

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS MEETING  
SEPTEMBER 5, 2024 – 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** ..... Wallace Dunn, President
- II. ROLL CALL AND ECHD BOARD MEMBER ATTENDANCE/ABSENCES** ..... Wallace Dunn
- III. INVOCATION** ..... Chaplain Doug Herget
- IV. PLEDGE OF ALLEGIANCE** ..... Wallace Dunn
- V. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM** ..... David Dunn (p.3)
- VI. AWARDS AND RECOGNITION**
  - A. September 2024 Associates of the Month** ..... Russell Tippin
    - Clinical – Lluvia Morales
    - Non-Clinical – Adina Crain
    - Nurse – Nelson Nabua
  - B. Net Promoter Score Recognition** ..... Russell Tippin
    - Jackie Lehr, NP
    - Suzanne Cearley, NP
    - Dr. Benjamin Cunningham
- VII. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER**
- VIII. PUBLIC COMMENTS ON AGENDA ITEMS**
- IX. CONSENT AGENDA** ..... Wallace Dunn (p.4-108)  
(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, August 6, 2024**
  - B. Consider Approval of Joint Conference Committee, August 27, 2024**
  - C. Consider Approval of Federally Qualified Health Center Monthly Report, July 2024**
- X. COMMITTEE REPORTS**
  - A. Finance Committee** ..... Don Hallmark (p.109-162)
    - 1. Financial Report for Month Ended July 31, 2024

- 2. Consent Agenda
  - a. Consider Approval of Vitalant Contract Renewal
  - b. Consider Approval of Intuitive Surgical-DaVinci Robot #1 Annual Service and Simulator Software Renewal
  - c. Consider Approval of Vocera Communication Devices Software Support Renewal
  - d. Consider Approval of Capital Expense Reconciliation
  - e. Consider Approval of ECHD Board Member Reimbursement Request(s)
- 3. Consider Approval of Current Media Contract
- 4. Consider Approval of NetBrain Network Monitoring System
- 5. Consider Approval of Vaya Workforce Solutions Contract
- 6. Consider Approval of Rayus Radiology Rental Agreement
- 7. Consider Approval of QUIDEL Sofia2 Placement Amendment

**B. Executive Policy Committee.....** Don Hallmark

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

**XII. BUDGET AND TAX RATE DISCUSSION .....** Steve Ewing

**XIII. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS**  
..... Russell Tippin (p. 163)

- A. Dr. Hulsey – Update**
- B. Consider Changing the Date of the January 7, 2025 Board Meeting to January 13, 2025**
- C. Updated Board Budget Workshop Meeting – September 24, 2024**
- D. Odessa Legislative Days in Austin – February 2025**
- E. Ad hoc Report(s)**

**XIV. EXECUTIVE SESSION**

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

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

- A. CONSIDER APPROVAL OF MCH PROCARE PROVIDER AGREEMENTS**
- B. CONSIDER APPROVAL OF MCH ON-CALL AGREEMENT**

**XVI. ADJOURNMENT .....**Wallace Dunn

*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  
AUGUST 6, 2024 – 5:30 p.m.**

**MINUTES OF THE MEETING**

**MEMBERS PRESENT:** Wallace Dunn, President  
Don Hallmark, Vice President  
Bryn Dodd  
Will Kappauf  
David Dunn  
Kathy Rhodes

**MEMBERS ABSENT:** Richard Herrera

**OTHERS PRESENT:** Russell Tippin, Chief Executive Officer  
Matt Collins, Chief Operating Officer  
Steve Steen, Chief Legal Counsel  
Kim Leftwich, Chief Nursing Officer  
Dr. Meredith Hulsey, Chief Medical Officer  
Dr. Jeffrey Pinnow, Chief of Staff  
Dr. Nimat Alam, Vice Chief of Staff  
Grant Trollope, Assistant Chief Financial Officer  
Kerstin Connolly, Paralegal  
Lisa Russell, Executive Assistant to the CEO  
Various other interested members of the  
Medical Staff, employees, and citizens

**I. CALL TO ORDER**

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

**II. ROLL CALL AND ECHD BOARD MEMBER ATTENDANCE/ABSENCES**

Wallace Dunn called roll, and there was one member absent: Richard Herrera was excused. Page 4 of 163

**III. INVOCATION**

Chaplain Doug Herget offered the invocation.

**IV. PLEDGE OF ALLEGIANCE**

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

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

Kathy Rhodes presented the Mission, Vision and Values of Medical Center Health System.

## **VI. AWARDS AND RECOGNITION**

### **A. August 2024 Associates of the Month**

Russell Tippin, President/Chief Executive Officer, introduced the August 2024 Associates of the Month as follows:

- Clinical – Ira Madrid
- Non-Clinical – Danny S. Bava
- Nurse – Cynthia Bell

### **B. Net Promoter Score Recognition**

Russell Tippin, President/Chief Executive Officer, introduced the Net Promoter Score High Performer(s).

- Dr. Daniel Babbel
- Hanah Lee Yee, NP

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

No conflicts were disclosed.

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

No comments from the public were received.

## **IX. CONSENT AGENDA**

- A. Consider Approval of Regular Meeting Minutes, July 2, 2024**
- B. Consider Approval of Special Meeting Minutes, July 17, 2024**
- C. Consider Approval of Joint Conference Committee, July 23, 2024**
- D. Consider Approval of Federally Qualified Health Center Monthly Report, June 2024**

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

## **X. COMMITTEE REPORTS**

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### **A. Finance Committee**

1. Quarterly Investment Report – Quarter 3, FY 2024
2. Quarterly Investment Officer's Certification
3. Financial Report for Month Ended June 30, 2024
4. Consent Agenda
  - a. Consider Approval of Breakaway Promise/Point/Community Services Renewal
5. Consider Approval of Cardiovascular Suite – Wheatley Stewart
6. Consider Approval of 6W Telemetry Implementation

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

**B. Executive Policy Committee**

The Executive Policy Committee met on August 1, 2024 to review and approve six (6) MCH policies meeting the committee guidelines. The committee recommends approval of the submitted policies as presented.

Don Hallmark moved, and David Dunn seconded the motion to approve the Executive Policy Committee report as presented. The motion carried.

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

Dr. Timothy Benton provided the TTUHSC at the Permian Basin report for information only. No action was taken.

**XII. DIABETES CLINIC UPDATE**

Grant Trollope, Assistant Chief Financial Officer, presented an update on the operations of the Community Diabetes Clinic.

This report was informational only. No action was taken.

**XIII. NICU RESOLUTION**

Kim Leftwich, Chief Nursing Officer, presented the NICU Resolution to the Board.

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

**XIV. CONSIDER APPROVAL OF ORDER OF ELECTION FOR THE ECTOR COUNTY HOSPITAL DISTRICT**

Steve Steen, Chief Legal Counsel, presented the Order of Election for the Ector County Hospital District to call for an election on the tax rate at the November General Election.

David Dunn moved, and Don Hallmark seconded the motion to approve the Order of Election for the Ector County Hospital District as presented. The motion carried.

**XV. CONSIDER APPROVAL OF CONTRACT WITH ELECTIONS OFFICE**

Steve Steen, Chief Legal Counsel, presented the contract with the Ector County Elections Office for the November General Election.

Don Hallmark moved, and Kathy Rhodes seconded the motion to approve the contract as presented. The motion carried.

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

### **A. Dr. Hulsey - Update**

No report was provided.

### **B. Review of Certified Property Valuations**

The Certified Property Valuations from the City were provided in the board packet. Russell Tippin, President/CEO reminded the board members that the next budget will be built around the numbers provided by the city.

This report was informational only. No action was taken.

### **C. Board Budget Workshop Meeting – 9/17/24**

Russell Tippin, President/CEO reminded the everyone that the Board Budget Workshop Meeting is scheduled for September 17, 2024.

This report was informational only. No action was taken.

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

Courtney Look-Davis, Chief Experience & Quality Officer, reported that MCH received a Star Rating of 3 Stars.

Russell Tippin, President/CEO, reported that he was notified the Advanced Care Hospital located in Odessa has been closed.

The Regional Services Update report was provided in the board packet.

These reports were informational only. No action was taken.

## **XVII. EXECUTIVE SESSION**

Wallace Dunn stated that the Board would go into Executive Session for the meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Discussion of Personnel Matters pursuant to Section 551.074 of the Texas Government Code; (3) Deliberation regarding Real Property pursuant to Section 551.072 and (4) Deliberation regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code..

ATTENDEES for the entire Executive Session: ECHD Board members, Bryn Dodd, Will Kappauf, David Dunn, Don Hallmark, Wallace Dunn, Kathy Rhodes and Steve Steen, Chief Legal Counsel.

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

Matt Collins, Chief Operating Officer, presented the MCH Property Lease Agreements to the Board of Directors during Executive Session.

Steve Ewing, Chief Financial Officer, led the board in discussions about Level II Trauma Center.

Russell Tippin, Chief Executive Officer, led the board in discussions about the November election.

Russell Tippin, Matt Collins, Steve Ewing, Grant Trollope, Assistant Chief Financial Officer, and Kerstin Connolly, Paralegal were excused from the remainder of Executive Session.

Steve Steen, Chief Legal Counsel, led the board in discussions about the CEO Evaluation during Executive Session.

Russell Tippin and Kerstin Connolly rejoined Executive Session and board discussed the CEO Evaluation.

**Executive Session began at 6:15 p.m.**

**Executive Session ended at 7:53 p.m.**

No action was taken during Executive Session.

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

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

Wallace Dunn presented the following renewal:

- Timothy Townsend, M.D. – This a three (3) year Radiology Contract.

Wallace Dunn presented the following amendments:

- Timothy Townsend, M.D. – This is an amendment to a Radiology Contract.
- Errol Anderson, M.D. - This is an amendment to a Radiology Contract.
- Aseem Kumar Bhandari, M.D. – This is an amendment to a Radiology Contract.

Wallace Dunn presented the following new contracts:

- Barath Rangaswamy, M.D. – This a three (3) year Family Health Clinic Contract.
- Thao Dang, M.D. – This is a three (3) year Pulmonology Contract.
- Clare Savage, M.D. – This is a one (1) year Radiology Contract.
- Rizwan Asim, M.D. – This is a one (1) year Hospitalist Contract.
- Alaaedin Alhomosh, M.D. – This is a one (1) year Neurology Contract.

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David Dunn moved, and Will Kappauf seconded the motion to approve the MCH ProCare Provider Agreements as presented. The motion carried.

##### **B. Consider Approval of MCH Property Lease Agreements**

Wallace Dunn presented the following MCH Property Lease Agreements:

- MCH ProCare Otolaryngology (ENT) – This is a 3-year property lease agreement.
- MCH ProCare Internal Medicine – This is a 3-year property lease agreement.
- MCH ProCare Orthopedics – This is a 3-year property lease agreement.

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

**C. Chief Executive Officer Evaluation**

No action was taken.

**XIX. ADJOURNMENT**

There being no further business to come before the Board, Wallace Dunn adjourned the meeting at 7:54 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David Dunn", written over a horizontal line.

David Dunn, Secretary  
Ector County Hospital District Board of Directors

September 5, 2024

**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 7 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
*Gustavo Del Toro, MD	Hospitalist	Hospitalist		09/05/2024-09/04/2025
Momin Islam, MD	Hospitalist	Hospitalist		09/05/2024-09/04/2025
Rathnavali Katragadda, MD	Medicine	Pulmonary/Critical Care	TTUHSC	09/05/2024-09/04/2025
*Clare Savage, MD	Radiology	Diagnostic Radiology	ProCare	09/05/2024-09/04/2025
Sagarika Satyavada, MD	Medicine	Gastroenterology	ProCare	09/05/2024-09/04/2025

**Allied Health:**

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
Carlos Avila, NP	Family Medicine	AHP	Nurse Practitioner		Dr. Scotty Ortega	09/05/2024-09/04/2026
*Patricia Woody, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	Dr. Putta Shankar Bangalore, Dr. Abhishek Jayadevappa, Dr. Marlys Munnell, Dr. Hwang, Dr. Skip Batch, Dr. Joe Bryan, Dr. Jannie Tang, Meghana Gillala, Dr. P. Reddy	09/05/2024-09/04/2026

\*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.

Jeffrey Pinnow, MD Chief of Staff  
Executive Committee Chair  
/MM

September 5, 2024

**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's submitted. These reappointment recommendations are made pursuant to and in accordance with Article 5 of the Medical Staff Bylaws.

**Medical Staff:**

Applicant	Department	Status Criteria Met	Staff Category	Specialty/Privileges	Group	Changes to Privileges	Dates
Asif Ansari, MD	Medicine	Yes	Active	Nephrology		None	10/01/2024-09/30/2026
Karl Boehm, DO	Emergency Medicine	Yes	Associate to Active	Emergency Medicine	BEPO	None	10/01/2024-09/30/2026
Manuel Castillo, MD	Pediatrics	Yes	Active	Pediatrics		None	10/01/2024-09/30/2026
Timothy Castro, MD	Anesthesia	Yes	Associate	Anesthesiologist	ProCare	None	10/01/2024-09/30/2025
Sindhu Kaitha, MD	Medicine	Yes	Active	Gastroenterology	ProCare	None	10/01/2024-09/30/2026
Genevieve Okafor, MD	Family Medicine	Yes	Associate to Active	Family Medicine	ProCare	Yes	10/01/2024-09/30/2026
Ikemefuna Okwuwa, MD	Family Medicine	Yes	Active	Family Medicine	TTUSHC	Yes	10/01/2024-09/30/2026
Tejas Patel, MD	Cardiology	Yes	Active	Cardiovascular Disease	ProCare	None	10/01/2024-09/30/2026
Eric Siskind, MD	Surgery	Yes	Affiliate	Transplant Surgery	Texas Health	None	10/01/2024-09/30/2026
David Banh, MD	OB/GYN	Yes	Associate	OB/GYN	TTUHSC	None	11/01/2024-10/31/2025
Harika Thummala, MD	Hospitalist	Yes	Active	Hospitalist	ProCare	None	11/01/2024-10/31/2026



**Medical Center Hospital**

A Member of Medical Center Health System

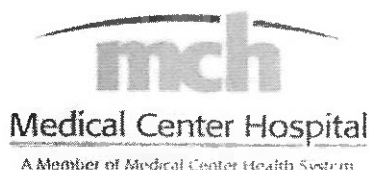
Allied Health Professionals:

<b>Applicant</b>	<b>Department</b>	<b>AHP Category</b>	<b>Specialty / Privileges</b>	<b>Group</b>	<b>Sponsoring Physician(s)</b>	<b>Changes to Privileges</b>	<b>Dates</b>
Craig Branum, NP	Emergency Medicine	AHP	Nurse Practitioner	BEPO	Dr. Gregory Shipkey	None	10/01/2024-09/30/2026
Pedro Torres, PA	Emergency Medicine	AHP	Physician Assistant	BEPO	Dr. Gregory Shipkey	None	10/01/2024-09/30/2026

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.

Jeffrey Pinnow, MD Chief of Staff  
Executive Committee Chair  
/MM



September 5, 2024

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Clinical Privileges

**Statement of Pertinent Facts:**

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

**Additional Privileges:**

Staff Member	Department	Privilege
Donald Davenport, DO	Surgery	ADD: Magnetic Lower Esophageal Sphincter Device
Ashlyn Duncan, NP	Medicine	REMOVE: NICU ONLY- Umbilical Arterial Catheterization
Genevieve Okafor, MD	Family Medicine	ADD: Postpartum care, management of; Electrocardiography, interpretation of
Kirit Patel, MD	Surgery	ADD: Left heart pup device system insertion and management; ADD: Right heart pump device system insertion and management

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

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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.

Jeffrey Pinnow, MD Chief of Staff  
Executive Committee Chair  
/MM

September 5, 2024

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Resignation/Lapse of Privileges:**

Staff Member	Staff Category	Department	Effective Date	Action
Jay Tank, MD	Telemedicine	Radiology	07/23/2024	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.

Jeffrey Pinnow, MD Chief of  
Staff  
Executive Committee Chair  
/MM

September 5, 2024

**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 changes noted below.

**Staff Category Change:**

Staff Member	Department	Category
Genevieve Okafor, MD	Medicine	Associate to Active

**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				

September 5, 2024

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Removal of I-FPPE**

Staff Member	Department	Removal/Extension
None		

**Change in Privileges**

Staff Member	Department	Privilege
None		

**Proctoring Request(s)/Removal(s)**

Staff Member	Department	Privilege(s)
None		

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

If the Hospital District Board of Directors concurs, the following motions 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, leave of absence, removal of I-FPPE, proctoring requests/removals, and change in privileges.

Jeffrey Pinnow, MD Chief of Staff  
Executive Committee Chair  
/MM

September 5, 2024

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

**Statement of Pertinent Facts:**

The Medical Executive Committee recommends approval of the following:

- General Surgery Delineation of Privileges revision
- Linx Reflux Management Criteria
- Cardiovascular/Thoracic Surgery Delineation of Privilege form revision
- Advanced Heart Pump Device w/ Intelligence System criteria form

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

- General Surgery Delineation of Privileges revision
- Linx Reflux Management Criteria
- Cardiovascular/Thoracic Surgery Delineation of Privilege form revision
- Advanced Heart Pump Device w/ Intelligence System criteria form

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

- If the Joint Conference Committee concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee to approve the criteria and privilege forms and forward this recommendation to the Ector County Hospital District Board of Directors.

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Jeffrey Pinnow, MD, Chief of Staff  
Executive Committee Chair  
/MM

September 5, 2024

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

**Statement of Pertinent Facts:**

The Medical Executive Committee recommends approval of the following:

- Utilization Review Plan

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

- Utilization Review Plan

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

- If the Joint Conference Committee concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee to approve the Utilization Review Plan  
Forward this recommendation to the Ector County Hospital District Board of Directors.

Jeffrey Pinnow, MD, Chief of Staff  
Executive Committee Chair  
/MM



September 5, 2024

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

**Statement of Pertinent Facts:**

The Medical Executive Committee recommends approval of the following:

- 2025 Capital Request

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

- 2025 Capital Request

Advice, Opinions, Recommendations and Motion:

- If the Joint Conference Committee concurs, the following motion is in order: Accept the recommendation of the Medical Executive Committee to approve the 2025 Capital Request  
Forward this recommendation to the Ector County Hospital District Board of Directors.

Jeffrey Pinnow, MD, Chief of Staff  
Executive Committee Chair  
/MM

## Ector County Hospital District - Medical Center

### Delineation of Clinical Privileges and Procedures

**Specialty:** General Surgery  
**Basic Education:** MD or DO

#### Minimal Formal Training & Experience/Specialty Description

(ECHD approved: 7/07, 2/09, 9/09, 5/10, 8/10, 9/10, 8/11, 11/12, 09/15)

Training: Successful completion of a residency training program in surgery accredited by the ACGME or approved by the AOA.  
 Experience: Should demonstrate performance of at least 250 major operations in the past 12 months. This can be demonstrated in one of the following ways:

An applicant who has just completed a residency shall provide his/her residency log.

OR

An applicant who is not applying directly out of a residency shall provide a quality profile from hospital(s) where he/she currently has privileges showing his or her clinical activity for the past 12 months, including numbers of procedures performed, morbidity, mortality, infection rates and other complications.

OR

If a quality profile is not available from the hospital(s) where the applicant currently has privileges, documentation of the applicant's hospital-based clinical activity for the past 12 months.

Certification: Within five years of completion of an approved residency, certification in general surgery by the American Board of Surgery or the American Osteopathic Board of Surgery.

4.1-2 QUALIFICATIONS FOR MEMBERSHIP The applicant is board certified as that term is defined in the Article 4.1-2(e) of the Medical Staff Bylaws, and pursuant to any other applicable Medical Staff Bylaws provision, by a Board recognized by the American Board of Medical Specialties or the American Bureau of Osteopathic Specialties. 6/11/13

By making a request for privileges, the applicant stipulates that:

He/she is requesting only those privileges for which by education, training, current experience and demonstrated performance is qualified to perform.

He/she is bound by the applicable Bylaws and policies of Medical Center Hospital

He/she meets the minimum threshold criteria for the privileges requested and has no mental or physical condition which would limit his/her clinical abilities

#### **Core Privileges - General Surgery**

##### **Management Privileges**

Requested	Granted Y/N	Privilege Description
		Admit/discharge patients
		Major injuries requiring critical care, management
		Management of patients (on surgical services) who may or may not require surgical intervention
		Multiple trauma, management of patients (on surgical services) who may or may not require surgical intervention
		Pancreatitis, management of patients (on surgical services) who may or may not require surgical intervention
		Severe and complex illnesses, management
		Surgical critical care, comprehensive management of
		Surgical pathology
		Trauma, comprehensive management of
		Ventilator management - basic

#### **Core Privileges - General Surgery**

##### **Procedure Privileges**

Requested	Granted Y/N	Privilege Description
		Abdominal surgery
		Abdominal Ultrasound, performance/interpretation for guidance of invasive procedures
		Abdominoperineal resection
		Adhesiolysis
		Alimentary tract surgery
		Amputations-lower extremity including toe, transmetatarsal and digits
		Appendectomy, open
		Arteriovenous graft
		Bile duct, investigations and manipulations of
		Breast Biopsy
		Chest Tube Placement, (tube thoracostomy)
		Cholecystectomy
		Cholecystectomy with common bile duct exploration
		Choledochoscopy, operative
		Colectomy
		Emergency surgery, comprehensive management of
		Enterolysis
		Fine-needle aspiration, diagnostic/therapeutic (breast, thyroid, etc.)
		Gastrectomy
		Harmonic Scalpel
		Hemorrhoidectomy
		Hepatic resections, minor
		Herniorrhaphy
		Inguinal hernia, open
		Intraoperative Endoscopy (does not require Endoscopy subcommittee review)
		Laparoscopic cholecystectomy, with/without cholangiography
		Laparoscopy, basic
		Mastectomy, modified radical
		Mastectomy, total/partial
		Mediastinoscopy
		Oophorectomy, incidental to G.I. surgery
		Ostomy Creation and Reversal
		Pancreatic resection
		Pancreaticojejunostomy
		Parathyroidectomy
		Proctectomy, complete
		Proctectomy, partial
		Proctosigmoidoscopy, flexible/rigid
		Pulmonary Artery Catheterization (PAC), central line catheterization

		Sentinel Lymph Node Biopsy for Cancer
		Skin surgery
		Small bowel resection
		Soft tissue surgery
		Sphincterotomy
		Splenectomy, open
		Thoracentesis
		Thyroidectomy
		Tracheostomy
		Vasectomy
		Ventral hernia

### Special Privileges

Requested	Granted Y/N	Privilege Description
		Advanced Laparoscopic Surgery, i.e., splenectomy, adrenalectomy
		Anti-reflux procedure, (lap)
		Aortic aneurysm repair
		Aortoiliac bypass
		Bariatric Surgery
		Breast Cryoablation
		Breast surgery, resection
		Carotid Endarterectomy
		Cesarean Section Delivery
		Colonoscopy-diagnostic (must be reviewed by Endoscopy Subcommittee)
		Computer Enhanced Laparoscopic Abdominal Surgery
		da Vinci Surgical System (proctored--1st 3 cases)
		Endoluminal Ultrasound
		Endorectal ultrasound
		Endoscopic surgery, rigid and flexible
		Esophagogastroduodenoscopy - non-intraoperative (must be reviewed by Endoscopy Subcommittee)
		Femoral popliteal bypass
		Gastrointestinal Endoscopy (Advanced) (must be reviewed by Endoscopy Subcommittee)
		Hand Assisted Laparoscopic Nephrectomy
		Hand Assisted Laparoscopic Nephroureterectomy
		Head and neck surgery, comprehensive management of
		Head and neck ultrasonography
		Hepatic resection major
		Hyperbaric Oxygen Therapy (HBOT)
		Intra-abdominal laparoscopic ultrasonography
		Laparoscopic appendectomy
		Laparoscopic inguinal hernia
		Laparoscopic Nephrectomy
		Laparoscopic Nissen Fundoplication
		Magnetic Lower Esophageal Sphincter Device
		Laparoscopic Renal Cryosurgery
		Laparoscopic Supracervical Hysterectomy (LSH)
		Laryngoscopy, diagnostic and therapeutic
		Laser applications, diagnostic and therapeutic

		Moderate sedation, administer
		Percutaneous Endoscopic Gastrostomy (PEG)non-intraoperative (must be reviewed by Endoscopy Subcommittee)
		Pulmonary resection
		Sengstaken-Blakemore Tube Insertion (must be reviewed by Endoscopy Subcommittee)
		Thoracoscopic Sympathectomy
		Thoracoscopy
		Thoracotomy, open (exploratory)
		Tracheoplasty
		Vascular intervention, invasive
		Video-assisted thoracic surgery (VATS)
		Visceral Artery Bypass/Reconstruction
		Gastrointestinal tract, physiologic testing and evaluation of (must be reviewed by Endoscopy Subcommittee)
		Immunosuppression, management of patients (on surgical services) who may or may not require surgical intervention
		Maggot Debridement Therapy (MDT)
		Portal hypertension, management of patients (on surgical services) who may or may not require surgical intervention
		Vascular system, comprehensive management of
		Vascular system, noninvasive diagnostic evaluation
		Ventilator Management - complex

Applicant Signature\_\_\_\_\_

Date\_\_\_\_\_

**Division Assessment:**

Approved as Requested: \_\_\_\_\_

Approved as Amended: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Division Signature\_\_\_\_\_

Date\_\_\_\_\_

**Department Assessment:**

Approved as Requested: \_\_\_\_\_

Approved as Amended: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Department Signature\_\_\_\_\_

Date\_\_\_\_\_

*The credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented below.*

**Privileges Reviewed and Recommended By:**

Signature\_\_\_\_\_

Date\_\_\_\_\_

**Exceptions/Conditions:**

Medical Center Hospital, Odessa Texas  
LINX Reflux Management System  
Clinical Privilege Criteria

**Privilege: Magnetic Lower Esophageal Sphincter Device**

LINX is a flexible ring of small magnets placed around at the lower esophageal sphincter (LES) during a minimal invasive procedure. The strength of the magnets helps keep the weak LES closed to prevent reflux. When the patient swallows, LINX opens temporarily to allow food and liquid to pass into the stomach.

**Basic Education: MD/DO**

**Formal Training: Physician must hold the privilege to perform laparoscopic privileges.**

**Surgeon must complete**

1. A company sponsored LINX training event where he/she will learn how to perform a LINX procedure. This includes: single case studies, who qualifies to have procedure, reimbursement, troubleshooting, zoom calls with proctor prior to cases being proctored.
2. The surgeon performs 2 initial cases with a LINX proctor, followed by additional cases where a company representative will be available for LINX IFU and device-specific questions. There is no cost to the MCH provider or MCH facility for such proctor.
3. Documentation must be submitted to the Credentials Committee for release from proctoring;

**Reappointment:**

1. A minimum of 2 cases must be performed within 24 months.

I have requested only those privileges for which by education, training, current experience and demonstrated performance I am qualified to perform. I understand that by making this request, I am bound by the applicable bylaws & policies of the hospital, and hereby stipulate that I meet the minimum threshold criteria for this request and that I have no mental or physical condition which would limit my clinical abilities.

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Typed or printed name (applicant)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Surgery Dept. Chairman Signature

\_\_\_\_\_  
Surgery Dept. Chairman (Print Name)

\_\_\_\_\_  
Date

# Ector County Hospital District - Medical Center

## Delineation of Clinical Privileges and Procedures.

**Specialty:** Cardiovascular/Thoracic Surgery  
**Basic Education:** MD or DO

### Minimal Formal Training & Experience/Specialty Description

ECHD Approval: 9/07, 8/10, 8/19

**Training:** Successful completion of a residency and/or fellowship training program in general thoracic surgery accredited by the ACGME or a residency in thoracic cardiovascular surgery approved by the AOA.

**Experience:** Should demonstrate performance of 125 major cases in the last 12 months, including procedures in the following areas:

Lungs, pleura, chest wall  
 Esophagus, mediastinum, diaphragm  
 Esophageal operations (4 must be resections)  
 Congenital Cardiac  
 Adult Cardiac  
 Bronchoscopy and Esophagoscopy  
 VATS

This can be demonstrated in one of the following ways:

An applicant who has just completed a residency shall provide his/her residency log.

OR

An applicant who is not applying directly out of a residency shall provide a quality profile from hospital(s) where he/she currently has privileges showing his or her clinical activity for the past 12 months, including numbers of procedures performed, morbidity, mortality, infection rates and other complications.

OR

If a quality profile is not available from the hospital(s) where the applicant currently has privileges, documentation of the applicant's hospital-based clinical activity for the past 12 months.

**Certification:** Within five years of completion of an approved residency, certification by the American Board of Thoracic Surgery or certification in thoracic cardiovascular surgery by the American Osteopathic Board of Surgery.

(1) As a benchmark, the following numbers of cases are required to apply for certification by the American Board of Thoracic Surgery:

50 Lungs, pleura, chest wall  
 15 Esophagus, mediastinum, diaphragm  
 8 Esophageal operations (4 must be resections)  
 20 Congenital Cardiac  
 75 Adult Cardiac  
 30 Bronchoscopy and Esophagoscopy  
 10 VATS

**4.1-2 QUALIFICATIONS FOR MEMBERSHIP** The applicant is board certified as that term is defined in the Article 4.1-2(e) of the Medical Staff Bylaws, and pursuant to any other applicable Medical Staff Bylaws provision, by a Board recognized by the American Board of Medical Specialties or the American Bureau of Osteopathic Specialties. 6/11/13

By making a request for privileges, the applicant stipulates that:

He/she is requesting only those privileges for which by education, training, current experience and demonstrated performance is qualified to perform.

He/she is bound by the applicable Bylaws and policies of Medical Center Hospital

He/she meets the minimum threshold criteria for the privileges requested and has no mental or physical condition which would limit his/her clinical abilities

### **Core Privileges - Cardiovascular/Thoracic Surgery**

#### **Management Privileges**

Requested	Granted Y/N	Privilege Description
		Admit/discharge patients
		Antiarrhythmic agents, management of
		Critical care management
		Inotropic agents, management of

		Lung volume reduction
		Pulmonary atresia with/without ventricular septal defects, stage management of
		Pulmonary function testing
		Ventilator Management
		Ventricular assist devices, management of

### Core Privileges - Cardiovascular/Thoracic Surgery

#### Procedure Privileges

Requested	Granted Y/N	Privilege Description
		Arrhythmias (ablation), surgery
		Arterial Line Placement
		Arterial switch procedures
		Atrial fibrillation, surgery for
		Bronchoscopy, rigid/flexible
		Cardiac Catheterization
		Cardiac valve replacement
		Cardiomyoplasty
		Cardiopulmonary bypass
		Cardiopulmonary resuscitation
		Central venous line placement
		Chest pathology
		Chest tubes, insertion and management of
		Complex valve repairs
		Congenital cardiac surgical repairs in neonates, infants and children - routine and complex
		Echocardiography
		Emphysema, surgery for
		Esophageal surgery
		Esophagoscopy, rigid/flexible
		External Pacemaker Management
		Homografts, use of
		Intra-aortic balloon pump placement
		Laser Bronchoscopy
		Laser recanalization
		Laser revascularization
		Mediastinoscopy
		Minimally Invasive Direct Coronary Artery Bypass (MIDCAB)
		Myocardial revascularizations
		Off-Pump Coronary Artery Bypass (OPCAB)
		Pacemaker implantation
		Pulmonary radiography
		Pulmonary resective surgery

		Radial Artery Harvesting
		Swan-Ganz catheters placement
		Thoracic Ultrasound
		Thoracoscopy
		Transvenous pacemaker insertion
		Video-assisted Thoracic Surgery (VATS)

### Special Privileges

Requested	Granted Y/N	Privilege Description
		da Vinci Surgical System (proctored--1st 3 cases)
		Endobronchial Ultrasound (EBUS)
		Endovenous Laser Therapy (EVLV)
		Excimer Laser System
		GeoForm Annuloplasty Ring
		Left heart pump device system insertion and management
		Right heart pump device system insertion and management
		Implantable Cardioverter Defibrillator (ICD) Implantation
		Moderate Sedation
		Transcatheter Aortic Valve Replacement

Applicant Signature \_\_\_\_\_

Date \_\_\_\_\_

### Division Assessment:

Approved as Requested: \_\_\_\_\_

Approved as Amended: \_\_\_\_\_

Comments: \_\_\_\_\_

Division Signature \_\_\_\_\_

Date \_\_\_\_\_

### Department Assessment:

Approved as Requested: \_\_\_\_\_

Approved as Amended: \_\_\_\_\_

Comments: \_\_\_\_\_

Department Signature \_\_\_\_\_

Date \_\_\_\_\_

**The credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented below.**

**Privileges Reviewed and Recommended By:**

Signature\_\_\_\_\_

Date\_\_\_\_\_

**Exceptions/Conditions:**

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**Criteria for Privileges in  
Advanced Heart Pump device system with Intelligence Technology**

**Separate Privilege/Criteria for RIGHT vs. LEFT PUMPS**

**Definition:** The advanced miniature minimally-invasive heart pump devices (currently by the company Abiomed with devices named Impella) are a series of FDA-approved, ventricular heart pumps used to temporarily assist the output flow function of the heart. Indications include: treatment of acute myocardial infarction complicated by cardiogenic shock (AMICS), facilitate high risk PCI, treatment of cardiomyopathy with acute decompensation, postcardiotomy cardiogenic shock (PCCS), and off-pump coronary bypass surgery. This heart pump is also used to temporarily support heart function in non-surgical critically ill patients in cardiogenic shock. These devices have Smartassist, an intelligent technology for management postplacement by the proceduralist for sustainment of adequate flow.

**Basic education:** MD/DO

**Formal training:** Physician must already hold the core cardiothoracic or interventional cardiology privilege at MCH for the percutaneous insertion. Only a cardiothoracic surgeon can do the surgical neck cut down to retrieve the vessel for placement in CP.

**Initial Criteria of Privilege for LEFT Heart Pump:**

Heart pump (left ventricular cardiac power (CP)) device system Insertion and Intelligence Technology Management

The applicant must demonstrate:

- \*Successful completion of a manufacturer-approved in-person training program that provides the necessary cognitive and technical skills required to perform left heart pump device Insertion and Intelligence Technology Management.
- \*Certificate of training from the device manufacturer of left ventricular heart pump device Insertion
- \* If physician has never performed a right heart pump insertion, an eligible proctor designated by the manufacturer should be present for the physician's first 2 cases of 3.5, the 5.5, or future CP devices. These first 2 cases may be scheduled at another institution with a privileged proctor to obtain appropriate observational experience before unplanned emergent cases are performed without a proctor at MCH.
- \*Confirmed performance of 2 successful insertion/implantation of 3.5, the 5.5, or future CP devices are acceptable for physicians that are experienced in performing the procedure outside of MCH. Successful procedure documentation from the outside institution's medical staff office is required.

