OPERATING ROOM	2.1	1.9	7.1%	0.1	1481.0%	2.1	2.1	1.6%	2.4	-13.1%
8 CENTRAL	0.4	1.0	-62.4%	0.9	-57.7%	1.6	1.0	57.1%	1.3	20.6%
LABOR AND DELIVERY	1.0	0.9	18.2%	0.7	41.6%	1.6	0.9	73.6%	1.7	-4.6%
4 CENTRAL	0.6	1.5	-63.2%	0.9	-38.8%	1.4	1.6	-17.5%	1.3	3.4%
9 CENTRAL	1.4	2.7	-48.1%	1.6	-12.6%	1.3	2.8	-55.8%	3.9	-67.7%
7 CENTRAL	1.8	4.6	-61.6%	0.6	172.5%	1.0	4.9	-79.2%	1.6	-37.5%
2 Central	-	-	0.0%	-	0.0%	0.9	-	0.0%	-	0.0%
IMAGING - DIAGNOSTICS	2.0	1.0	107.5%	-	0.0%	0.8	1.0	-18.4%	1.8	-52.0%
6 Central	1.2	1.4	-13.7%	1.4	-13.4%	0.7	1.5	-54.1%	2.3	-68.8%
NURSING ORIENTATION	0.8	-	0.0%	0.4	125.1%	0.3	-	0.0%	0.3	13.8%
DISASTER AND EMERGENCY OPERATIONS	0.1	-	0.0%	0.9	-84.0%	0.2	-	0.0%	0.1	75.4%
6 West	0.1	0.3	-75.2%	0.1	2.1%	0.1	0.3	-56.3%	0.3	-50.9%
5 WEST	-	-	0.0%	-	0.0%	0.0	-	0.0%	0.0	2.9%
INPATIENT REHAB	-	-	0.0%	0.2	-100.0%	-	-	0.0%	0.1	-100.0%
4 EAST	-	-	0.0%	1.4	-100.0%	-	-	0.0%	1.2	-100.0%
STERILE PROCESSING	-	-	0.0%	1.0	-100.0%	-	-	0.0%	1.8	-100.0%
EMERGENCY DEPARTMENT	-	-	0.0%	-	0.0%	-	-	0.0%	0.1	-100.0%
LABORATORY - CHEMISTRY	-	3.2	-100.0%	1.0	-100.0%	-	3.4	-100.0%	0.6	-100.0%
IMAGING - ULTRASOUND	-	0.5	-100.0%	-	0.0%	-	0.6	-100.0%	0.4	-100.0%
PM&R - SPEECH	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
PM&R - PHYSICAL	-	-	0.0%	0.4	-100.0%	-	-	0.0%	2.4	-100.0%
MEDICAL STAFF	-	-	0.0%	-	0.0%	-	-	0.0%	0.4	-100.0%
<b>SUBTOTAL</b>	<b>36.5</b>	<b>34.8</b>	<b>4.8%</b>	<b>18.2</b>	<b>100.6%</b>	<b>32.6</b>	<b>37.1</b>	<b>-12.1%</b>	<b>31.4</b>	<b>3.7%</b>
<b>TRANSITION LABOR</b>										
LABORATORY - CHEMISTRY	3.4	-	0.0%	2.9	19.2%	3.7	-	0.0%	3.0	22.7%
INTENSIVE CARE UNIT 4 (CCU)	-	-	0.0%	-	0.0%	-	-	0.0%	1.0	-100.0%
INPATIENT REHAB - THERAPY	-	-	0.0%	0.4	-100.0%	-	-	0.0%	0.9	-100.0%
7 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	0.7	-100.0%
NEO-NATAL INTENSIVE CARE	-	-	0.0%	-	0.0%	-	-	0.0%	0.5	-100.0%
PM&R - OCCUPATIONAL	-	-	0.0%	-	0.0%	-	-	0.0%	0.4	-100.0%
INTENSIVE CARE UNIT 2	-	-	0.0%	0.0	-100.0%	-	-	0.0%	0.4	-100.0%
4 EAST	-	-	0.0%	-	0.0%	-	-	0.0%	0.1	-100.0%
9 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
<b>SUBTOTAL</b>	<b>3.4</b>	<b>-</b>	<b>0.0%</b>	<b>3.2</b>	<b>5.7%</b>	<b>3.7</b>	<b>-</b>	<b>0.0%</b>	<b>6.9</b>	<b>-46.4%</b>
<b>GRAND TOTAL</b>	<b>39.9</b>	<b>34.8</b>	<b>14.7%</b>	<b>21.4</b>	<b>86.2%</b>	<b>36.3</b>	<b>37.1</b>	<b>-2.1%</b>	<b>38.4</b>	<b>-5.4%</b>

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

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
ICU4 TEMPORARY LABOR	\$ 196,793	\$ 77,370	\$ 119,423	154.4%	\$ 43,647	350.9%	\$ 1,181,929	\$ 582,587	\$ 599,342	102.9%	\$ 190,399	520.8%
RT TEMPORARY LABOR	175,512	12,435	163,077	1311.4%	31,319	460.4%	520,121	93,602	426,519	455.7%	283,324	83.6%
TEMPORARY LABOR	-	-	-	100.0%	-	100.0%	140,407.90	-	140,408	100.0%	-	100.0%
8C TEMPORARY LABOR	(2,283)	827	(3,110)	-376.0%	8,932	-125.6%	190,241	53,334	136,907	256.7%	121,375	56.7%
L & D TEMPORARY LABOR	14,966	13,525	1,471	10.9%	11,422	31.3%	182,042	101,709	80,333	79.0%	183,505	-0.8%
5C TEMPORARY LABOR	45,662	25,343	20,319	80.2%	16,591	175.2%	251,393	190,584	60,809	31.9%	238,797	5.3%
DIAG TEMPORARY LABOR	29,403.19	13,204	16,199	122.7%	31	94749.0%	80,063.39	99,392	(19,329)	-19.4%	157,265	-49.1%
6C TEMPORARY LABOR	22,600.20	19,963	2,637	13.2%	18,557	21.8%	74,970.62	150,436	(75,465)	-50.2%	215,689	-65.2%
IMCU9 TEMPORARY LABOR	25,690	38,120	(12,430)	-32.6%	19,465	32.0%	146,129	287,127	(140,998)	-49.1%	386,215	-62.2%
ICU2 TEMPORARY LABOR	127,355	76,856	50,499	65.7%	-	100.0%	430,896	578,891	(147,995)	-25.6%	1,981	21647.9%
7C TEMPORARY LABOR	30,616	62,268	(31,652)	-50.8%	8,210	272.9%	122,722	468,168	(345,446)	-73.8%	152,659	-19.6%
ALL OTHER	65,788	80,471	(14,683)	-18.2%	96,952	-32.1%	520,840	605,646	(84,806)	-14.0%	1,325,645	-60.7%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 732,134</b>	<b>\$ 420,382</b>	<b>\$ 311,752</b>	<b>74.2%</b>	<b>\$ 255,126</b>	<b>187.0%</b>	<b>\$ 3,841,756</b>	<b>\$ 3,211,476</b>	<b>\$ 630,280</b>	<b>19.6%</b>	<b>\$ 3,256,855</b>	<b>18.0%</b>
CHEM TRANSITION LABOR	\$ 28,660.38	\$ -	\$ 28,660	100.0%	\$ 21,792	31.5%	\$ 230,844	\$ -	\$ 230,844	100.0%	\$ 178,309	29.5%
ALL OTHER	-	-	-	100.0%	(29,742)	-100.0%	-	-	-	100.0%	282,617	-100.0%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 28,660</b>	<b>\$ -</b>	<b>\$ 28,660</b>	<b>0%</b>	<b>\$ (7,950)</b>	<b>-460.5%</b>	<b>\$ 230,844</b>	<b>\$ -</b>	<b>\$ 230,844</b>	<b>0.0%</b>	<b>\$ 460,925</b>	<b>-49.9%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 760,794</b>	<b>\$ 420,382</b>	<b>\$ 340,412</b>	<b>81.0%</b>	<b>\$ 247,175</b>	<b>207.8%</b>	<b>\$ 4,072,600</b>	<b>\$ 3,211,476</b>	<b>\$ 861,124</b>	<b>26.8%</b>	<b>\$ 3,717,780</b>	<b>9.5%</b>
ADM CONSULTANT FEES	\$ 42,888	\$ 18,500	\$ 24,388	131.8%	\$ 85,429	-49.8%	\$ 754,007	\$ 254,500	\$ 499,507	196.3%	\$ 314,248	139.9%
OTHER PURCH SVCS	23,037	-	23,037	100.0%	32,305	-28.7%	458,671	-	458,671	100.0%	36,763	1147.7%
MISSION FITNESS CONTRACT PURCH SVC	61,787	5,799	55,988	965.5%	29,979	106.1%	435,898	39,970	395,928	990.6%	423,365	3.0%
OR FEES ( PERFUSION SERVICES )	157,056	34,166	122,890	359.7%	17,081	819.5%	433,467	239,162	194,305	81.2%	223,420	94.0%
COMM REL MEDIA PLACEMENT	36,437	34,808	1,629	4.7%	50,808	-28.3%	408,876	243,656	165,220	67.8%	243,727	67.8%
CONSULTANT FEES	46,185.00	-	46,185	100.0%	-	100.0%	147,137.00	-	147,137	100.0%	-	100.0%
PT ACCTS COLLECTION FEES	82,802	56,946	25,856	45.4%	123,499	-33.0%	490,675	398,622	92,053	23.1%	2,101,276	-76.6%
COMM HEALTH OTHER PURCH SVCS	14,154.99	1,560	12,595	807.4%	357	3861.7%	102,674.95	10,920	91,755	840.2%	12,178	743.2%
REF LAB ARUP PURCH SVCS	60,142	45,346	14,796	32.6%	49,116	22.4%	427,818	342,324	85,494	25.0%	473,856	-9.7%
HR RECRUITING FEES	7,174	25,750	(18,576)	-72.1%	2,034	252.8%	214,826	140,450	74,376	53.0%	258,602	-16.9%
ADM PHYS RECRUITMENT	49,849.72	9,500	40,350	424.7%	5,900	744.9%	166,792.99	94,500	72,293	76.5%	217,110	-23.2%
OBLD OTHER PURCH SVCS	17,492	7,438	10,054	135.2%	7,419	135.8%	123,041	52,066	70,975	134.4%	52,494	134.4%
ADM APPRAISAL DIST FEE	32,981	-	32,981	100.0%	55,000	-40.0%	189,349	121,876	67,473	55.4%	168,987	12.0%
CREDIT CARD FEES	32,560	23,096	9,464	41.0%	28,513	14.2%	217,074	163,212	53,862	33.0%	169,877	27.8%
MED ASSETS CONTRACT	24,159	-	24,159	100.0%	24,164	0.0%	189,432	141,249	48,183	34.1%	263,774	-28.2%
COMM REL ADVERTISMENT PURCH SVCS	(2,077)	27,542	(29,619)	-107.5%	23,450	-108.9%	236,691	192,794	43,897	22.8%	346,877	-31.8%
FA AUDIT FEES - INTERNAL	32,760.00	7,687	25,073	326.2%	-	100.0%	96,480.00	53,809	42,671	79.3%	71,720	34.5%
TS OTHER PURCH SVCS	18,701.18	4,323	14,378	332.6%	4,114	354.6%	65,532.05	32,541	32,991	101.4%	27,779	135.9%
CVS CONTRACT PURCH SVC	20,726.09	3,498	17,228	492.5%	3,553	483.3%	54,280.35	24,486	29,794	121.7%	24,435	122.1%
NSG ED OTHER PURCH SVCS	11,546.29	2,918	8,628	295.7%	7,565	52.6%	69,199.22	59,059	10,140	17.2%	83,324	-17.0%
ADMIN OTHER FEES	6,153.51	4,500	1,654	36.7%	20,753	-70.3%	107,857.88	131,500	(23,642)	-18.0%	194,029	-44.4%
MED STAFF REVIEW FEES	6,761.61	13,833	(7,071)	-51.1%	5,234	29.2%	50,709.94	96,831	(46,121)	-47.6%	46,234	9.7%
PH CONTRACT PURCH SVC	7,065.17	16,108	(9,043)	-56.1%	9,424	-25.0%	60,137.09	112,756	(52,619)	-46.7%	66,078	-9.0%
HISTOLOGY SERVICES	22,502	35,788	(13,286)	-37.1%	26,376	-14.7%	184,507	269,347	(84,840)	-31.5%	284,064	-35.0%
UC-WEST CLINIC - PURCH SVCS-OTHER	36,640	26,763	9,877	36.9%	31,095	17.8%	179,634	201,193	(21,559)	-10.7%	208,001	-13.6%
PI FEES ( TRANSITION NURSE PROGRAM)	17,987.72	21,650	(3,662)	-16.9%	42,717	-57.9%	122,696.02	188,530	(65,834)	-34.9%	331,678	-63.0%
ADM CONTRACT STRYKER	21,441.00	24,417	(2,976)	-12.2%	17,466	22.8%	102,042.84	170,919	(68,876)	-40.3%	146,903	-30.5%
UC-CPC JBS PARKWAY PURCH SVCS-OTHER	51,899.18	51,499	400	0.8%	18,024	187.9%	348,295	387,639	(39,344)	-10.1%	368,599	-5.5%
LD OTHER PURCH SVCS	76,530.38	91,667	(15,137)	-16.5%	56,786	34.8%	539,065.90	641,669	(102,603)	-16.0%	597,682	-9.8%
ADMIN LEGAL FEES	34,302	47,709	(13,407)	-28.1%	40,863	-16.1%	205,418	333,963	(128,545)	-38.5%	500,069	-58.9%
HK SVC CONTRACT PURCH SVC	79,225	98,911	(19,686)	-19.9%	86,757	-8.7%	517,652	647,129	(129,477)	-20.0%	669,823	-22.7%
PHARMACY SERVICES	84,696.91	10,478	74,219	708.3%	11,015	668.9%	135,115.71	359,656	(224,540)	-62.4%	80,978	66.9%
ECHDA OTHER PURCH SVCS	126,033	179,821	(53,788)	-29.9%	159,904	-21.2%	1,011,044	1,258,747	(247,703)	-19.7%	1,573,331	-35.7%
PRIMARY CARE WEST OTHER PURCH SVCS	43,059.47	47,300	(4,241)	-9.0%	42,289	1.8%	118,403.88	331,100	(212,696)	-64.2%	354,726	-66.6%
MISSION FITNESS OTHER PURCH SVCS	7,779.80	73,981	(66,201)	-89.5%	3,229	141.0%	68,864.80	517,867	(449,002)	-86.7%	64,089	7.5%
ALL OTHERS	2,665,496	2,664,501	995	0.0%	2,986,482	-10.7%	19,510,023	19,103,879	406,144	2.1%	23,339,883	-16.4%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 3,969,396</b>	<b>\$ 3,639,541</b>	<b>\$ 329,855</b>	<b>9.1%</b>	<b>\$ 4,059,579</b>	<b>-2.2%</b>	<b>\$ 28,015,459</b>	<b>\$ 26,769,089</b>	<b>\$ 1,246,370</b>	<b>4.7%</b>	<b>\$ 33,763,378</b>	<b>-17.0%</b>