**Initial Criteria of Privilege for RIGHT Heart Pump:**

Heart pump (right ventricular cardiac power (RP)) device system Insertion and Intelligence Technology Management

The applicant must demonstrate:

- \*Successful completion of a manufacturer-approved in-person training program that provides the necessary cognitive and technical skills required to perform left heart pump device Insertion and Intelligence Technology Management.

\*Certificate of training from the device manufacturer of right ventricular heart pump device Insertion

\* If physician has never performed a left heart pump insertion, an eligible proctor designated by the manufacturer should be present for the physician's first (1) case of an RP device. This first case may be scheduled at another institution with a privileged proctor to obtain appropriate observational experience before an unplanned emergent case is performed without a proctor at MCH.

\*Confirmed performance of 1 successful insertion/implantation of RP device is acceptable for physicians that are experienced in performing the procedure outside of MCH. Successful procedure documentation from the outside institution's medical staff office is required.

### Reappointment with Continued Credentialing of Separate RP or CP Privilege

The applicant must demonstrate:

**RIGHT HEART PUMP:** \*A minimum of two (2) RP heart pump device system procedures for Insertion and Intelligence Technology Management in the last 24 months at MCH or may combine outside institution procedures by medical staff documentation to attain (2) total.

**LEFT HEART PUMP:** \*A minimum of two (2) 3.5, 5.5 or future version CP heart pump device system procedures for Insertion and Intelligence Technology Management in the last 24 months at MCH or may combine outside institution procedures by medical staff documentation to attain (2) total.

If Reappointment Volume cannot be met, the provider must:

\*Repeat completion of an approved training program that provides the necessary cognitive and technical skills required to perform heart pump device system Insertion and Management and provide certificates.

\*Complete one successful scheduled heart pump system procedure with a manufacturer-designated proctor within MCH or at an outside institution with documentation of successful completion from that medical staff office.

\*\*The credentialing committee may waive the reappointment volume requirement if:

-- it is determined there is NO threat to patient safety with the lapse in the physician's technical performance and knowledge of intelligence technology for management.

AND

--the reappointment DOES NOT include a device NEWER than the original RP or 5.5 CP.

AND

--the reappointment is NOT requested for a similar device from a different company.

\*\*The credentialing committee CANNOT waive the reappointment volume requirement if any of the three conditions are met, AND re-training and re-proctoring are mandatory for re-credentialing of the privilege.

\_\_\_\_\_  
Physician Signature

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DEPARTMENT CHAIR

\_\_\_\_\_  
DATE

# Utilization Review Plan

## I. Definitions:

**Utilization Review Plan** – the hospital-wide plan that contains the essential requirements for the establishment and implementation of a utilization management process to ensure the quality, appropriateness and efficiency of care and resources furnished by the hospital and medical staff.

**Physician Advisor or “PA”** – a physician working under contract with Medical Center Hospital or in a medical staff position with the authority delegated by the Utilization Review Committee for the review of cases for clinical appropriateness and medical necessity of admissions, continued stays and services provided by the hospital.

**Secondary Physician Review** – a clinical review performed by a physician on the Utilization Review Committee other than the ordering physician when Cortex or other Medical Center Hospital approved clinical screening criteria guidelines suggest a different Patient Status of Level of Care than that ordered.

**Cortex** – clinical decision support guidelines that use an evidence-based clinical decision support tool approved for use by the Medical Executive Committee, to assist in clinically appropriate medical utilization decisions regarding patient status and level of care determinations. This decision support tool serves as guideline to prompt feedback and discussion. The physician order determines Patient Status and Level of Care determinations.

## II. Purpose (42 CFR § 456.105)

The general aim of this plan is to codify the obligations of the utilization review (UR) committee, the hospital, its medical staff, and its associates to advance evidence-based, high-quality, cost effective, and safe care to our patients and our community.  
The Utilization Review Plan is reviewed annually and revised as appropriate.

## III. Scope

Utilization management is realized through the use of processes and procedures that assess, analyze, and evaluate medical necessity and appropriateness of the services provided. Recognized clinically applicable review criteria, trended patient population clinical care data, patterns of hospital resource utilization and clinical areas of the plan’s scope include, but are not limited to:

- Delineation of the responsibilities and authority of personnel for conducting internal utilization review, conducting delegated review under managed care contracts, and facilitating external review under managed care and other payer contracts
- Establishes the protocols for the review of medical necessity of admissions, extended stays, professional services, and appropriateness of setting
- Outlines processes to review outlier cases based on extended length of stay and/or extraordinarily high costs
- Defines processes to review potential over-utilization, under-utilization, and inefficient utilization of resources
- Defines processes for coverage determination(s) denials, appeals and peer review within the organization
- Identifies the framework for reporting corrective action and documentation requirements for the utilization management process
- Establishes processes to identify patients with discharge planning needs or requests for discharge planning with timely evaluation of post-acute care services and availability of services to allow appropriate arrangements to be completed
- Optimizing efficient resource utilization through integration and coordination within the multi-interdisciplinary health care teams while maintaining optimal patient outcomes
- Reporting the results of resource management opportunities and efficiencies, patient clinical outcome data collection and reporting to the Utilization Review Committee, Medical Executive Committee, Quality Monitoring Committee, and Quality Assurance Performance Improvement Committee.

#### **Objectives**

- Review hospital inpatient admissions, observation stays, direct admissions and post-operative ambulatory procedure patients with a request for inpatient admission or observation, regardless of payer source.
- Conduct initial and concurrent medical record reviews to determine the medical necessity of the hospital stay and ensure the appropriate level of care is provided.
- Conduct individualized discharge planning screens to ensure early and timely identification of post-acute services required.
- Initiate and monitor any revisions in policies and procedures based on the Utilization Review's Plan scope, objectives and recommendations of the Utilization Review Committee.
- Professional and therapeutic services reviews are carried out to ensure availability, timeliness of delivery and medical necessity.

#### **IV. Authority, Leadership and Accountability (42 CFR § 456.106 and 482.30(b))**

### **The Utilization Review Committee**

The Board of Directors of Medical Center Hospital recognizes its authority and responsibility for the delivery of effective and efficient medical care in keeping with professionally recognized standards and available resources. The Board has delegated the responsibility for monitoring the appropriate use of hospital resources to the Utilization Review Committee.

The UR committee has the authority to perform prospective, concurrent, or retrospective review of the medical record of any patient admitted to the hospital or treated on an outpatient basis; to review documents certifying medical necessity for acute care admission; to review resource utilization data to evaluate service line and/or physician performance; and to discuss findings with the physician or physicians concerned but does not have the authority to take disciplinary action.

Findings and recommendations of the UR committee are reported to the president of the medical staff, board of directors, and chief executive officer, who have the authority and responsibility for considering and acting on them.

- The Utilization Review Committee is a standing committee of the Medical Center Hospital Medical Staff (Medical Staff Bylaws, Article 3.R. Utilization Review Committee, 1 and 2) and must comprise three or more active physician (MD/DO) members of the medical staff, and other practitioners to perform the utilization management function as well as administrative and departmental representatives of the hospital.
- The Medical Director of Utilization and Outcomes Management will serve as chairperson of the committee (Medical Staff Bylaws, Article 3.R.(c))
- A copy of the Conflict-of-Interest Statement is to be completed by Utilization Review committee members. A conflict of interest (aside from ownership in the hospital) does not automatically disqualify a member from participating in any given review. Rather, the conflict is a factor for the UR Committee Chairperson to evaluate when weighing decisions about specific member recusals.
- No person on the committee (or on a committee performing functions delegated by the UR committee) may have a financial interest in the hospital
- No person may participate in the case review of any care in which he or she was professionally involved in providing care. (42 CFR § 456.106 (d)(2) and 42 CFR § 482.30 (b)(3))
- Conflict of Interest Statements are completed annually.

### **Utilization Review Committee Functions**

- Advance the practice of evidence-based care. Promote cost-effective utilization of hospital resources and services in accordance with the patient's acute medical needs and preferences
- Provide educational opportunities to engage the medical staff and hospital associates
- Identify and correct patterns of care and situational factors that may contribute to under-, over-, and/or inappropriate utilization of hospital resources and services

- Use objective data to assess physician practice trends and patterns regarding length of stay and resource utilization for the purpose of improving quality of care and service delivery
- Recommend and/or take corrective actions to improve resource utilization and the quality of care
- Performs focused reviews with accompanying action plan and reports results.
- Monitors the implementation of corrective action to achieve improvement
- Establishes procedures for external utilization management representatives who perform on site reviews.
- Reports at least semi-annually to the Medical Executive Committee, Quality Assurance Performance Improvement Committee, Quality Monitoring Committee and the Governing Board.
- Reports findings from the QIO to the Medical Staff.
- Delegates to case management staff, any UM subcommittee(s), a physician member of the Utilization Review Committee, and/or the Physician Advisor the authority to act on a day-to-day utilization management matters including, but not limited to, using screening criteria to evaluate the appropriateness of stay and level of care, making determinations regarding the medical necessity / appropriateness of an admission/continued stay, and issuing notices of non-coverage or causing the admission category to be revised in accordance with CMS guidelines.

#### **Committee Membership**

- At least two physicians who broadly represent the composition of the medical staff.
- Three physicians of the committee will be appointed by the Utilization Review Director, Inpatient Operations Medical Director, in consultation with the Vice Chief of Staff and the Chief Medical Officer.
- Administrative and clinical members of the committee are appointed by the Chief Executive Officer, and service as ex officio, without vote. (Article 3.R.(b))
  - Additional members may include the following: Physician Advisor, medical department chairpersons, the Chief Operating Officer, and Chief Nursing Officer.
  - Representatives of the following departments: Quality Improvement, Patient Care Services/Nursing, Emergency Department, Health Information Management Services, Case Management Services, Compliance, Utilization Review, Denial Management, pharmacy, laboratory, diagnostic imaging, respiratory, behavioral health, revenue integrity.

#### **Utilization Review Committee Meeting**

- The committee will meet four times per year.
- Changes to the meeting schedule are made at the discretion of the chairperson.
- Additional meetings may be prompted as needed, at the call of its chair to manage the utilization management process.

- Review of individual cases may occur between the regular meeting with findings presented to the full committee.

#### **Informational Requirements (42 CFR § 456.111)**

Any information required for review by the Utilization Review Committee will be maintained in the patient's medical record. Information may include:

- Patient identification, physician name and date of admission
- Dates of application for and authorization of Medicaid benefits if application is made after admission
- The plan of care, initial and subsequent continued stay review dates
- Date of surgical and/or diagnostic procedures
- Justification of the ED admission, if applicable
- Reasons and plan for continued stay if the attending believes continued stay is necessary
- Other supporting material that the committee believes appropriate to be included in the record.

#### **Records and Reports (42 CFR § 456.112)**

- The Utilization Review Committee will submit a written report after each meeting to the Medical Executive Committee and the Governing Board by chair/member of the UR Committee.
- Standard reports presented at Committee meetings may include the following information:
  - Avoidable days, trending, and analysis
  - Length of Stay (LOS) – Medical, Surgical, Observation
  - Excess days by payer
  - Disputes
  - Appeal Outcomes
  - Condition Code 44
  - Inpatient only procedure performed as outpatient
  - Medicare Spend Per Beneficiary (MSPB), reported annually
  - Cortex - Medical Center Hospital approved clinical screening criteria or other preadmission review results (cases or number of days that do not satisfy criteria for admission, continued stay and /or level of care and secondary review(s) results)
  - Number of Admission Hospital Issued Notice of Non-coverage (HINN) letters issued
  - Number of Hospital Requested Reviews (HRR or HINN-10) for admission medical necessity
  - Observation information, including LOS in hours (observation unit and dispersed patients), number of observation stays converted to inpatient, the number of observation stays exceeding 24 and 48 hours
  - Summary report of the result of all cases reviewed by the Physician Advisor, including the number of cases converted from inpatient to outpatient observation or outpatient in

accordance with CMS guidelines (Condition Code 44) for Medicare and non-contracted MA plans

- Percentage of medical necessity screening performed within 24 hours of admission
- Readmission Review of cases readmitted within 30 days of previous inpatient admission
- Discharge Disposition reporting
- Cortex report data
- Reports of denials from KEPRO-Quality Improvement Organization (QIO) reviews (Medicare)
- Reports of denials from commercial insurance companies, Medicare Recovery Audit, Medicare Claims Processor Administrator
- Review of medical services by the appropriate peer review committee member as identified by the Utilization Review Committee
- High Length of Stay (LOS) of 10 days or greater that is reviewed weekly
- Provider Liable
- The Utilization Review Committee will formulate a written utilization review plan for the Hospital, to be approved by the Medical Executive Committee, the Chief Executive Officer, and the Board. (Medical Staff Bylaws, Article 3.R.2. (b))

## **V. Confidentiality (42 CFR § 456.113)**

The proceedings of the UR committee, any sub committees, and all derivative documents and minutes are confidential and protected from discoverability under section 160.007 of the Texas Occupations Code § 160.007 (a) and the Peer Review Statute § 161.032 of the Texas Health and Safety Code.

During the utilization review process, the identities of individuals in all utilization records are kept confidential. Provides for confidentiality of the peer review process and findings.

## **VI. Types of Reviews**

### **Prospective Pre-admission Reviews (42 CFR § 482.30 (c) (2), § 456.121 - § 456.123 n(a) - (g)**

#### **Transfers**

- Agreement to accept a patient transfer from another facility requires the approval of a hospital physician in advance of the transfer.
- Following transferring hospital physician to accepting hospital physician communication regarding patient status and medical necessity, the accepting physician will confirm that the patient requires care that is not available at the transferring facility, and that the accepting hospital has the capability and capacity to provide necessary care.

#### **Precertification for Elective Services**

- Precertification completed by the physician office.

### **Medicare Inpatient-Only List**

- Inpatient only procedures are verified at time of admission.

### **Admission Review Requirements (42 CFR § 456.121, § 456.122) – UR.2**

- An admission review is completed on all patient admissions, observation, and post-operative ambulatory surgery patients with request for bed placement. Reviews are completed on all patients regardless of payer source.
- Admission reviews are completed using the clinical decision support tool or other Medical Center Hospital approved clinical screening criteria as soon as possible after admission or after the hospital is notified of the application for Medicaid.
- For payers with no authorization process: (sub-categorized the following)
  - If Cortex guidelines criteria are met on the initial review, the admission will be deemed appropriate.
  - If admission criteria are not satisfied, the reviewer must contact the attending physician for additional information. If additional information satisfies the admission criteria, the admission will be deemed appropriate.
  - If additional information is not provided or provided and still fails to satisfy admission criteria, the case must be referred for Secondary Review.

### **Concurrent/Continued Stay Review (42 CFR § 456.128, § 456.129, § 456.131 and § 456.132)**

- Continued Stay Review (CSR) for medical necessity, must be performed for payers with no authorization process.
- Initial CSR date is determined at the time of the admission review by criteria, diagnosis, and any other pertinent factors for each patient.
- CSR for medical necessity are conducted as feasible based on prior Cortex screening results and anticipated date of discharge. The reviews are dependent upon available staff and census. All Medicare and Medicaid concurrent stays that may be reasonably assumed to qualify for an outlier payment are reviewed in the weekly outlier meeting with a member of the Utilization Committee or designee. (The weekly outlier meeting may be canceled due to certain circumstances such as holidays or throughput).,
- For payers with an authorization process, Medical Center Hospital will follow the specified language in the contract.
- The practitioner(s) responsible for a patient's care is/are consulted and afforded the opportunity to present his/her view before a determination is made that a hospitalization is not medically necessary.
- If the committee determines that an admission or continued stay is not medically necessary, written notification is given within two days to the hospital, the patient and the practitioner(s) responsible for the patient's care. (All federal guidelines will be strictly followed).

### **Continued Stay Review and Outlier Certification (42 CFR § 424.13)**

- Inpatient continued-stay certification is required for patients who remain in the hospital more than 20 days.
- Prior to the 20th day and no later than the 20th day, the physician documents in the medical record justification of why the patient continues to require care in the hospital
- Documentation includes:
  - The reason for either:
    - Continued hospitalization of the patient for medical treatment of medically required diagnostic study
    - Special or unusual services for cost outlier cases such as participation in clinical trials or testing of new technologies
    - If the patient still requires care that could be provided in a sub-acute facility, such as a SNF, but there is not accepting facility in the area, the continuing stay can be certified but the physician note should indicate that a search for and accepting SNF is ongoing
  - Documentation includes the estimated time that the patient will need to spend in the hospital, such as an estimated LOS
  - The plans for post-hospital care, if appropriate.

### **Discharge Review (42 CFR § 482.43)**

- Discharge review(s) (Named “Final Status” reviews in Cortex) must be performed when criteria for continued stay is not satisfied, or when help is needed in determining the next appropriate level of care within the facility or the appropriateness of discharge from the facility.
- If the case does not meet continued stay criteria, but the case is falling outside of the clinical stability parameters, the case manager must send the next review date and remove the barriers to discharge.
- If discharge indicators are met, the case manager will contact the physician to facilitate discharge or transfer to the next appropriate level of care.
- If the discharge indicators are met and the physician disagrees with the discharge, the case must be referred for secondary review.

### **Secondary Review Process**

- When an admission or continued stay case is referred by the case manager/utilization review manager to the Physician Advisor or member of the UR Committee for secondary review, the secondary reviewer must review the case based on documentation in the medical record and discussions with the attending medical practitioner and make a determination using his/her medical judgment.
- Secondary review determination must be documented and supported with clinical rationale.
- Before determining that an admission or continued stay is not medically necessary, the Physician Advisor (PA) or physician member of the UR committee must consult with the

attending physician or the practitioner(s) responsible for the care of the patient and afford the attending and/or practitioner(s) the opportunity to present their views.

**Adverse Decisions (42 CFR §456.124, 42 CFR § 456.126)**

- If the Physician Advisor or member of the UR Committee determines that an admission or continued stay is not medically necessary and the attending physician or practitioner(s) responsible for the care of the patient agrees or fails(s) to present views regarding the case when afforded the opportunity, the case manager must facilitate discharge, transfer, or referral to the appropriate level of care.
- If the attending physician or practitioner(s) responsible for the care of the patient does not agree with the PA's determination, another physician member of the Utilization Review Committee must be consulted, and a further determination made.
- If the Utilization Review Committee or two physician members decide that the admission to, or continued stay in the hospital is not medically necessary, the Utilization Review Committee or designee must give written notification to:
  - the hospital
  - the patient
  - the Medicaid Intermediary (if Medicaid is the payer)
  - the attending physician or practitioner(s) responsible for the care of the patient.
- Notice is provided no later than (2) days after the determination
- In the case of Managed Care patients, the case manager must notify the Managed Care case manager regarding the medical necessity determination, pursuant to the Managed Care contract.

## **VII. Case Management Relationship with Third Party Payer Organizations**

- The Director of Utilization Review must work to establish and maintain an effective and professional working relationship with third party payers, including managed care and external review organizations.
- Hospital policies regarding information privacy and security govern the processes for disclosure of protected health information.
- The case manager must provide clinical information as required by third-party payer contracts.
- The case manager must facilitate physician-to-physician communication when appropriate regarding adverse determinations by third party payers or external utilization review organization.
- Access to medical record and supervision of medical record review at the hospital by third party payer(s) and external review organization must be facilitated by the Director of HIM to

assure compliance with third party contracts and with procedures established by the Utilization Review Committee.

## **VIII. Medical Care Evaluation Studies (42 CFR § 456.141- 42 CFR § 456.145)**

- Medical Care Evaluation Studies (MCES) are designed to promote both effective and efficient use of the facility that are consistent with patient needs and professionally recognized standards of care. MCES provide:
  - Emphasis on identification and analysis of patterns of patient care
  - Suggestions of appropriate changes needed to maintain high quality patient care
  - Suggestions for effective and efficient use of resources
- The Utilization Review Committee will select and conduct medical care evaluation studies.
  - The Utilization Review committee will determine study(s) utilizing the following methods: peer referral, review of records and reports, or in response to regulatory findings, external review bodies, or at the request of MEC and/or governing body.
  - MCES documentation will detail study findings, analysis, corrective action if indicated and specify how results are used to improve quality of care, efficiency, or improved resource utilization.
- The Utilization Review Committee will select appropriate subjects for study by identifying and analyzing factors related to patient care delivery where opportunities for improvement exist.
- Studies will include analysis of admissions, duration of stay, use of ancillary services and review of professional services.
- Findings will include any recommendations for change to improve quality of care, efficiency, or resource utilization.
- Appropriate data sources for MCES include, but is not limited to, medical records, statistics or profiles from external sources, information from the QIO, regulatory agencies, and fiscal agencies as appropriate.
- The Utilization Review Committee must, at least, have one study in progress at any time and complete one study per each calendar year.

## **IX. Information Management/Data**

- Utilization management data is collected, analyzed and maintained to address issues of over-utilization, appropriateness of resource use, medical necessity of services and appropriate level of care assignment, and compliance with applicable federal and state regulations.
- Relevant utilization management data is collected and aggregated for tracking and trending reports using automated information systems wherever possible to optimize efficiency.
- Utilization management files must be maintained separate from individual patient medical records.

## **X. Utilization Review Plan, Evaluation Amendment and Revisions**

- The UR Plan is reviewed and updated or modified as necessary based on the ongoing annual evaluation of utilization review activities.
- The reviewed and/or revised plan should be submitted for review annually.
- An evaluation of the entire utilization review program and its effectiveness in allocating resources must be documented and reported to the board of directors annually.

Approval	Date
Approved by UR Committee	
Approved by Medical Quality Committee	
Approved by Medical Executive Committee	
Approved by Board of Directors	

## CONFLICT OF INTEREST STATEMENT

Effective UR is dependent upon a multidisciplinary team working together to ensure appropriate utilization of resources, while providing quality care to patients. To that end, and in order to avoid the appearance of any conflicts of interest between [hospital] and any member of Medical Center Hospital UR Committee and in accordance with Medicare Conditions of Participation set forth at 42 CFR § 482.30, no UM Committee member ("Member") may have a direct financial interest in Medical Center Hospital. Direct financial interest is defined as an ownership interest in the hospital through stock or otherwise. In addition, no Member may participate in the review and/or authorization of clinical cases in which he or she is the primary care giver, is a participant in a specific situation under review, or has any involvement either in the case or with the practitioner that impact him or her personally, professionally, or financially.

By signing below, Member acknowledges that no current conflict of interest or potential conflict of interest exists and agrees to notify the Chairperson of the UR Committee of any actual or potential conflict shall arise and agrees to abide by the decision of the Chairperson, including a request that the Member recuse himself or herself from the review of the clinical case in question.

Name

Signature

Date

Examples of potential conflicts of interest that should be reported to the UR Committee Chairperson:

- Member is related to the treating or consulting practitioner on the clinical case
- Member is in a group practice with the treating or consulting practitioner on the clinical case
- Member is related to the patient who is the subject of the clinical case
- Member is a competitor of the treating or consulting practitioner on the clinical case

This list is not exhaustive, nor does the inclusion of any relationship listed below necessarily constitute a conflict. The idea is to disclose matter which may raise a conflict so that they may be evaluated.

## References

Medical Staff Bylaws: 3.A. Medical Staff Committees and Functions

Medical Staff Bylaws: 3.R. Utilization Review Committee

Title 42 Chapter IV-Centers for Medicare and Medicaid Services, Department of Health and Human Services, Subchapter G – Standards and Certification Part 482 – Conditions of Participation for Hospitals Subpart C – Basic Hospital Functions Section 482.30 – Condition of Participation: Utilization Review

Title 42 Chapter IV. Centers for Medicare and Medicaid Services, Department of Health and Human Services Sub Chapter C. Medical Assistance Programs, Part 456. Utilization Review

NIAHO Accreditation Standard Utilization Review (UR) UR.1 Documented Plan, UR.2 Sampling, UR.3 Medical Necessity Determination, UR.4 Extended Stay Review

# Capital Budget

## Fiscal Years 2025 – 2028

Row Labels	Sum of Sum of Spend
<b>2025</b>	<b>\$ 11,427,956</b>
Grp1 <\$50K	\$ 966,473
Grp2 \$50K-\$250K	\$ 4,261,789
Grp3 \$250K-\$1M	\$ 4,999,694
CareAware Devices	\$ 571,023
Data Storage Expansion	\$ 907,493
EBUS	\$ 323,000
ICU Nihon Kohden Monitors	\$ 404,963
ICU4 Nihon Kohden Monitors	\$ 378,901
Infrastructure Switch Replacements - PHASE 2	\$ 497,506
Pharmacy Clean rm climate	\$ 300,000
Radiology PACS	\$ 250,000
video integration phase 2	\$ 700,240
Vitek MS for Microbiology	\$ 266,569
WSMP Deaerator	\$ 400,000
<b>Grp4 \$1M plus</b>	<b>\$ 1,200,000</b>
Radiology PET Scanner	\$ 1,200,000
<b>FY25 Spec. Proj.</b>	<b>\$ 11,384,000</b>
<b>Grp4 \$1M plus</b>	<b>\$ 11,384,000</b>
Cardiac Office buildout	\$ 2,600,000
CathLab4	\$ 2,700,000
IMCU4	\$ 1,784,000
SPD Project (Year 3)	\$ 4,300,000
<b>Grand Total</b>	<b>\$ 22,811,956</b>

Row Labels	Sum of Sum of Spend
<b>2026</b>	<b>\$ 16,767,648</b>
Grp1 <\$50K	\$ 1,617,988
Grp2 \$50K-\$250K	\$ 4,527,113
Grp3 \$250K-\$1M	\$ 6,265,544
1st floor West flooring	\$ 250,000
AHU 3 replacement	\$ 250,000
CHW AEON UNITS	\$ 700,000
CHW Dressing Rooms	\$ 600,000
CHW Softeners	\$ 250,000
Diagnostics Room 7 Unit	\$ 455,000
Foundation Office Build out - Golder	\$ 400,000
HBO Chambers	\$ 391,541
Locker Room Renovation	\$ 400,000
medivator scope cleaner	\$ 250,000
Nihon Khoden Wall Monitors	\$ 534,979
OR Surgical tables	\$ 554,024
Replace Boiler 4	\$ 350,000
UPS Replacement	\$ 380,000
WTCC Chiller	\$ 500,000
<b>Grp4 \$1M plus</b>	<b>\$ 4,357,003</b>
2C license beds	\$ 1,000,000
Mammography Equipment	\$ 1,757,003
Womens imaging OP	\$ 1,600,000
<b>Grand Total</b>	<b>\$ 16,767,648</b>

Row Labels	Sum of Sum of Spend
<b>2027</b>	<b>\$ 289,534</b>
Grp1 <\$50K	\$ 38,864
Grp2 \$50K-\$250K	\$ 250,670
<b>2028</b>	<b>\$ 40,000</b>
Grp1 <\$50K	\$ 40,000
<b>Grand Total</b>	<b>\$ 329,534</b>

Contingency Spend - \$1,000,000

**Total FY25 Capital Spend - \$23,811,956**

Row Labels	Sum of Sum of Spend
<b>2025</b>	<b>\$11,427,956</b>
2W flooring/tiles/lights/paint	\$125,000
2w OBT,BSS 18 each kind	\$43,000
5C flooring/tiles/lights/paint	\$125,000
5C Telemetry Upgrade	\$147,634
6C flooring/tiles/lights/paint	\$125,000
6C Telemetry Upgrade	\$147,634
Acute RNS Upgrade	\$117,194
Acute Welch Allyn	\$20,364
Acute Wheelchairs	\$6,054
Baxter Dose Edge Server and Softwawre Upgrade	\$3,000
BD ES Server and Logistics Upgrade	\$26,145
Belmont RI-2	\$33,000
Blood Bank Move within Laboratory	\$45,000
CABG heater cooler	\$70,000
Capital Campaign	\$21,907
Capitol	\$10,953
CareAware Devices	\$571,023
Cath Lab Biosense ASA UP24	\$128,000
Cath Lab III GE Combo Lab	\$189,292
CathLab Glidescope	\$19,013
CCU Blanket warmer	\$3,980
CCU Cardiac Chair	\$9,834
Char broiler	\$5,718
CMC CNS Replacement	\$70,276
CWI Wheelchairs	\$10,228
Data Storage Expansion	\$907,493
Diagnostic Radiology Imaging Plates	\$78,000
Dr. First Medication Reconciliation Tool	\$74,270
EBUS	\$323,000
Echo Affiniti CVx US System	\$123,290
Echo Lab Affiniti CVx US System	\$205,317
Echo Lab CVx US System QI	\$202,744
Echo Lab Vascular Probe	\$7,475
ED B side/Fast Track renovation	\$130,000
ED bedside tables	\$12,310
ED IV carts	\$8,037
ED trauma booms	\$178,000
Firewall Replacement	\$41,716
GI-Hubs SDC3	\$194,000
Glidescope	\$18,292
Heat exchangers	\$115,000
Heating pumps	\$15,000
HTI-1 Regualatory Implementation	\$97,773
ICU Bladder scanner	\$11,950
ICU Cardiac Chair	\$9,834

ICU Nihon Kohden Monitors	\$404,963
ICU4 Nihon Kohden Monitors	\$378,901
IMA retractors	\$18,400
Infrastructure Switch Replacements - PHASE 2	\$497,506
IT Inventory Manager	\$23,985
Kangaroo OMNI feeding pumps	\$38,500
L&D Operating Room Lights	\$89,405
L&D OR Bovie Machines	\$48,888
L&D Panda Warmers	\$95,412
Light additions to patrol units for officer safety	\$2,832
MCH Acute Telemed	\$26,350
Medical Air pump	\$28,762
Medication Cabinets	\$211,000
Medtronic Ear drill	\$20,000
MVP request	\$34,234
NetScaler Replacement	\$40,845
Network Path Monitoring Tool	\$8,500
Newborn Nursery Cribs	\$7,570
Newborn Nursery Panda Warmers	\$78,758
OP Bariatric Treatment Table	\$3,532
Partitions for police vehicles	\$10,500
Pharmacy Clean rm climate	\$300,000
Radiology Exam Room Conversion	\$45,000
Radiology PACS	\$250,000
Radiology PET Scanner	\$1,200,000
Radiology Special Procedures US Unit	\$76,340
Radiology Syngovia Upgrade	\$25,590
Replace main softners	\$150,000
Replace out of service end of life Wolfcom System	\$9,987
Replacement of outdated Getac tablets	\$11,017
Replacement of Phlebotomy Laptops/Scanners/Printer	\$13,442
Replacement Urinalysis Analyzer	\$136,222
Retail Pharmacy Computer Program	\$30,000
Safariland Body Armor	\$16,951
Second Avox	\$11,700
Security Camera Replacement	\$179,905
Server Chasses Blades - Phase 2	\$50,984
Slush machine-CABG	\$122,000
SPR Pumps	\$10,975
Taser 7 Upgrade	\$17,076
Thin Client Refresh	\$112,756
Urgent Care Equipment/Replacements for End of Life	\$4,487
Vacuum Pump	\$28,762
video integration phase 2	\$700,240
Vitek MS for Microbiology	\$266,569
WC?IS Wheelchairs	\$13,195
Welch Allyn 5C	\$20,364
Welch Allyn 7C	\$12,219
Wireless Access Point Upgrade	\$97,500

WOW Replacements	\$218,082
WSMP Deaerator	\$400,000
<b>2026</b>	<b>\$16,767,648</b>
1st floor West flooring	\$250,000
2025 Ford Expedition	\$66,000
2025 Hemosphere Advanced Monitoring System	\$144,800
2C license beds	\$1,000,000
3W artwork	\$52,592
3W Tube System	\$45,000
3W Unit Chair	\$8,121
3w window art	\$15,808
4C flooring/tiles/lights/paint	\$125,000
5C furniture	\$73,031
5C Office Furniture	\$3,911
Additional BioFire TORCH modules	\$49,500
AHU 3 replacement	\$250,000
AHU 35 Chill Coils	\$60,000
AHU 61 humidification	\$150,000
AIO PC Refresh	\$35,456
Air Handler	\$125,000
AM-FINN Steam Room	\$78,394
Audiology Audiometer replacement	\$34,060
Bladder Scanner 6W	\$10,600
Blanket Warmers Acute	\$19,656
BOARD RESTROOMS	\$100,000
Cath Lab 4 Anesthesia System	\$75,792
CathLab Ekos	\$89,990
CCU Arjo MaxiSky Plus	\$23,175
CCU Arjo MaxiSky Plus 2	\$23,175
CCU Arjo MaxiSky2	\$83,640
CCU Bladder Scanner	\$11,950
CCU Chairs	\$8,400
CCU Trashcans	\$4,311
Chairs 5C	\$10,356
Chairs 6C	\$10,133
Chairs 6W	\$10,133
chairs 7C	\$38,896
CHW AEON UNITS	\$700,000
CHW Dressing Rooms	\$600,000
CHW Softeners	\$250,000
CM Office renovation	\$16,000
Continued Care kitchen	\$8,000
Continued Care kitchen FLR	\$10,000
CV VALVE RETRACTOR	\$15,000
CVI Stretcher	\$10,000
Desktop Replacements	\$36,178
Diagnostics Room 7 Unit	\$455,000
Document Scanner Refresh	\$9,900
Eames Soft Pad Arm Chair	\$6,000

Echo Lab Epiq CVx Q1FY2026	\$202,744
ED blanket warmer	\$4,668
ED over head lights	\$6,940
ED/ICU linen Hampers	\$24,000
Employee Lockers	\$6,500
Estim/US combo unit	\$8,318
Executive Reception Desk	\$8,500
Faxitron Breast Pathology Imaging System	\$163,200
Fire Extinguisher Replacement Program	\$5,200
Fluid warmers	\$18,000
Foundation Office Buildout - Golder	\$400,000
Front Counter Counter Replacement	\$19,772
GE MAC VU 360 EKG	\$20,000
HBO Chambers	\$391,541
Heat on Demand Activators	\$24,090
HIM Scanners	\$25,497
ICU Arjo MaxiSky2	\$83,640
ICU Blanket warmer	\$3,980
ICU Chairs	\$8,400
ICU Trashcans	\$4,311
In-car Camera system	\$61,097
In-car Radio system	\$35,075
Inpatient Wall Documentation Stations	\$51,265
Knee robot instrument tray	\$33,017
L&D Delivery Room Spot Lights	\$161,453
L&D Small Warmers	\$48,128
L&D Triage Room Exam Light	\$4,374
Label Printers Refresh	\$22,500
Laptop Replacements	\$17,141
Linx/manometry	\$87,052
Locker Room Renovation	\$400,000
Main Chill pump	\$33,000
Mammography Equipment	\$1,757,003
Maternal Child Simulator	\$12,168
Matrix GO Series	\$20,915
Matrix Treadmills	\$13,710
Matrix Ultra Series	\$66,295
Maxi Sky-Inpatient	\$100,000
MCH Pharmacy Office Renovation	\$6,551
MCH Pharmacy parking lot	\$35,000
Medical gas pump	\$65,000
medivator scope cleaner	\$250,000
Monitor Refresh	\$11,523
Multi-Hip machine with weights	\$4,369
Neptune Suction	\$64,000
New centrifuge for chemistry	\$3,160
New Chemistry Refrigerator	\$7,432
New Employee Health and Wellness EMR System	\$210,000
Nihon Khoden Wall Monitors	\$534,979

NIV	\$217,000
Nurses Station Chairs	\$24,259
Olympus Endoscopy Cerner Integration	\$34,370
One Doctors Place - Trauma Entrance	\$3,188
OR Surgical Tables	\$240,000
OR Surgical tables	\$554,024
PACU VS monitors	\$207,000
Pharmacy HVAC for IV room/Hazardous Room	\$75,000
PhysiomaX Total Body Trainer - UBE	\$4,809
PICC Machines	\$62,599
Powermic Replacements - Phase 2	\$39,494
Precor Replacement	\$43,737
Precor-EFX	\$22,960
Purestorage Expansion	\$113,379
Radiology Flooring	\$177,000
Radiology PACS	\$200,000
Recliners 7C	\$54,937
Replace Boiler 4	\$350,000
Replace Security Golf Cart	\$12,500
Replacement Blood Bank Refrigerator	\$13,788
Replacement Coagulation Analyzers	\$130,000
Replacement of Blood Bank Analyzers	\$170,000
Replacement of Coagulation Centrifuges	\$7,622
Replacement of Courier Vehicle	\$40,000
Replacement of Cryostats for Histology	\$88,976
Replacement of Plasma Thawer Bath	\$5,947
Robot Instrument trays	\$20,000
Robot Instruments	\$27,500
Secuity Ford Explorer	\$41,620
Small joint scopes	\$10,000
Specimen workstation for lab accessioning area	\$4,028
STOREROOM FLOOR/PAINT/LIGHTS/TILE	\$75,000
Straightshot/microdebriider	\$63,000
transport monitors PACU	\$18,000
Truck	\$80,000
UOM Breakroom Renovation	\$45,000
Update Badge Access Readers	\$17,500
UPS Replacement	\$380,000
Urgent Care Equipment/Replacements for End of Life	\$8,974
US WC	\$9,427
VFD's for AHU's	\$40,000
VISITORS RESTROOM SLANT HALLWAY	\$100,000
VMWare Expansion	\$28,206
Wacom Signature Pads	\$12,600
Womens imaging OP	\$1,600,000
WSMP chill pump	\$19,000
WTCC Chiller	\$500,000
Zimmer Tourniquets	\$21,000
15 Ipads	\$5,738

<b>2027</b>	<b>\$289,534</b>
FEES scopes	\$113,180
Matrix Free Weight	\$62,490
New Microtome with Water Bath	\$25,076
Replacement of Blood Bank Refrigerator	\$13,788
Roof for One Dr Place	\$75,000
<b>2028</b>	<b>\$40,000</b>
Replacement of Courier Vehicle	\$40,000
<b>FY25 Spec. Proj.</b>	<b>\$11,384,000</b>
Cardiac Office buildout	\$2,600,000
CathLab4	\$2,700,000
IMCU4	\$1,784,000
SPD Project (Year 3)	\$4,300,000
<b>(blank)</b>	
(blank)	
<b>Grand Total</b>	<b>\$39,909,139</b>

2025 Items	Spend
2025	\$11,427,956
2W flooring/tiles/lights/paint	\$125,000
2w OBT,BSS 18 each kind	\$43,000
5C flooring/tiles/lights/paint	\$125,000
5C Telemetry Upgrade	\$147,634
6C flooring/tiles/lights/paint	\$125,000
6C Telemetry Upgrade	\$147,634
Acute RNS Upgrade	\$117,194
Acute Welch Allyn	\$20,364
Acute Wheelchairs	\$6,054
Baxter Dose Edge Server and Softwawre Upgrade	\$3,000
BD ES Server and Logistics Upgrade	\$26,145
Belmont RI-2	\$33,000
Blood Bank Move within Laboratory	\$45,000
CABG heater cooler	\$70,000
Capital Campaign	\$21,907
Capitol	\$10,953
CareAware Devices	\$571,023
Cath Lab Biosense ASA UP24	\$128,000
Cath Lab III GE Combo Lab	\$189,292
CathLab Glidescope	\$19,013
CCU Blanket warmer	\$3,980
CCU Cardiac Chair	\$9,834
Char broiler	\$5,718
CMC CNS Replacement	\$70,276
CWI Wheelchairs	\$10,228
Data Storage Expansion	\$907,493
Diagnostic Radiology Imaging Plates	\$78,000
Dr. First Medication Reconciliation Tool	\$74,270
EBUS	\$323,000
Echo Affiniti CVx US System	\$123,290
Echo Lab Affiniti CVx US System	\$205,317
Echo Lab CVx US System QI	\$202,744
Echo Lab Vascular Probe	\$7,475
ED B side/Fast Track renovation	\$130,000
ED bedside tables	\$12,310
ED IV carts	\$8,037
ED trauma booms	\$178,000
Firewall Replacement	\$41,716
GI-Hubs SDC3	\$194,000
Glidescope	\$18,292
Heat exchangers	\$115,000
Heating pumps	\$15,000
HTI-1 Regualatory Implementation	\$97,773
ICU Bladder scanner	\$11,950
ICU Cardiac Chair	\$9,834
ICU Nihon Kohden Monitors	\$404,963
ICU4 Nihon Kohden Monitors	\$378,901
IMA retractors	\$18,400
Infrastructure Switch Replacements - PHASE 2	\$497,506
IT Inventory Manager	\$23,985
Kangaroo OMNI feeding pumps	\$38,500
L&D Operating Room Lights	\$89,405
L&D OR Bovie Machines	\$48,888
L&D Panda Warmers	\$95,412
Light additions to patrol units for officer safety	\$2,832
MCH Acute Telemed	\$26,350
Medical Air pump	\$28,762
Medication Cabinets	\$211,000
Medtronic Ear drill	\$20,000
MVP request	\$34,234
NetScaler Replacement	\$40,845
Network Path Monitoring Tool	\$8,500
Newborn Nursery Cribs	\$7,570
Newborn Nursery Panda Warmers	\$78,758
OP Bariatric Treatment Table	\$3,532
Partitions for police vehicles	\$10,500
Pharmacy Clean rm climate	\$300,000
Radiology Exam Room Conversion	\$45,000
Radiology PACS	\$250,000
Radiology PET Scanner	\$1,200,000
Radiology Special Procedures US Unit	\$76,340
Radiology Syngovia Upgrade	\$25,590
Replace main softners	\$150,000
Replace out of service end of life Wolfcom System	\$9,987
Replacement of outdated Getac tablets	\$11,017
Replacement of Phlebotomy Laptops/Scanners/Printer	\$13,442
Replacement Urinalysis Analyzer	\$136,222
Retail Pharmacy Computer Program	\$30,000
Safariland Body Armor	\$16,951
Second Avox	\$11,700
Security Camera Replacement	\$179,905
Server Chasses Blades - Phase 2	\$50,984
Slush machine-CABG	\$122,000
SPR Pumps	\$10,975
Taser 7 Upgrade	\$17,076
Thin Client Refresh	\$112,756
Urgent Care Equipment/Replacements for End of Life	\$4,487
Vacuum Pump	\$28,762
video integration phase 2	\$700,240
Vitek MS for Microbiology	\$266,569
WC?IS Wheelchairs	\$13,195
Welch Allyn 5C	\$20,364
Welch Allyn 7C	\$12,219
Wireless Access Point Upgrade	\$97,500
WOW Replacements	\$218,082
WSMP Deaerator	\$400,000

FY25 Spec. Proj.	\$11,384,000
Cardiac Office buildout	\$2,600,000
CathLab4	\$2,700,000
IMCU4	\$1,784,000
SPD Project (Year 3)	\$4,300,000

Total Spend for FY25

\$22,811,956

2026 Items	Spend
2026	\$16,767,648
15	\$5,738
1st floor West flooring	\$250,000
2025 Ford Expedition	\$66,000
2025 Hemosphere Advanced Monitoring System	\$144,800
2C license beds	\$1,000,000
3W artwork	\$52,592
3W Tube System	\$45,000
3W Unit Chair	\$8,121
3w window art	\$15,808
4C flooring/tiles/lights/paint	\$125,000
5C furniture	\$73,031
5C Office Furniture	\$3,911
Additional BioFire TORCH modules	\$49,500
AHU 3 replacement	\$250,000
AHU 35 Chill Coils	\$60,000
AHU 61 humidification	\$150,000
AIO PC Refresh	\$35,456
Air Handler	\$125,000
AM-FINN Steam Room	\$78,394
Audiology Audiometer replacement	\$34,060
Bladder Scanner 6W	\$10,600
Blanket Warmers Acute	\$19,656
BOARD RESTROOMS	\$100,000
Cath Lab 4 Anesthesia System	\$75,792
CathLab Ekos	\$89,990
CCU Arjo MaxiSky Plus	\$23,175
CCU Arjo MaxiSky Plus 2	\$23,175
CCU Arjo MaxiSky2	\$83,640
CCU Bladder Scanner	\$11,950
CCU Chairs	\$8,400
CCU Trashcans	\$4,311
Chairs 5C	\$10,356
Chairs 6C	\$10,133
Chairs 6W	\$10,133
chairs 7C	\$38,896
CHW AEON UNITS	\$700,000
CHW Dressing Rooms	\$600,000
CHW Softeners	\$250,000
CM Office renovation	\$16,000
Continued Care kitchen	\$8,000
Continued Care kitchen FLR	\$10,000
CV VALVE RETRACTOR	\$15,000
CVI Stretcher	\$10,000
Desktop Replacements	\$36,178
Diagnostics Room 7 Unit	\$455,000
Document Scanner Refresh	\$9,900
Eames Soft Pad Arm Chair	\$6,000
Echo Lab Epiq CVx Q1FY2026	\$202,744
ED blanket warmer	\$4,668
ED over head lights	\$6,940
ED/ICU linen Hampers	\$24,000
Employee Lockers	\$6,500
Estim/US combo unit	\$8,318
Executive Reception Desk	\$8,500
Faxitron Breast Pathology Imaging System	\$163,200
Fire Extinguisher Replacement Program	\$5,200
Fluid warmers	\$18,000
Foundation Office Buildout - Golder	\$400,000
Front Counter Counter Replacement	\$19,772
GE MAC VU 360 EKG	\$20,000
HBO Chambers	\$391,541
Heat on Demand Activators	\$24,090
HIM Scanners	\$25,497
ICU Arjo MaxiSky2	\$83,640
ICU Blanket warmer	\$3,980
ICU Chairs	\$8,400
ICU Trashcans	\$4,311
In-car Camera system	\$61,097
In-car Radio system	\$35,075
Inpatient Wall Documentation Stations	\$51,265
Knee robot instrument tray	\$33,017
L&D Delivery Room Spot Lights	\$161,453
L&D Small Warmers	\$48,128
L&D Triage Room Exam Light	\$4,374
Label Printers Refresh	\$22,500
Laptop Replacements	\$17,141
Linx/manometry	\$87,052
Locker Room Renovation	\$400,000
Main Chill pump	\$33,000
Mammography Equipment	\$1,757,003
Maternal Child Simulator	\$12,168
Matrix GO Series	\$20,915
Matrix Treadmills	\$13,710
Matrix Ultra Series	\$66,295
Maxi Sky-Inpatient	\$100,000
MCH Pharmacy Office Renovation	\$6,551
MCH Pharmacy parking lot	\$35,000
Medical gas pump	\$65,000
medivator scope cleaner	\$250,000
Monitor Refresh	\$11,523
Multi-Hip machine with weights	\$4,369
Neptune Suction	\$64,000
New centrifuge for chemistry	\$3,160
New Chemistry Refrigerator	\$7,432
New Employee Health and Wellness EMR System	\$210,000
Nihon Khoden Wall Monitors	\$534,979
NIV	\$217,000
Nurses Station Chairs	\$24,259
Olympus Endoscopy Cerner Integration	\$34,370
One Doctors Place - Trauma Entrance	\$3,188
OR Surgical Tables	\$240,000
OR Surgical tables	\$554,024
PACU VS monitors	\$207,000
Pharmacy HVAC for IV room/Hazardous Room	\$75,000
Physiomax Total Body Trainer - UBE	\$4,809
PICC Machines	\$62,599
Powermic Replacements - Phase 2	\$39,494
Precor Replacement	\$43,737
Precor-EFX	\$22,960
Purestorage Expansion	\$113,379

2027 & 2028 Items	Spend
2027	\$289,534
FEES scopes	\$113,180
Matrix Free Weight	\$62,490
New Microtome with Water Bath	\$25,076
Replacement of Blood Bank Refrigerator	\$13,788
Roof for One Dr Place	\$75,000

2028	\$40,000
Replacement of Courier Vehicle	\$40,000

Radiology Flooring	\$177,000
Radiology PACS	\$200,000
Recliners 7C	\$54,937
Replace Boiler 4	\$350,000
Replace Security Golf Cart	\$12,500
Replacement Blood Bank Refrigerator	\$13,788
Replacement Coagulation Analyzers	\$130,000
Replacement of Blood Bank Analyzers	\$170,000
Replacement of Coagulation Centrifuges	\$7,622
Replacement of Courier Vehicle	\$40,000
Replacement of Cryostats for Histology	\$88,976
Replacement of Plasma Thawer Bath	\$5,947
Robot Instrument trays	\$20,000
Robot Instruments	\$27,500
Security Ford Explorer	\$41,620
Small joint scopes	\$10,000
Specimen workstation for lab accessioning area	\$4,028
STOREROOM FLOOR/PAINT/LIGHTS/TILE	\$75,000
Straightshot/microdebriender	\$63,000
transport monitors PACU	\$18,000
Truck	\$80,000
UOM Breakroom Renovation	\$45,000
Update Badge Access Readers	\$17,500
UPS Replacement	\$380,000
Urgent Care Equipment/Replacements for End of Life	\$8,974
US WC	\$9,427
VFD's for AHU's	\$40,000
VISITORS RESTROOM SLANT HALLWAY	\$100,000
VMWare Expansion	\$28,206
Wacom Signature Pads	\$12,600
Womens imaging OP	\$1,600,000
WSMP chill pump	\$19,000
WTCC Chiller	\$500,000
Zimmer Tourniquets	\$21,000
	\$16,767,648

Row Labels	Sum of	Sum of
	Spend	
<b>2025</b>	<b>\$</b>	<b>11,427,956</b>
<b>Grp1 &lt;\$50K</b>	<b>\$</b>	<b>966,473</b>
<b>Grp2 \$50K-\$250K</b>	<b>\$</b>	<b>4,261,789</b>
<b>Grp3 \$250K-\$1M</b>	<b>\$</b>	<b>4,999,694</b>
CareAware Devices	\$	571,023
Data Storage Expansion	\$	907,493
EBUS	\$	323,000
ICU Nihon Kohden Monitors	\$	404,963
ICU4 Nihon Kohden Monitors	\$	378,901
Infrastructure Switch Replacements - PHASE 2	\$	497,506
Pharmacy Clean rm climate	\$	300,000
Radiology PACS	\$	250,000
video integration phase 2	\$	700,240
Vitek MS for Microbiology	\$	266,569
WSMP Deaerator	\$	400,000
<b>Grp4 \$1M plus</b>	<b>\$</b>	<b>1,200,000</b>
Radiology PET Scanner	\$	1,200,000
<b>FY25 Spec. Proj.</b>	<b>\$</b>	<b>11,384,000</b>
<b>Grp4 \$1M plus</b>	<b>\$</b>	<b>11,384,000</b>
Cardiac Office buildout	\$	2,600,000
CathLab4	\$	2,700,000
IMCU4	\$	1,784,000
SPD Project (Year 3)	\$	4,300,000
<b>Grand Total</b>	<b>\$</b>	<b>22,811,956</b>

Row Labels	Sum of	Sum of
	Spend	
<b>2026</b>	<b>\$</b>	<b>16,767,648</b>
<b>Grp1 &lt;\$50K</b>	<b>\$</b>	<b>1,617,988</b>
<b>Grp2 \$50K-\$250K</b>	<b>\$</b>	<b>4,527,113</b>
<b>Grp3 \$250K-\$1M</b>	<b>\$</b>	<b>6,265,544</b>
1st floor West flooring	\$	250,000
AHU 3 replacement	\$	250,000
CHW AEON UNITS	\$	700,000
CHW Dressing Rooms	\$	600,000
CHW Softeners	\$	250,000
Diagnostics Room 7 Unit	\$	455,000
Foundation Office Buildout - Golder	\$	400,000
HBO Chambers	\$	391,541
Locker Room Renovation	\$	400,000
medivator scope cleaner	\$	250,000
Nihon Khoden Wall Monitors	\$	534,979
OR Surgical tables	\$	554,024
Replace Boiler 4	\$	350,000
UPS Replacement	\$	380,000
WTCC Chiller	\$	500,000
<b>Grp4 \$1M plus</b>	<b>\$</b>	<b>4,357,003</b>
2C license beds	\$	1,000,000
Mammography Equipment	\$	1,757,003
Womens imaging OP	\$	1,600,000
<b>Grand Total</b>	<b>\$</b>	<b>16,767,648</b>

Row Labels	Sum of	Sum of
	Spend	
<b>2027</b>	<b>\$</b>	<b>289,534</b>
<b>Grp1 &lt;\$50K</b>	<b>\$</b>	<b>38,864</b>
<b>Grp2 \$50K-\$250K</b>	<b>\$</b>	<b>250,670</b>
<b>2028</b>	<b>\$</b>	<b>40,000</b>
<b>Grp1 &lt;\$50K</b>	<b>\$</b>	<b>40,000</b>
<b>Grand Total</b>	<b>\$</b>	<b>329,534</b>

Dept
7220: CATH LAB
9110: ADMINISTRATION
9110: ADMINISTRATION
9110: ADMINISTRATION
7090: LABORATORY - REGIONAL LAB
7040: LABORATORY - HISTOLOGY
7390: PM&R - SPEECH
7100: LABORATORY - TRANFUSION SERVICES
9310: MISSION FITNESS
8200: ENGINEERING
7220: CATH LAB
7070: LABORATORY - PHLEBOTOMY
7060: LABORATORY - MICROBIOLOGY
6660: RECOVERY ROOM
6620: OPERATING ROOM
7260: IMAGING - DIAGNOSTICS
7290: RAD MCH CVI
7320: IMAGING - ULTRASOUND
7030: LABORATORY - CHEMISTRY
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8350: HEALTH INFORMATION MANAGEMENT
6330: INTENSIVE CARE UNIT 4 (CCU)
7400: CARDIOPULMONARY
6300: 3 WEST OBSERVATION
7030: LABORATORY - CHEMISTRY
9140: HEALTH & WELLNESS
6950: URGENT CARE - CPC JBS PARKWAY
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
8020: FOOD SERVICE
8410: SAFETY
8200: ENGINEERING
8200: ENGINEERING
6380: 7 CENTRAL
6150: 5 CENTRAL
6150: 5 CENTRAL
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8410: SAFETY
9310: MISSION FITNESS
6600: ENDO/BRONCH LAB

9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
8380: ECHD POLICE DEPT
8380: ECHD POLICE DEPT
7330: PHARMACY DRUGS/I.V. SOLUTIONS
8020: FOOD SERVICE
9110: ADMINISTRATION
9110: ADMINISTRATION
6850: EMERGENCY DEPARTMENT
6850: EMERGENCY DEPARTMENT
7330: PHARMACY DRUGS/I.V. SOLUTIONS
6300: 3 WEST OBSERVATION
6300: 3 WEST OBSERVATION
8380: ECHD POLICE DEPT
7800: TRAUMA SERVICE
8600: UOM
6910: INFUSION SERVICES
6850: EMERGENCY DEPARTMENT
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
7430: PM&R - PHYSICAL
7430: PM&R - PHYSICAL
7480: CHW - SPORTS MEDICINE
9350: COMMUNITY HEALTH
6700: LABOR AND DELIVERY
7250: IMAGING - ADMINISTRATION
6050: 6 WEST
6050: 6 WEST
7330: PHARMACY DRUGS/I.V. SOLUTIONS
6620: OPERATING ROOM
6620: OPERATING ROOM
6700: LABOR AND DELIVERY
6700: LABOR AND DELIVERY
6620: OPERATING ROOM
6620: OPERATING ROOM
6670: OP SURGERY
7460: PM&R - WOUND CARE
6550: NEO-NATAL INTENSIVE CARE
6550: NEO-NATAL INTENSIVE CARE

8200: ENGINEERING
6620: OPERATING ROOM
8380: ECHD POLICE DEPT
7100: LABORATORY - TRANFUSION SERVICES
7040: LABORATORY - HISTOLOGY
7050: LABORATORY - HEMATOLOGY
6660: RECOVERY ROOM
7090: LABORATORY - REGIONAL LAB
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
7050: LABORATORY - HEMATOLOGY
7100: LABORATORY - TRANFUSION SERVICES
6700: LABOR AND DELIVERY
9330: FOUNDATION
8200: ENGINEERING
7480: CHW - SPORTS MEDICINE
7480: CHW - SPORTS MEDICINE
8200: ENGINEERING
6380: 7 CENTRAL
6150: 5 CENTRAL
6160: 6 CENTRAL
6050: 6 WEST
7240: IMAGING - CENTER FOR WOMEN'S IMAGING
7260: IMAGING - DIAGNOSTICS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
7480: CHW - SPORTS MEDICINE
6150: 5 CENTRAL
6190: 9 CENTRAL
7220: CATH LAB
7250: IMAGING - ADMINISTRATION
8200: ENGINEERING
8200: ENGINEERING
9100: HOSPITAL INFORMATION SYSTEMS
6300: 3 WEST OBSERVATION
6300: 3 WEST OBSERVATION
8200: ENGINEERING
7180: ECHOCARDIOGRAPHY

7100: LABORATORY - TRANFUSION SERVICES
7040: LABORATORY - HISTOLOGY
6310: INTENSIVE CARE UNIT 2
6310: INTENSIVE CARE UNIT 2
6330: INTENSIVE CARE UNIT 4 (CCU)
6330: INTENSIVE CARE UNIT 4 (CCU)
6310: INTENSIVE CARE UNIT 2
6330: INTENSIVE CARE UNIT 4 (CCU)
6310: INTENSIVE CARE UNIT 2
6330: INTENSIVE CARE UNIT 4 (CCU)
6310: INTENSIVE CARE UNIT 2
6330: INTENSIVE CARE UNIT 4 (CCU)
9180: MEDICAL STAFF
6050: 6 WEST
6600: ENDO/BRONCH LAB
9310: MISSION FITNESS
6320: CARDIOVASCULAR SERVICE
8380: ECHD POLICE DEPT
7330: PHARMACY DRUGS/I.V. SOLUTIONS
7480: CHW - SPORTS MEDICINE
6330: INTENSIVE CARE UNIT 4 (CCU)
6940: URGENT CARE - WEST UNIVERSITY CLINIC
8020: FOOD SERVICE
6150: 5 CENTRAL
7180: ECHOCARDIOGRAPHY
6170: 4 EAST
6850: EMERGENCY DEPARTMENT
9100: HOSPITAL INFORMATION SYSTEMS
6310: INTENSIVE CARE UNIT 2
6330: INTENSIVE CARE UNIT 4 (CCU)
8380: ECHD POLICE DEPT
6170: 4 EAST
8380: ECHD POLICE DEPT
6320: CARDIOVASCULAR SERVICE
7460: PM&R - WOUND CARE
8380: ECHD POLICE DEPT
7420: CARDIOPULMONARY - PULMONARY
6310: INTENSIVE CARE UNIT 2
6380: 7 CENTRAL
6850: EMERGENCY DEPARTMENT
7460: PM&R - WOUND CARE
7070: LABORATORY - PHLEBOTOMY
8200: ENGINEERING
8380: ECHD POLICE DEPT
8380: ECHD POLICE DEPT
7400: CARDIOPULMONARY
6620: OPERATING ROOM

7220: CATH LAB
6670: OP SURGERY
6190: 9 CENTRAL
6150: 5 CENTRAL
6320: CARDIOVASCULAR SERVICE
9100: HOSPITAL INFORMATION SYSTEMS
7230: IMAGING - CT SCAN
7330: PHARMACY DRUGS/I.V. SOLUTIONS
9110: ADMINISTRATION
8200: ENGINEERING
8200: ENGINEERING
7330: PHARMACY DRUGS/I.V. SOLUTIONS
6620: OPERATING ROOM
7410: CARDIOPULMONARY - NICU
6030: NURSING ADMINISTRATION
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
6630: DAY SURGERY UNIT
7310: IMAGING - SPECIAL PROCEDURES
7100: LABORATORY - TRANSFUSION SERVICES
6700: LABOR AND DELIVERY
9100: HOSPITAL INFORMATION SYSTEMS
6620: OPERATING ROOM
6200: CENTRAL MONITORING
7330: PHARMACY DRUGS/I.V. SOLUTIONS
7310: IMAGING - SPECIAL PROCEDURES
7260: IMAGING - DIAGNOSTICS
6170: 4 EAST
6700: LABOR AND DELIVERY
6700: LABOR AND DELIVERY
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
8200: ENGINEERING
6190: 9 CENTRAL
6620: OPERATING ROOM
7180: ECHOCARDIOGRAPHY
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
7220: CATH LAB
6850: EMERGENCY DEPARTMENT
7050: LABORATORY - HEMATOLOGY
6150: 5 CENTRAL
6160: 6 CENTRAL
8200: ENGINEERING
6850: EMERGENCY DEPARTMENT

9100: HOSPITAL INFORMATION SYSTEMS
7220: CATH LAB
6620: OPERATING ROOM
7180: ECHOCARDIOGRAPHY
7180: ECHOCARDIOGRAPHY
6140: 4 CENTRAL
9100: HOSPITAL INFORMATION SYSTEMS
7250: IMAGING - ADMINISTRATION
7060: LABORATORY - MICROBIOLOGY
8200: ENGINEERING
6600: ENDO/BRONCH LAB
6330: INTENSIVE CARE UNIT 4 (CCU)
6670: OP SURGERY
6310: INTENSIVE CARE UNIT 2
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
6620: OPERATING ROOM
9100: HOSPITAL INFORMATION SYSTEMS
8420: IMAGING - PET CT
9300: PROCARE ADMINISTRATION SERVICES
7220: CATH LAB
7220: CATH LAB
7190: OHI ECHOCARDIOGRAPHY
7060: LABORATORY - MICROBIOLOGY
7040: LABORATORY - HISTOLOGY
7190: OHI ECHOCARDIOGRAPHY
8200: ENGINEERING
6850: EMERGENCY DEPARTMENT
6300: 3 WEST OBSERVATION
6600: ENDO/BRONCH LAB
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
6630: DAY SURGERY UNIT
6850: EMERGENCY DEPARTMENT
6630: DAY SURGERY UNIT
6670: OP SURGERY
6620: OPERATING ROOM
6620: OPERATING ROOM
6300: 3 WEST OBSERVATION
7800: TRAUMA SERVICE
7310: IMAGING - SPECIAL PROCEDURES
7270: IMAGING - OUTPATIENT @ WSMP
7290: RAD MCH CVI

7300: IMAGING - NUCLEAR MEDICINE
7300: IMAGING - NUCLEAR MEDICINE
8420: IMAGING - PET CT
7250: IMAGING - ADMINISTRATION
8420: IMAGING - PET CT
7210: IMAGING - MRI
8200: ENGINEERING
7090: LABORATORY - REGIONAL LAB
7210: IMAGING - MRI
7480: CHW - SPORTS MEDICINE
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
6620: OPERATING ROOM
7290: RAD MCH CVI
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
8200: ENGINEERING
6300: 3 WEST OBSERVATION
7330: PHARMACY DRUGS/I.V. SOLUTIONS
6300: 3 WEST OBSERVATION
9300: PROCARE ADMINISTRATION SERVICES
9300: PROCARE ADMINISTRATION SERVICES
7040: LABORATORY - HISTOLOGY
6310: INTENSIVE CARE UNIT 2
8020: FOOD SERVICE
8020: FOOD SERVICE
8020: FOOD SERVICE
7210: IMAGING - MRI
6140: 4 CENTRAL
8410: SAFETY
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
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9100: HOSPITAL INFORMATION SYSTEMS
6950: URGENT CARE - CPC JBS PARKWAY
6940: URGENT CARE - WEST UNIVERSITY CLINIC

6200: CENTRAL MONITORING
8410: SAFETY
8410: SAFETY
6030: NURSING ADMINISTRATION
6380: 7 CENTRAL
6150: 5 CENTRAL
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
9310: MISSION FITNESS
8200: ENGINEERING
8200: ENGINEERING
6650: PREOP EXPRESS
6620: OPERATING ROOM
6310: INTENSIVE CARE UNIT 2
6330: INTENSIVE CARE UNIT 4 (CCU)
6310: INTENSIVE CARE UNIT 2
6330: INTENSIVE CARE UNIT 4 (CCU)
6320: CARDIOVASCULAR SERVICE
9300: PROCARE ADMINISTRATION SERVICES
7420: CARDIOPULMONARY - PULMONARY
9100: HOSPITAL INFORMATION SYSTEMS
6850: EMERGENCY DEPARTMENT
9110: ADMINISTRATION
9100: HOSPITAL INFORMATION SYSTEMS
7400: CARDIOPULMONARY
6030: NURSING ADMINISTRATION
6620: OPERATING ROOM
9030: PATIENT ACCOUNTING
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
7420: CARDIOPULMONARY - PULMONARY
7330: PHARMACY DRUGS/I.V. SOLUTIONS
6670: OP SURGERY
6620: OPERATING ROOM
9100: HOSPITAL INFORMATION SYSTEMS
6620: OPERATING ROOM
6550: NEO-NATAL INTENSIVE CARE
6670: OP SURGERY
6620: OPERATING ROOM
9100: HOSPITAL INFORMATION SYSTEMS
6700: LABOR AND DELIVERY

7400: CARDIOPULMONARY
9100: HOSPITAL INFORMATION SYSTEMS
7420: CARDIOPULMONARY - PULMONARY
6050: 6 WEST
7220: CATH LAB
6850: EMERGENCY DEPARTMENT
6170: 4 EAST
9110: ADMINISTRATION
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
7190: OHI ECHOCARDIOGRAPHY
7410: CARDIOPULMONARY - NICU
7410: CARDIOPULMONARY - NICU
7100: LABORATORY - TRANSFUSION SERVICES
9100: HOSPITAL INFORMATION SYSTEMS
6760: SUPPLY PROCESSING DISTRIBUTION
8200: ENGINEERING
6620: OPERATING ROOM
6170: 4 EAST
6620: OPERATING ROOM
6140: 4 CENTRAL
7040: LABORATORY - HISTOLOGY
9100: HOSPITAL INFORMATION SYSTEMS
6700: LABOR AND DELIVERY
9300: PROCARE ADMINISTRATION SERVICES
6670: OP SURGERY
6160: 6 CENTRAL
9300: PROCARE ADMINISTRATION SERVICES
7460: PM&R - WOUND CARE
7180: ECHOCARDIOGRAPHY
6850: EMERGENCY DEPARTMENT
7220: CATH LAB
7220: CATH LAB
6050: 6 WEST
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
6020: WOMEN'S SERVICES
7180: ECHOCARDIOGRAPHY
7220: CATH LAB
7180: ECHOCARDIOGRAPHY
7220: CATH LAB
7220: CATH LAB
7220: CATH LAB
6350: CHW - CARDIO PULMONARY
6350: CHW - CARDIO PULMONARY
7310: IMAGING - SPECIAL PROCEDURES
8200: ENGINEERING

6620: OPERATING ROOM
6910: INFUSION SERVICES
6050: 6 WEST
7040: LABORATORY - HISTOLOGY
6850: EMERGENCY DEPARTMENT
6850: EMERGENCY DEPARTMENT
6850: EMERGENCY DEPARTMENT
9140: HEALTH & WELLNESS
7190: OHI ECHOCARDIOGRAPHY
9100: HOSPITAL INFORMATION SYSTEMS
6300: 3 WEST OBSERVATION
6700: LABOR AND DELIVERY
6170: 4 EAST
6550: NEO-NATAL INTENSIVE CARE
6550: NEO-NATAL INTENSIVE CARE
9100: HOSPITAL INFORMATION SYSTEMS
6850: EMERGENCY DEPARTMENT
6620: OPERATING ROOM
6620: OPERATING ROOM
6620: OPERATING ROOM
6550: NEO-NATAL INTENSIVE CARE
9100: HOSPITAL INFORMATION SYSTEMS
7320: IMAGING - ULTRASOUND
9100: HOSPITAL INFORMATION SYSTEMS
9350: COMMUNITY HEALTH
6020: WOMEN'S SERVICES
9350: COMMUNITY HEALTH
7250: IMAGING - ADMINISTRATION
9350: COMMUNITY HEALTH
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
7420: CARDIOPULMONARY - PULMONARY
7060: LABORATORY - MICROBIOLOGY
9350: COMMUNITY HEALTH
9100: HOSPITAL INFORMATION SYSTEMS
8020: FOOD SERVICE
6700: LABOR AND DELIVERY
6550: NEO-NATAL INTENSIVE CARE
7230: IMAGING - CT SCAN
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
6850: EMERGENCY DEPARTMENT
6620: OPERATING ROOM
6850: EMERGENCY DEPARTMENT
6550: NEO-NATAL INTENSIVE CARE
6850: EMERGENCY DEPARTMENT
7000: FAMILY HEALTH CLINIC - CLEMENTS