# Financial Presentation

For the Month Ended

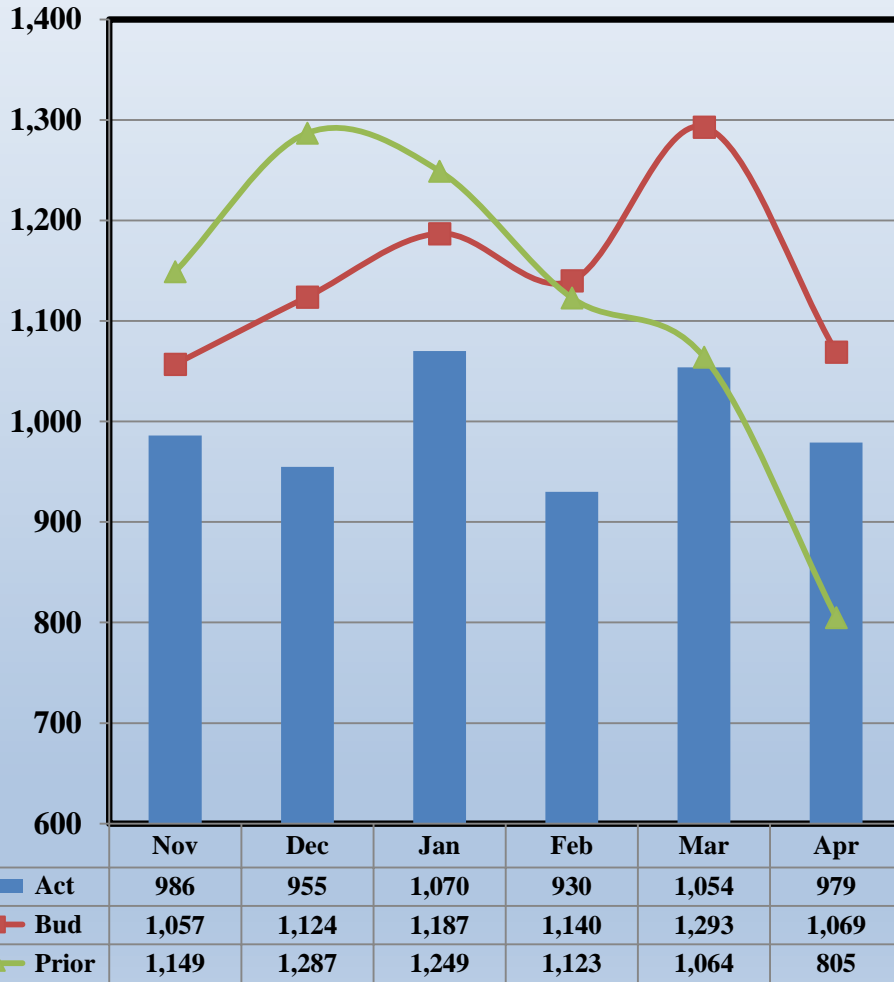
April 30, 2021

# Volume



# Admissions

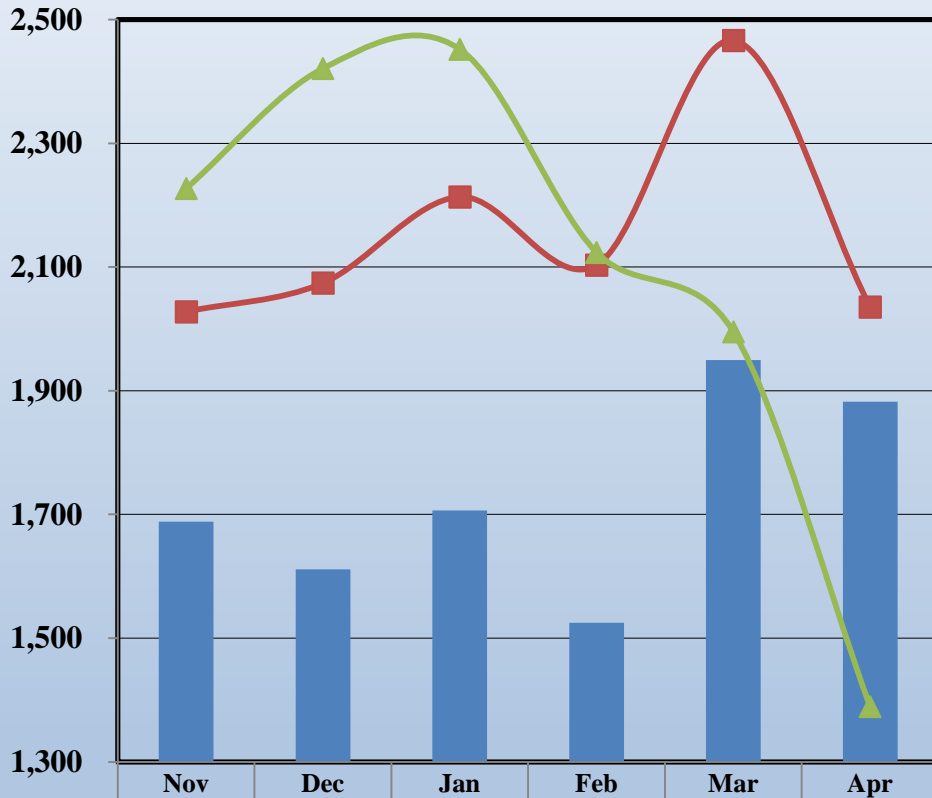
## *Total – Adults and NICU*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	979	1,069	805
Var %		-8.4%	21.6%
Year-To-Date	7,079	8,041	7,874
Var %		-12.0%	-10.1%
Annualized	12,093	13,834	13,712
Var %		-12.6%	-11.8%

# Adjusted Admissions

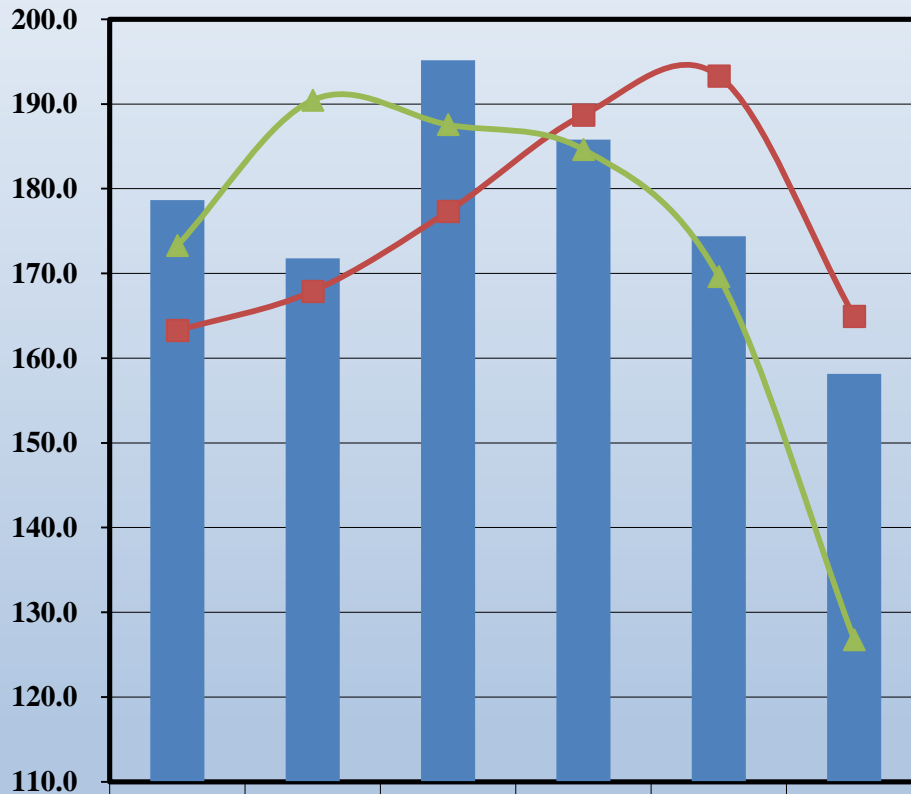
*Including Acute & Rehab Unit*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,883	2,035	1,389
Var %		-7.5%	35.5%
Year-To-Date	12,405	15,148	15,074
Var %		-18.1%	-17.7%
Annualized	21,743	26,327	26,535
Var %		-17.4%	-18.1%

Act	1,689	1,611	1,707	1,525	1,950	1,883
Bud	2,028	2,074	2,214	2,103	2,467	2,035
Prior	2,227	2,421	2,452	2,124	1,995	1,389