8200: ENGINEERING
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
7330: PHARMACY DRUGS/I.V. SOLUTIONS
7330: PHARMACY DRUGS/I.V. SOLUTIONS
7030: LABORATORY - CHEMISTRY
7220: CATH LAB
7000: FAMILY HEALTH CLINIC - CLEMENTS
8000: FHC - CPC WEST UNIVERSITY
9110: ADMINISTRATION
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9350: COMMUNITY HEALTH
6170: 4 EAST
9100: HOSPITAL INFORMATION SYSTEMS
9100: HOSPITAL INFORMATION SYSTEMS
9180: MEDICAL STAFF
7430: PM&R - PHYSICAL
7090: LABORATORY - REGIONAL LAB
6310: INTENSIVE CARE UNIT 2
7250: IMAGING - ADMINISTRATION
9100: HOSPITAL INFORMATION SYSTEMS
6170: 4 EAST
9110: ADMINISTRATION
9100: HOSPITAL INFORMATION SYSTEMS
6600: ENDO/BRONCH LAB
6170: 4 EAST
6700: LABOR AND DELIVERY
7430: PM&R - PHYSICAL
6080: 5 WEST
9110: ADMINISTRATION
6550: NEO-NATAL INTENSIVE CARE
6080: 5 WEST
6170: 4 EAST
6080: 5 WEST

<b>Name of Project/Request</b>	<b>OM#</b>	<b>Sum of Spend</b>
CathLab4	1734	\$2,700,000
Cardiac Office buildout		\$2,600,000
SPD Project (Year 3)		\$4,300,000
IMCU4		\$1,784,000
Replacement of courier vehicle	1935	\$40,000
New Microtome with Water Bath	1505	\$25,076
FEES scopes	1931	\$113,180
Replacement of Blood Bank Refrigerator	1936	\$13,788
Matrix Free Weight	1966	\$62,490
Roof for One Dr Place	1995	\$75,000
CathLab Ekos	1461	\$89,990
Specimen workstation for lab accessioning area	1503	\$4,028
Additional BioFire TORCH modules	1543	\$49,500
transport monitors PACU	1578	\$18,000
OR Surgical tables	1582	\$554,024
Eames Soft Pad Arm Chair	1589	\$6,000
CVI Stretcher	1591	\$10,000
US WC	1599	\$9,427
New Chemistry Refrigerator	1607	\$7,432
Air Handler	1615	\$125,000
VFD's for AHU's	1622	\$40,000
Replace Boiler 4	1623	\$350,000
HIM Scanners	1630	\$25,497
2025 Hemosphere Advanced Monitoring System	1637	\$144,800
NIV	1649	\$217,000
3W artwork	1650	\$12,765
New centrifuge for chemistry	1652	\$3,160
New Employee Health and Wellness EMR System	1654	\$210,000
Urgent Care Equipment/Replacements for End of Life	1656	\$8,974
Laptop Replacements	1677	\$17,141
Desktop Replacements	1679	\$36,178
Employee Lockers	1685	\$6,500
Update Badge Access Readers	1688	\$17,500
VISITORS RESTROOM SLANT HALLWAY	1691	\$100,000
BOARD RESTROOMS	1692	\$100,000
Recliners 7C	1693	\$54,937
5C furniture	1697	\$14,171
5C Furniture	1698	\$58,861
1st floor West flooring	1706	\$250,000
STOREROOM FLOOR/PAINT/LIGHTS/TILE	1708	\$75,000
2C license beds	1711	\$1,000,000
Womens imaging OP	1712	\$1,600,000
4C flooring/tiles/lights/paint	1717	\$125,000
Fire Extinguisher Replacement Program	1718	\$5,200
Precor-EFX	1722	\$22,960
medivator scope cleaner	1729	\$250,000

<b>VMWare Expansion</b>	1738	\$28,206
<b>Powermic Replacements - Phase 2</b>	1742	\$39,494
<b>Document Scanner Refresh</b>	1744	\$9,900
<b>Monitor Refresh</b>	1749	\$11,523
<b>Wacom Signature Pads</b>	1751	\$12,600
<b>UPS Replacement</b>	1753	\$380,000
<b>Purestorage Expansion</b>	1754	\$113,379
<b>Replace Security Golf Cart</b>	1820	\$12,500
<b>Secuity Ford Explorer</b>	1822	\$41,620
<b>MCH Pharmacy Office Renovation</b>	1823	\$6,551
<b>Heat on Demand Activators</b>	1824	\$24,090
<b>Olympus Endoscopy Cerner Integration</b>	1825	\$34,370
<b>Audiology Audiometer replacement</b>	1826	\$34,060
<b>ED over head lights</b>	1829	\$6,940
<b>ED blanket warmer</b>	1831	\$4,668
<b>Front Counter Counter Replacement</b>	1834	\$19,772
<b>3W Artwork</b>	1841	\$39,827
<b>3w window art</b>	1843	\$15,808
<b>In-car Camera system</b>	1849	\$61,097
<b>One Doctors Place - Trauma Entrance</b>	1850	\$3,188
<b>UOM Breakroom Renovation</b>	1852	\$45,000
<b>PICC Machines</b>	1854	\$62,599
<b>ED/ICU linen Hampers</b>	1858	\$24,000
<b>OR Surgical Tables</b>	1860	\$240,000
<b>Knee robot instrument tray</b>	1861	\$33,017
<b>CV VALVE RETRACTOR</b>	1862	\$15,000
<b>GE MAC VU 360 EKG</b>	1865	\$20,000
<b>Robot Instrument trays</b>	1867	\$20,000
<b>Estim/US combo unit</b>	1868	\$8,318
<b>Physiomax Total Body Trainer - UBE</b>	1870	\$4,809
<b>Multi-Hip machine with weights</b>	1871	\$4,369
<b>CM Office renovation</b>	1874	\$16,000
<b>L&amp;D Delivery Room Spot Lights</b>	1890	\$161,453
<b>Radiology Flooring</b>	1895	\$87,000
<b>Bladder Scanner 6W</b>	1896	\$10,600
<b>Blanket Warmers Acute</b>	1898	\$19,656
<b>Pharmacy HVAC for IV room/Hazardous Room</b>	1899	\$75,000
<b>Fluid warmers</b>	1903	\$18,000
<b>Neptune Suction</b>	1905	\$64,000
<b>L&amp;D Triage Room Exam Light</b>	1906	\$4,374
<b>Maternal Child Simulator</b>	1907	\$12,168
<b>Robot Instruments</b>	1908	\$27,500
<b>Small joint scopes</b>	1909	\$10,000
<b>Straightshot/microdebriender</b>	1912	\$63,000
<b>HBO Chambers</b>	1914	\$391,541
<b>Nurses Station Chairs</b>	1915	\$24,259
<b>Nihon Khoden Wall Monitors</b>	1916	\$534,979

Continued Care kitchen FLR	1921	\$10,000
Zimmer Tourniquets	1922	\$21,000
In-car Radio system	1924	\$35,075
Replacement of Plasma Thawer Bath	1925	\$5,947
Replacement of Cryostats for Histology	1927	\$88,976
Replacement of Coagulation Centrifuges	1928	\$7,622
PACU VS monitors	1929	\$207,000
Replacement of Courier Vehicle	1932	\$40,000
AIO PC Refresh	1937	\$35,456
15 Ipads	1941	\$5,738
Replacement Coagulation Analyzers	1945	\$130,000
Replacement Blood Bank Refrigerator	1946	\$13,788
L&D Small Warmers	1947	\$48,128
Foundation Office Buildout - Golder	1948	\$400,000
radiology flooring	1950	\$90,000
CHW AEON UNITS	1951	\$700,000
CHW Dressing Rooms	1952	\$600,000
Continued Care kitchen	1953	\$8,000
chairs 7C	1955	\$38,896
Chairs 5C	1956	\$10,356
Chairs 6C	1957	\$10,133
Chairs 6W	1958	\$10,133
Mammography Equipment	1961	\$1,757,003
Diagnostics Room 7 Unit	1962	\$455,000
Matrix Treadmills	1963	\$13,710
Matrix GO Series	1964	\$20,915
Matrix Ultra Series	1965	\$66,295
AM-FINN Steam Room	1967	\$78,394
Locker Room Renovation	1968	\$400,000
WSMP chill pump	1970	\$19,000
Main Chill pump	1971	\$33,000
AHU 3 replacement	1972	\$250,000
WTCC Chiller	1973	\$500,000
AHU 35 Chill Coils	1974	\$60,000
Truck	1975	\$80,000
CHW Softeners	1976	\$250,000
5C Office Furniture	1977	\$3,911
Inpatient Wall Documentation Stations	1978	\$51,265
Cath Lab 4 Anesthesia System	1982	\$75,792
Radiology PACS	1840	\$200,000
AHU 61 humidification	1985	\$150,000
Medical gas pump	1986	\$65,000
Label Printers Refresh	1988	\$22,500
3W Tube System	1989	\$45,000
3W Unit Chair	1990	\$8,121
MCH Pharmacy parking lot	1993	\$35,000
Echo Lab Epiq CVx Q1FY2026	1998	\$202,744

Replacement of Blood Bank Analyzers	2000	\$170,000
Faxitron Breast Pathology Imaging System	2001	\$163,200
ICU Arjo MaxiSky2	2004	\$83,640
CCU Arjo MaxiSky Plus 2	2005	\$23,175
CCU Arjo MaxiSky2	2007	\$83,640
CCU Arjo MaxiSky Plus	2008	\$23,175
ICU Chairs	2009	\$8,400
CCU Chairs	2010	\$8,400
ICU Trashcans	2011	\$4,311
CCU Trashcans	2012	\$4,311
ICU Blanket warmer	2014	\$3,980
CCU Bladder Scanner	2017	\$11,950
Executive Reception Desk	2021	\$8,500
Maxi Sky-Inpatient	2022	\$100,000
Linx/manometry	2023	\$87,052
Precor Replacement	2024	\$43,737
2025 Ford Expedition	2025	\$66,000
Light additions to patrol units for officer safety	1873	\$2,832
Baxter Dose Edge Server and Softwawre Upgrade	1838	\$3,000
OP Bariatric Treatment Table	1851	\$3,532
CCU Blanket warmer	2015	\$3,980
Urgent Care Equipment/Replacements for End of Life	1657	\$4,487
Char broiler	1837	\$5,718
Acute Wheelchairs	1855	\$6,054
Echo Lab Vascular Probe	1996	\$7,475
Newborn Nursery Cribs	1910	\$7,570
ED IV carts	1839	\$8,037
Network Path Monitoring Tool	1944	\$8,500
ICU Cardiac Chair	2018	\$9,834
CCU Cardiac Chair	2019	\$9,834
Replace out of service end of life Wolfcom System	1848	\$9,987
CWI Wheelchairs	1886	\$10,228
Partitions for police vehicles	1818	\$10,500
Capitol	1992	\$10,953
SPR Pumps	1880	\$10,975
Replacement of outdated Getac tablets	1847	\$11,017
Second Avox	1918	\$11,700
ICU Bladder scanner	2016	\$11,950
Welch Allyn 7C	1894	\$12,219
ED bedside tables	1832	\$12,310
WC?IS Wheelchairs	1887	\$13,195
Replacement of Phlebotomy Laptops/Scanners/Printer	1930	\$13,442
Heating pumps	1969	\$15,000
Safariland Body Armor	1819	\$16,951
Taser 7 Upgrade	1821	\$17,076
Glidescope	1919	\$18,292
IMA retractors	1923	\$18,400

CathLab Glidescope	2006	\$19,013
Medtronic Ear drill	1934	\$20,000
Acute Welch Allyn	1856	\$20,364
Welch Allyn 5C	1893	\$20,364
Capital Campaign	1991	\$21,907
IT Inventory Manager	1943	\$23,985
Radiology Syngovia Upgrade	1885	\$25,590
BD ES Server and Logistics Upgrade	1835	\$26,145
MCH Acute Telemed	1762	\$26,350
Vacuum Pump	1616	\$28,762
Medical Air pump	1617	\$28,762
Retail Pharmacy Computer Program	1833	\$30,000
Belmont RI-2	1863	\$33,000
MVP request	1869	\$34,234
Kangaroo OMNI feeding pumps	1897	\$38,500
NetScaler Replacement	1676	\$40,845
Firewall Replacement	1675	\$41,716
2w OBT,BSS 18 each kind	1888	\$43,000
Radiology Exam Room Conversion	1857	\$45,000
Blood Bank Move within Laboratory	1926	\$45,000
L&D OR Bovie Machines	1889	\$48,888
Server Chasses Blades - Phase 2	1739	\$50,984
CABG heater cooler	1960	\$70,000
CMC CNS Replacement	1883	\$70,276
Dr. First Medication Reconciliation Tool	1878	\$74,270
Radiology Special Procedures US Unit	1844	\$76,340
Diagnostic Radiology Imaging Plates	1845	\$78,000
Newborn Nursery Panda Warmers	1911	\$78,758
L&D Operating Room Lights	1891	\$89,405
L&D Panda Warmers	1904	\$95,412
Wireless Access Point Upgrade	1940	\$97,500
HTI-1 Regualatory Implementation	2027	\$97,773
Thin Client Refresh	1745	\$112,756
Heat exchangers	1949	\$115,000
Acute RNS Upgrade	1884	\$117,194
Slush machine-CABG	1859	\$122,000
Echo Affiniti CVx US System	1902	\$123,290
2W flooring/tiles/lights/paint	1713	\$125,000
5C flooring/tiles/lights/paint	1714	\$125,000
6C flooring/tiles/lights/paint	1715	\$125,000
Cath Lab Biosense ASA UP24	2013	\$128,000
ED B side/Fast Track renovation	1959	\$130,000
Replacement Urinalysis Analyzer	1866	\$136,222
5C Telemetry Upgrade	1881	\$147,634
6C Telemetry Upgrade	1882	\$147,634
Replace main softners	1624	\$150,000
ED trauma booms	1828	\$178,000

Security Camera Replacement	1939	\$179,905
Cath Lab III GE Combo Lab	1994	\$189,292
GI-Hubs SDC3	1864	\$194,000
Echo Lab CVx US System QI	1997	\$202,744
Echo Lab Affiniti CVx US System	1999	\$205,317
Medication Cabinets	1853	\$211,000
WOW Replacements	1740	\$218,082
Radiology PACS	1840	\$250,000
Vitek MS for Microbiology	1631	\$266,569
Pharmacy Clean rm climate	1984	\$300,000
EBUS	1920	\$323,000
ICU4 Nihon Kohden Monitors	1981	\$378,901
WSMP Deaerator	1983	\$400,000
ICU Nihon Kohden Monitors	1979	\$404,963
Infrastructure Switch Replacements - PHASE 2	1741	\$497,506
CareAware Devices	1942	\$571,023
video integration phase 2	1913	\$700,240
Data Storage Expansion	1938	\$907,493
Radiology PET Scanner	1842	\$1,200,000
ENT equipment replacement	1270	\$204,481
Cath Lab Dual Pacemaker	1465	\$7,120
Cath Lab Single Pacemaker	1466	\$14,572
ECHO ABI System	1469	\$25,590
PCR Workstation/Fume Hood	1502	\$4,408
Replacement of Automated Coverslipper	1504	\$65,500
Vital Signs Monitor	1514	\$9,823
Chiller rebuilds	1545	\$266,410
ED Wheelchairs	1556	\$6,054
3W wheelchairs	1559	\$5,997
Replace egd and colon scopes	1561	\$225,091
Dilatation and Curretage nachines	1562	\$12,712
EGD video/processor	1565	\$143,523
sinus scopes and lap scopes	1566	\$57,174
Laparoscopic instruments	1567	\$133,899
robot scopes	1570	\$98,219
blanket/fluid warmers	1571	\$34,935
vein finder	1573	\$9,960
ED Patient Room Chairs	1576	\$70,054
vital sign machines	1577	\$12,219
Medtronic Ear drill	1579	\$19,066
stretchers surgical services	1580	\$138,960
OR Lites	1581	\$686,728
Blanket Warmer	1583	\$4,403
Trauma Simulation Mannequin	1587	\$38,263
IR POC US	1588	\$58,170
MRI power injector	1590	\$40,082
CVI Stress treadmill	1592	\$27,000

Nuc Med Stretcher	1593	\$10,053
Nuc Med Stretcher	1594	\$9,427
PET Recliner	1595	\$10,150
Radiology Trophon	1598	\$59,430
PET stretchers	1600	\$10,003
MRI Coil Cart	1601	\$3,526
Vehicle	1603	\$66,215
New Regional Lab courier vehicle	1604	\$32,032
MRI Scanner	1605	\$1,255,907
Nu-Step Recumbent Stepper	1606	\$7,872
WSMP constant temp	1608	\$60,000
Building Automation	1610	\$249,828
Chiller starter	1611	\$50,000
Elevator upgrade	1612	\$157,629
IP Integration	1613	\$976,853
CVI Stress	1614	\$37,009
Pro building chiller	1618	\$165,664
Vehicle	1619	\$70,510
Pro Building fire alarm panel	1620	\$99,500
Package units	1621	\$100,000
3W Furniture	1625	\$90,012
Renovation of front storage room	1628	\$25,000
3W bedside drawers	1629	\$13,127
EMG replacement for Pain Management	1632	\$24,060
Audiology Tympanometer replacement	1633	\$5,952
New Tissue Processors for Histology	1635	\$159,071
Hemosphere Advanced Monitoring System	1636	\$126,100
Blodgett Mark V-100DBL	1639	\$33,048
2 Door Roll-in refrigerator	1640	\$14,631
Hobart Mixer and STand	1641	\$13,621
MRI Monitor	1645	\$89,014
Welch Allyn	1655	\$16,291
Badge Office Printer	1660	\$7,000
High Speed Scanner Replacements for HIM	1661	\$29,000
Security Camera System Upgrade	1664	\$41,200
VMWare Expansion	1665	\$15,010
UPS Replacement	1666	\$156,862
Switch Replacement for Image Storage System	1667	\$86,780
Data Domain Storage Expansion	1668	\$292,219
SkyVue Workstations	1669	\$44,000
Data Center Switch Replacement	1670	\$81,470
Server Chassis & Blades Replacements	1671	\$404,872
Network Core Switch Replacements	1672	\$263,560
Wireless Expansion	1673	\$48,516
Infrastructure Switch Replacement	1674	\$671,771
EKG Upgrades	1680	\$39,313
EKG Upgrades	1683	\$19,657

CMC Chairs	1686	\$2,366
Updating Fire Extinguishers	1687	\$8,064
Updating Badge access readers	1689	\$17,500
Nurse Call System	1690	\$317,681
Prime TC Wheelchair	1694	\$3,058
Wheel chair	1695	\$2,885
NuStep Replacement	1696	\$14,240
Matrix Treads	1699	\$41,130
Matrix Performance Treadmill	1700	\$6,850
Matrix Rowers	1701	\$2,770
Matrix Ascent	1702	\$24,425
Matrix Steppers	1703	\$8,190
Matrix Recumbents	1704	\$7,230
Matrix Upright Bike	1705	\$2,030
Surgery paint/flooring/tiles	1707	\$250,000
3W FLOORING/NURSES STATION/PAINT/TILES/LIGHTS	1709	\$300,000
EKG machine	1723	\$19,376
Trident-Hologic	1724	\$222,200
ICU Arjo Maxi Sky	1725	\$46,654
CCU Arjo MaxiSky	1726	\$46,654
ICU Arjo Maxi Sky 2 Plus	1727	\$10,800
CCU Arjo Maxi Sky 2 Plus	1728	\$10,800
N/A	1730	\$9,842
N/A	1733	\$64,275
PFT	1735	\$83,641
Antimicrobial Use and Resistance Reporting	1755	\$18,397
ED EKG	1757	\$19,441
MCH Acute Telemed	1761	\$21,700
TONIC/Electronic Intake & Pre-reg	1767	\$212,336
Hamilton transport vent	1776	\$58,729
Cerner patient observer (virtual sitter)	1777	\$163,189
total knee robot	1778	\$480,000
Experian Reg Tools: Coverage Disc & Pre-Auth	1779	\$175,192
CareAware Connect	1780	\$500,000
PBX Telecom Upgrade	1781	\$478,722
Migration to the Cloud	1782	\$25,497
avox replacement	1783	\$11,700
DoseEdge Scanning Tablets and Charging Station	1784	\$4,140
Olympus ENT-Diego	1785	\$28,037
IVUS	1786	\$148,000
CCE Devices for CareAware Migration	1787	\$5,667
Epic echo ultrasound	1788	\$179,964
Infant Scales	1791	\$28,371
Malignant Hyperthermia cfarts with refrigerator	1792	\$10,699
blanket/fluid warmers	1793	\$39,000
ePayment Plus Credit Card Devices	1794	\$9,986
Fetal Monitoring System	1795	\$358,524

Airway Clearance	1796	\$6,990
Satellite Clinics Infrastructure Upgrade	1797	\$4,715
Concurrent Software	1798	\$6,030
6W waiting area furniture	1799	\$6,943
EP Blanketrol III	1800	\$9,000
ED B side CNS	1801	\$56,636
Jaundice Meters	1802	\$17,177
Urology Bladder Scanner	1803	\$11,950
PowerMics	1804	\$39,494
Cardiology Satellite Clinics Connectivity	1805	\$46,750
TEE Probe	1806	\$19,950
Bunnel Jet Vents	1807	\$325,720
Tcom Monitor	1808	\$53,852
Replacement SCD for Blood Bank	1810	\$23,043
Zebra handheld connect devices for Housekeeping	1811	\$9,652
Ipads For CS	1812	\$4,233
ANNEX 2ND FLR HVAC	1813	\$240,000
laparoscopes 5mm	1814	\$73,195
4E/ Pediatric Telemetry Expansion	1815	\$70,846
Robot bed	1816	\$115,683
4C TELEMETRY UPGRADE	1817	\$246,291
Replacement of Autostainer XL	1827	\$64,075
Hardware Components/Switch Replacements	1836	\$28,170
Newborn Panda Warmers	1846	\$159,021
L-Building Electrical Disruption	1872	\$6,233
Wound vac	1875	\$11,750
Renasys touch pump purchase	1876	\$11,750
L Building	1877	\$23,184
Bariatric Treatment Table	1892	\$3,147
Echo C5-1 Probe	1900	\$11,075
Trauma Room Tele Monitor	1917	\$26,862
Cath Lab 3 Anesthesia System	1980	\$75,792
Cath Lab III US 5500CV	1987	\$77,333
6W Telemetry Addition	2026	\$204,647
ePayment Plus	1386	\$14,975
PBX Telecom Phone Upgrade	1400	\$195,279
OB/GYN Ultrasound	1455	\$117,394
Echo CX50	1457	\$107,255
Echo Epiq7 US Cardiology	1458	\$231,561
ECHO Probe/Transducer	1459	\$486,622
EP Stimulator	1460	\$26,000
Drager Perseus A500	1463	\$94,124
IABP's	1464	\$290,000
CR Welch Allyn BP Monitors	1467	\$10,378
Cardiac Rehab TeleRehab Monitoring System Upgrade	1468	\$5,621
IR Rm 8 Replacement	1491	\$1,112,021
Fire door replacement	1494	\$44,485

OR video upgrade	1498	\$1,906,455
Infusion Services Blanket Warmer	1499	\$6,510
N/A	1501	\$7,458
New IHC stainer	1506	\$146,982
ED linen carts	1508	\$4,896
ED hand held Ultrasound	1509	\$4,495
Code Blue Glidescope	1510	\$4,237
Respirator FIT Test	1511	\$16,235
OHI ABY System	1512	\$25,590
Nuance PowerScribeOne	1513	\$80,550
3W office furnishing	1516	\$14,517
Nurses Station Chairs	1517	\$15,706
Nara Bassinet	1518	\$21,082
Giraffe bed	1519	\$46,515
NICU RW	1520	\$19,138
Credit Card Readers - Replacements	1521	\$51,626
ED/Trauma Belmonts	1522	\$65,190
Hospital IQ	1523	\$38,200
CV scope	1524	\$9,850
Stirrups	1525	\$18,222
CMN Blanketrol	1527	\$9,912
Data Domain Backup Expansion	1528	\$110,057
Ultrasound Units for 7270 & 7320 (3 CER's)	1529	\$507,326
APC Backup	1530	\$92,727
PenLung	1531	\$30,000
ProCare Women's MFM	1532	\$77,506
PenTrac	1533	\$47,800
DICOM CD/DVD Burner	1535	\$16,832
New UR office furniture	1536	\$20,206
PBX Telecom Phone Upgrade	1537	\$256,332
Replacement Computers/Printers - Lab/Phlebotomist	1538	\$17,538
Cadwell EEG	1539	\$13,630
New Cepheid interface	1541	\$3,000
cone building office reno	1542	\$4,494
Network Switch Replacement	1544	\$951,766
Tilting Skillet	1546	\$21,042
L&D OR FX8 Purchase	1547	\$15,840
Angel Eye Project for NICU	1548	\$44,901
CT Room 1 Machine Replacement	1549	\$1,999,999
PBX Telecom Phone Upgrade	1550	\$250,000
Digital Frontdoor Unified Consumer Communications	1551	\$21,430
Maxi sky move	1552	\$6,612
PRP Centrifuge	1554	\$2,100
Alaris IV Pump	1560	\$79,750
Neoblu Phototherapy Lights	1574	\$13,505
Trauma Room 5 Boom Repair	1575	\$5,023
FHC Clements Xray Unit	1584	\$144,000

<b>Fire Alarm System</b>	1585	\$1,311,460
<b>Skyview Device</b>	1586	\$2,770
<b>EPayment Plus Credit Card Devices</b>	1609	\$4,010
<b>Women's Clinic Conversion</b>	1626	\$20,680
<b>L&amp;D Pyxis Fridge Replacement</b>	1627	\$2,320
<b>New Osmometer for Chemistry</b>	1634	\$71,029
<b>Warming Cabinets</b>	1638	\$18,741
<b>FHC Med Refrigerators</b>	1642	\$13,799
<b>FHC Medication Freezer</b>	1643	\$5,467
<b>Pillow Speakers</b>	1644	\$1,574
<b>Redundant Power Source for UPS/Annex Data Center</b>	1646	\$6,510
<b>RightFax Migration/PBX Telecom Phone Upgrade</b>	1647	\$13,050
<b>CM Office renovation</b>	1651	\$16,500
<b>PP VS machine</b>	1653	\$5,189
<b>Sonifi Health Education System Upgrade</b>	1658	\$26,637
<b>PBX Telecom Phone Upgrade</b>	1659	\$26,138
<b>CredentialStream</b>	1731	\$44,000
<b>Triton Traction Unit</b>	1732	\$2,935
<b>Replacement courier vehicle</b>	1736	\$28,264
<b>Hemosphere Cables</b>	1737	\$7,700
<b>Radiologist Work Stations</b>	1756	\$52,999
<b>Cisco Port - 3rd Floor Switch Replacement</b>	1758	\$7,412
<b>TotGuard Security</b>	1759	\$194,520
<b>MCH Acute Telemed</b>	1760	\$13,175
<b>Credit Card Devices - ePayment Plus</b>	1763	\$13,062
<b>Erbe Argon Plasma Coagulator</b>	1764	\$47,890
<b>Infant Security System</b>	1765	\$48,161
<b>L&amp;D Beds</b>	1766	\$37,095
<b>OP Therapy Laptop Replacement</b>	1768	\$5,172
<b>Pediatric Accuvein</b>	1769	\$5,809
<b>Golf Carts for Patient Transfer</b>	1770	\$31,748
<b>Turtle Tub</b>	1771	\$12,375
<b>3 Pediatric critical care cribs</b>	1772	\$33,804
<b>Nara Cribs</b>	1774	\$21,082
<b>Fully Loaded Electronics</b>	1775	\$4,650

Group	FY
Grp4 \$1M plus	FY25 Spec. Proj.
Grp4 \$1M plus	FY25 Spec. Proj.
Grp4 \$1M plus	FY25 Spec. Proj.
Grp4 \$1M plus	FY25 Spec. Proj.
Grp1 <\$50K	2028
Grp1 <\$50K	2027
Grp2 \$50K-\$250K	2027
Grp1 <\$50K	2027
Grp2 \$50K-\$250K	2027
Grp2 \$50K-\$250K	2027
Grp2 \$50K-\$250K	2026
Grp1 <\$50K	2026
Grp1 <\$50K	2026
Grp1 <\$50K	2026
Grp3 \$250K-\$1M	2026
Grp1 <\$50K	2026
Grp1 <\$50K	2026
Grp1 <\$50K	2026
Grp1 <\$50K	2026
Grp2 \$50K-\$250K	2026
Grp1 <\$50K	2026
Grp3 \$250K-\$1M	2026
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Grp2 \$50K-\$250K	2026
Grp1 <\$50K	2026
Grp2 \$50K-\$250K	2026
Grp3 \$250K-\$1M	2026
Grp2 \$50K-\$250K	2026
Grp4 \$1M plus	2026
Grp4 \$1M plus	2026
Grp2 \$50K-\$250K	2026
Grp1 <\$50K	2026
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Grp3 \$250K-\$1M	2026
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Grp3 \$250K-\$1M	2024



Grp4 \$1M plus	2023
Grp1 <\$50K	2023
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Grp2 \$50K-\$250K	2023
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Grp2 \$50K-\$250K	2023
Grp1 <\$50K	2023
Grp1 <\$50K	2023
Grp2 \$50K-\$250K	2023



Family Health Clinic  
September 2024  
ECHD Board Update

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CENTERS COMBINED - OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 1,693,197	\$ 1,736,322	-2.5%	\$ 569,939	197.1%	\$ 16,325,913	\$ 16,848,524	-3.1%	\$ 6,014,661	171.4%
<b>TOTAL PATIENT REVENUE</b>	\$ 1,693,197	\$ 1,736,322	-2.5%	\$ 569,939	197.1%	\$ 16,325,913	\$ 16,848,524	-3.1%	\$ 6,014,661	171.4%
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 775,443	\$ 852,465	-9.0%	\$ 290,108	167.3%	\$ 7,390,388	\$ 8,305,851	-11.0%	\$ 3,298,721	124.0%
Self Pay Adjustments	171,133	107,127	59.7%	38,336	346.4%	706,967	1,052,030	-32.8%	522,929	35.2%
Bad Debts	32,660	57,349	-43.1%	7,012	365.8%	518,289	519,062	-0.1%	(93,762)	-652.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 979,236	\$ 1,016,941	-3.7%	\$ 335,456	191.9%	\$ 8,615,644	\$ 9,876,943	-12.8%	\$ 3,727,888	131.1%
	57.83%	58.57%		58.86%		52.77%	58.62%		61.98%	
<b>NET PATIENT REVENUE</b>	\$ 713,962	\$ 719,381	-0.8%	\$ 234,483	204.5%	\$ 7,710,269	\$ 6,971,581	10.6%	\$ 2,286,773	237.2%
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 21,420	\$ 18,570	15.3%	\$ 538,155	-96.0%	\$ 373,975	\$ 185,700	101.4%	\$ 1,376,802	-72.8%
<b>TOTAL OTHER REVENUE</b>	\$ 21,420	\$ 18,570	15.3%	\$ 538,155	-96.0%	\$ 373,975	\$ 185,700	101.4%	\$ 1,376,802	-72.8%
<b>NET OPERATING REVENUE</b>	\$ 735,382	\$ 737,951	-0.3%	\$ 772,638	-4.8%	\$ 8,084,245	\$ 7,157,281	13.0%	\$ 3,663,574	120.7%
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 190,226	\$ 253,124	-24.8%	\$ 105,657	80.0%	\$ 1,913,539	\$ 2,443,428	-21.7%	\$ 1,042,552	83.5%
Benefits	37,568	42,158	-10.9%	11,431	228.7%	144,599	403,294	-64.1%	248,441	-41.8%
Physician Services	467,039	470,200	-0.7%	159,904	192.1%	4,464,312	4,655,360	-4.1%	1,643,727	171.6%
Cost of Drugs Sold	51,288	20,161	154.4%	10,668	380.8%	518,990	207,355	150.3%	177,929	191.7%
Supplies	42,884	60,139	-28.7%	11,998	257.4%	247,900	577,009	-57.0%	112,257	120.8%
Utilities	5,019	2,609	92.4%	5,916	-15.2%	55,295	55,176	0.2%	55,653	-0.6%
Repairs and Maintenance	1,200	2,241	-46.5%	2,555	-53.0%	20,089	22,410	-10.4%	11,286	78.0%
Leases and Rentals	1,053	4,477	-76.5%	597	76.4%	11,962	44,770	-73.3%	5,590	114.0%
Other Expense	1,000	1,352	-26.0%	1,000	0.0%	10,693	15,796	-32.3%	42,488	-74.8%
<b>TOTAL OPERATING EXPENSES</b>	\$ 797,276	\$ 856,461	-6.9%	\$ 309,726	157.4%	\$ 7,387,378	\$ 8,424,598	-12.3%	\$ 3,339,922	121.2%
Depreciation/Amortization	\$ 24,948	\$ 23,981	4.0%	\$ 25,125	-0.7%	\$ 249,522	\$ 236,673	5.4%	\$ 237,317	5.1%
<b>TOTAL OPERATING COSTS</b>	\$ 822,224	\$ 880,442	-6.6%	\$ 334,850	145.5%	\$ 7,636,900	\$ 8,661,271	-11.8%	\$ 3,577,239	113.5%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (86,843)	\$ (142,491)	-39.1%	\$ 437,788	-119.8%	\$ 447,345	\$ (1,503,990)	-129.7%	\$ 86,335	418.1%
Operating Margin	-11.81%	-19.31%	-38.8%	56.66%	-120.8%	5.53%	-21.01%	-126.3%	2.36%	134.8%

	CURRENT MONTH					YEAR TO DATE				
	3,811	4,132	-7.8%	1,768	115.6%	37,339	40,582	-8.0%	19,109	95.4%
Total Visits										
Average Revenue per Office Visit	444.29	420.21	5.7%	322.36	37.8%	437.23	415.17	5.3%	314.76	38.9%
Hospital FTE's (Salaries and Wages)	43.0	56.5	-23.9%	24.4	76.2%	44.6	56.5	-21.0%	25.1	77.6%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - SOUTH - OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 81,084	\$ 190,753	-57.5%	\$ 107,774	-24.8%	\$ 1,410,861	\$ 1,962,233	-28.1%	\$ 1,706,063	-17.3%
<b>TOTAL PATIENT REVENUE</b>	\$ 81,084	\$ 190,753	-57.5%	\$ 107,774	-24.8%	\$ 1,410,861	\$ 1,962,233	-28.1%	\$ 1,706,063	-17.3%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 37,331	\$ 103,378	-63.9%	\$ 49,934	-25.2%	\$ 704,003	\$ 1,063,425	-33.8%	\$ 931,674	-24.4%
Self Pay Adjustments	19,769	23,966	-17.5%	19,000	4.0%	197,684	245,971	-19.6%	228,362	-13.4%
Bad Debts	(3,651)	(13,690)	-73.3%	513	-811.6%	62,637	(140,828)	-144.5%	(42,459)	-247.5%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 53,449	\$ 113,654	-53.0%	\$ 69,446	-23.0%	\$ 964,324	\$ 1,168,568	-17.5%	\$ 1,117,577	-13.7%
	65.9%	59.6%		64.4%		68.4%	59.6%		65.5%	
<b>NET PATIENT REVENUE</b>	\$ 27,635	\$ 77,099	-64.2%	\$ 38,328	-27.9%	\$ 446,537	\$ 793,665	-43.7%	\$ 588,486	-24.1%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ 21,420	\$ 18,570	0.0%	\$ 538,155	-96.0%	\$ 373,975	\$ 185,700	0.0%	\$ 1,376,802	-72.8%
<b>TOTAL OTHER REVENUE</b>	\$ 21,420	\$ 18,570	15.3%	\$ 538,155	-96.0%	\$ 373,975	\$ 185,700	101.4%	\$ 1,376,802	-72.8%
<b>NET OPERATING REVENUE</b>	\$ 49,055	\$ 95,669	-48.7%	\$ 576,483	-91.5%	\$ 820,512	\$ 979,365	-16.2%	\$ 1,965,288	-58.2%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 52,326	\$ 63,734	-17.9%	\$ 80,941	-35.4%	\$ 568,293	\$ 644,334	-11.8%	\$ 795,925	-28.6%
Benefits	10,334	10,615	-2.6%	8,757	18.0%	42,833	106,349	-59.7%	189,670	-77.4%
Physician Services	35,773	65,850	-45.7%	97,811	-63.4%	604,278	658,500	-8.2%	1,044,574	-42.2%
Cost of Drugs Sold	-	3,574	-100.0%	4,190	-100.0%	41,603	36,767	13.2%	34,139	21.9%
Supplies	27,983	7,145	291.6%	9,826	184.8%	118,780	73,205	62.3%	42,022	182.7%
Utilities	2,002	(47)	-4358.8%	3,404	-41.2%	27,492	27,766	-1.0%	28,414	-3.2%
Repairs and Maintenance	527	2,028	-74.0%	2,555	-79.4%	12,030	20,280	-40.7%	9,366	28.4%
Leases and Rentals	964	537	79.5%	557	73.0%	6,419	5,370	19.5%	5,390	19.1%
Other Expense	1,000	1,227	-18.5%	1,000	0.0%	10,693	14,546	-26.5%	41,937	-74.5%
<b>TOTAL OPERATING EXPENSES</b>	\$ 130,908	\$ 154,663	-15.4%	\$ 209,040	-37.4%	\$ 1,432,420	\$ 1,587,117	-9.7%	\$ 2,191,438	-34.6%
Depreciation/Amortization	\$ 4,048	\$ 2,744	47.5%	\$ 4,225	-4.2%	\$ 40,529	\$ 27,187	49.1%	\$ 28,689	41.3%
<b>TOTAL OPERATING COSTS</b>	\$ 134,956	\$ 157,407	-14.3%	\$ 213,265	-36.7%	\$ 1,472,950	\$ 1,614,304	-8.8%	\$ 2,220,127	-33.7%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (85,901)	\$ (61,738)	-39.1%	\$ 363,218	123.7%	\$ (652,437)	\$ (634,939)	-2.8%	\$ (254,839)	156.0%
Operating Margin	-175.11%	-64.53%	171.4%	63.01%	-377.9%	-79.52%	-64.83%	22.6%	-12.97%	513.2%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	257	687	-62.6%	464	-44.6%	5,021	7,067	-29.0%	6,220	-19.3%
Average Revenue per Office Visit	315.50	277.66	13.6%	232.27	35.8%	280.99	277.66	1.2%	274.29	2.4%
Hospital FTE's (Salaries and Wages)	8.6	12.6	-31.6%	9.3	-7.5%	10.0	13.1	-23.7%	11.6	-13.6%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - WEST UNIVERSITY - OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 221,629	\$ 198,216	11.8%	\$ 211,744	4.7%	\$ 2,021,791	\$ 2,038,190	-0.8%	\$ 1,891,080	6.9%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 221,629</b>	<b>\$ 198,216</b>	<b>11.8%</b>	<b>\$ 211,744</b>	<b>4.7%</b>	<b>\$ 2,021,791</b>	<b>\$ 2,038,190</b>	<b>-0.8%</b>	<b>\$ 1,891,080</b>	<b>6.9%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 97,116	\$ 109,716	-11.5%	\$ 111,850	-13.2%	\$ 986,628	\$ 1,128,176	-12.5%	\$ 1,045,523	-5.6%
Self Pay Adjustments	46,635	18,188	156.4%	15,519	200.5%	233,867	187,017	25.1%	175,726	33.1%
Bad Debts	2,517	1,428	76.3%	3,741	-32.7%	71,197	14,686	384.8%	17,935	297.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 146,269</b>	<b>\$ 129,332</b>	<b>13.1%</b>	<b>\$ 131,110</b>	<b>11.6%</b>	<b>\$ 1,291,693</b>	<b>\$ 1,329,879</b>	<b>-2.9%</b>	<b>\$ 1,239,184</b>	<b>4.2%</b>
	<b>66.00%</b>	<b>65.25%</b>		<b>61.92%</b>		<b>63.89%</b>	<b>65.25%</b>		<b>65.53%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 75,360</b>	<b>\$ 68,884</b>	<b>9.4%</b>	<b>\$ 80,634</b>	<b>-6.5%</b>	<b>\$ 730,098</b>	<b>\$ 708,311</b>	<b>3.1%</b>	<b>\$ 651,895</b>	<b>12.0%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 75,360</b>	<b>\$ 68,884</b>	<b>9.4%</b>	<b>\$ 80,634</b>	<b>-6.5%</b>	<b>\$ 730,098</b>	<b>\$ 708,311</b>	<b>3.1%</b>	<b>\$ 651,895</b>	<b>12.0%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 19,901	\$ 26,307	-24.4%	\$ 7,113	179.8%	\$ 205,475	\$ 265,849	-22.7%	\$ 74,296	176.6%
Benefits	3,930	4,381	-10.3%	770	410.4%	15,487	43,879	-64.7%	17,705	-12.5%
Physician Services	59,683	55,733	7.1%	42,482	40.5%	500,599	557,330	-10.2%	327,139	53.0%
Cost of Drugs Sold	5,235	3,162	65.6%	4,661	12.3%	39,648	32,511	22.0%	31,447	26.1%
Supplies	823	3,065	-73.2%	334	146.5%	16,993	31,420	-45.9%	27,081	-37.2%
Utilities	3,017	2,656	13.6%	2,512	20.1%	27,803	27,410	1.4%	27,239	2.1%
Repairs and Maintenance	-	213	-100.0%	-	100.0%	-	2,130	-100.0%	1,920	-100.0%
Leases and Rentals	89	-	0.0%	40	122.7%	449	-	0.0%	200	124.5%
Other Expense	-	125	-100.0%	-	0.0%	-	1,250	-100.0%	551	-100.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 92,677</b>	<b>\$ 95,642</b>	<b>-3.1%</b>	<b>\$ 57,911</b>	<b>60.0%</b>	<b>\$ 806,455</b>	<b>\$ 961,779</b>	<b>-16.1%</b>	<b>\$ 507,579</b>	<b>58.9%</b>
Depreciation/Amortization	\$ 20,824	\$ 21,071	-1.2%	\$ 20,824	0.0%	\$ 208,244	\$ 207,841	0.2%	\$ 207,879	0.2%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 113,501</b>	<b>\$ 116,713</b>	<b>-2.8%</b>	<b>\$ 78,736</b>	<b>44.2%</b>	<b>\$ 1,014,699</b>	<b>\$ 1,169,620</b>	<b>-13.2%</b>	<b>\$ 715,459</b>	<b>41.8%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (38,141)</b>	<b>\$ (47,829)</b>	<b>-20.3%</b>	<b>\$ 1,898</b>	<b>-2109.4%</b>	<b>\$ (284,601)</b>	<b>\$ (461,309)</b>	<b>-38.3%</b>	<b>\$ (63,563)</b>	<b>347.7%</b>
Operating Margin	-50.61%	-69.43%	-27.1%	2.35%	-2250.0%	-38.98%	-65.13%	-40.1%	-9.75%	299.8%

	CURRENT MONTH					YEAR TO DATE				
Total Visits	771	658	17.2%	675	14.2%	6,709	6,766	-0.8%		0.0%
Average Revenue per Office Visit	287.46	301.24	-4.6%	313.69	-8.4%	301.36	301.24	0.0%	302.57	-0.4%
Hospital FTE's (Salaries and Wages)	6.6	6.8	-3.4%	5.5	19.5%	6.8	7.1	-3.7%	5.9	16.5%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - JBS - OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 359,106	\$ 263,236	36.4%	\$ 250,421	43.4%	\$ 3,718,280	\$ 2,707,361	37.3%	\$ 2,417,519	53.8%
<b>TOTAL PATIENT REVENUE</b>	\$ 359,106	\$ 263,236	36.4%	\$ 250,421	43.4%	\$ 3,718,280	\$ 2,707,361	37.3%	\$ 2,417,519	53.8%
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 163,541	\$ 143,531	13.9%	\$ 128,325	27.4%	\$ 1,863,783	\$ 1,476,205	26.3%	\$ 1,321,524	41.0%
Self Pay Adjustments	14,290	12,127	17.8%	3,818	274.3%	83,298	124,722	-33.2%	118,842	-29.9%
Bad Debts	11,203	(6,370)	-275.9%	2,758	306.2%	116,896	(65,514)	-278.4%	(69,238)	-268.8%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 189,035	\$ 149,288	26.6%	\$ 134,900	40.1%	\$ 2,063,977	\$ 1,535,413	34.4%	\$ 1,371,127	50.5%
	<b>52.64%</b>	<b>56.71%</b>		<b>53.87%</b>		<b>55.51%</b>	<b>56.71%</b>		<b>56.72%</b>	
<b>NET PATIENT REVENUE</b>	\$ 170,071	\$ 113,948	49.3%	\$ 115,521	47.2%	\$ 1,654,303	\$ 1,171,948	41.2%	\$ 1,046,391	58.1%
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 170,071	\$ 113,948	49.3%	\$ 115,521	47.2%	\$ 1,654,303	\$ 1,171,948	41.2%	\$ 1,046,391	58.1%
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 33,658	\$ 35,182	-4.3%	\$ 17,603	91.2%	\$ 323,625	\$ 355,736	-9.0%	\$ 172,330	87.8%
Benefits	6,647	5,860	13.4%	1,904	249.1%	24,392	58,715	-58.5%	41,066	-40.6%
Physician Services	57,414	59,458	-3.4%	19,612	192.8%	576,220	594,580	-3.1%	272,014	111.8%
Cost of Drugs Sold	23,621	13,425	75.9%	1,818	1199.4%	189,289	138,077	37.1%	112,342	68.5%
Supplies	2,450	5,103	-52.0%	1,838	33.3%	30,650	52,376	-41.5%	43,153	-29.0%
Utilities	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Repairs and Maintenance	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 123,790	\$ 119,028	4.0%	\$ 42,774	189.4%	\$ 1,144,175	\$ 1,199,484	-4.6%	\$ 640,905	78.5%
Depreciation/Amortization	\$ 75	\$ 75	-0.2%	\$ 75	0.0%	\$ 749	\$ 750	-0.2%	\$ 749	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 123,864	\$ 119,103	4.0%	\$ 42,849	189.1%	\$ 1,144,923	\$ 1,200,234	-4.6%	\$ 641,654	78.4%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 46,207</b>	<b>\$ (5,155)</b>	<b>-996.4%</b>	<b>\$ 72,672</b>	<b>-36.4%</b>	<b>\$ 509,380</b>	<b>\$ (28,286)</b>	<b>-1900.8%</b>	<b>\$ 404,738</b>	<b>25.9%</b>
Operating Margin	27.17%	-4.52%	-700.6%	62.91%	-56.8%	30.79%	-2.41%	-1375.7%	38.68%	-20.4%

	CURRENT MONTH					YEAR TO DATE				
	949	730	30.0%	629	50.9%	8,987	7,508	19.7%		0.0%
Total Visits										
Average Revenue per Office Visit	378.40	360.60	4.9%	398.13	-5.0%	413.74	360.60	14.7%	364.14	13.6%
Hospital FTE's (Salaries and Wages)	9.3	9.3	0.5%	9.6	-2.8%	9.2	9.7	-5.3%	7.6	20.5%

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - WOMENS CLINIC- OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 1,031,378	\$ 1,084,117	-4.9%	\$ -	100.0%	\$ 9,174,982	\$ 10,140,740	-9.5%	\$ -	100.0%
<b>TOTAL PATIENT REVENUE</b>	\$ 1,031,378	\$ 1,084,117	-4.9%	\$ -	100.0%	\$ 9,174,982	\$ 10,140,740	-9.5%	\$ -	100.0%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 477,455	\$ 495,840	-3.7%	\$ -	100.0%	\$ 3,835,974	\$ 4,638,045	-17.3%	\$ -	100.0%
Self Pay Adjustments	90,438	52,846	71.1%	-	100.0%	192,118	494,320	-61.1%	-	100.0%
Bad Debts	22,590	75,981	-70.3%	-	100.0%	267,559	710,718	-62.4%	-	100.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 590,483	\$ 624,667	-5.5%	\$ -	100.0%	\$ 4,295,651	\$ 5,843,083	-26.5%	\$ -	100.0%
	57.25%	57.62%		0.00%		46.82%	57.62%		0.00%	
<b>NET PATIENT REVENUE</b>	\$ 440,895	\$ 459,450	-4.0%	\$ -	100.0%	\$ 4,879,331	\$ 4,297,657	13.5%	\$ -	100.0%
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 440,895	\$ 459,450	-4.0%	\$ -	100.0%	\$ 4,879,331	\$ 4,297,657	13.5%	\$ -	100.0%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 84,342	\$ 127,901	-34.1%	\$ -	100.0%	\$ 816,147	\$ 1,177,509	-30.7%	\$ -	100.0%
Benefits	16,657	21,302	-21.8%	-	100.0%	61,887	194,351	-68.2%	-	100.0%
Physician Services	314,170	289,159	8.6%	-	100.0%	2,783,215	2,844,950	-2.2%	-	100.0%
Cost of Drugs Sold	22,432	-	0.0%	-	100.0%	248,449	-	100.0%	-	100.0%
Supplies	11,629	44,826	-74.1%	-	100.0%	81,477	420,008	-80.6%	-	100.0%
Utilities	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
Repairs and Maintenance	673	-	0.0%	-	100.0%	8,059	-	0.0%	-	100.0%
Leases and Rentals	-	3,940	-100.0%	-	0.0%	5,094	39,400	-87.1%	-	0.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 449,902	\$ 487,128	-7.6%	\$ -	100.0%	\$ 4,004,328	\$ 4,676,218	-14.4%	\$ -	100.0%
Depreciation/Amortization	\$ -	\$ 91	-100.0%	\$ -	100.0%	\$ -	\$ 895	-100.0%	\$ -	100.0%
<b>TOTAL OPERATING COSTS</b>	\$ 449,902	\$ 487,219	-7.7%	\$ -	100.0%	\$ 4,004,328	\$ 4,677,113	-14.4%	\$ -	100.0%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (9,007)	\$ (27,769)	-67.6%	\$ -	100.0%	\$ 875,003	\$ (379,456)	-330.6%	\$ -	100.0%
Operating Margin	-2.04%	-6.04%	-66.2%	0.00%	100.0%	17.93%	-8.83%	-303.1%	0.00%	100.0%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Total Visits	1,834	2,057	-10.8%	-	0.0%	16,622	19,241	-13.6%	-	0.0%
Average Revenue per Office Visit	562.37	527.04	6.7%	-	0.0%	551.98	527.04	4.7%	-	0.0%
Hospital FTE's (Salaries and Wages)	18.5	27.9	-33.6%	-	0.0%	18.5	26.5	-30.1%	-	0.0%

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

JULY 2024

	MONTHLY REVENUE						YTD REVENUE					
	Clements	West	JBS	Womens	Total	%	Clements	West	JBS	Womens	Total	%
Medicare	\$ 34,138	\$ 58,843	\$ 177	\$ 53,727	\$ 146,885	8.7%	\$ 490,445	\$ 468,817	\$ 367	\$ 448,644	\$ 1,408,273	8.6%
Medicaid	13,859	26,930	206,504	312,066	559,358	33.0%	230,841	337,068	2,505,550	3,042,093	6,115,553	37.5%
FAP	-	-	-	-	-	0.0%	-	-	-	-	-	0.0%
Commercial	13,116	76,575	139,422	623,391	852,505	50.3%	240,427	616,488	1,052,099	5,264,509	7,173,523	43.9%
Self Pay	19,321	52,200	11,895	28,326	111,742	6.6%	445,474	499,220	137,371	282,920	1,364,985	8.4%
Other	651	7,081	1,108	13,868	22,708	1.3%	3,673	100,198	22,893	136,816	263,580	1.6%
<b>Total</b>	<b>\$ 81,084</b>	<b>\$ 221,629</b>	<b>\$ 359,106</b>	<b>\$ 1,031,378</b>	<b>\$ 1,693,197</b>	<b>100.0%</b>	<b>\$ 1,410,861</b>	<b>\$ 2,021,791</b>	<b>\$ 3,718,280</b>	<b>\$ 9,174,982</b>	<b>\$ 16,325,913</b>	<b>100.0%</b>

	MONTHLY PAYMENTS						YEAR TO DATE PAYMENTS					
	Clements	West	JBS	Womens	Total	%	Clements	West	JBS	Womens	Total	%
Medicare	\$ 21,009	\$ 16,565	\$ -	\$ 14,170	\$ 51,743	10.3%	\$ 206,093	\$ 185,130	\$ -	\$ 117,663	\$ 508,886	9.6%
Medicaid	10,784	13,717	90,595	\$ 80,049	195,145	38.7%	115,900	156,004	1,095,669	708,115	2,075,688	39.1%
FAP	-	-	-	\$ -	-	0.0%	-	-	-	-	-	0.0%
Commercial	8,262	18,187	34,846	\$ 115,094	176,390	35.0%	94,255	235,031	416,400	1,234,287	1,979,973	37.3%
Self Pay	3,805	13,550	6,527	\$ 50,456	74,338	14.7%	57,993	79,298	63,654	470,671	671,616	12.6%
Other	232	4,384	74	\$ 2,384	7,074	1.4%	1,206	33,851	9,340	33,936	78,334	1.5%
<b>Total</b>	<b>\$ 44,092</b>	<b>\$ 66,403</b>	<b>\$ 132,041</b>	<b>\$ 262,153</b>	<b>\$ 504,690</b>	<b>100.0%</b>	<b>\$ 475,448</b>	<b>\$ 689,314</b>	<b>\$ 1,585,063</b>	<b>\$ 2,564,673</b>	<b>\$ 5,314,497</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC CLEMENTS  
JULY 2024**

**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 34,138	42.2%	\$ 35,623	33.1%	\$ 490,445	34.7%	462,124	27.1%
Medicaid	13,859	17.1%	19,835	18.4%	230,841	16.4%	416,361	24.4%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	13,116	16.2%	15,026	13.9%	240,427	17.0%	274,247	16.1%
Self Pay	19,321	23.8%	36,995	34.3%	445,474	31.6%	517,956	30.3%
Other	651	0.8%	296	0.3%	3,673	0.3%	35,374	2.1%
<b>TOTAL</b>	<b>\$ 81,084</b>	<b>100.0%</b>	<b>\$ 107,774</b>	<b>100.0%</b>	<b>\$ 1,410,861</b>	<b>100.0%</b>	<b>1,706,062</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	21,009	47.7%	\$ 7,495	34.1%	\$ 206,093	43.3%	215,173	32.1%
Medicaid	10,784	24.5%	6,520	29.7%	115,900	24.4%	232,075	34.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	8,262	18.7%	2,463	11.2%	94,255	19.8%	103,878	15.5%
Self Pay	3,805	8.6%	5,504	25.1%	57,993	12.2%	110,419	16.5%
Other	232	0.5%	(30)	-0.1%	1,206	0.3%	8,593	1.3%
<b>TOTAL</b>	<b>\$ 44,092</b>	<b>100.0%</b>	<b>\$ 21,952</b>	<b>100.0%</b>	<b>\$ 475,448</b>	<b>100.0%</b>	<b>670,137</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
JULY 2024**

**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	\$ 58,843	26.6%	\$ 54,373	25.7%	\$ 468,817	23.2%	\$ 403,636	21.3%
Medicaid	26,930	12.2%	\$ 49,051	23.2%	337,068	16.7%	503,478	26.6%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	76,575	34.4%	\$ 56,231	26.6%	616,488	30.4%	495,129	26.2%
Self Pay	52,200	23.6%	\$ 45,253	21.4%	499,220	24.7%	415,719	22.0%
Other	7,081	3.2%	\$ 6,837	3.2%	100,198	5.0%	73,117	3.9%
<b>TOTAL</b>	<b>\$ 221,629</b>	<b>100.0%</b>	<b>\$ 211,744</b>	<b>100.0%</b>	<b>\$ 2,021,791</b>	<b>100.0%</b>	<b>\$ 1,891,080</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	\$ 16,565	24.9%	\$ 19,877	30.1%	\$ 185,130	26.9%	\$ 184,131	24.7%
Medicaid	13,717	20.7%	23,655	35.8%	\$ 156,004	22.6%	253,980	34.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	18,187	27.4%	12,544	19.0%	235,031	34.1%	191,741	25.7%
Self Pay	13,550	20.4%	9,203	13.9%	79,298	11.5%	95,410	12.8%
Other	4,384	6.6%	728	1.1%	33,851	4.9%	20,888	2.8%
<b>TOTAL</b>	<b>\$ 66,403</b>	<b>100.0%</b>	<b>\$ 66,006</b>	<b>100.0%</b>	<b>\$ 689,314</b>	<b>100.0%</b>	<b>\$ 746,151</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC JBS  
JULY 2024**

**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	\$ 177	0.0%	\$ -	0.0%	\$ 367	0.0%	\$ 1,653	0.1%
Medicaid	206,504	57.6%	\$ 148,524	59.3%	2,505,550	67.4%	1,624,890	67.2%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	139,422	38.8%	\$ 93,279	37.2%	1,052,099	28.3%	706,836	29.2%
Self Pay	11,895	3.3%	\$ 5,694	2.3%	137,371	3.7%	50,640	2.1%
Other	1,108	0.3%	\$ 2,924	1.2%	22,893	0.6%	33,499	1.4%
<b>TOTAL</b>	<b>\$ 359,106</b>	<b>100.0%</b>	<b>\$ 250,421</b>	<b>100.0%</b>	<b>\$ 3,718,280</b>	<b>100.0%</b>	<b>\$ 2,417,519</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	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 192	0.0%
Medicaid	90,595	68.6%	72,203	79.2%	1,095,669	69.1%	897,904	69.5%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	34,846	26.4%	14,835	16.3%	416,400	26.3%	319,384	24.7%
Self Pay	6,527	4.9%	2,113	2.3%	63,654	4.0%	57,329	4.4%
Other	74	0.1%	2,021	2.2%	9,340	0.6%	17,493	1.4%
<b>TOTAL</b>	<b>\$ 132,041</b>	<b>100.0%</b>	<b>\$ 91,171</b>	<b>100.0%</b>	<b>\$ 1,585,063</b>	<b>100.0%</b>	<b>\$ 1,292,302</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC - WOMENS CLINIC  
JULY 2024**

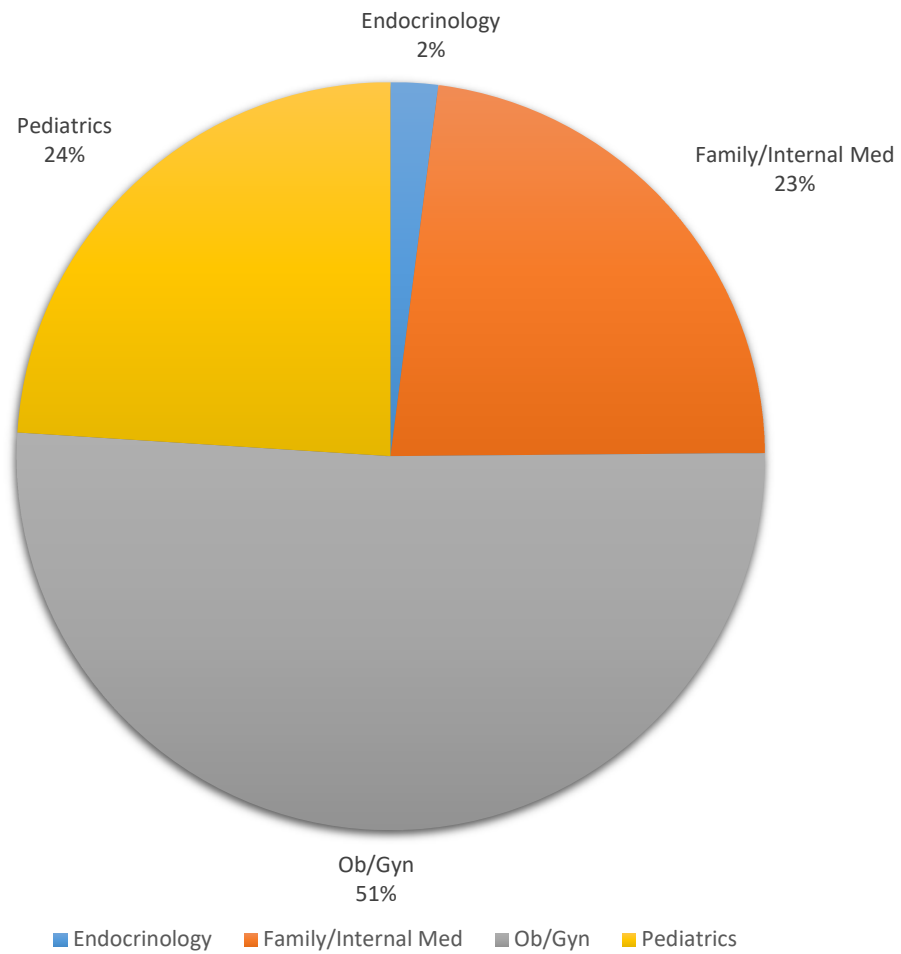
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 53,727	5.2%	\$ -	0.0%	\$ 448,644	4.9%	\$ -	0.0%
Medicaid	312,066	30.3%	\$ -	0.0%	3,042,093	33.2%	-	0.0%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	623,391	60.5%	\$ -	0.0%	5,264,509	57.3%	-	0.0%
Self Pay	28,326	2.7%	\$ -	0.0%	282,920	3.1%	-	0.0%
Other	13,868	1.3%	\$ -	0.0%	136,816	1.5%	-	0.0%
<b>TOTAL</b>	<b>\$ 1,031,378</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 9,174,982</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

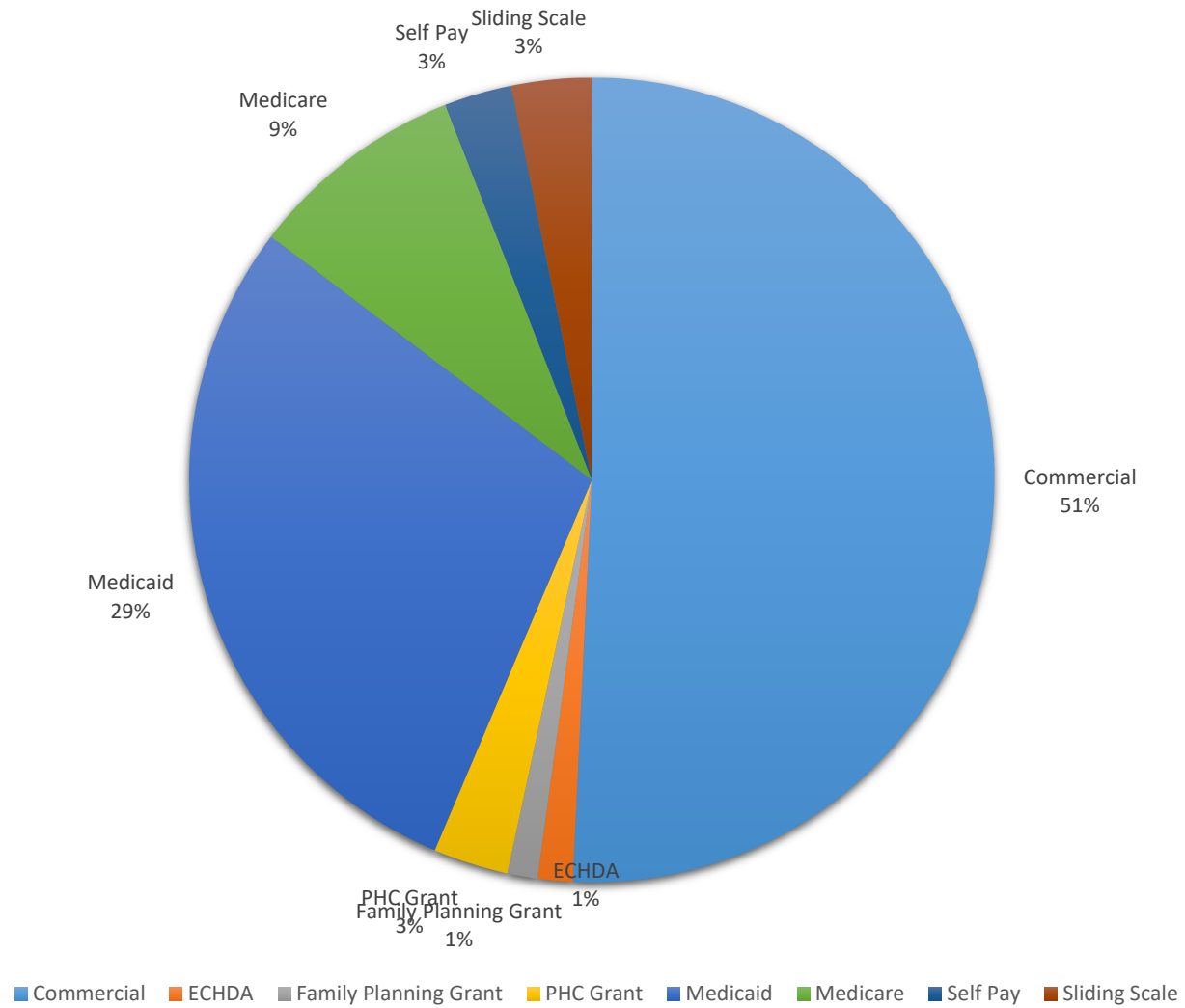
**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 14,170	5.4%	\$ -	0.0%	\$ 117,663	4.6%	\$ -	0.0%
Medicaid	80,049	30.5%	-	0.0%	708,115	27.6%	-	0.0%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	115,094	44.0%	-	0.0%	1,234,287	48.1%	-	0.0%
Self Pay	50,456	19.2%	-	0.0%	470,671	18.4%	-	0.0%
Other	2,384	0.9%	-	0.0%	33,936	1.3%	-	0.0%
<b>TOTAL</b>	<b>\$ 262,153</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 2,564,673</b>	<b>100.0%</b>	<b>\$ -</b>	<b>0.0%</b>