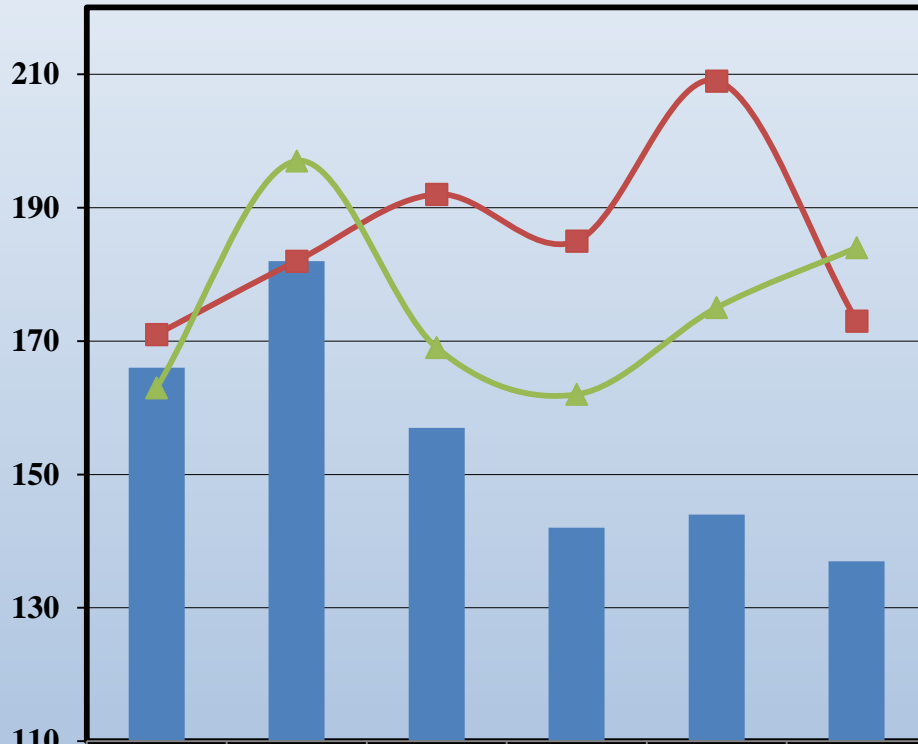
# Average Daily Census



	Nov	Dec	Jan	Feb	Mar	Apr
Act	178.7	171.8	195.2	185.8	174.4	158.1
Bud	163.3	167.9	177.3	188.7	193.3	164.9
Prior	173.3	190.5	187.5	184.6	169.6	126.8

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	158.1	164.9	126.8
Var %		-4.1%	24.7%
Year-To-Date	177.7	175.7	171.6
Var %		1.1%	3.5%
Annualized	168.5	177.3	172.8
Var %		-5.0%	-2.5%

# Deliveries

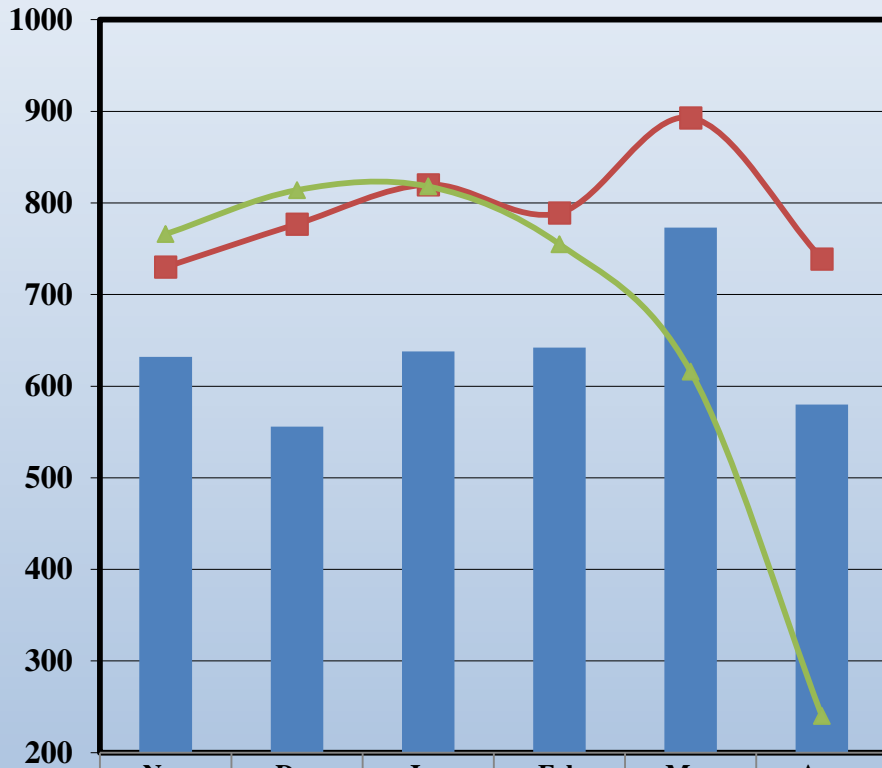


	Nov	Dec	Jan	Feb	Mar	Apr
Act	166	182	157	142	144	137
Bud	171	182	192	185	209	173
Prior	163	197	169	162	175	184

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	137	173	184
Var %		-20.8%	-25.5%
Year-To-Date	1,119	1,301	1,241
Var %		-14.0%	-9.8%
Annualized	2,012	2,127	2,181
Var %		-5.4%	-7.7%



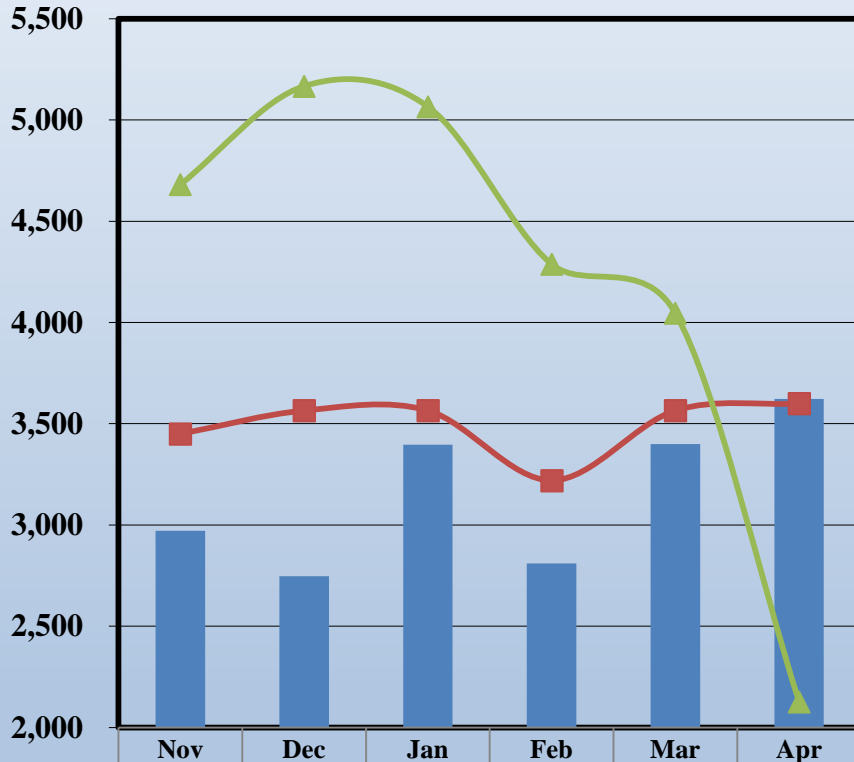
# Total Surgical Cases



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	580	739	240
Var %		-21.5%	141.7%
Year-To-Date	4,608	5,558	4,946
Var %		-17.1%	-6.8%
Annualized	7,815	9,609	9,180
Var %		-18.7%	-14.9%

	Nov	Dec	Jan	Feb	Mar	Apr
Act	632	556	638	642	773	580
Bud	730	777	820	789	893	739
Prior	766	814	818	755	616	240

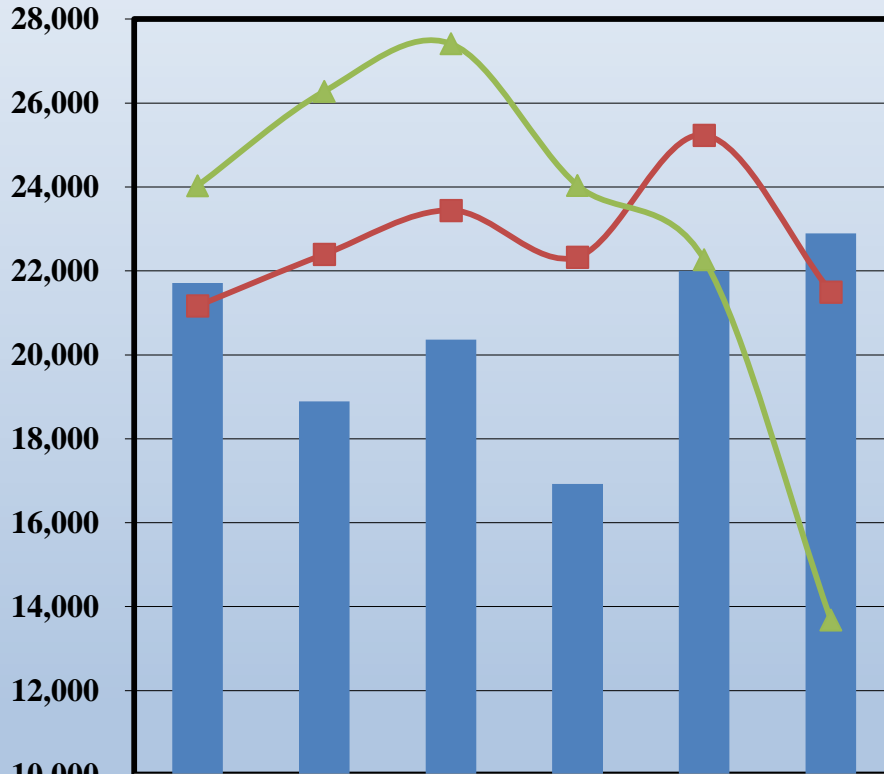
# Emergency Room Visits



■ Act	2,972	2,747	3,397	2,810	3,399	3,622
■ Bud	3,450	3,565	3,565	3,220	3,565	3,600
▲ Prior	4,681	5,167	5,066	4,288	4,046	2,126

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	3,622	3,600	2,126
Var %		0.6%	70.4%
Year-To-Date	22,286	24,530	30,018
Var %		-9.1%	-25.8%
Annualized	37,386	47,240	52,265
Var %		-20.9%	-28.5%

# Total Outpatient Occasions of Service

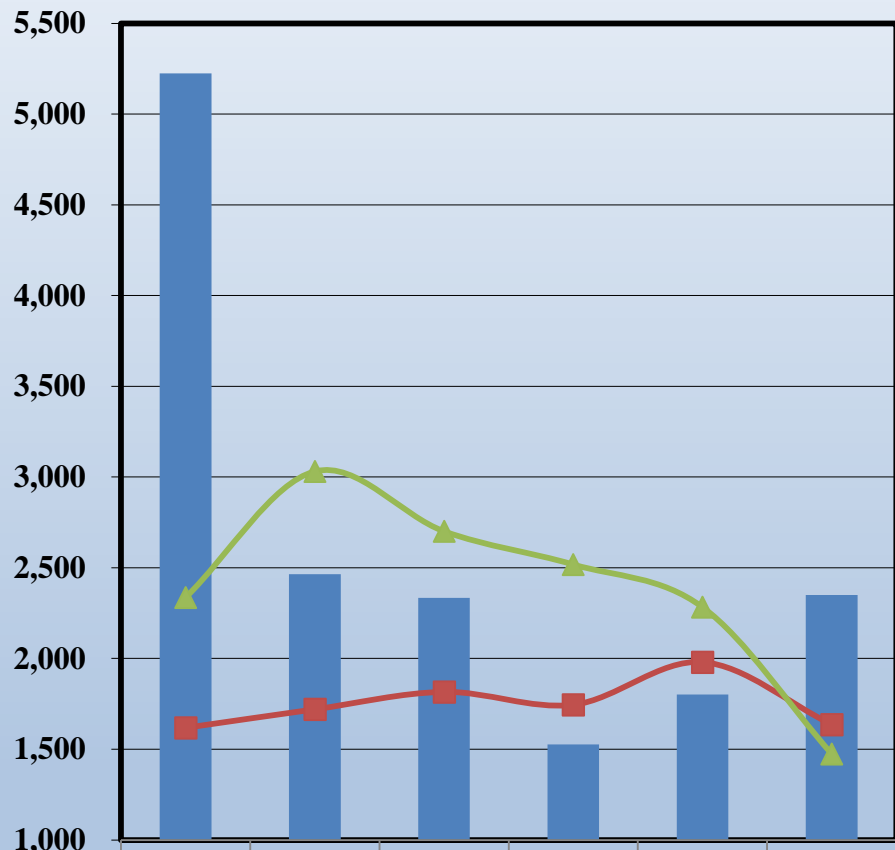


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	22,894	21,499	13,686
Var %		6.5%	67.3%
Year-To-Date	144,487	159,264	164,425
Var %		-9.3%	-12.1%
Annualized	242,644	278,737	286,747
Var %		-12.9%	-15.4%