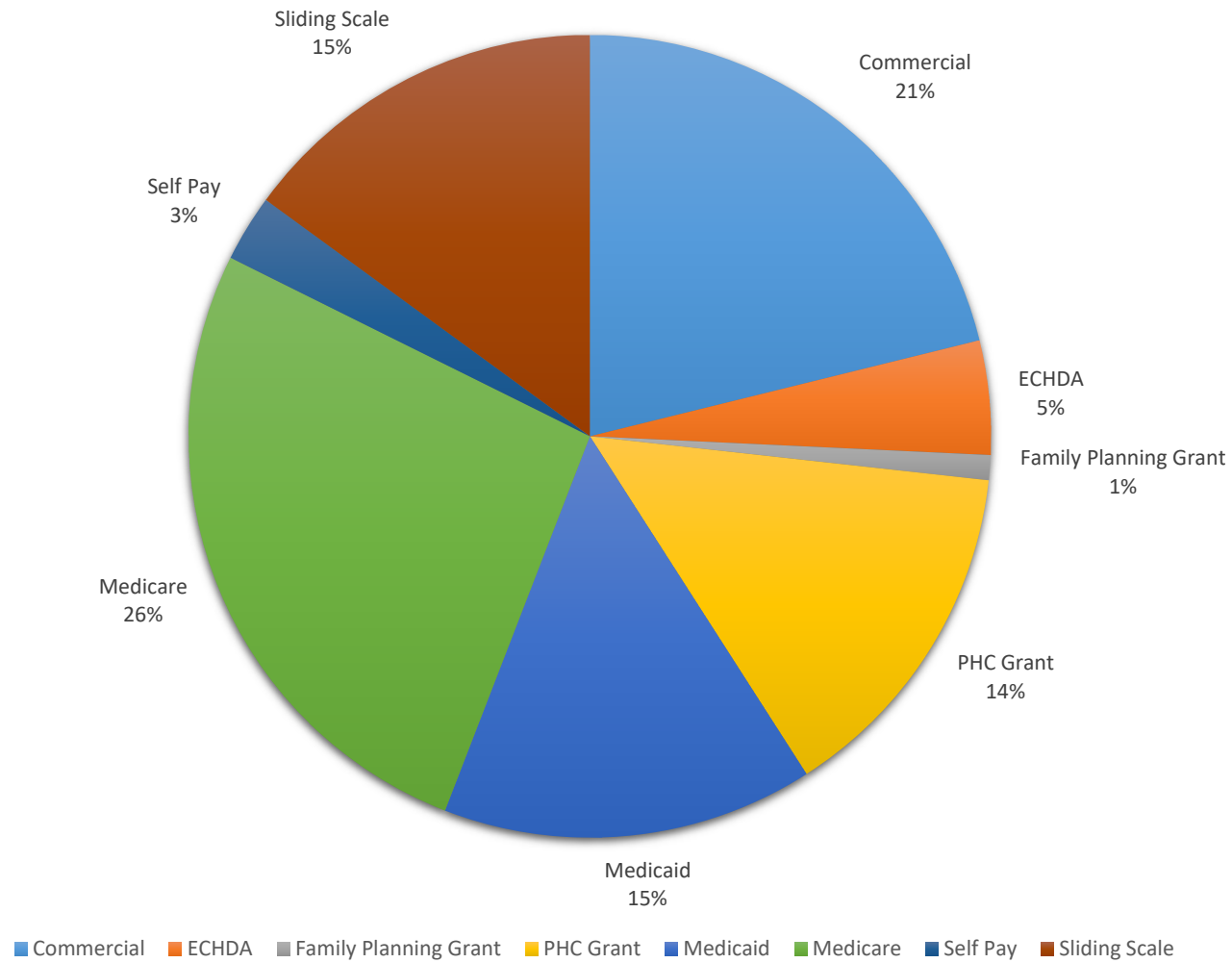
### FHC July Visits By Service



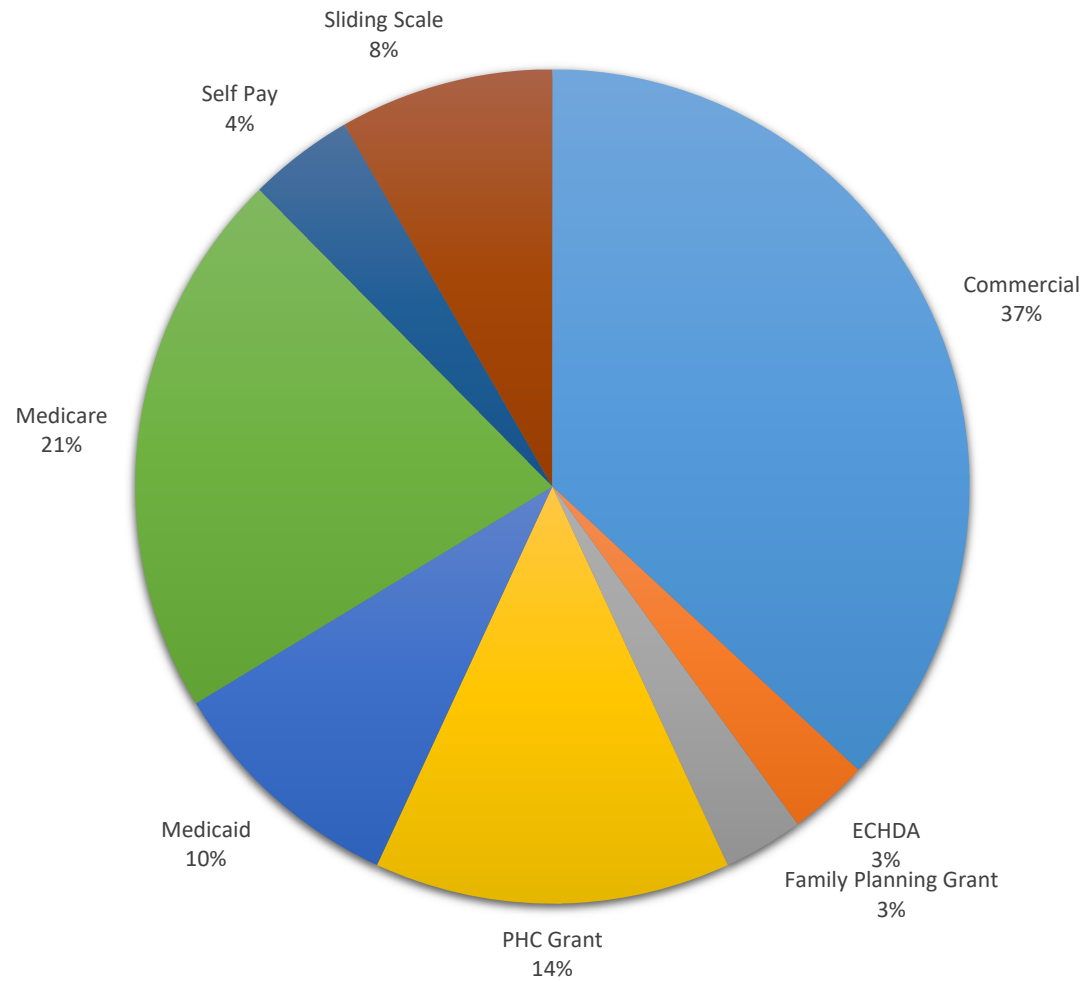
## Total FHC July Visits by Financial Class



## FHC Clements July Visits by Financial Class

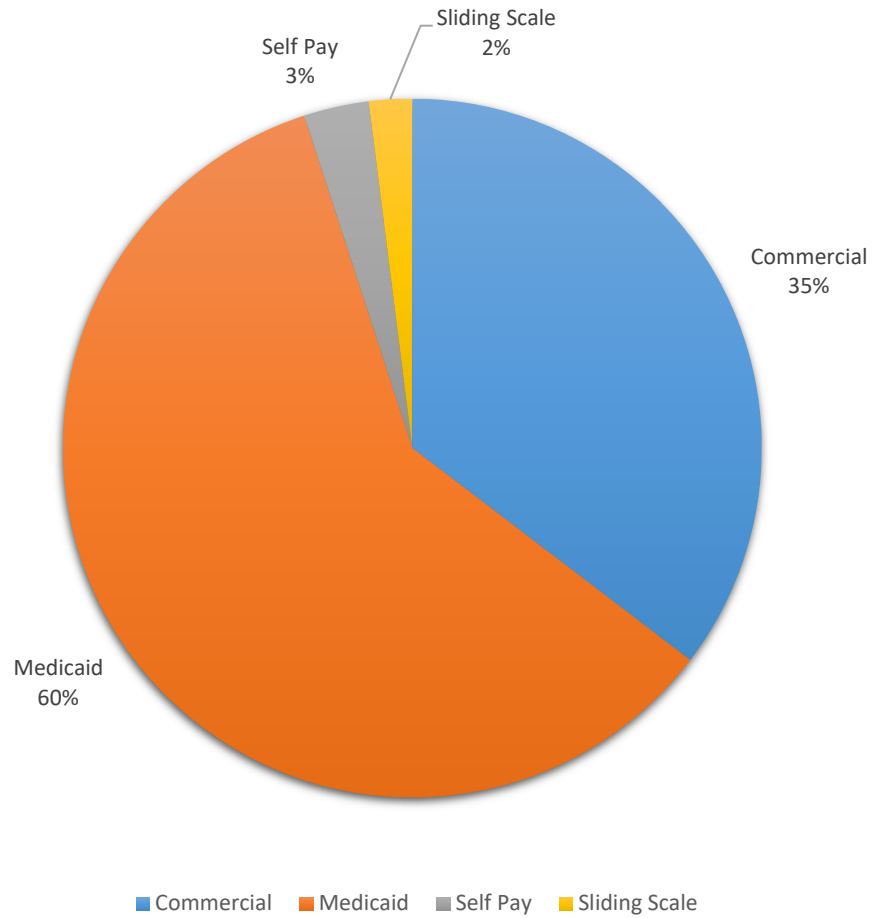


## FHC West University July Visits by Financial Class

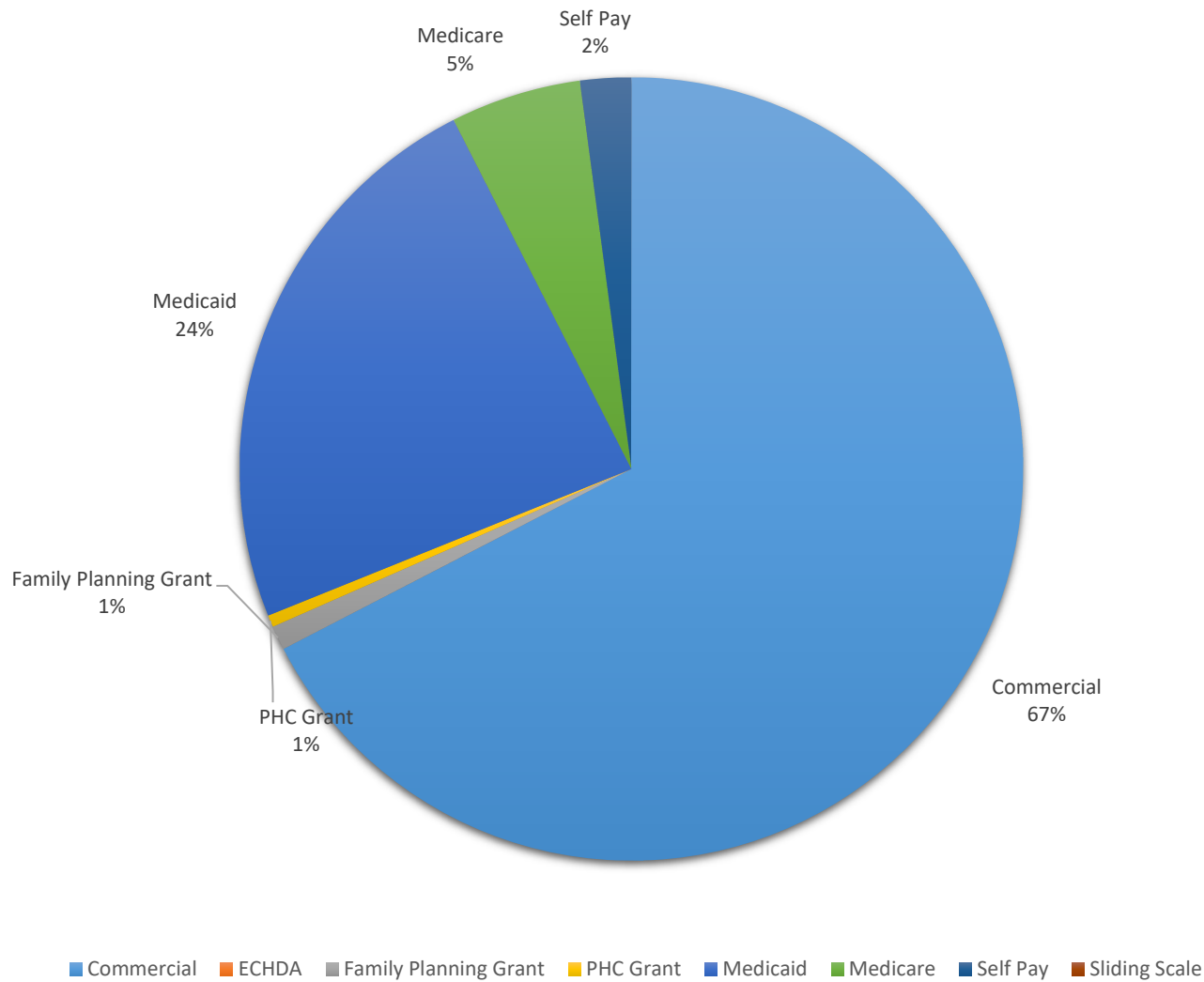


Commercial ECHDA Family Planning Grant PHC Grant Medicaid Medicare Self Pay Sliding Scale

## Healthy Kids Clinic July Visits by Financial Class



## Womens Clinic July Visits by Financial Class



## FHC Executive Director's Report-September 2024

- **Staffing Update:**
  - **Women's Clinic:** The Women's Clinic is currently in search of a LVN, FT Ultrasound Tech, and PT Ultrasound Tech.
  - **Family Health Clinic:** FHC West University is currently searching for an LVN. FHC Clements is in search of an LVN. We are also in search of a Clinic Operations Manager to oversee our West University and Clements locations.
  - **Healthy Kids Clinic:** The Healthy Kids Clinic is currently in search of an LVN, Medical Assistant, and front desk position.
- **Provider Update:**
  - **West University:** We are currently searching for an additional Family Medicine physician for our West University location. Merritt Hawkins is assisting in the search. We are also in search of a Nurse Practitioner for West University.
  - **Women's Clinic:** Both Merritt Hawkins and Curative are assisting with the search to recruit another physician for the Women's Clinic.
- **Community Events:**
  - **Back To School Vaccines:** FHC is offering back to school vaccines on Fridays thru September 27, 2024, from 1:30pm-4:30pm at our Clements location.

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
JULY 2024**

	CURRENT MONTH					YEAR-TO-DATE				
	BUDGET			PRIOR YEAR		BUDGET			PRIOR YEAR	
	ACTUAL	AMOUNT	VAR. %	AMOUNT	VAR. %	ACTUAL	AMOUNT	VAR. %	AMOUNT	VAR. %
<b><u>Hospital InPatient Admissions</u></b>										
Acute / Adult	1,194	1,053	13.4%	1,050	13.7%	11,735	10,829	8.4%	10,510	11.7%
Neonatal ICU (NICU)	14	26	-46.2%	17	-17.6%	187	265	-29.4%	256	-27.0%
<b>Total Admissions</b>	<b>1,208</b>	<b>1,079</b>	<b>12.0%</b>	<b>1,067</b>	<b>13.2%</b>	<b>11,922</b>	<b>11,094</b>	<b>7.5%</b>	<b>10,766</b>	<b>10.7%</b>
<b><u>Patient Days</u></b>										
Adult & Pediatric	4,650	4,152	12.0%	3,923	18.5%	45,194	42,703	5.8%	41,275	9.5%
ICU	501	427	17.3%	384	30.5%	4,498	4,387	2.5%	4,228	6.4%
CCU	446	391	14.1%	366	21.9%	4,319	4,021	7.4%	3,903	10.7%
NICU	287	417	-31.2%	181	58.6%	2,995	4,252	-29.6%	3,988	-24.9%
<b>Total Patient Days</b>	<b>5,884</b>	<b>5,387</b>	<b>9.2%</b>	<b>4,854</b>	<b>21.2%</b>	<b>57,006</b>	<b>55,363</b>	<b>3.0%</b>	<b>53,394</b>	<b>6.8%</b>
Observation (Obs) Days	704	504	39.7%	722	-2.5%	6,552	5,185	26.4%	4,805	36.4%
Nursery Days	345	253	36.4%	271	27.3%	3,047	2,600	17.2%	2,594	17.5%
<b>Total Occupied Beds / Bassinets</b>	<b>6,933</b>	<b>6,144</b>	<b>12.8%</b>	<b>5,847</b>	<b>18.6%</b>	<b>66,605</b>	<b>63,148</b>	<b>5.5%</b>	<b>60,793</b>	<b>9.6%</b>
<b><u>Average Length of Stay (ALOS)</u></b>										
Acute / Adult & Pediatric	4.69	4.72	-0.7%	4.45	5.3%	4.60	4.72	-2.5%	4.70	-2.1%
NICU	20.50	16.04	27.8%	10.65	92.5%	16.02	16.05	-0.2%	15.58	2.8%
<b>Total ALOS</b>	<b>4.87</b>	<b>4.99</b>	<b>-2.4%</b>	<b>4.55</b>	<b>7.1%</b>	<b>4.78</b>	<b>4.99</b>	<b>-4.2%</b>	<b>4.96</b>	<b>-3.6%</b>
Acute / Adult & Pediatric w/o OB	5.55			5.17	7.4%	5.37			5.65	-5.0%
<b>Average Daily Census</b>	<b>189.8</b>	<b>173.8</b>	<b>9.2%</b>	<b>156.6</b>	<b>21.2%</b>	<b>186.9</b>	<b>181.5</b>	<b>3.0%</b>	<b>175.6</b>	<b>6.4%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.7336</b>	<b>1.7500</b>	<b>-0.9%</b>	<b>1.6754</b>	<b>3.5%</b>	<b>1.7216</b>	<b>1.7500</b>	<b>-1.6%</b>	<b>1.7439</b>	<b>-1.3%</b>
<b>CMI Adjusted LOS</b>	<b>2.81</b>	<b>2.85</b>	<b>-1.5%</b>	<b>2.72</b>	<b>3.5%</b>	<b>2.78</b>	<b>2.85</b>	<b>-2.6%</b>	<b>2.84</b>	<b>-2.3%</b>
<b><u>Medicare</u></b>										
Admissions	464	408	13.7%	393	18.1%	4,761	4,190	13.6%	4,025	18.3%
Patient Days	2,531	2,291	10.5%	2,114	19.7%	25,844	23,527	9.8%	22,727	13.7%
Average Length of Stay	5.45	5.62	-2.9%	5.38	1.4%	5.43	5.62	-3.3%	5.65	-3.9%
Case Mix Index	2.0624	2.0200	2.1%	1.9917	3.5%	1.9576	2.0200	-3.1%	2.0322	-3.7%
<b><u>Medicaid</u></b>										
Admissions	120	137	-12.4%	132	-9.1%	1,202	1,408	-14.6%	1,392	-13.6%
Patient Days	509	651	-21.8%	430	18.4%	4,854	6,685	-27.4%	6,152	-21.1%
Average Length of Stay	4.24	4.75	-10.7%	3.26	30.2%	4.04	4.75	-14.9%	4.42	-8.6%
Case Mix Index	0.9692	1.1800	-17.9%	1.0415	-6.9%	1.1099	1.1800	-5.9%	1.1635	-4.6%
<b><u>Commercial</u></b>										
Admissions	400	297	34.7%	310	29.0%	3,779	3,056	23.7%	2,950	28.1%
Patient Days	1,843	1,334	38.2%	1,231	49.7%	16,548	13,721	20.6%	13,280	24.6%
Average Length of Stay	4.61	4.49	2.6%	3.97	16.0%	4.38	4.49	-2.5%	4.50	-2.7%
Case Mix Index	1.6647	1.7000	-2.1%	1.6639	0.0%	1.6619	1.7000	-2.2%	1.6901	-1.7%
<b><u>Self Pay</u></b>										
Admissions	189	204	-7.4%	201	-6.0%	1,886	2,103	-10.3%	2,081	-9.4%
Patient Days	809	924	-12.4%	939	-13.8%	8,227	9,526	-13.6%	9,472	-13.1%
Average Length of Stay	4.28	4.53	-5.5%	4.67	-8.4%	4.36	4.53	-3.7%	4.55	-4.2%
Case Mix Index	1.3957	1.5800	-11.7%	1.4725	-5.2%	1.5658	1.5800	-0.9%	1.5661	0.0%
<b><u>All Other</u></b>										
Admissions	35	33	6.1%	31	12.9%	294	337	-12.8%	318	-7.5%
Patient Days	192	187	2.7%	140	37.1%	1,533	1,907	-19.6%	1,763	-13.0%
Average Length of Stay	5.49	5.67	-3.2%	4.52	21.5%	5.21	5.66	-7.9%	5.54	-5.9%
Case Mix Index	2.1918	2.2500	-2.6%	1.7891	22.5%	2.0706	2.2500	-8.0%	2.1487	-3.6%
<b><u>Radiology</u></b>										
InPatient	4,773	4,137	15.4%	4,095	16.6%	47,411	42,512	11.5%	41,538	14.1%
OutPatient	9,018	8,296	8.7%	8,170	10.4%	85,425	85,311	0.1%	78,783	8.4%
<b><u>Cath Lab</u></b>										
InPatient	871	615	41.6%	571	52.5%	6,902	6,323	9.2%	6,217	11.0%
OutPatient	562	474	18.6%	414	35.7%	5,459	4,879	11.9%	4,642	17.6%
<b><u>Laboratory</u></b>										
InPatient	85,569	72,330	18.3%	68,236	25.4%	816,526	743,347	9.8%	720,713	13.3%
OutPatient	69,953	68,762	1.7%	61,668	13.4%	703,266	707,012	-0.5%	653,785	7.6%
<b><u>Other</u></b>										
Deliveries	199	174	14.4%	175	13.7%	1,792	1,787	0.3%	1,767	1.4%
<b><u>Surgical Cases</u></b>										
InPatient	283	250	13.2%	243	16.5%	2,451	2,569	-4.6%	2,418	1.4%
OutPatient	515	564	-8.7%	482	6.8%	5,199	5,803	-10.4%	5,383	-3.4%
<b>Total Surgical Cases</b>	<b>798</b>	<b>814</b>	<b>-2.0%</b>	<b>725</b>	<b>10.1%</b>	<b>7,650</b>	<b>8,372</b>	<b>-8.6%</b>	<b>7,801</b>	<b>-1.9%</b>
<b><u>GI Procedures (Endo)</u></b>										
InPatient	153	144	6.3%	144	6.3%	1,435	1,482	-3.2%	1,350	6.3%
OutPatient	162	292	-44.5%	173	-6.4%	1,856	3,005	-38.2%	1,954	-5.0%
<b>Total GI Procedures</b>	<b>315</b>	<b>436</b>	<b>-27.8%</b>	<b>317</b>	<b>-0.6%</b>	<b>3,291</b>	<b>4,487</b>	<b>-26.7%</b>	<b>3,304</b>	<b>-0.4%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
MONTHLY STATISTICAL REPORT  
JULY 2024**

	CURRENT MONTH					YEAR-TO-DATE				
	BUDGET			PRIOR YEAR		BUDGET			PRIOR YEAR	
	ACTUAL	AMOUNT	VAR. %	AMOUNT	VAR. %	ACTUAL	AMOUNT	VAR. %	AMOUNT	VAR. %
<b>OutPatient (O/P)</b>										
Emergency Room Visits	5,290	4,944	7.0%	4,570	15.8%	53,180	50,839	4.6%	51,110	4.1%
Observation Days	704	504	39.7%	722	-2.5%	6,552	5,185	26.4%	4,805	36.4%
Other O/P Occasions of Service	18,124	20,670	-12.3%	17,805	1.8%	197,166	212,528	-7.2%	195,173	1.0%
<b>Total O/P Occasions of Svc.</b>	<b>24,118</b>	<b>26,118</b>	<b>-7.7%</b>	<b>23,097</b>	<b>4.4%</b>	<b>256,898</b>	<b>268,552</b>	<b>-4.3%</b>	<b>251,088</b>	<b>2.3%</b>
<b>Hospital Operations</b>										
Manhours Paid	297,289	272,130	9.2%	278,464	6.8%	2,859,130	2,761,124	3.5%	2,720,262	5.1%
FTE's	1,678.2	1,536.2	9.2%	1,572.0	6.8%	1,640.5	1,584.3	3.5%	1,565.9	4.8%
Adjusted Patient Days	10,903	10,744	1.5%	9,612	13.4%	108,962	110,391	-1.3%	102,750	6.0%
Hours / Adjusted Patient Day	27.27	25.33	7.7%	28.97	-5.9%	26.24	25.01	4.9%	26.48	-0.9%
Occupancy - Actual Beds	51.6%	49.8%	3.6%	42.5%	21.2%	50.8%	52.0%	-2.3%	50.3%	0.9%
FTE's / Adjusted Occupied Bed	4.8	4.4	7.7%	5.1	-5.9%	4.6	4.4	4.9%	4.6	-0.9%
<b>Family Health Clinic - Clements</b>										
Total Medical Visits	257	687	-62.6%	464	-44.6%	5,021	7,067	-29.0%	6,220	-19.3%
Manhours Paid	1,524	2,226	-31.6%	1,647	-7.5%	17,469	22,899	-23.7%	20,149	-13.3%
FTE's	8.6	12.6	-31.6%	9.3	-7.5%	10.0	13.1	-23.7%	11.6	-13.6%
<b>Family Health Clinic - West University</b>										
Total Medical Visits	771	658	17.2%	675	14.2%	6,709	6,766	-0.8%	6,250	7.3%
Manhours Paid	1,163	1,204	-3.4%	974	19.5%	11,926	12,387	-3.7%	10,202	16.9%
FTE's	6.6	6.8	-3.4%	5.5	19.5%	6.8	7.1	-3.7%	5.9	16.5%
<b>Family Health Clinic - JBS</b>										
Total Medical Visits	949	730	30.0%	629	50.9%	8,987	7,508	19.7%	6,639	35.4%
Manhours Paid	1,655	1,648	0.5%	1,704	-2.8%	16,044	16,942	-5.3%	13,266	20.9%
FTE's	9.3	9.3	0.5%	9.6	-2.8%	9.2	9.7	-5.3%	7.6	20.5%
<b>Family Health Clinic - Womens</b>										
Total Medical Visits	1,834	2,057	-10.8%	-	0.0%	16,622	19,241	-13.6%	-	0.0%
Manhours Paid	3,277	4,938	-33.6%	-	0.0%	32,278	46,194	-30.1%	-	0.0%
FTE's	18.5	27.9	-33.6%	-	0.0%	18.5	26.5	-30.1%	-	0.0%
<b>Total ECHD Operations</b>										
Total Admissions	1,208	1,079	12.0%	1,067	13.2%	11,922	11,094	7.5%	10,766	10.7%
Total Patient Days	5,884	5,387	9.2%	4,854	21.2%	57,006	55,363	3.0%	53,394	6.8%
Total Patient and Obs Days	6,588	5,891	11.8%	5,576	18.1%	63,558	60,548	5.0%	58,199	9.2%
Total FTE's	1,721.3	1,592.8	8.1%	1,596.4	7.8%	1,685.1	1,640.7	2.7%	1,591.0	5.9%
FTE's / Adjusted Occupied Bed	4.9	4.6	6.5%	5.1	-4.9%	4.7	4.5	4.1%	4.7	0.2%
<b>Total Adjusted Patient Days</b>	<b>10,903</b>	<b>10,744</b>	<b>1.5%</b>	<b>9,612</b>	<b>13.4%</b>	<b>108,962</b>	<b>110,391</b>	<b>-1.3%</b>	<b>102,750</b>	<b>6.0%</b>
<b>Hours / Adjusted Patient Day</b>	<b>27.96</b>	<b>26.26</b>	<b>6.5%</b>	<b>29.42</b>	<b>-4.9%</b>	<b>26.95</b>	<b>25.90</b>	<b>4.1%</b>	<b>26.90</b>	<b>0.2%</b>
<b>Outpatient Factor</b>	<b>1.8530</b>	<b>1.9944</b>	<b>-7.1%</b>	<b>1.9802</b>	<b>-6.4%</b>	<b>1.9114</b>	<b>1.9939</b>	<b>-4.1%</b>	<b>1.9244</b>	<b>-0.7%</b>
<b>Blended O/P Factor</b>	<b>2.0450</b>	<b>2.2074</b>	<b>-7.4%</b>	<b>2.2067</b>	<b>-7.3%</b>	<b>2.1107</b>	<b>2.2122</b>	<b>-4.6%</b>	<b>2.1526</b>	<b>-1.9%</b>
<b>Total Adjusted Admissions</b>	<b>2,238</b>	<b>2,152</b>	<b>4.0%</b>	<b>2,113</b>	<b>5.9%</b>	<b>22,788</b>	<b>22,121</b>	<b>3.0%</b>	<b>20,718</b>	<b>10.0%</b>
<b>Hours / Adjusted Admission</b>	<b>136.21</b>	<b>131.11</b>	<b>3.9%</b>	<b>133.84</b>	<b>1.8%</b>	<b>128.88</b>	<b>129.27</b>	<b>-0.3%</b>	<b>133.41</b>	<b>-3.4%</b>
<b>FTE's - Hospital Contract</b>	<b>54.3</b>	<b>42.8</b>	<b>26.9%</b>	<b>54.8</b>	<b>-1.0%</b>	<b>54.9</b>	<b>44.6</b>	<b>23.2%</b>	<b>50.3</b>	<b>9.2%</b>
<b>FTE's - Mgmt Services</b>	<b>53.0</b>	<b>42.8</b>	<b>24.0%</b>	<b>46.8</b>	<b>13.2%</b>	<b>53.9</b>	<b>42.8</b>	<b>26.0%</b>	<b>40.5</b>	<b>32.9%</b>
<b>Total FTE's (including Contract)</b>	<b>1,828.6</b>	<b>1,678.3</b>	<b>9.0%</b>	<b>1,698.1</b>	<b>7.7%</b>	<b>1,793.9</b>	<b>1,728.1</b>	<b>3.8%</b>	<b>1,681.9</b>	<b>6.7%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>										
	5.2	4.8	7.4%	5.5	-5.1%	5.0	4.8	5.2%	5.0	0.9%
<b>ProCare FTEs</b>	<b>206.2</b>	<b>227.1</b>	<b>-9.2%</b>	<b>220.6</b>	<b>-6.5%</b>	<b>204.8</b>	<b>226.7</b>	<b>-9.7%</b>	<b>218.6</b>	<b>-6.3%</b>
<b>TraumaCare FTEs</b>	<b>8.3</b>	<b>9.6</b>	<b>-13.1%</b>	<b>9.4</b>	<b>-11.9%</b>	<b>9.0</b>	<b>9.6</b>	<b>-6.2%</b>	<b>9.4</b>	<b>-4.5%</b>
<b>Total System FTEs</b>	<b>2,043.1</b>	<b>1,915.0</b>	<b>6.7%</b>	<b>1,928.1</b>	<b>6.0%</b>	<b>2,007.7</b>	<b>1,964.4</b>	<b>2.2%</b>	<b>1,909.9</b>	<b>5.1%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	990	1,562	-36.6%	1,091	-9.3%	13,382	16,057	-16.7%	14,797	-9.6%
West University	515	1,050	-51.0%	633	-18.6%	8,898	10,795	-17.6%	9,349	-4.8%
<b>Total Urgent Care Visits</b>	<b>1,505</b>	<b>2,612</b>	<b>-42.4%</b>	<b>1,724</b>	<b>-12.7%</b>	<b>22,280</b>	<b>26,852</b>	<b>-17.0%</b>	<b>24,146</b>	<b>-7.7%</b>
<b>Retail Clinic Visits</b>										
Retail Clinic	89	196	-54.6%	-	0.0%	861	2,334	-63.1%	1,930	-55.4%

**ECTOR COUNTY HOSPITAL DISTRICT  
BALANCE SHEET - BLENDED  
JULY 2024**

		PRIOR FISCAL YEAR END			CURRENT
	CURRENT	HOSPITAL	PRO CARE	TRAUMA CARE	YEAR
	YEAR	AUDITED	AUDITED	AUDITED	CHANGE
ASSETS					
CURRENT ASSETS:					
Cash and Cash Equivalents	\$ 37,430,732	\$ 16,567,281	\$ 4,400	\$ -	\$ 20,859,051
Investments	51,040,905	56,460,783	-	-	(5,419,878)
Patient Accounts Receivable - Gross	240,445,893	247,541,752	29,112,091	2,371,321	(38,579,271)
Less: 3rd Party Allowances	(148,400,006)	(154,534,985)	(16,400,026)	(1,845,686)	24,380,691
Bad Debt Allowance	(49,291,858)	(59,928,158)	(8,542,555)	(400,000)	19,578,856
Net Patient Accounts Receivable	42,754,029	33,078,609	4,169,509	125,635	5,380,276
Taxes Receivable	10,892,078	13,086,087	-	-	(2,194,010)
Accounts Receivable - Other	1,093,867	10,882,264	35,402	-	(9,823,798)
Inventories	10,160,105	9,697,439	477,883	-	(15,217)
Prepaid Expenses	5,679,238	4,285,500	112,263	37,639	1,243,837
Total Current Assets	159,050,955	144,057,962	4,799,457	163,274	10,030,262
CAPITAL ASSETS:					
Property and Equipment	520,995,096	512,532,942	399,150	-	8,063,004
Construction in Progress	14,308,583	4,378,451	-	-	9,930,132
	535,303,679	516,911,393	399,150	-	17,993,136
Less: Accumulated Depreciation and Amortization	(373,694,703)	(358,580,014)	(321,730)	-	(14,792,959)
Total Capital Assets	161,608,976	158,331,379	77,420	-	3,200,177
LEASE ASSETS					
Leased Assets	4,190,843	53,343	-	-	4,137,500
Less Accumulated Amortization Lease Assets	(1,822,483)	(4,355)	-	-	(1,818,129)
Total Lease Assets	2,368,359	48,988	-	-	2,319,371
SUBSCRIPTION ASSETS					
Subscription Assets	7,680,918	7,429,526	-	-	251,391
Less Accumulated Amortization Subscription Assets	(2,460,792)	(1,751,574)	-	-	(709,218)
Total Subscription Assets	5,220,126	5,677,953	-	-	(457,826)
LT Lease Receivable	6,416,299	7,245,067	-	-	(828,768)
RESTRICTED ASSETS:					
Restricted Assets Held by Trustee	4,896	4,896	-	-	-
Restricted Assets Held in Endowment	6,305,028	6,192,628	-	-	112,400
Restricted TPC, LLC	1,707,903	1,668,033	-	-	39,870
Investment in PBBHC	30,997,988	30,997,988	-	-	-
Restricted MCH West Texas Services	2,319,408	2,289,594	-	-	29,814
Pension, Deferred Outflows of Resources	10,476,256	19,214,396	-	-	(8,738,139)
Assets whose use is Limited	275,034	-	239,765	-	35,269
TOTAL ASSETS	\$ 386,751,228	\$ 375,728,883	\$ 5,116,641	\$ 163,274	\$ 5,742,429
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES:					
Current Maturities of Long-Term Debt	\$ 1,790,000	\$ 2,331,892	\$ -	\$ -	\$ (541,892)
Self-Insurance Liability - Current Portion	3,640,526	3,640,526	-	-	-
Current Portion of Lease Liabilities	557,310	3,492	-	-	553,818
Current Portion of Subscription Liabilities	1,146,208	1,180,800	-	-	(34,592)
Accounts Payable	24,847,999	28,380,319	179,825	(122,858)	(3,589,287)
A/R Credit Balances	1,930,213	1,728,310	-	-	201,903
Accrued Interest	575,474	126,618	-	-	448,855
Accrued Salaries and Wages	17,869,609	6,721,029	4,737,246	243,053	6,168,281
Accrued Compensated Absences	4,994,978	4,623,356	-	-	371,622
Due to Third Party Payors	17,461,248	1,085,299	-	-	16,375,949
Deferred Revenue	3,743,992	329,369	232,401	-	3,182,222
Total Current Liabilities	78,557,557	50,151,010	5,149,472	120,195	23,257,075
ACCRUED POST RETIREMENT BENEFITS	31,196,205	54,025,950	-	-	(22,829,745)
LESSOR DEFERRED INFLOWS OF RESOURCES	7,249,790	8,144,265	-	-	(894,475)
SELF-INSURANCE LIABILITIES - Less Current Portion	2,422,562	2,422,562	-	-	-
LEASE LIABILITIES	2,258,741	46,484	-	-	2,212,257
SUBSCRIPTION LIABILITIES	3,658,626	4,459,894	-	-	(801,268)
LONG-TERM DEBT - Less Current Maturities	30,342,475	30,990,450	-	-	(647,975)
Total Liabilities	155,685,955	150,240,615	5,149,472	120,195	175,674
FUND BALANCE	231,065,273	225,488,269	(32,831)	43,079	231,098,103
TOTAL LIABILITIES AND FUND BALANCE	\$ 386,751,228	\$ 375,728,883	\$ 5,116,641	\$ 163,274	\$ 5,742,429