	Nov	Dec	Jan	Feb	Mar	Apr
Act	21,709	18,892	20,365	16,924	22,001	22,894
Bud	21,167	22,395	23,445	22,332	25,237	21,499
Prior	24,032	26,279	27,413	24,037	22,266	13,686

# *Urgent Care Visits*

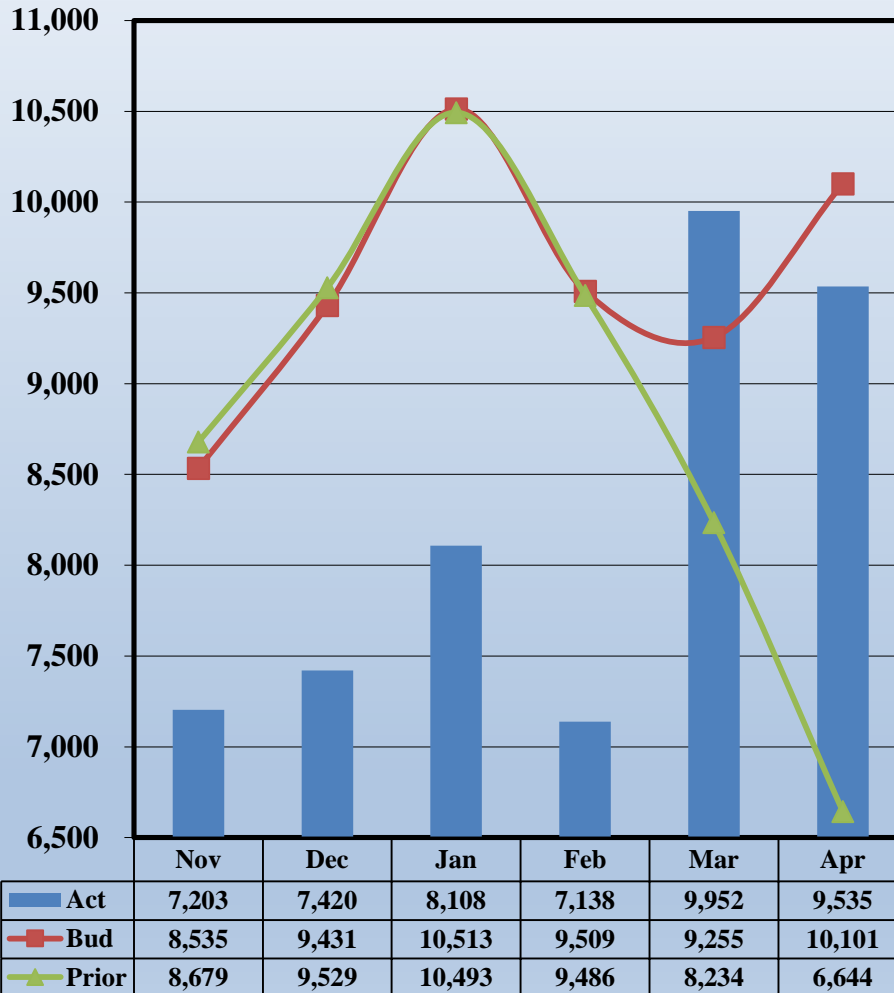
*(JBS Clinic, West University & 42<sup>nd</sup> Street)*



■ Act	5,225	2,464	2,335	1,526	1,801	2,350
■ Bud	1,618	1,720	1,816	1,745	1,980	1,636
▲ Prior	2,336	3,031	2,701	2,518	2,283	1,474

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	2,350	1,636	1,474
Var %		43.6%	59.4%
Year-To-Date	17,646	12,307	16,365
Var %		43.4%	7.8%
Annualized	26,547	23,729	24,889
Var %		11.9%	6.7%

# Total ProCare Office Visits



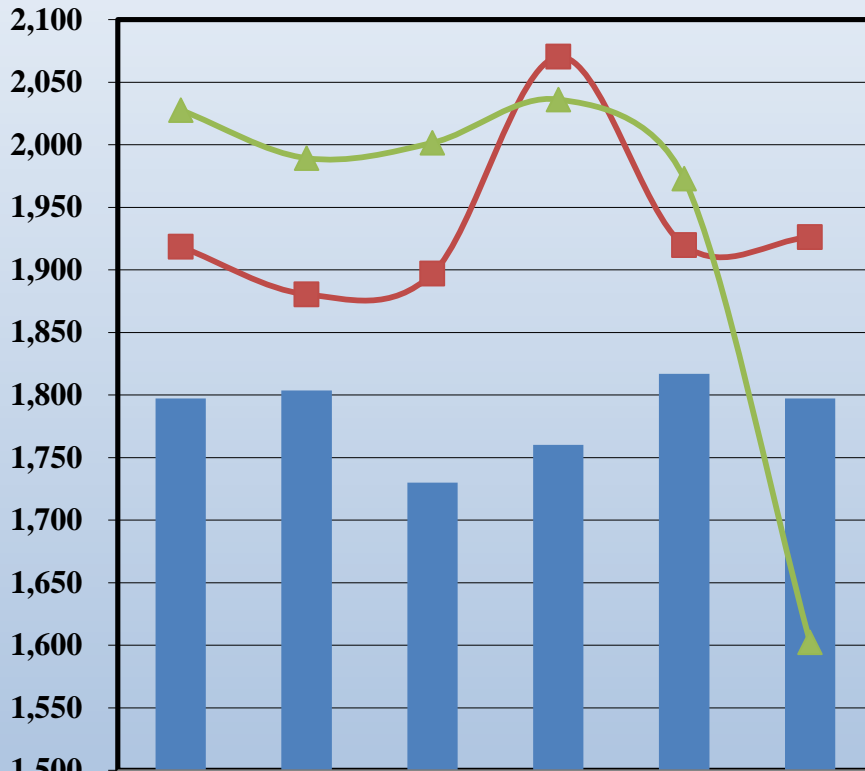
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	9,535	10,101	6,644
Var %		-5.6%	43.5%
Year-To-Date	57,569	67,645	63,884
Var %		-14.9%	-9.9%
Annualized	98,808	114,856	112,270
Var %		-14.0%	-12.0%

# Staffing



# Blended FTE's

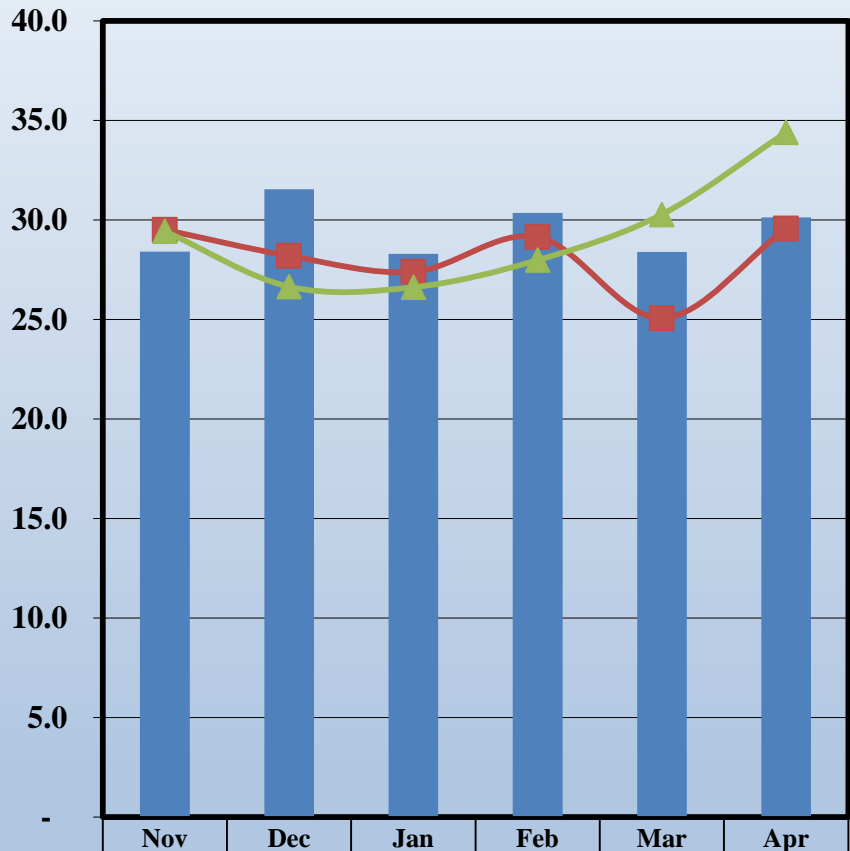
*Including Contract Labor and Management Services*



	Nov	Dec	Jan	Feb	Mar	Apr
Act	1,797	1,804	1,730	1,760	1,817	1,797
Bud	1,919	1,881	1,897	2,070	1,920	1,926
Prior	2,028	1,989	2,002	2,036	1,973	1,602

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,797	1,926	1,602
Var %		-6.7%	12.2%
Year-To-Date	1,791	1,927	1,949
Var %		-7.0%	-8.1%
Annualized	1,757	1,978	1,958
Var %		-11.1%	-10.3%

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



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	30.1	29.6	34.4
Var %		1.9%	-12.4%
Year-To-Date	29.0	28.4	29.1
Var %		2.1%	-0.3%
Annualized	28.4	28.4	28.7
Var %		0.0%	-1.0%

Act	28.4	31.5	28.3	30.4	28.4	30.1
Bud	29.5	28.2	27.4	29.2	25.1	29.6
Prior	29.4	26.7	26.6	28.0	30.3	34.4

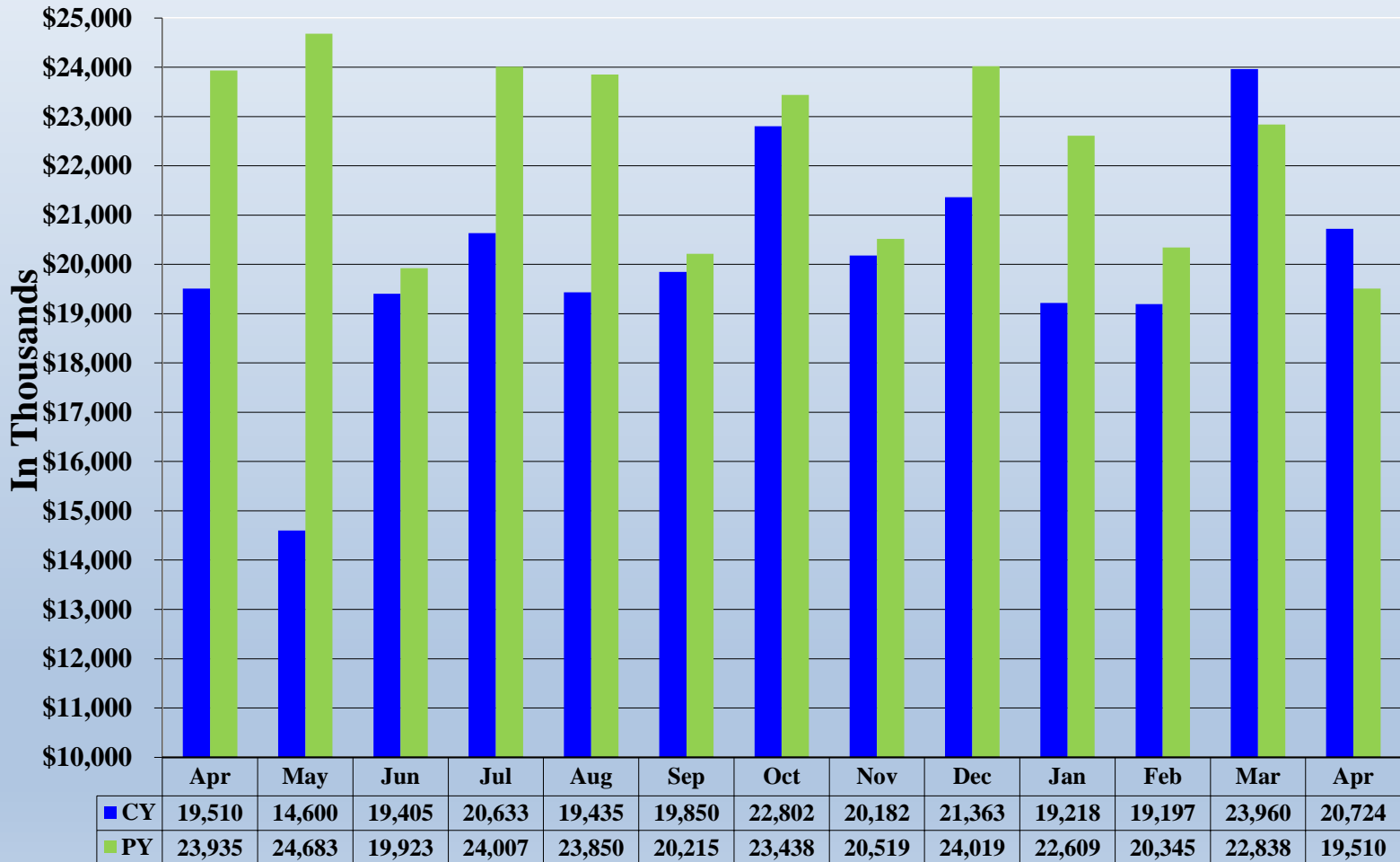


# Accounts Receivable



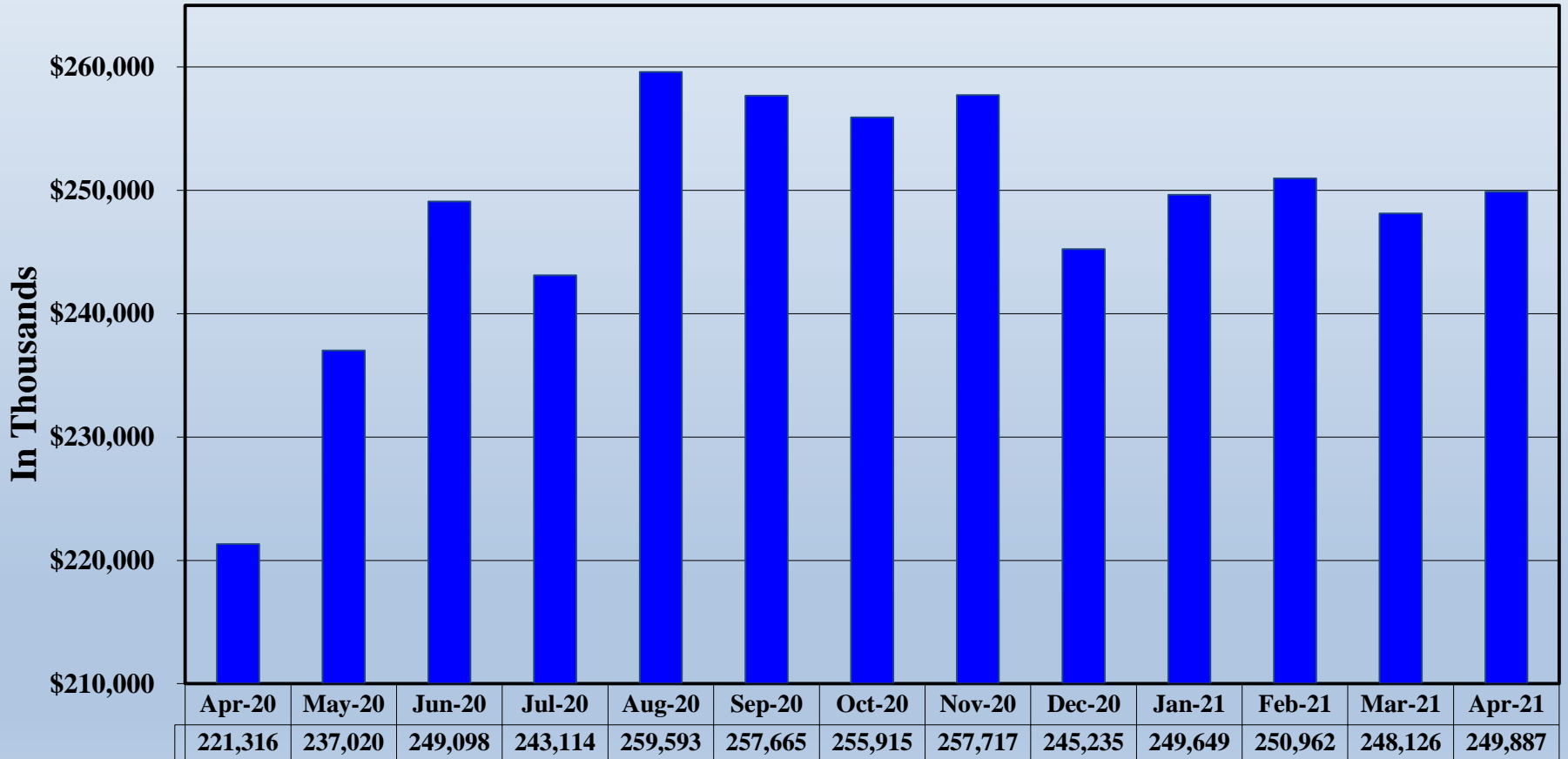
# Total AR Cash Receipts

## 13 Month Trending



# Total Accounts Receivable – Gross

## Thirteen Month Trending

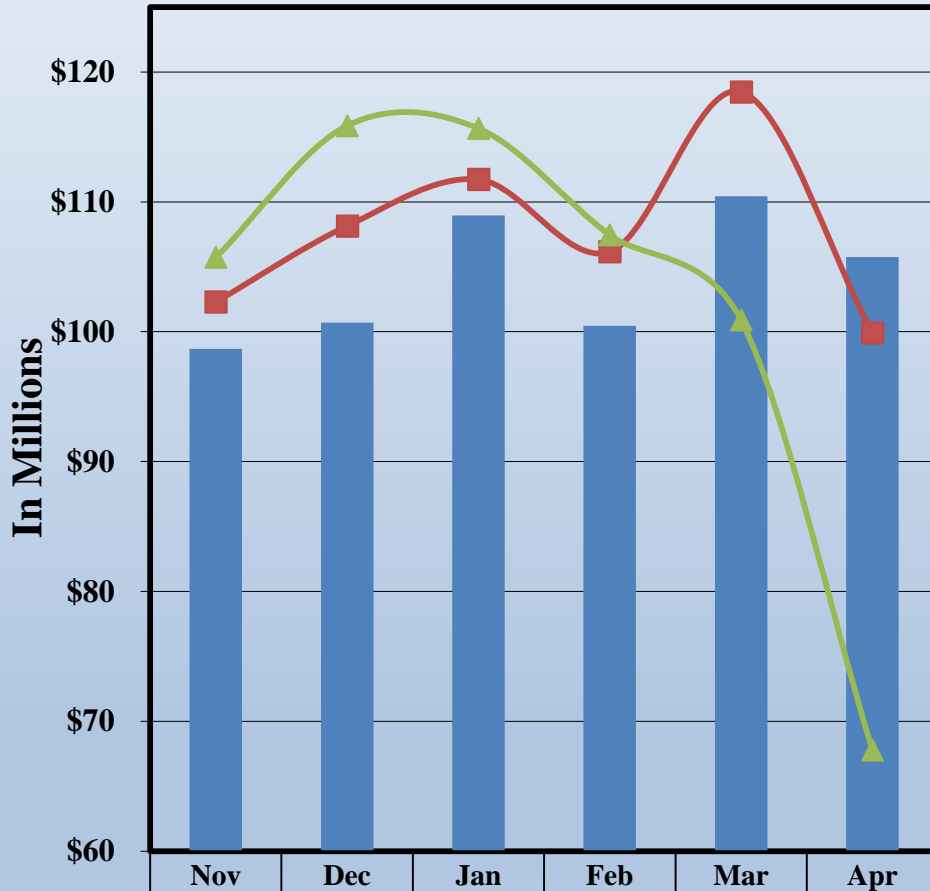


# Revenues & Revenue Deductions



# Total Patient Revenues

## *(Ector County Hospital District)*



Act	\$98.7	\$100.7	\$109.0	\$100.4	\$110.4	\$105.7
Bud	\$102.3	\$108.1	\$111.7	\$106.2	\$118.5	\$99.9
Prior	\$105.7	\$115.9	\$115.7	\$107.4	\$100.9	\$67.8

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 105.7	\$ 99.9	\$ 67.8
Var %		5.8%	56.0%
Year-To-Date	\$ 737.3	\$ 756.2	\$ 726.4
Var %		-2.5%	1.5%
Annualized	\$ 1,220.9	\$ 1,309.7	\$ 1,278.3
Var %		-6.8%	-4.5%

# Total Net Patient Revenues

In Millions



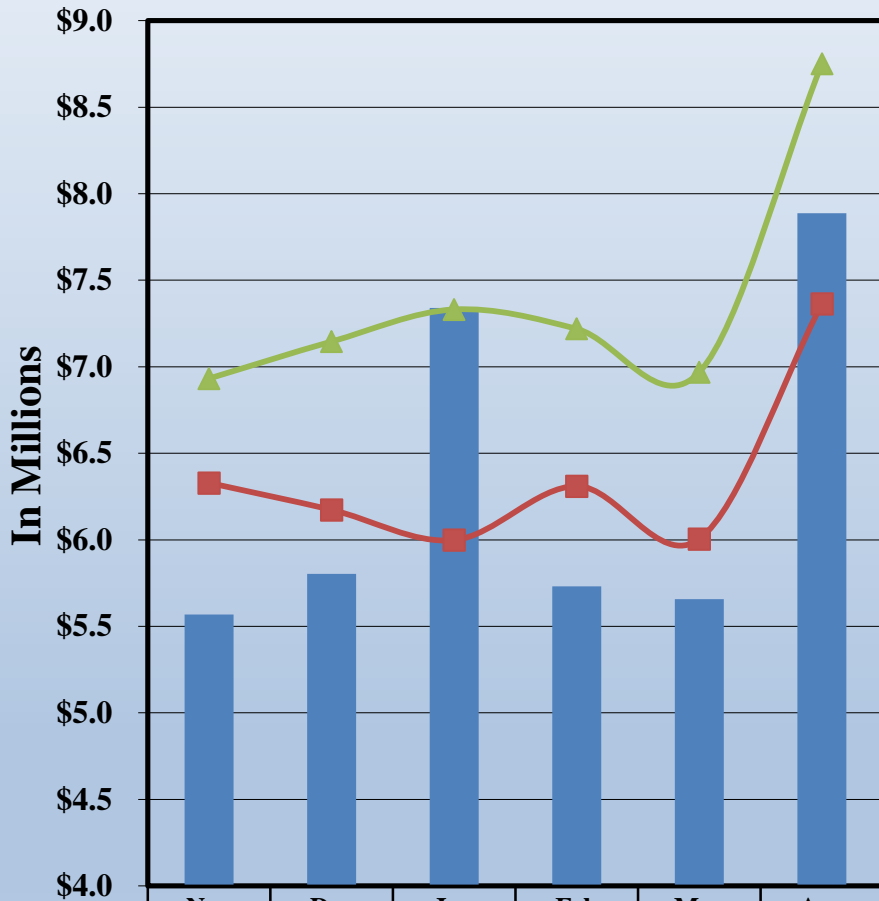
Act	\$24.0	\$23.3	\$24.9	\$22.9	\$25.4	\$23.7
Bud	\$23.2	\$24.6	\$25.1	\$23.4	\$25.9	\$22.1
Prior	\$25.3	\$28.9	\$20.2	\$24.3	\$26.3	\$12.1