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 61,373,538	\$ 51,113,699	20.1%	\$ 49,610,460	23.7%	\$ 570,992,305	\$ 523,890,764	9.0%	\$ 521,568,013	9.5%
Outpatient Revenue	64,137,463	61,714,569	3.9%	59,867,001	7.1%	634,200,250	635,063,983	-0.1%	601,182,560	5.5%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 125,511,001</b>	<b>\$ 112,828,268</b>	<b>11.2%</b>	<b>\$ 109,477,460</b>	<b>14.6%</b>	<b>\$ 1,205,192,555</b>	<b>\$ 1,158,954,747</b>	<b>4.0%</b>	<b>\$ 1,122,750,573</b>	<b>7.3%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 80,022,068	\$ 70,438,600	13.6%	\$ 65,951,463	21.3%	\$ 778,180,690	\$ 724,949,379	7.3%	\$ 708,671,317	9.8%
Policy Adjustments	873,981	1,380,762	-36.7%	908,163	-3.8%	11,621,338	14,290,793	-18.7%	13,942,254	-16.6%
Uninsured Discount	7,635,814	10,732,749	-28.9%	12,506,743	-38.9%	73,614,691	110,128,976	-33.2%	108,749,119	-32.3%
Indigent	2,089,024	1,187,319	75.9%	1,401,476	49.1%	10,516,203	12,123,903	-13.3%	10,980,407	-4.2%
Provision for Bad Debts	7,802,963	4,272,546	82.6%	4,553,200	71.4%	76,069,760	43,441,802	75.1%	45,297,195	67.9%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 98,423,850</b>	<b>\$ 88,011,976</b>	<b>11.8%</b>	<b>\$ 85,321,045</b>	<b>15.4%</b>	<b>\$ 950,002,683</b>	<b>\$ 904,934,853</b>	<b>5.0%</b>	<b>\$ 887,640,292</b>	<b>7.0%</b>
	<b>78.42%</b>	<b>78.01%</b>		<b>77.93%</b>		<b>78.83%</b>	<b>78.08%</b>		<b>79.06%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 1,551,832	\$ 1,551,832	0.0%	\$ 3,385,665	-54.2%	\$ 14,595,608	\$ 15,518,320	-5.9%	\$ 22,262,102	-34.4%
DSRIP/CHIRP	(114,135)	1,116,944	-110.2%	(344,553)	-66.9%	7,121,047	11,169,440	-36.2%	2,830,027	151.6%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	(14,868)	-100.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 1,437,697</b>	<b>\$ 2,668,776</b>	<b>-46.1%</b>	<b>\$ 3,041,112</b>	<b>-52.7%</b>	<b>\$ 21,716,656</b>	<b>\$ 26,687,760</b>	<b>-18.6%</b>	<b>\$ 25,077,261</b>	<b>-13.4%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 28,524,848</b>	<b>\$ 27,485,068</b>	<b>3.8%</b>	<b>\$ 27,197,528</b>	<b>4.9%</b>	<b>\$ 276,906,528</b>	<b>\$ 280,707,654</b>	<b>-1.4%</b>	<b>\$ 260,187,541</b>	<b>6.4%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 5,916,650	\$ 6,168,853	-4.1%	\$ 6,286,342	-5.9%	\$ 63,750,618	\$ 60,205,376	5.9%	\$ 63,003,019	1.2%
Other Revenue	1,598,179	1,313,819	21.6%	1,949,452	-18.0%	15,463,012	13,060,187	18.4%	12,482,591	23.9%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 7,514,828</b>	<b>\$ 7,482,672</b>	<b>0.4%</b>	<b>\$ 8,235,794</b>	<b>-8.8%</b>	<b>\$ 79,213,629</b>	<b>\$ 73,265,563</b>	<b>8.1%</b>	<b>\$ 75,485,610</b>	<b>4.9%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 36,039,676</b>	<b>\$ 34,967,740</b>	<b>3.1%</b>	<b>\$ 35,433,322</b>	<b>1.7%</b>	<b>\$ 356,120,157</b>	<b>\$ 353,973,217</b>	<b>0.6%</b>	<b>\$ 335,673,151</b>	<b>6.1%</b>
<b><u>OPERATING EXPENSES</u></b>										
Salaries and Wages	\$ 16,242,374	\$ 14,974,966	8.5%	\$ 14,672,616	10.7%	\$ 153,112,331	\$ 150,428,657	1.8%	\$ 144,926,396	5.6%
Benefits	2,594,620	2,115,599	22.6%	1,448,504	79.1%	12,420,357	21,689,862	-42.7%	28,123,637	-55.8%
Temporary Labor	1,572,593	1,383,663	13.7%	1,587,061	-0.9%	17,337,067	14,004,024	23.8%	13,494,994	28.5%
Physician Fees	1,554,938	1,192,205	30.4%	1,082,933	43.6%	12,207,025	11,794,369	3.5%	11,122,184	9.8%
Texas Tech Support	1,005,347	954,677	5.3%	997,415	0.8%	9,643,170	9,546,770	1.0%	9,135,469	5.6%
Purchased Services	4,765,123	4,508,694	5.7%	4,372,375	9.0%	46,578,050	45,402,016	2.6%	43,381,035	7.4%
Supplies	6,971,405	6,102,972	14.2%	5,405,356	29.0%	66,465,310	61,986,704	7.2%	58,005,328	14.6%
Utilities	371,153	258,931	43.3%	353,256	5.1%	3,700,712	3,205,430	15.5%	3,272,096	13.1%
Repairs and Maintenance	819,283	924,310	-11.4%	931,000	-12.0%	7,710,257	9,244,632	-16.6%	8,935,559	-13.7%
Leases and Rent	130,223	98,093	32.8%	101,745	28.0%	1,063,453	981,848	8.3%	1,194,268	-11.0%
Insurance	208,162	190,806	9.1%	194,566	7.0%	1,838,981	1,875,155	-1.9%	1,741,090	5.6%
Interest Expense	95,862	92,357	3.8%	69,311	38.3%	1,027,942	928,226	10.7%	697,640	47.3%
ECHDA	38,552	182,272	-78.8%	233,321	-83.5%	1,305,065	1,822,720	-28.4%	1,873,766	-30.4%
Other Expense	104,841	163,043	-35.7%	150,775	-30.5%	1,859,212	2,410,275	-22.9%	2,086,876	-10.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 36,474,476</b>	<b>\$ 33,142,588</b>	<b>10.1%</b>	<b>\$ 31,600,234</b>	<b>15.4%</b>	<b>\$ 336,268,931</b>	<b>\$ 335,320,688</b>	<b>0.3%</b>	<b>\$ 327,990,339</b>	<b>2.5%</b>
Depreciation/Amortization	\$ 2,076,647	\$ 1,870,455	11.0%	\$ 1,800,558	15.3%	\$ 20,044,549	\$ 18,586,282	7.8%	\$ 17,487,339	14.6%
(Gain) Loss on Sale of Assets	(20,000)	-	0.0%	8,445	-336.8%	(45,332)	-	0.0%	(104,235)	-56.5%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 38,531,123</b>	<b>\$ 35,013,043</b>	<b>10.0%</b>	<b>\$ 33,409,238</b>	<b>15.3%</b>	<b>\$ 356,268,148</b>	<b>\$ 353,906,970</b>	<b>0.7%</b>	<b>\$ 345,373,444</b>	<b>3.2%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (2,491,447)</b>	<b>\$ (45,303)</b>	<b>-5399.5%</b>	<b>\$ 2,024,084</b>	<b>223.1%</b>	<b>\$ (147,991)</b>	<b>\$ 66,247</b>	<b>-323.4%</b>	<b>\$ (9,700,292)</b>	<b>-98.5%</b>
Operating Margin	-6.91%	-0.13%	5235.9%	5.71%	-221.0%	-0.04%	0.02%	-322.0%	-2.89%	-98.6%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 95,953	\$ 92,032	4.3%	\$ 96,698	-0.8%	\$ 1,675,288	\$ 920,320	82.0%	\$ 924,985	81.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,423,034	1,240,590	14.7%	1,392,083	2.2%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	1,820	-100.0%	-	-	(3,000)	18,200	-116.5%	16,375	-118.3%
COVID-19 Stimulus	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
						20,924,500	19,580,755		8,484,686	
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (2,395,494)</b>	<b>\$ 48,549</b>	<b>5034.2%</b>	<b>\$ 2,120,782</b>	<b>213.0%</b>	<b>\$ 2,947,332</b>	<b>\$ 2,245,357</b>	<b>-31.3%</b>	<b>\$ (7,366,850)</b>	<b>140.0%</b>
Unrealized Gain/(Loss) on Investments	\$ 194,408	\$ -	0.0%	\$ 110,494	75.9%	\$ 1,774,804	\$ -	0.0%	\$ 1,287,938	37.8%
Investment in Subsidiaries	(27,288)	149,961	-118.2%	(23,973)	13.8%	844,620	1,499,610	-43.7%	1,325,674	-36.3%
<b>CHANGE IN NET POSITION</b>	<b>\$ (2,228,374)</b>	<b>\$ 198,510</b>	<b>1222.5%</b>	<b>\$ 2,207,302</b>	<b>201.0%</b>	<b>\$ 5,566,755</b>	<b>\$ 3,744,967</b>	<b>-48.6%</b>	<b>\$ (4,753,238)</b>	<b>217.1%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
HOSPITAL OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 61,373,538	\$ 51,113,699	20.1%	\$ 49,610,460	23.7%	\$ 570,992,305	\$ 523,890,764	9.0%	\$ 521,568,013	9.5%
Outpatient Revenue	52,353,693	50,829,909	3.0%	48,629,504	7.7%	520,410,386	520,721,047	-0.1%	482,120,815	7.9%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 113,727,231</b>	<b>\$ 101,943,608</b>	<b>11.6%</b>	<b>\$ 98,239,963</b>	<b>15.8%</b>	<b>\$ 1,091,402,690</b>	<b>\$ 1,044,611,811</b>	<b>4.5%</b>	<b>\$ 1,003,688,829</b>	<b>8.7%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 73,894,482	\$ 64,881,345	13.9%	\$ 60,056,506	23.0%	\$ 720,765,647	\$ 666,518,031	8.1%	\$ 646,651,632	11.5%
Policy Adjustments	53,375	496,208	-89.2%	34,241	55.9%	785,359	5,088,838	-84.6%	5,509,241	-85.7%
Uninsured Discount	7,471,428	10,339,635	-27.7%	12,059,528	-38.0%	71,166,353	106,004,352	-32.9%	104,747,101	-32.1%
Indigent Care	2,048,729	1,172,120	74.8%	1,394,649	46.9%	10,407,737	11,966,689	-13.0%	10,837,862	-4.0%
Provision for Bad Debts	6,289,223	3,403,979	84.8%	3,955,344	59.0%	63,526,466	34,587,771	83.7%	36,785,048	72.7%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 89,757,237</b>	<b>\$ 80,293,287</b>	<b>11.8%</b>	<b>\$ 77,500,268</b>	<b>15.8%</b>	<b>\$ 866,651,562</b>	<b>\$ 824,165,681</b>	<b>5.2%</b>	<b>\$ 804,530,884</b>	<b>7.7%</b>
	<b>78.92%</b>	<b>78.76%</b>		<b>78.89%</b>		<b>79.41%</b>	<b>78.90%</b>		<b>80.16%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 1,551,832	\$ 1,551,832	0.0%	\$ 3,385,665	-54.2%	\$ 14,595,608	\$ 15,518,320	-5.9%	\$ 22,262,102	-34.4%
DSRIP/CHIRP	(114,135)	1,116,944	-110.2%	(344,553)	-66.9%	7,121,047	11,169,440	-36.2%	2,830,027	151.6%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 1,437,697</b>	<b>\$ 2,668,776</b>	<b>-46.1%</b>	<b>\$ 3,041,112</b>	<b>-52.7%</b>	<b>\$ 21,716,656</b>	<b>\$ 26,687,760</b>	<b>-18.6%</b>	<b>\$ 25,077,261</b>	<b>-13.4%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 25,407,690</b>	<b>\$ 24,319,097</b>	<b>4.5%</b>	<b>\$ 23,780,808</b>	<b>6.8%</b>	<b>\$ 246,467,784</b>	<b>\$ 247,133,890</b>	<b>-0.3%</b>	<b>\$ 224,235,206</b>	<b>9.9%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 5,916,650	\$ 6,168,853	-4.1%	\$ 6,286,342	-5.9%	\$ 63,750,618	\$ 60,205,376	5.9%	\$ 63,003,019	1.2%
Other Revenue	1,300,493	1,091,827	19.1%	1,649,963	-21.2%	13,276,442	10,849,017	22.4%	10,303,112	28.9%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 7,217,142</b>	<b>\$ 7,260,680</b>	<b>-0.6%</b>	<b>\$ 7,936,305</b>	<b>-9.1%</b>	<b>\$ 77,027,059</b>	<b>\$ 71,054,393</b>	<b>8.4%</b>	<b>\$ 73,306,131</b>	<b>5.1%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 32,624,833</b>	<b>\$ 31,579,777</b>	<b>3.3%</b>	<b>\$ 31,717,112</b>	<b>2.9%</b>	<b>\$ 323,494,843</b>	<b>\$ 318,188,283</b>	<b>1.7%</b>	<b>\$ 297,541,337</b>	<b>8.7%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 11,269,840	\$ 10,358,537	8.8%	\$ 10,127,915	11.3%	\$ 108,078,368	\$ 104,070,983	3.9%	\$ 99,792,605	8.3%
Benefits	2,225,732	1,725,222	29.0%	1,095,748	103.1%	8,146,101	17,177,154	-52.6%	23,780,700	-65.7%
Temporary Labor	895,456	689,565	29.9%	1,027,249	-12.8%	8,830,439	7,069,104	24.9%	9,764,879	-9.6%
Physician Fees	1,517,778	1,210,852	25.3%	1,117,319	35.8%	12,645,022	11,980,399	5.5%	11,438,178	10.6%
Texas Tech Support	1,005,347	954,677	5.3%	997,415	0.8%	9,643,170	9,546,770	1.0%	9,135,469	5.6%
Purchased Services	5,068,700	4,815,735	5.3%	4,404,374	15.1%	49,379,394	48,559,526	1.7%	43,607,213	13.2%
Supplies	6,916,716	6,023,855	14.8%	5,333,117	29.7%	65,797,264	61,164,137	7.6%	56,821,738	15.8%
Utilities	369,961	257,742	43.5%	352,057	5.1%	3,691,540	3,197,338	15.5%	3,264,000	13.1%
Repairs and Maintenance	819,283	922,410	-11.2%	930,782	-12.0%	7,705,945	9,225,632	-16.5%	8,920,056	-13.6%
Leases and Rentals	(18,535)	(47,469)	-61.0%	(68,091)	-72.8%	(411,066)	(474,690)	-13.4%	(527,828)	-22.1%
Insurance	145,612	129,036	12.8%	132,725	9.7%	1,317,855	1,290,360	2.1%	1,198,487	10.0%
Interest Expense	95,862	92,357	3.8%	69,311	38.3%	1,027,942	928,226	10.7%	697,640	47.3%
ECHDA	38,552	182,272	-78.8%	233,321	-83.5%	1,305,065	1,822,720	-28.4%	1,873,766	-30.4%
Other Expense	71,151	106,297	-33.1%	81,077	-12.2%	1,292,842	1,803,980	-28.3%	1,539,290	-16.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 30,421,457</b>	<b>\$ 27,421,088</b>	<b>10.9%</b>	<b>\$ 25,834,319</b>	<b>17.8%</b>	<b>\$ 278,449,880</b>	<b>\$ 277,361,639</b>	<b>0.4%</b>	<b>\$ 271,306,193</b>	<b>2.6%</b>
Depreciation/Amortization	\$ 2,064,902	\$ 1,863,331	10.8%	\$ 1,793,562	15.1%	\$ 19,945,104	\$ 18,515,042	7.7%	\$ 17,421,163	14.5%
(Gain)/Loss on Disposal of Assets	(20,000)	-	0.0%	8,445	-336.8%	(45,332)	-	0.0%	(103,728)	-56.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 32,466,359</b>	<b>\$ 29,284,419</b>	<b>10.9%</b>	<b>\$ 27,636,325</b>	<b>17.5%</b>	<b>\$ 298,349,652</b>	<b>\$ 295,876,681</b>	<b>0.8%</b>	<b>\$ 288,623,628</b>	<b>3.4%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 158,473</b>	<b>\$ 2,295,358</b>	<b>-93.1%</b>	<b>\$ 4,080,786</b>	<b>96.1%</b>	<b>\$ 25,145,191</b>	<b>\$ 22,311,602</b>	<b>12.7%</b>	<b>\$ 8,917,709</b>	<b>182.0%</b>
Operating Margin	0.49%	7.27%	-93.3%	12.87%	-96.2%	7.77%	7.01%	10.9%	3.00%	159.3%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 95,953	\$ 92,032	4.3%	\$ 96,698	-0.8%	\$ 1,675,288	\$ 920,320	82.0%	\$ 924,985	81.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,423,034	1,240,590	14.7%	1,392,083	2.2%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	1,820	-100.0%	-	0.0%	(3,000)	18,200	-116.5%	16,375	-118.3%
COVID-19 Stimulus	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ 254,426</b>	<b>\$ 2,389,210</b>	<b>-89.4%</b>	<b>\$ 4,177,485</b>	<b>-93.9%</b>	<b>\$ 28,240,513</b>	<b>\$ 24,490,712</b>	<b>15.3%</b>	<b>\$ 11,251,151</b>	<b>151.0%</b>
Procure Capital Contribution	(2,693,088)	(2,343,100)	14.9%	(2,087,620)	29.0%	(25,629,574)	(22,288,620)	15.0%	(18,582,101)	37.9%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ (2,438,662)</b>	<b>\$ 46,110</b>	<b>5388.8%</b>	<b>\$ 2,089,865</b>	<b>216.7%</b>	<b>\$ 2,610,940</b>	<b>\$ 2,202,092</b>	<b>-18.6%</b>	<b>\$ (7,330,949)</b>	<b>135.6%</b>
Unrealized Gain/(Loss) on Investments	\$ 194,408	-	0.0%	\$ 110,494	75.9%	\$ 1,774,804	\$ -	0.0%	\$ 1,287,938	37.8%
Investment in Subsidiaries	(27,288)	149,961	-118.2%	(23,973)	13.8%	844,620	1,499,610	-43.7%	1,325,674	-36.3%
<b>CHANGE IN NET POSITION</b>	<b>\$ (2,271,541)</b>	<b>\$ 196,071</b>	<b>1258.5%</b>	<b>\$ 2,176,386</b>	<b>204.4%</b>	<b>\$ 5,230,363</b>	<b>\$ 3,701,702</b>	<b>-41.3%</b>	<b>\$ (4,717,337)</b>	<b>210.9%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
PROCARE OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 11,541,045	\$ 10,635,290	8.5%	\$ 10,965,116	5.3%	\$ 111,467,148	\$ 112,101,834	-0.6%	\$ 117,247,118	-4.9%
<b>TOTAL PATIENT REVENUE</b>	\$ 11,541,045	\$ 10,635,290	8.5%	\$ 10,965,116	5.3%	\$ 111,467,148	\$ 112,101,834	-0.6%	\$ 117,247,118	-4.9%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 6,005,037	\$ 5,410,041	11.0%	\$ 5,732,891	4.7%	\$ 56,293,668	\$ 57,108,329	-1.4%	\$ 60,898,229	-7.6%
Policy Adjustments	783,563	840,551	-6.8%	827,617	-5.3%	10,480,968	8,806,494	19.0%	8,099,938	29.4%
Uninsured Discount	164,386	393,114	-58.2%	447,214	-63.2%	2,448,338	4,124,624	-40.6%	4,002,018	-38.8%
Indigent	40,295	15,199	165.1%	6,827	490.3%	108,466	157,214	-31.0%	142,546	-23.9%
Provision for Bad Debts	1,480,169	840,051	76.2%	556,864	165.8%	12,190,405	8,597,752	41.8%	8,285,315	47.1%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 8,473,450	\$ 7,498,956	13.0%	\$ 7,571,413	11.9%	\$ 81,521,845	\$ 78,794,413	3.5%	\$ 81,428,045	0.1%
	73.42%	70.51%		69.05%		73.14%	70.29%		69.45%	
<b>NET PATIENT REVENUE</b>	\$ 3,067,595	\$ 3,136,334	-2.2%	\$ 3,393,703	-9.6%	\$ 29,945,303	\$ 33,307,421	-10.1%	\$ 35,819,073	-16.4%
<b>OTHER REVENUE</b>										
Other Income	\$ 296,704	\$ 221,952	33.7%	\$ 298,737	-0.7%	\$ 2,175,914	\$ 2,210,770	-1.6%	\$ 2,178,369	-0.1%
<b>TOTAL OTHER REVENUE</b>	\$ 296,704	\$ 221,952	33.7%	\$ 298,737	-0.7%	\$ 2,175,914	\$ 2,210,770	-1.6%	\$ 2,178,369	-0.1%
<b>NET OPERATING REVENUE</b>	\$ 3,364,299	\$ 3,358,286	0.2%	\$ 3,692,440	-8.9%	\$ 32,121,218	\$ 35,518,191	-9.6%	\$ 37,997,442	-15.5%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 4,732,166	\$ 4,365,360	8.4%	\$ 4,295,082	10.2%	\$ 42,585,902	\$ 43,852,466	-2.9%	\$ 42,638,338	-0.1%
Benefits	355,534	366,118	-2.9%	338,243	5.1%	4,086,517	4,312,989	-5.3%	4,168,667	-2.0%
Temporary Labor	677,137	694,098	-2.4%	559,812	21.0%	8,506,628	6,934,920	22.7%	3,730,115	128.1%
Physician Fees	296,407	240,601	23.2%	224,862	31.8%	2,154,483	2,406,450	-10.5%	2,276,486	-5.4%
Purchased Services	(304,423)	(307,743)	-1.1%	(8,793)	3362.1%	(2,815,713)	(3,164,530)	-11.0%	(233,497)	1105.9%
Supplies	54,689	78,460	-30.3%	71,668	-23.7%	666,107	816,546	-18.4%	1,178,447	-43.5%
Utilities	1,192	1,189	0.2%	1,199	-0.6%	9,173	8,092	13.4%	8,096	13.3%
Repairs and Maintenance	-	1,900	-100.0%	218.71	-100.0%	4,312	19,000	-77.3%	15,503	-72.2%
Leases and Rentals	146,765	143,569	2.2%	167,843	-12.6%	1,454,586	1,436,608	1.3%	1,702,163	-14.5%
Insurance	52,828	54,425	-2.9%	53,575	-1.4%	437,318	511,345	-14.5%	485,298	-9.9%
Other Expense	33,346	56,285	-40.8%	69,353	-51.9%	562,034	601,685	-6.6%	544,256	3.3%
<b>TOTAL OPERATING EXPENSES</b>	\$ 6,045,641	\$ 5,694,262	6.2%	\$ 5,773,062	4.7%	\$ 57,651,347	\$ 57,735,571	-0.1%	\$ 56,513,872	2.0%
Depreciation/Amortization	\$ 11,746	\$ 7,124	64.9%	\$ 6,997	67.9%	\$ 99,445	\$ 71,240	39.6%	\$ 66,176	50.3%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	(506)	-100.0%
<b>TOTAL OPERATING COSTS</b>	\$ 6,057,386	\$ 5,701,386	6.2%	\$ 5,780,059	4.8%	\$ 57,750,791	\$ 57,806,811	-0.1%	\$ 56,579,542	2.1%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (2,693,088)	\$ (2,343,100)	14.9%	\$ (2,087,620)	29.0%	\$ (25,629,574)	\$ (22,288,620)	15.0%	\$ (18,582,101)	37.9%
Operating Margin	-80.05%	-69.77%	14.7%	-56.54%	41.6%	-79.79%	-62.75%	27.2%	-48.90%	63.2%
COVID-19 Stimulus	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 2,693,088	\$ 2,343,100	14.9%	\$ 2,087,620	29.0%	\$ 25,629,574	\$ 22,288,620	15.0%	\$ 18,582,101	37.9%
<b>CAPITAL CONTRIBUTION</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	7,830	6,971	12.32%	7,956	-1.58%	77,925	76,676	1.63%	91,284	-14.63%
Total Hospital Visits	7,124	5,860	21.57%	5,827	22.26%	67,787	59,131	14.64%	57,764	17.35%
Total Procedures	12,740	11,395	11.80%	12,689	0.40%	126,343	120,966	4.45%	127,708	-1.07%
Total Surgeries	814	862	-5.57%	830	-1.93%	7,723	8,205	-5.87%	8,341	-7.41%
Total Provider FTE's	85.0	88.6	-4.08%	91.6	-7.28%	84.5	88.6	-4.61%	90.0	-6.11%
Total Staff FTE's	109.7	126.8	-13.50%	116.9	-6.12%	108.5	126.5	-14.24%	116.9	-7.19%
Total Administrative FTE's	11.5	11.7	-1.45%	12.1	-4.51%	11.9	11.7	1.71%	11.7	1.05%
Total FTE's	206.2	227.1	-9.21%	220.6	-6.51%	204.8	226.7	-9.66%	218.6	-6.30%

**ECTOR COUNTY HOSPITAL DISTRICT  
TRAUMACARE OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 242,725	\$ 249,370	-2.7%	\$ 272,381	-10.9%	\$ 2,322,716	\$ 2,241,102	3.6%	\$ 1,814,626	28.0%
<b>TOTAL PATIENT REVENUE</b>	\$ 242,725	\$ 249,370	-2.7%	\$ 272,381	-10.9%	\$ 2,322,716	\$ 2,241,102	3.6%	\$ 1,814,626	28.0%
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 122,548	\$ 147,214	-16.8%	\$ 162,066	-24.4%	\$ 1,121,375	\$ 1,323,019	-15.2%	\$ 1,121,456	0.0%
Policy Adjustments	37,044	44,003	-15.8%	46,306	-20.0%	355,011	395,461	-10.2%	333,076	6.6%
Uninsured Discount	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Indigent	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Provision for Bad Debts	33,570	28,516	17.7%	40,992	-18.1%	352,889	256,279	37.7%	226,833	55.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 193,162	\$ 219,733	-12.1%	\$ 249,364	-22.5%	\$ 1,829,275	\$ 1,974,759	-7.4%	\$ 1,681,364	8.8%
	79.58%	88.12%		91.55%		78.76%	88.12%		92.66%	
<b>NET PATIENT REVENUE</b>	\$ 49,563	\$ 29,637	67.2%	\$ 23,017	115.3%	\$ 493,441	\$ 266,343	85.3%	\$ 133,262	270.3%
						21.2%				
<b><u>OTHER REVENUE</u></b>										
Other Income	\$ 982	\$ 40	2355.6%	\$ 753	30.5%	\$ 10,656	\$ 400	2564.0%	\$ 1,111	859.5%
<b>TOTAL OTHER REVENUE</b>										
<b>NET OPERATING REVENUE</b>	\$ 50,545	\$ 29,677	70.3%	\$ 23,770	112.6%	\$ 504,097	\$ 266,743	89.0%	\$ 134,373	275.1%
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 240,368	\$ 251,069	-4.3%	\$ 249,620	-3.7%	\$ 2,448,061	\$ 2,505,208	-2.3%	\$ 2,495,454	-1.9%
Benefits	13,353	24,259	-45.0%	14,513	-8.0%	187,739	199,719	-6.0%	174,270	7.7%
Temporary Labor	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Physician Fees	(259,248)	(259,248)	0.0%	(259,248)	0.0%	(2,592,480)	(2,592,480)	0.0%	(2,592,480)	0.0%
Purchased Services	846	702	20.5%	(23,206)	-103.6%	14,369	7,020	104.7%	7,318	96.3%
Supplies	-	657	-100.0%	572	-100.0%	1,939	6,021	-67.8%	5,143	-62.3%
Utilities	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Repairs and Maintenance	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Leases and Rentals	1,993	1,993	0.0%	1,993	0.0%	19,933	19,930	0.0%	19,933	0.0%
Insurance	9,722	7,345	32.4%	8,265	17.6%	83,808	73,450	14.1%	57,305	46.2%
Other Expense	344	461	-25.5%	345	-0.5%	4,336	4,610	-6.0%	3,330	30.2%
<b>TOTAL OPERATING EXPENSES</b>	\$ 7,378	\$ 27,238	-72.9%	\$ (7,147)	-203.2%	\$ 167,705	\$ 223,478	-25.0%	\$ 170,273	-1.5%
Depreciation/Amortization	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 7,378	\$ 27,238	-72.9%	\$ (7,147)	-203.2%	\$ 167,705	\$ 223,478	-25.0%	\$ 170,273	-1.5%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ 43,167	\$ 2,439	1669.9%	\$ 30,917	39.6%	\$ 336,392	\$ 43,265	677.5%	\$ (35,901)	-1037.0%
Operating Margin	85.40%	8.22%	939.2%	130.07%	-34.3%	66.73%	16.22%	311.4%	-26.72%	-349.8%
COVID-19 Stimulus	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>CAPITAL CONTRIBUTION</b>	\$ 43,167	\$ 2,439	1669.9%	\$ 30,917	39.6%	\$ 336,392	\$ 43,265	677.5%	\$ (35,901)	-1037.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Procedures	722	927	-22.11%	756	-4.50%	6,819	8,331	-18.15%	6,797	0.32%
Total Provider FTE's	7.3	8.2	-10.58%	8.4	-13.37%	8.0	8.3	-4.11%	8.4	-5.37%
Total Staff FTE's	1.0	1.4	-27.70%	1.0	0.95%	1.0	1.3	-20.22%	1.0	3.02%
Total FTE's	8.3	9.6	-13.06%	9.4	-11.87%	9.0	9.6	-6.24%	9.4	-4.49%

**ECTOR COUNTY HOSPITAL DISTRICT  
DIABETES SCREENING CLINIC - SOUTH - OPERATIONS SUMMARY  
JULY 2024**

	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	\$ 4,456	\$ -	0.0%	\$ -	0.0%	\$ 30,890	\$ -	0.0%	\$ -	0.0%
<b>TOTAL PATIENT REVENUE</b>	\$ 4,456	\$ -	0.0%	\$ -	0.0%	\$ 30,890	\$ -	0.0%	\$ -	0.0%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
Self Pay Adjustments	4,191	-	0.0%	-	0.0%	26,143	-	0.0%	-	0.0%
Bad Debts	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 4,191	\$ -	0.0%	\$ -	0.0%	\$ 26,143	\$ -	0.0%	\$ -	0.0%
	94.1%	#DIV/0!		#DIV/0!		84.6%	#DIV/0!		#DIV/0!	
<b>NET PATIENT REVENUE</b>	\$ 265	\$ -	0.0%	\$ -	0.0%	\$ 4,748	\$ -	0.0%	\$ -	0.0%
<b>OTHER REVENUE</b>										
Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 265	\$ -	0.0%	\$ -	0.0%	\$ 4,748	\$ -	0.0%	\$ -	0.0%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 792	\$ -	0.0%	\$ -	0.0%	\$ 5,283	\$ -	0.0%	\$ -	0.0%
Benefits	156	-	0.0%	-	0.0%	398	-	0.0%	-	0.0%
Physician Services	1,500	-	0.0%	-	0.0%	9,932	-	0.0%	-	0.0%
Cost of Drugs Sold	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Supplies	43	-	0.0%	-	0.0%	5,031	-	0.0%	-	0.0%
Utilities	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Repairs and Maintenance	177	-	0.0%	-	0.0%	27,729	-	0.0%	-	0.0%
Leases and Rentals	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 2,669	\$ -	0.0%	\$ -	0.0%	\$ 48,374	\$ -	0.0%	\$ -	0.0%
Depreciation/Amortization	\$ 905	\$ 2,769	-67.3%	\$ 2,769	-67.3%	\$ 20,141	\$ 27,690	-27.3%	\$ 27,694	-27.3%
<b>TOTAL OPERATING COSTS</b>	\$ 3,574	\$ 2,769	29.1%	\$ 2,769	29.0%	\$ 68,515	\$ 27,690	147.4%	\$ 27,694	147.4%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (3,309)	\$ (2,769)	-19.5%	\$ (2,769)	-19.5%	\$ (63,767)	\$ (27,690)	-130.3%	\$ (27,694)	130.3%
Operating Margin	-1248.34%	0.00%	0.0%	0.00%	0.0%	-1343.14%	0.00%	0.0%	0.00%	0.0%

	CURRENT MONTH					YEAR TO DATE				
Medical Visits	10	-	0.0%	-	0.0%	101	-	0.0%	-	0.0%
Hospital FTE's (Salaries and Wages)	0.2	-	0.0%	-	0.0%	0.1	-	0.0%	0.0	1249.3%

ECTOR COUNTY HOSPITAL DISTRICT  
JULY 2024

**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	\$ 47,642,629	41.8%	\$ 37,580,137	38.2%	\$ 438,009,206	40.2%	387,737,292	38.6%
Medicaid	11,109,915	9.8%	11,169,305	11.4%	128,611,969	11.8%	135,150,231	13.5%
Commercial	39,073,175	34.4%	32,213,655	32.8%	377,074,502	34.5%	305,298,945	30.4%
Self Pay	10,496,704	9.2%	14,252,803	14.5%	102,669,225	9.4%	135,202,973	13.5%
Other	5,404,808	4.8%	3,024,063	3.1%	45,037,789	4.1%	40,299,387	4.0%
<b>TOTAL</b>	<b>\$ 113,727,231</b>	<b>100.0%</b>	<b>\$ 98,239,963</b>	<b>100.0%</b>	<b>\$ 1,091,402,690</b>	<b>100.0%</b>	<b>1,003,688,828</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	\$ 9,336,910	38.4%	\$ 6,909,497	43.5%	\$ 86,537,262	38.4%	74,027,376	39.1%
Medicaid	2,071,576	8.5%	1,651,287	10.4%	26,435,959	11.7%	24,661,290	13.0%
Commercial	10,072,087	41.2%	5,314,335	33.5%	88,909,686	39.4%	69,542,436	36.8%
Self Pay	1,396,889	5.7%	989,052	6.2%	13,518,445	6.0%	10,964,811	5.8%
Other	1,506,359	6.2%	1,022,065	6.4%	10,122,776	4.5%	10,030,010	5.3%
<b>TOTAL</b>	<b>\$ 24,383,820</b>	<b>100.0%</b>	<b>\$ 15,886,236</b>	<b>100.0%</b>	<b>\$ 225,524,129</b>	<b>100.0%</b>	<b>189,225,924</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
JULY 2024**