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 23.7	\$ 22.1	\$ 12.1
Var %		7.3%	96.5%
Year-To-Date	\$ 169.5	\$ 169.0	\$ 164.0
Var %		0.3%	3.4%
Annualized	\$ 285.4	\$ 302.1	\$ 280.7
Var %		-5.5%	1.7%

# Other Revenue

*(Ector County Hospital District)*

*Including Tax Receipts, Interest & Other Operating Income*



	Nov	Dec	Jan	Feb	Mar	Apr
Act	\$5.6	\$5.8	\$7.3	\$5.7	\$5.7	\$7.9
Bud	\$6.3	\$6.2	\$6.0	\$6.3	\$6.0	\$7.4
Prior	\$6.9	\$7.1	\$7.3	\$7.2	\$7.0	\$8.8

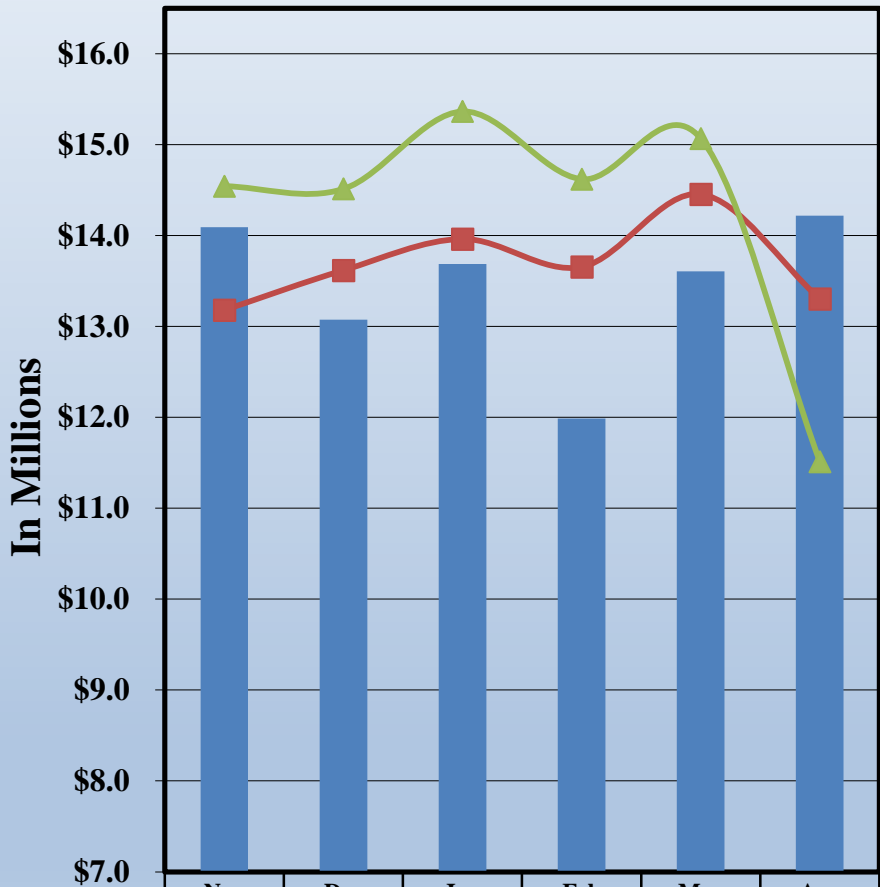
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 7.9	\$ 7.4	\$ 8.8
Var %		7.1%	-9.9%
Year-To-Date	\$ 44.2	\$ 44.3	\$ 51.5
Var %		-0.4%	-14.2%
Annualized	\$ 78.2	\$ 83.2	\$ 85.2
Var %		-6.0%	-8.2%

# Operating Expenses





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

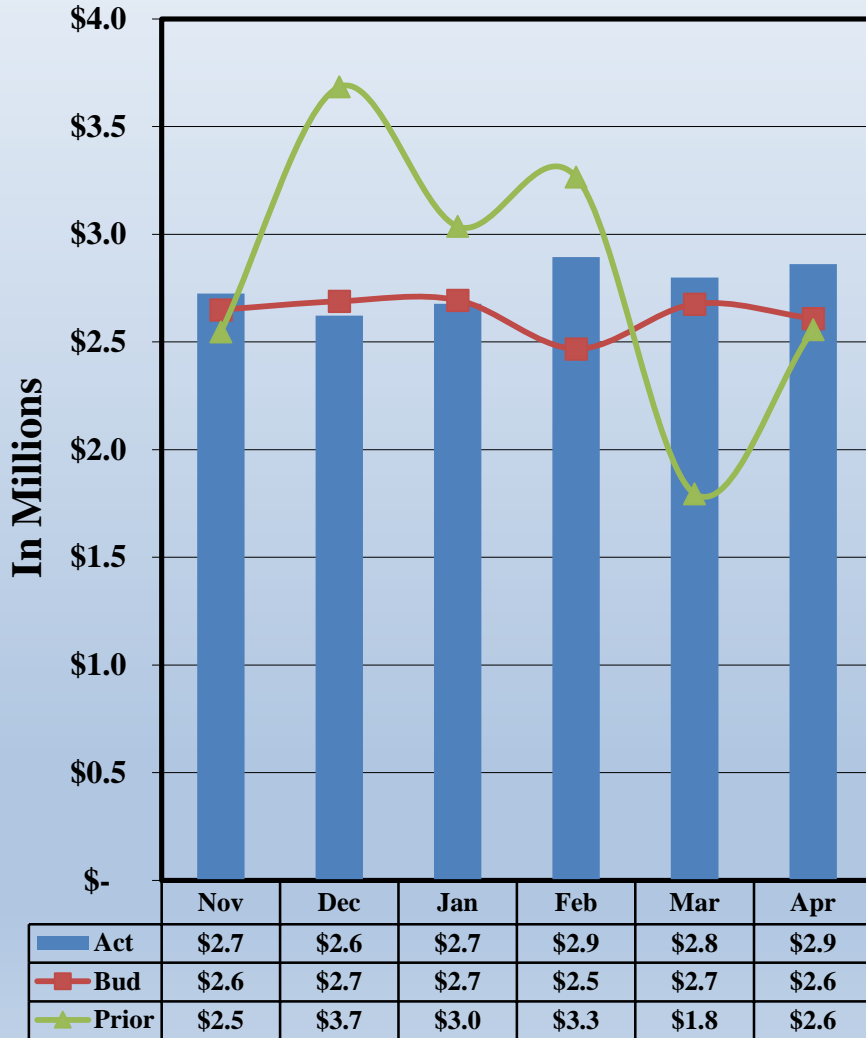


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 14.2	\$ 13.3	\$ 11.5
Var %		6.8%	23.5%
Year-To-Date	\$ 94.7	\$ 96.0	\$ 100.9
Var %		-1.4%	-6.1%
Annualized	\$ 157.8	\$ 168.9	\$ 173.8
Var %		-6.6%	-9.2%

	Nov	Dec	Jan	Feb	Mar	Apr
Act	\$14.1	\$13.1	\$13.7	\$12.0	\$13.6	\$14.2
Bud	\$13.2	\$13.6	\$14.0	\$13.7	\$14.5	\$13.3
Prior	\$14.5	\$14.5	\$15.4	\$14.6	\$15.1	\$11.5

# Employee Benefit Expense

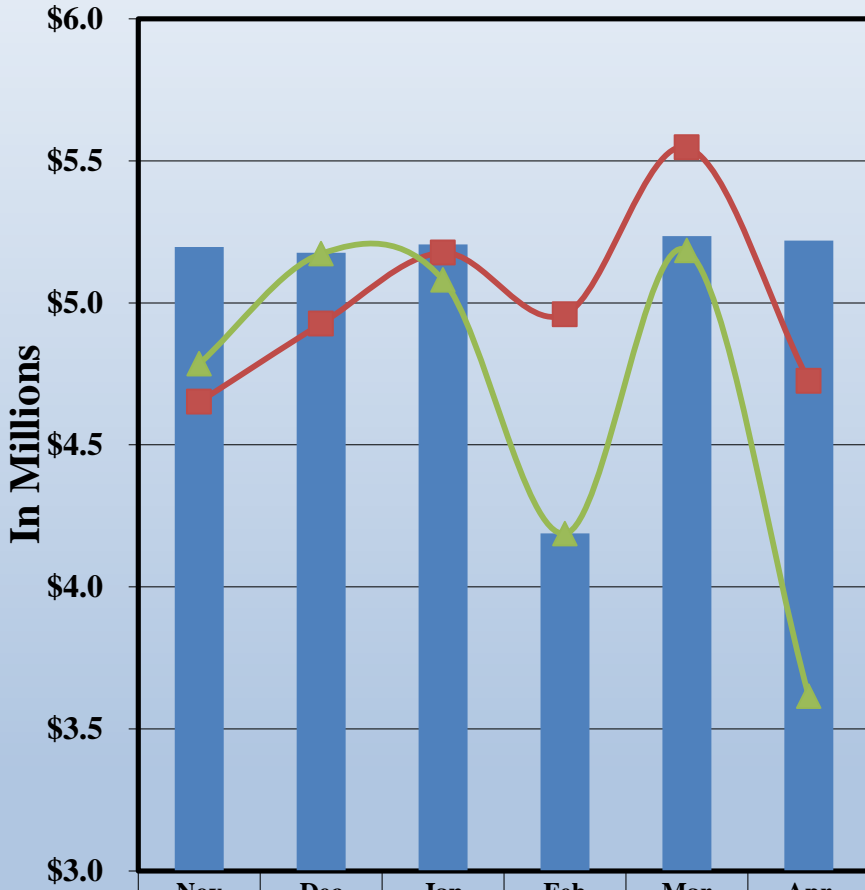
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 2.9	\$ 2.6	\$ 2.6
Var %		9.7%	11.9%
Year-To-Date	\$ 19.2	\$ 18.5	\$ 19.8
Var %		4.1%	-2.8%
Annualized	\$ 29.6	\$ 33.5	\$ 33.8
Var %		-11.6%	-12.4%

# *Supply Expense*

## *(Ector County Hospital District)*

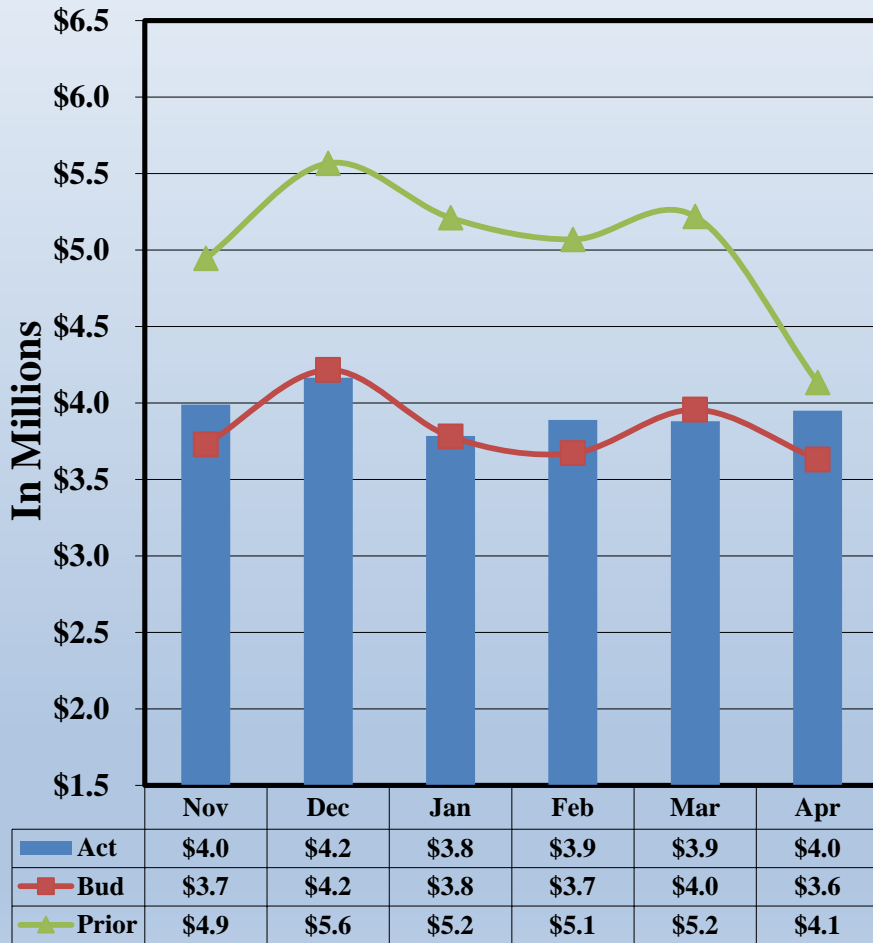


	Nov	Dec	Jan	Feb	Mar	Apr
Act	\$5.2	\$5.2	\$5.2	\$4.2	\$5.2	\$5.2
Bud	\$4.7	\$4.9	\$5.2	\$5.0	\$5.5	\$4.7
Prior	\$4.8	\$5.2	\$5.1	\$4.2	\$5.2	\$3.6

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.2	\$ 4.7	\$ 3.6
Var %		10.5%	44.4%
Year-To-Date	\$ 35.3	\$ 35.1	\$ 33.0
Var %		0.6%	6.9%
Annualized	\$ 56.7	\$ 60.9	\$ 56.4
Var %		-6.9%	0.5%

# Purchased Services

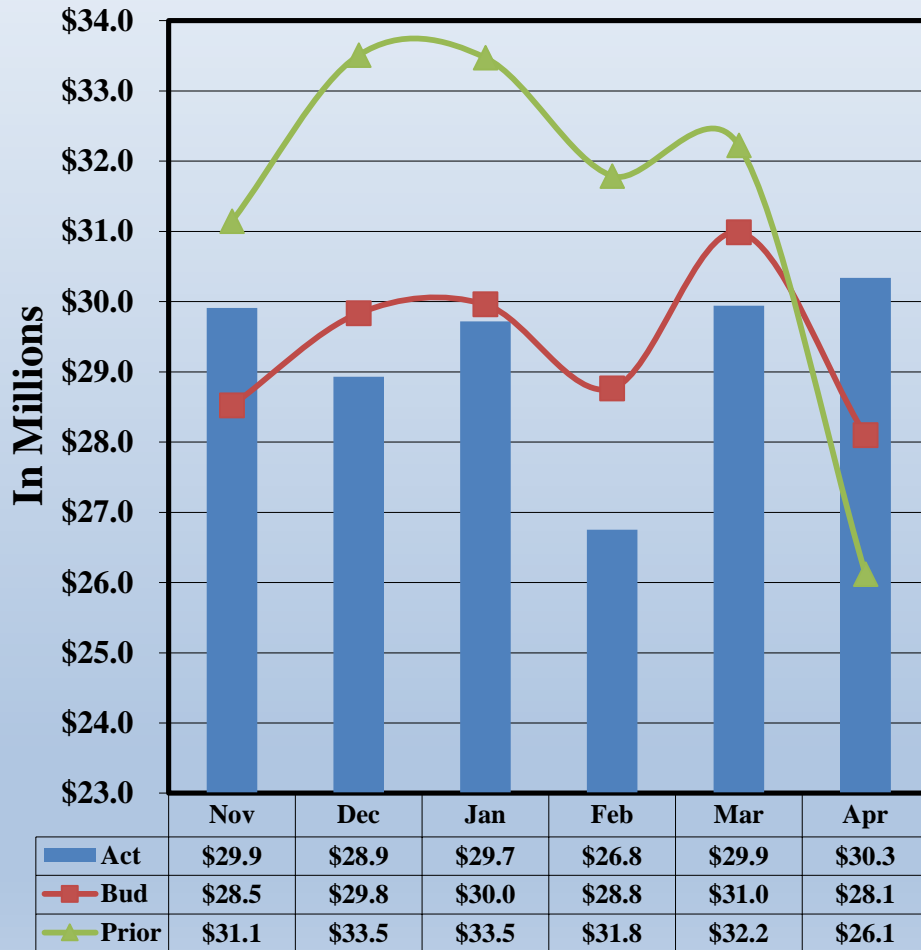
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.0	\$ 3.6	\$ 4.1
Var %		8.8%	-4.4%
Year-To-Date	\$ 27.8	\$ 26.7	\$ 34.9
Var %		4.0%	-20.4%
Annualized	\$ 47.7	\$ 50.9	\$ 60.6
Var %		-6.3%	-21.3%

# Total Operating Expense

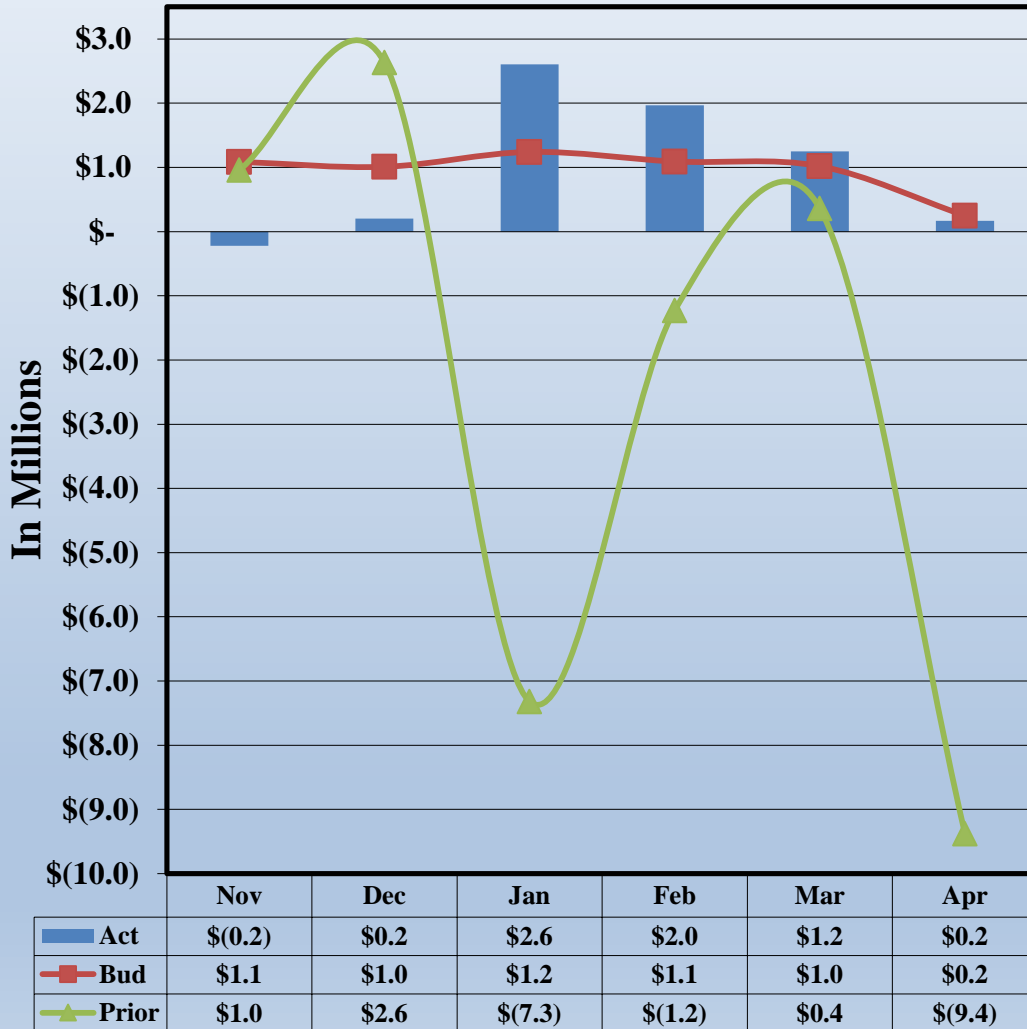
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 30.3	\$ 28.1	\$ 26.1
Var %		8.0%	16.1%
Year-To-Date	\$ 205.5	\$ 205.9	\$ 220.7
Var %		-0.2%	-6.9%
Annualized	\$ 340.2	\$ 366.8	\$ 379.1
Var %		-7.3%	-10.3%

# Operating EBIDA

## *Ector County Hospital District Operations*

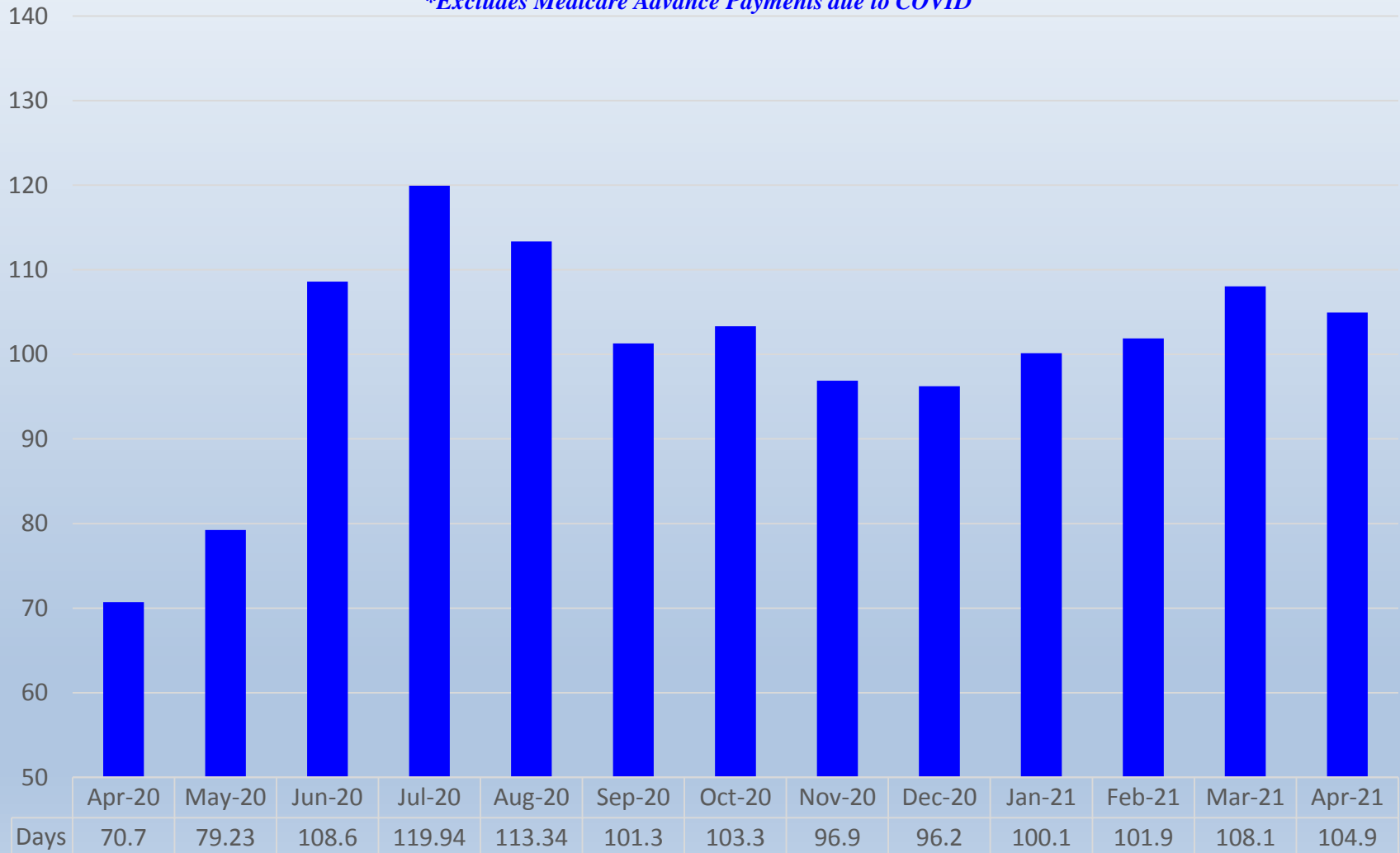


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 0.2	\$ 0.2	\$ (9.4)
Var %		0.0%	-102.1%
Year-To-Date	\$ 7.7	\$ 6.9	\$ (12.9)
Var %		11.6%	-159.7%
Annualized	\$ 17.7	\$ 18.3	\$ (21.1)
Var %		-3.3%	-183.9%

# Days Cash on Hand

## Thirteen Month Trending

*\*Excludes Medicare Advance Payments due to COVID*



mch





**MEMORANDUM**

TO: ECHD Board of Directors  
 FROM: Linda Carpenter, Chief Information Officer  
 SUBJECT: Network Infrastructure Equipment  
 DATE: May 20, 2021

**Cost:**  
 Network Infrastructure Equipment \$90,092.73  
 3-year Hardware Support Cost \$17,258.04 (Operational Budget)

**Budget Reference:**  
 FY2021 Capital Funds \$90,092.73

**Background:**  
 Medical Center Health System (MCHS) has reached the maximum capacity of our last available blade server chassis. In addition, this same chassis is nearing End of Life (EOL) and will no longer be able to receive support or updates; therefore, increasing security and unexpected downtime risks. MCHS had planned to submit request to purchase new chassis in the 2022 budget, however, the demand for servers to accommodate recently approved projects has accelerated timeline. MCHS will not be able to move forward with any upcoming projects requiring server space until a new blade server chassis is implemented.

**Objective:**  
 Request is to purchase the new model Dell blade chassis, internal components, and a base set of compatible servers to prevent delays in upcoming projects requiring servers and to begin transition to the new supportable platforms. Delay in replacing equipment would impact other project timelines as well as pose a higher potential for risk of compromised data security, decreased productivity, and possible breach of legal compliance.

**Staffing:**  
 No additional FTE's will be required.

**Implementation Time Frame:**  
 10 days from equipment acquisition.

**Funding:**  
 Network Infrastructure Equipment in the amount of \$90,092.73 from Cerner/Dell, with operational fees of \$17,258.04 (3-yr maintenance) will come from budgeted funds for this project.



To: ECHD Board of Directors  
Through: Russell Tippin, CEO  
Through: Matt Collins, COO  
From: Carol Evans, Divisional Director - Radiology  
Date: 5/7/21  
RE: GE Healthcare OEC  
  
Cost: \$69,400

**REQUEST**

The Department of Radiology-Diagnostic Imaging requests approval to purchase an OEC Mobile Mini C-Arm with a flat panel detector for the cost of \$69,400.

**OBJECTIVE**

The Diagnostic Imaging department would like approval of this purchases for the following reasons:

1. Replace a 17 year old mobile mini c-arm currently in use in the OR.
2. Improved image quality over our existing system. Annual equipment evaluation by medical physicist shows a steady decline in image quality over the past 5 years with the current c-arm.
3. Current system uses the Windows XP operating platform which reached end of security support in 2018 and is a cyber-security concern.
4. New system will have the capability of sending state mandated radiation information to our dose monitoring system which the current unit is not capable of doing.

**VENDOR CONSIDERATION**

OEC is the vendor of choice due to long-standing use of OEC c-arms and reliability of these units.

**FINANCIAL CONSIDERATION**

Quote was reviewed by TractManager and no further savings were identified.

**FTE IMPACT**

No additional FTEs are needed.

**IT REQUIREMENTS**

Digital images will be sent to IBM Merge Unity PACS and Cerner via MCH network.

**WARRANTY & SERVICE COVERAGE**

GE Healthcare provides a one-year warranty on parts and labor and also offers an OEC 100% Uptime Guarantee as follows: “ During the warranty, if the Product fails to perform for a period in excess of 24 hours (excluding inoperability due to user misuse, operator error, acts of God, planned maintenance, or other non-manufacturer defects), then OEC will extend the warranty by 1 month for each full day of downtime during the weekday period. The Product is deemed to have failed if it is out of service and unavailable for imaging patients or diagnosing images on the display console.”

**DISPOSITION OF EXISTING EQUIPMENT**

Current unit will be a trade-in (value \$15,000) on the new unit.

**COMMITTEE APPROVALS**

Radiology Section Meeting	Approved	April 15, 2021
FCC	Pending	
MEC	Pending	
Joint Conference	Pending	
ECHD Board	Pending	



**FY 2021 CAPITAL EQUIPMENT REQUEST**

Date: May 6, 2021

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO  
Christin Timmons, Vice-President / CNO

From: Michelle Sullivan MSN, BSN, RN, ACNO Surgical Services  
Jade Barroquillo BSN, RN, Director of Surgical Operations

Re: Stryker Master Service Agreement

<b>Total Cost</b>	<b>\$201,236.04</b>
Unbudgeted	\$201,236.04

**OBJECTIVE**

Obtain service agreement for a large amount of digital equipment, consoles, camera boxes, digital instruments, (for endoscopic surgeries), power saws, power drills, foot pedals, battery packs, radiofrequency machines for pain management, spine, and orthopedic cases. Obtaining proposed service agreement will ensure the proper functioning of these items and prevent the situation of having to buy new items to continue to perform certain surgeries. Tremendous cost savings.

**History**

Our digital laparoscopic equipment base systems, camera boxes, light sources have been in our facility for approx. 5-7 years, but they were purchased as Certified Previously Owned (CPO). We are having increased expenses with replacing our SDC# base systems. We have a total of 11 of these and we have already had three repaired (software update) for the price of \$9500.00 apiece. Total of \$28,200. It is certainly expected that the other 8 will follow soon. Our System 8 (big bone ortho saws/drills) that were purchased in 2019 only have a warranty of one year and have since expired.

**PURCHASE CONSIDERATIONS**

We have an enormous amount of Stryker equipment and instrumentation and the cost to have each of those items replaced would be extremely costly. This service agreement helps with quick turnover for repair and exchange which is covered by the monthly fee.

**FTE IMPACT**

No additional FTE(s) will be required.

**INSTALLATION & TRAINING**

None needed

**WARRANTY AND SERVICE CONTRACT**

3 Year contract

**DISPOSITION OF EXISTING EQUIPMENT**

No existing equipment presents

**LIFE EXPECTANCY OF EQUIPMENT**

7-10 years

**MD BUYLINE INFORMATION**

Meets EMTS  
and Vizient pricing recommendation.

**COMMITTEE APPROVAL**

Surgery Dept.  
FCC  
MEC  
Joint Conference  
ECHD Board



## **FY 2021 CAPITAL EQUIPMENT REQUEST**

Date: 04/21/2021

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO  
Christin Timmons, Vice-President / CNO

From: Natalie Sandell MSN, RN Divisional Director of Nursing Administration  
Lisa Mota BSN, RN Director of Critical Care

Re: Arctic Sun New Purchase

**Total Cost... (Unbudgeted) \$235,300.00**

### **OBJECTIVE**

Purchase 4 new Arctic Sun Stat Temperature Management systems to use in our treatment for post cardiac arrest patients needing hypothermia treatment and traumatic brain injuries.

### **HISTORY**

The current Blanketrol cooling machines are problematic and beyond their service life. Two have already been removed from service permanently due to rust damage and the five active ones have similar damage that will not be able to be repaired in the future. The technology Arctic Sun Stat Temperature Management System will improve patient outcomes because of the ability to achieve target temperature quicker and maintain consistent target temperature saving vital organ function. Our current machines are difficult to manage and cause variances in patient body temperature out of the target range. 3 will be available in critical care and 1 will remain in ED for initiation of hypothermia treatment. Currently, the ED is using bags of ice to initiate hypothermia due to machines either being out for repair or in use on other patients. The bulk purchase of 4 machines saves MCH \$14,300 and the quote is good through June 30, 2021.

**PURCHASE CONSIDERATIONS**

No other purchase considerations due to the fact this is the only company that produces gel blankets and technology of this type.

**FTE IMPACT**

No additional FTE(s) will be required. Possible reduction in 1:1 hours in critical care.

**INSTALLATION & TRAINING**

Provided by vendor.

**WARRANTY AND SERVICE CONTRACT**

1 year warranty; service kit provided to Biomed; 24/7 clinical/technical support

**DISPOSITION OF EXISTING EQUIPMENT**

Maintain in service

**LIFE EXPECTANCY OF EQUIPMENT**

10 years

**MD BUYLINE INFORMATION**

Meets MD Buyline recommended pricing

**COMMITTEE APPROVAL**

ED Physicians	Approved
Trauma Committee	Approved
Critical Care Intensivists	Approved
Critical Care Unit Based Practice Council	Approved
MEC	Pending
ECHD Board	Pending

**FY 2021 CAPITAL REQUEST**

Date: May 11, 2021

To: Ector County Hospital District Board of Directors

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

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

**Total Cost (unbudgeted) \$ 80,600**

**OBJECTIVE**

Vizient will provide a comprehensive UM program expert for MCH’s acute care facility, encompassing inpatient, surgical, observation and emergency department services.

**Proposal**

MCH desires to have a robust utilization management (UM) program that consistently delivers the right care at the right time in the right setting. Vizient’s current partnership with MCH to stand up a brand-new observation unit has exposed improvement opportunities in our case management/utilization review (UR) department around clinical documentation, completion of required reviews, and ensuring compliance with the Medicare and Medicaid conditions of Participation.

**Deliverables**

- Provide staffing analysis plan to meet the demand of MCH’s UM needs
- Create a dashboard that monitors UM processes and performance metrics to evaluate effectiveness
- Assist in the deployment of workflows and processes to ensure reviews for medical necessity and continued stays
- Assist in the development of an ongoing education and training plan for UM and case management staff to sustain change
- Establish an audit process to evaluate the application of medical necessity criteria audits (IRR)



## June Board Report

### Regional Services

#### Regional Events/ Updates

Board Retreat 5/20-5/21

Texas Tech Economics and Health Issues Affecting West Texas Conference 5/27

#### Site Visits

**Kermit-** introduced stroke coordinator, Crystal and joint coordinator Martha to staff and leadership at hospital. Each coordinator spoke about their services and provided contact information. One of the main things brought up was the ability for the facility to be able to follow their patients and receive them back if they are able. We met with the therapist in their swing bed and Will spoke about their long term plans of making their physical therapy building larger. I provided updates about providers. Will is going to be sending myself med staff invites so we can arrange for different groups of our providers to do a face to face introduction with their teams.

**Ward-** introduced stroke coordinator, Crystal and joint coordinator Martha to staff and leadership at hospital. Each coordinator spoke about their services and provided contact information. Letecia is glad to meet with joint coordinator, she stated she spoke with Dr Borra as well recently regarding sending some of his patients to their swing bed. They are also currently working to expand their therapy rooms. We were able to meet with their therapist as well about the services they provide.

**Stanton-** introduced stroke coordinator, Crystal and joint coordinator Martha to staff and leadership at hospital. Spoke with Linda and Tara also, we discussed COVID numbers. They introduced us to new nursing supervisors I will be connecting them with some of our directors and providing them some of our policies. Linda stated they are seeing more of a decline in recent transfers to Midland, they will be reaching out to them today. They appreciate our partnership and the willingness to accept our patients during these times. Linda and staff impressed with all of our recent physician hires, they know this will be beneficial to our community.

#### Clinic Site Visits

Dr Levinger introduced to local primary care physicians. We will begin to introduce to pediatric physicians within the next month.

Dr. Salcido

First Physicians

Dr. Prasad

Dr. Castillo

Vital Care

Signature Care

Excel ED

**MCH Telecare-**

MCH Procure- 3%

Employee Visits- 12

MCH Retail Clinic has been trained and the service is being marketed that they are seeing patients via telemedicine