	Hospital	ProCare	TraumaCare	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:				
Excess of Revenue over Expenses	\$ 5,230,363	-	336,392	\$ 5,566,755
Noncash Expenses:				
Depreciation and Amortization	17,306,039	14,266	-	17,320,305
Unrealized Gain/Loss on Investments	1,774,804	-	-	1,774,804
Accretion (Bonds) & COVID Funding	(510,385)	-	-	(510,385)
Changes in Assets and Liabilities				
Patient Receivables, Net	(5,609,392)	290,594	(61,478)	(5,380,276)
Taxes Receivable/Deferred	5,632,194	(255,963)	-	5,376,231
Inventories, Prepaids and Other	8,271,711	(112,434)	11,139	8,170,416
LT Lease Rec	828,768			
Deferred Inflow of Resources	424,762			
Accounts Payable	133,550	(3,247,350)	(273,584)	(3,387,384)
Accrued Expenses	3,650,950	3,315,009	(12,469)	6,953,490
Due to Third Party Payors	16,375,949	-	-	16,375,949
Accrued Post Retirement Benefit Costs	(14,986,081)	-	-	(14,986,081)
Net Cash Provided by Operating Activities	\$ 38,523,233	4,122	-	\$ 38,527,355
Cash Flows from Investing Activities:				
Investments	\$ 3,645,074	-	-	\$ 3,645,074
Acquisition of Property and Equipment	(22,378,005)	(4,022)	-	(22,382,027)
Net Cash used by Investing Activities	\$ (18,732,931)	(4,022)	-	\$ (18,736,953)
Cash Flows from Financing Activities:				
Current Portion Debt	\$ (541,892)	-	-	\$ (541,892)
Principal Paid on Subscription Liabilities	\$ (34,592)			
Principal Paid on Lease Liabilities	\$ 553,818			
Intercompany Activities	-	-	-	-
LT Liab Subscriptions	(801,268)			
LT Liab Leases	2,212,257			
Net Repayment of Long-term Debt/Bond Issuance	(137,591)	-	-	(137,591)
Net Cash used by Financing Activities	1,250,733	-	-	1,250,733
Net Increase (Decrease) in Cash	21,041,036	100	-	21,041,136
Beginning Cash & Cash Equivalents @ 9/30/2023	26,722,432	4,400	-	26,726,832
Ending Cash & Cash Equivalents @ 7/31/2024	\$ 47,763,467	\$ 4,500	\$ -	\$ 47,767,967

**ECTOR COUNTY HOSPITAL DISTRICT  
MEDICAID SUPPLEMENTAL PAYMENTS  
FISCAL YEAR 2024**

<b>CASH ACTIVITY</b>	<b>TAX (IGT) ASSESSED</b>	<b>GOVERNMENT PAYOUT</b>	<b>BURDEN ALLEVIATION</b>	<b>NET INFLOW</b>
<b>DSH</b>				
1st Qtr	\$ (1,373,346)	\$ 3,581,085		\$ 2,207,739
2nd Qtr	(1,598,444)	-		(1,598,444)
3rd Qtr	(5,589,663)	4,011,151		(1,578,512)
4th Qtr	-	14,026,757		14,026,757
<b>DSH TOTAL</b>	<b>\$ (8,561,453)</b>	<b>\$ 21,618,993</b>		<b>\$ 13,057,541</b>
<b>UC</b>				
1st Qtr	\$ -	\$ 5,793,766		5,793,766
2nd Qtr	(4,285,851)	10,722,457		6,436,606
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UC TOTAL</b>	<b>\$ (4,285,851)</b>	<b>\$ 16,516,223</b>		<b>\$ 12,230,373</b>
<b>DSRIP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>DSRIP UPL TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>UHRIP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
<b>UHRIP TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>GME</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	(558,322)	1,427,934		869,612
3rd	-	-		-
4th Qtr	(569,032)	-		(569,032)
<b>GME TOTAL</b>	<b>\$ (1,127,354)</b>	<b>\$ 1,427,934</b>		<b>\$ 300,580</b>
<b>CHIRP</b>				
1st Qtr	\$ (3,062,668)	\$ 3,909,718		\$ 847,050
2nd Qtr	-	3,794,422		3,794,422
3rd	(4,399,163)	1,464,088		(2,935,075)
4th Qtr	-	396,309		396,309
<b>CHIRP TOTAL</b>	<b>\$ (7,461,831)</b>	<b>\$ 9,564,537</b>		<b>\$ 2,102,706</b>
<b>HARP</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	(552,207)	69,597		(482,610)
3rd	(437,860)	2,414,889		1,977,029
4th Qtr	-	-		-
<b>HARP TOTAL</b>	<b>\$ (990,067)</b>	<b>\$ 2,484,486</b>		<b>\$ 1,494,418</b>
<b>TIPPS</b>				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
<b>TIPPS TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
<b>MCH Cash Activity</b>	<b>\$ (22,426,555)</b>	<b>\$ 51,612,173</b>		<b>\$ 29,185,618</b>
<b>ProCare Cash Activity</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Blended Cash Activity</b>	<b>\$ (22,426,555)</b>	<b>\$ 51,612,173</b>	<b>\$ -</b>	<b>\$ 29,185,618</b>

**INCOME STATEMENT ACTIVITY:**

**FY 2024 Accrued / (Deferred) Adjustments:**

	<b>BLENDED</b>
DSH Accrual	\$ 7,325,000
Uncompensated Care Accrual	5,868,262
Regional UPL Accrual	-
URIP	75,696
GME	731,670
CHIRP	7,121,047
HARP	346,670
TIPPS	248,310
Regional UPL Benefit	-
<b>Medicaid Supplemental Payments</b>	<b>21,716,656</b>
DSRIP Accrual	-
<b>Total Adjustments</b>	<b>\$ 21,716,656</b>

**ECTOR COUNTY HOSPITAL DISTRICT**  
**SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S**  
**JULY 2024**

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Cardiopulmonary	12.6	11.4	10.7%	14.1	-10.5%	13.2	11.9	11.1%	11.2	18.0%
Operating Room	12.4	4.1	202.1%	14.8	-16.3%	12.5	4.3	191.0%	11.1	12.1%
Labor & Delivery	3.8	4.9	-23.8%	4.8	-21.1%	4.0	5.1	-21.6%	3.5	14.7%
Laboratory - Chemistry	1.3	4.4	-69.6%	4.8	-72.0%	3.6	4.6	-22.0%	5.0	-27.3%
Imaging - Diagnostics	2.2	2.8	-21.7%	1.7	25.1%	2.8	2.9	-1.5%	3.4	-17.2%
Imaging - Ultrasound	2.0	1.0	111.6%	0.5	343.6%	1.5	1.0	46.8%	1.6	-10.0%
Recovery Room	1.1	-	0.0%	0.5	124.5%	1.3	-	0.0%	0.1	2524.9%
4 East - Post Partum	0.3	1.9	-85.8%	2.1	-87.0%	1.3	2.0	-36.3%	2.6	-51.3%
Imaging - Cat Scan	0.8	1.0	-17.1%	1.7	-52.9%	1.3	1.0	21.4%	0.5	130.4%
PM&R - Occupational	0.3	1.9	-83.4%	1.6	-80.6%	1.3	2.0	-37.8%	0.9	37.1%
7 Central	1.9	0.0	4721.7%	-	0.0%	1.0	0.0	2530.9%	0.3	313.9%
Intensive Care Unit (ICU) 2	1.0	1.9	-46.2%	1.0	8.6%	1.0	2.0	-48.7%	0.9	20.1%
Laboratory - Histology	1.2	-	0.0%	0.5	153.2%	1.0	-	0.0%	0.0	1878.0%
Center for Health and Wellness - Sports Medici	0.8	1.0	-20.7%	0.8	-10.1%	0.8	1.0	-16.3%	0.4	93.4%
Intensive Care Unit (CCU) 4	1.2	1.4	-18.9%	0.5	120.5%	0.8	1.5	-47.5%	0.9	-15.1%
UTILIZATION REVIEW	0.9	1.0	-5.1%	-	0.0%	0.5	1.0	-46.5%	-	0.0%
4 Central	0.8	0.0	1886.4%	-	0.0%	0.4	0.0	918.7%	0.2	73.1%
6 Central	1.6	0.0	3973.7%	-	0.0%	0.4	0.0	852.8%	0.1	383.2%
3 West Observation	0.8	-	0.0%	0.2	258.6%	0.3	-	0.0%	0.3	4.4%
Emergency Department	0.3	1.4	-75.7%	1.7	-79.0%	0.3	1.5	-80.8%	1.8	-83.8%
Neonatal Intensive Care	-	-	0.0%	-	0.0%	0.3	-	0.0%	0.0	1875.9%
Nursing Orientation	-	-	0.0%	-	0.0%	0.2	-	0.0%	0.4	-43.4%
5 Central	0.1	0.0	244.0%	-	0.0%	0.2	0.0	380.7%	0.2	15.0%
9 Central	0.4	0.0	966.4%	0.1	571.3%	0.2	0.0	329.1%	0.1	41.1%
6 West	0.1	0.0	245.9%	-	0.0%	0.1	0.0	174.7%	0.0	284.2%
Care Management	-	-	0.0%	1.1	-100.0%	0.0	-	0.0%	2.0	-97.7%
Laboratory - Hematology	-	1.4	-100.0%	-	0.0%	-	1.4	-100.0%	-	0.0%
PM&R - Physical	-	-	0.0%	0.2	-100.0%	-	-	0.0%	0.5	-100.0%
Closed - 8 Central - Moved Back to 6140	-	-	0.0%	-	0.0%	-	-	0.0%	0.3	-100.0%
5 West - Pediatrics	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
Food Service	-	1.0	-100.0%	-	0.0%	-	1.0	-100.0%	-	0.0%
<b>SUBTOTAL</b>	<b>49.4</b>	<b>42.8</b>	<b>15.4%</b>	<b>52.7</b>	<b>-6.2%</b>	<b>50.7</b>	<b>44.6</b>	<b>13.7%</b>	<b>48.9</b>	<b>3.7%</b>
<b>TRANSITION LABOR</b>										
Laboratory - Chemistry	4.9	-	0.0%	2.2	127.1%	4.2	-	0.0%	1.4	194.9%
<b>SUBTOTAL</b>	<b>4.9</b>	<b>-</b>	<b>0.0%</b>	<b>2.2</b>	<b>127.1%</b>	<b>4.2</b>	<b>-</b>	<b>0.0%</b>	<b>1.4</b>	<b>194.9%</b>
<b>GRAND TOTAL</b>	<b>54.3</b>	<b>42.8</b>	<b>26.9%</b>	<b>54.8</b>	<b>-1.0%</b>	<b>54.9</b>	<b>44.6</b>	<b>23.2%</b>	<b>50.3</b>	<b>9.2%</b>



# Financial Presentation

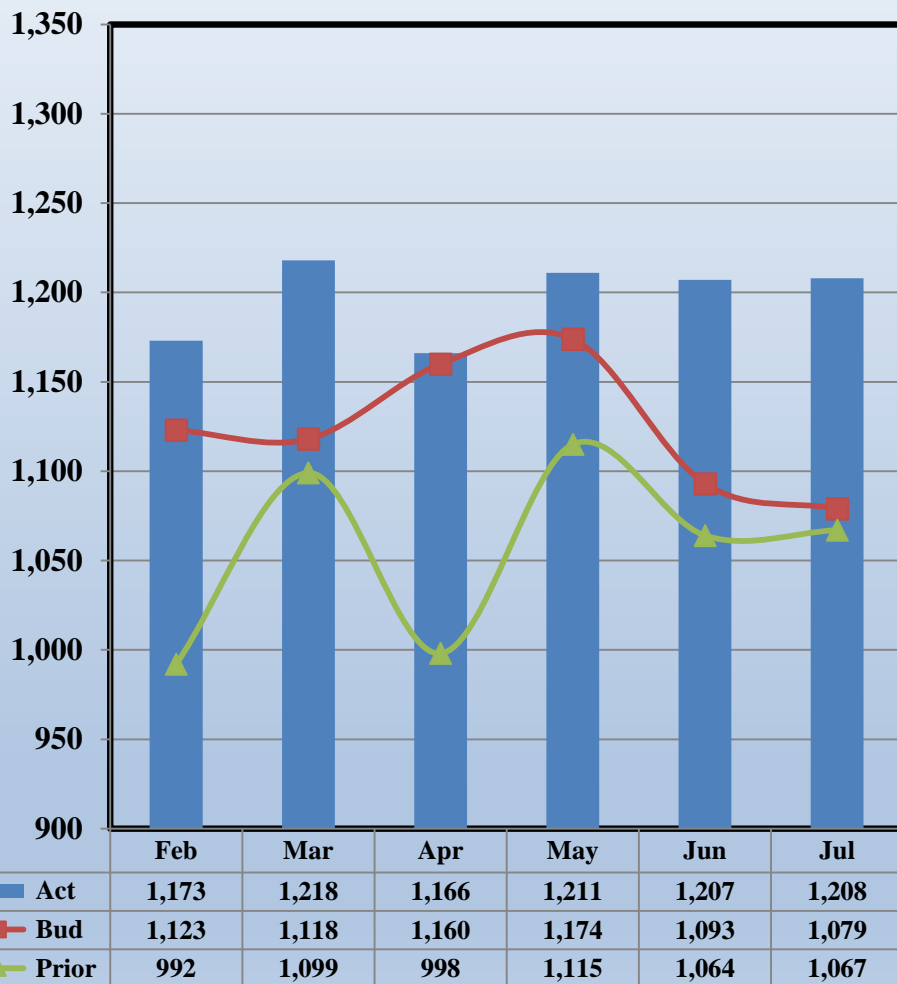
## For the Month Ended July 31, 2024

# Volume



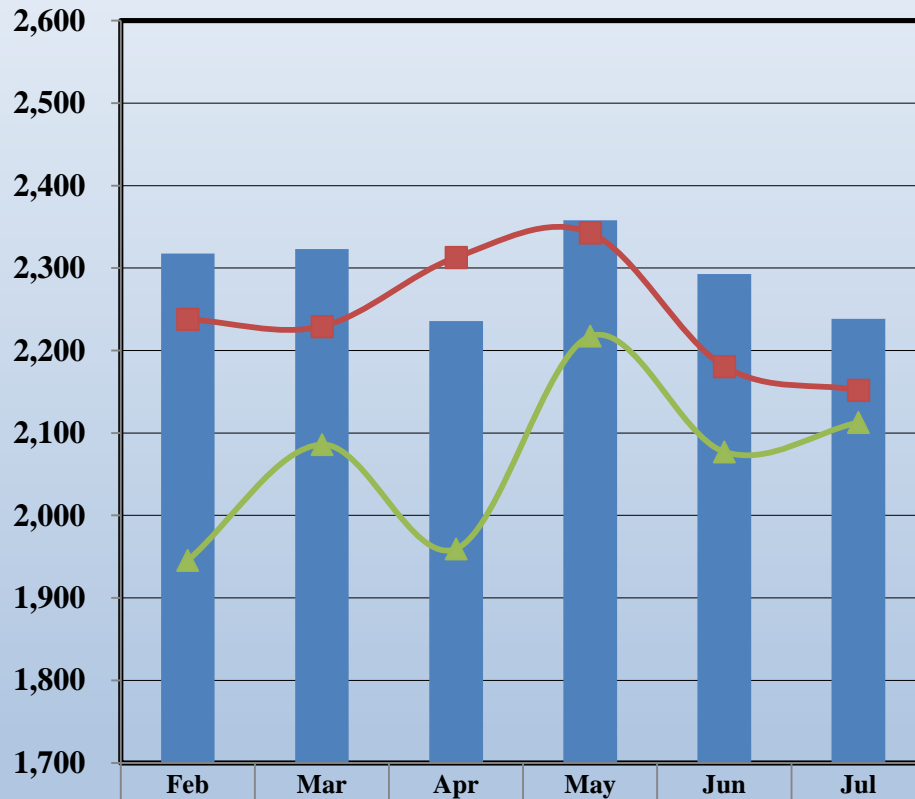
# Admissions

## *Total – Adults and NICU*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,208	1,079	1,067
Var %		12.0%	13.2%
Year-To-Date	11,922	11,094	10,766
Var %		7.5%	10.7%
Annualized	14,229	13,401	12,934
Var %		6.2%	10.0%

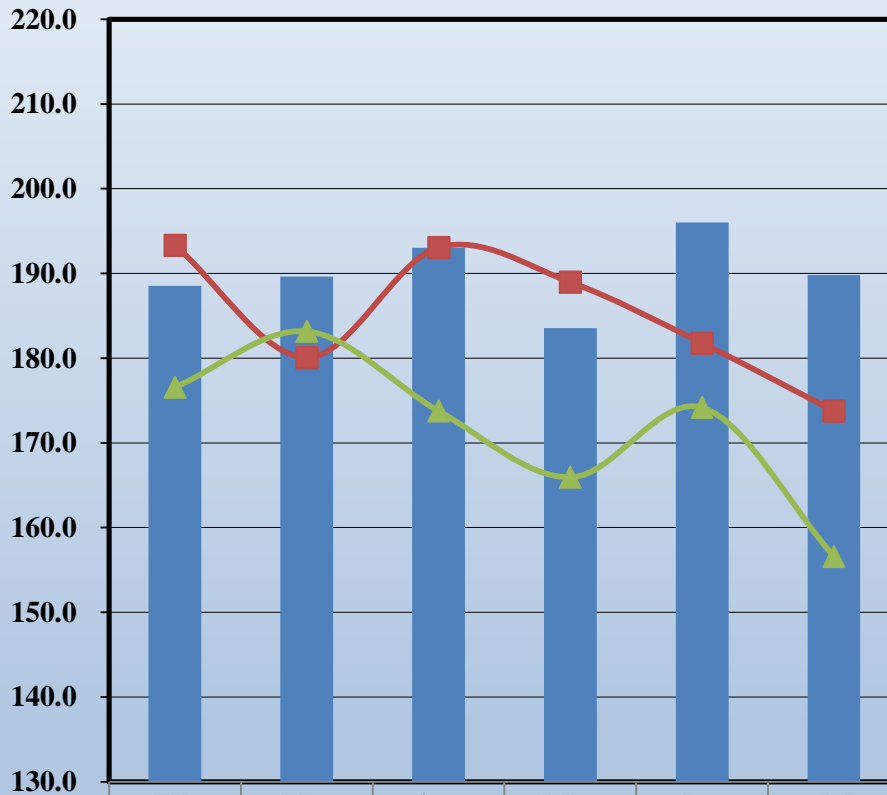
# Adjusted Admissions



Act	2,318	2,323	2,236	2,358	2,293	2,238
Bud	2,238	2,229	2,313	2,343	2,181	2,152
Prior	1,945	2,086	1,960	2,217	2,077	2,113

	Actual	Budget	Prior Year
Month	2,238	2,152	2,113
Var %		4.0%	5.9%
Year-To-Date	22,788	22,121	20,718
Var %		3.0%	10.0%
Annualized	27,356	26,684	24,934
Var %		2.5%	9.7%

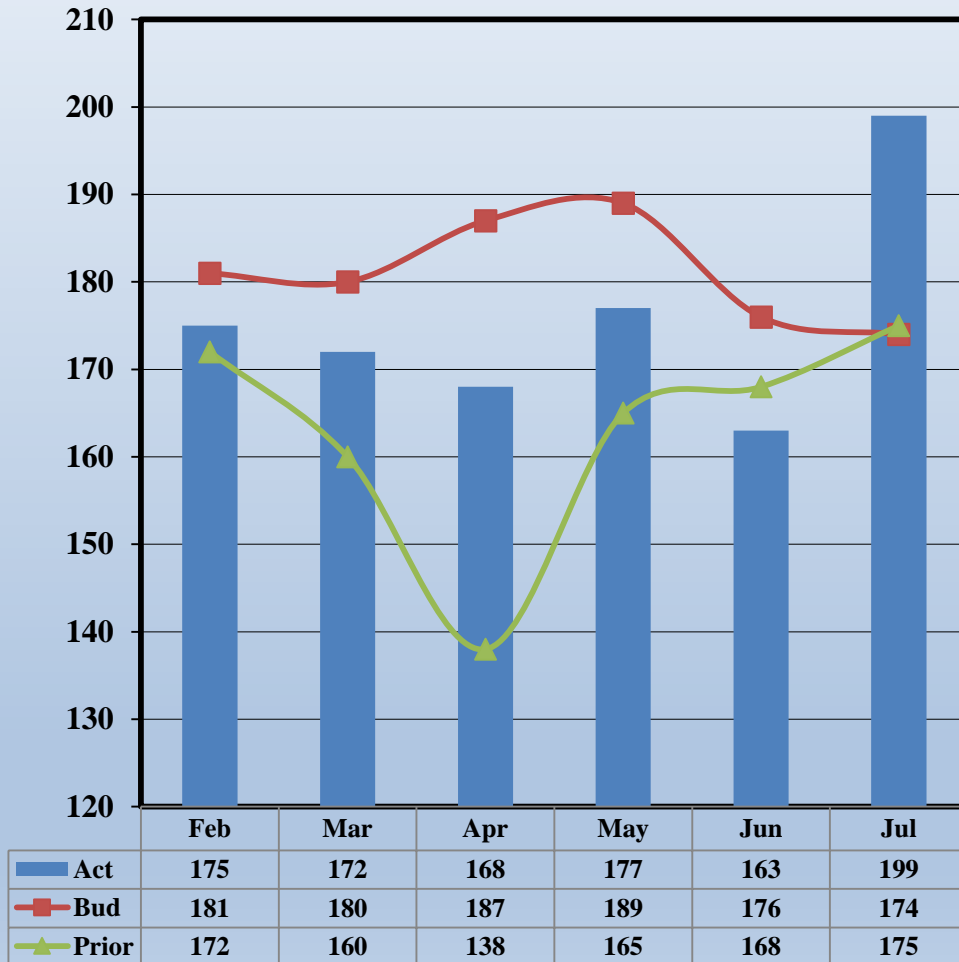
# Average Daily Census



	Feb	Mar	Apr	May	Jun	Jul
Act	188.5	189.6	193.0	183.5	196.0	189.8
Bud	193.3	180.1	193.1	189.0	181.8	173.8
Prior	176.6	183.2	173.8	165.9	174.2	156.6

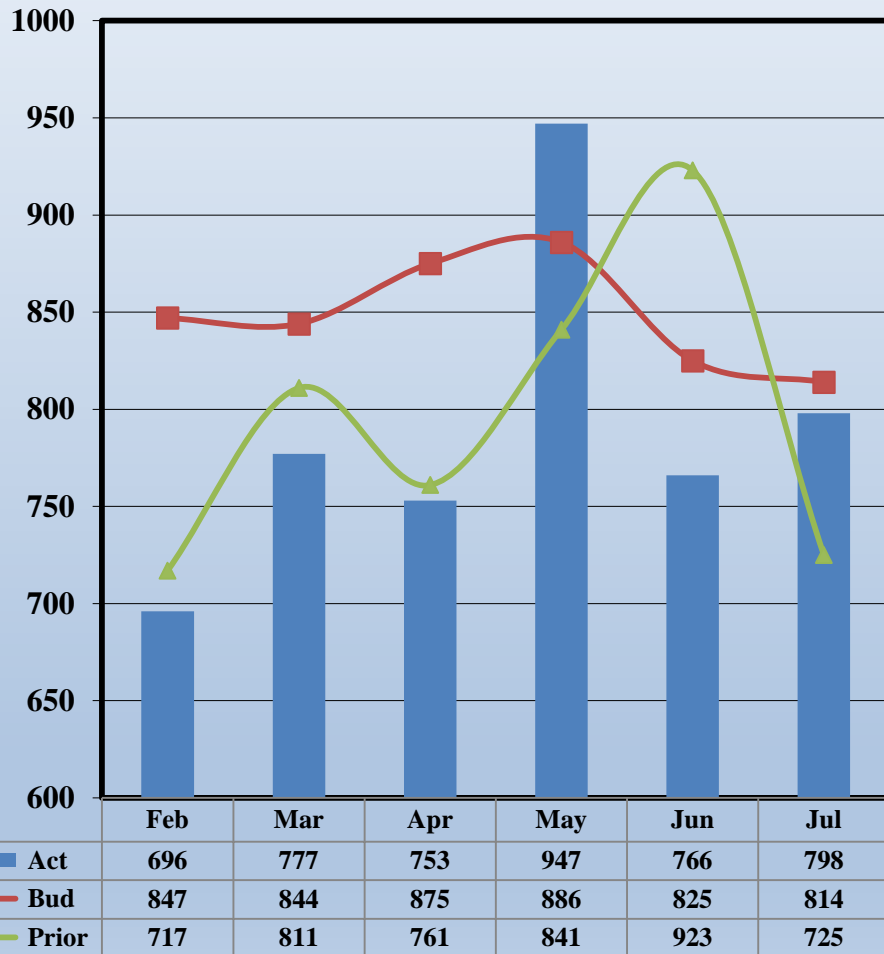
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	189.8	173.8	156.6
Var %		9.2%	21.2%
Year-To-Date	186.9	181.5	175.6
Var %		3.0%	6.4%
Annualized	184.6	180.1	174.6
Var %		2.5%	5.7%

# *Deliveries*



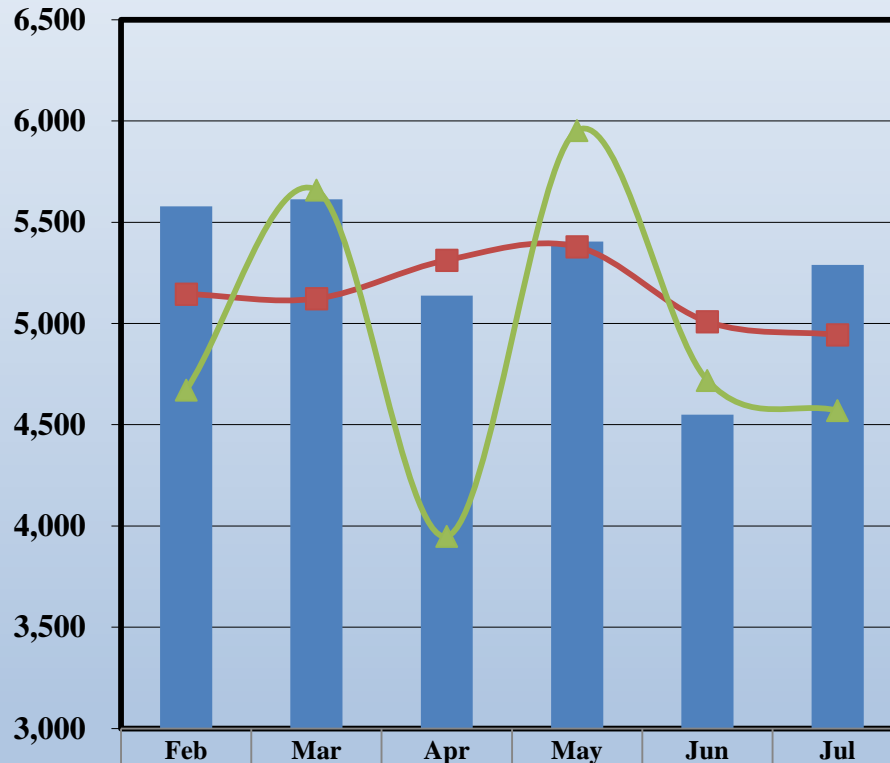
	Actual	Budget	Prior Year
Month	199	174	175
Var %		14.4%	13.7%
Year-To-Date	1,792	1,787	1,767
Var %		0.3%	1.4%
Annualized	2,202	2,197	2,154
Var %		0.2%	2.2%

# Total Surgical Cases



	Actual	Budget	Prior Year
Month	798	814	725
Var %		-2.0%	10.1%
Year-To-Date	7,650	8,372	7,801
Var %		-8.6%	-1.9%
Annualized	9,351	10,073	9,364
Var %		-7.2%	-0.1%

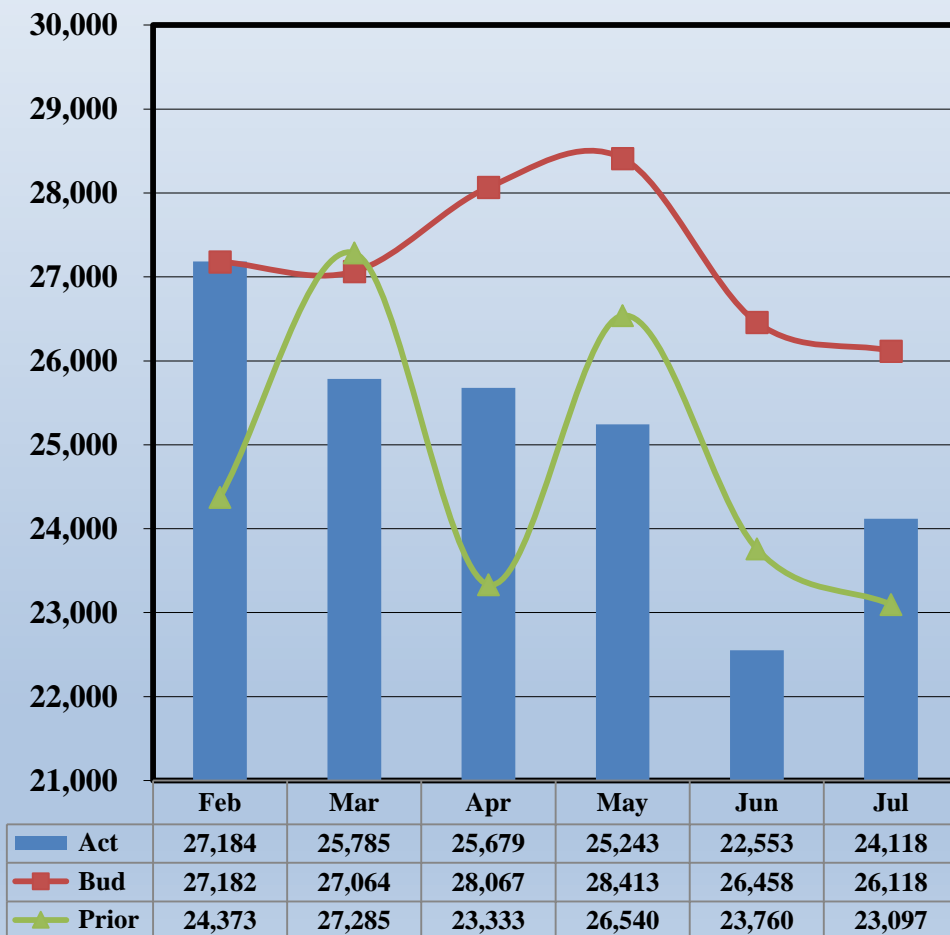
# *Emergency Room Visits*



	Actual	Budget	Prior Year
Month	5,290	4,944	4,570
Var %		7.0%	15.8%
Year-To-Date	53,180	50,839	51,110
Var %		4.6%	4.1%
Annualized	62,977	60,636	61,059
Var %		3.9%	3.1%

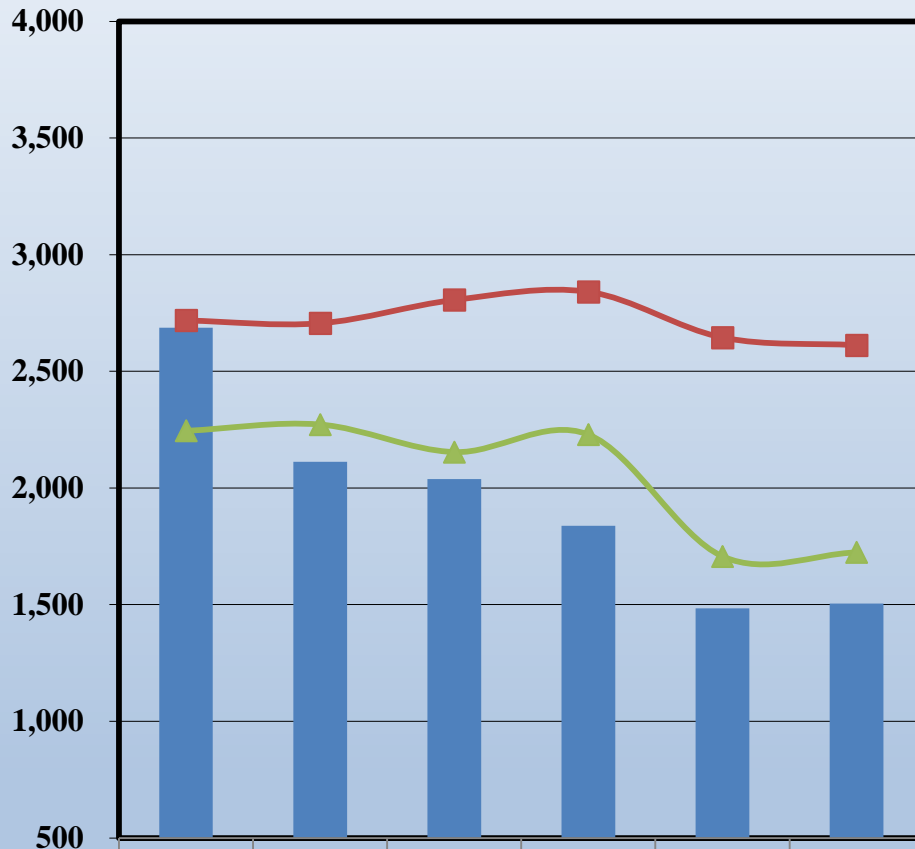
Act	5,579	5,613	5,138	5,405	4,550	5,290
Bud	5,146	5,123	5,313	5,379	5,009	4,944
Prior	4,671	5,659	3,949	5,953	4,719	4,570

# Total Outpatient Occasions of Service



	Actual	Budget	Prior Year
Month	24,118	26,118	23,097
Var %		-7.7%	4.4%
Year-To-Date	256,898	268,552	251,088
Var %		-4.3%	2.3%
Annualized	310,100	321,754	302,777
Var %		-3.6%	2.4%

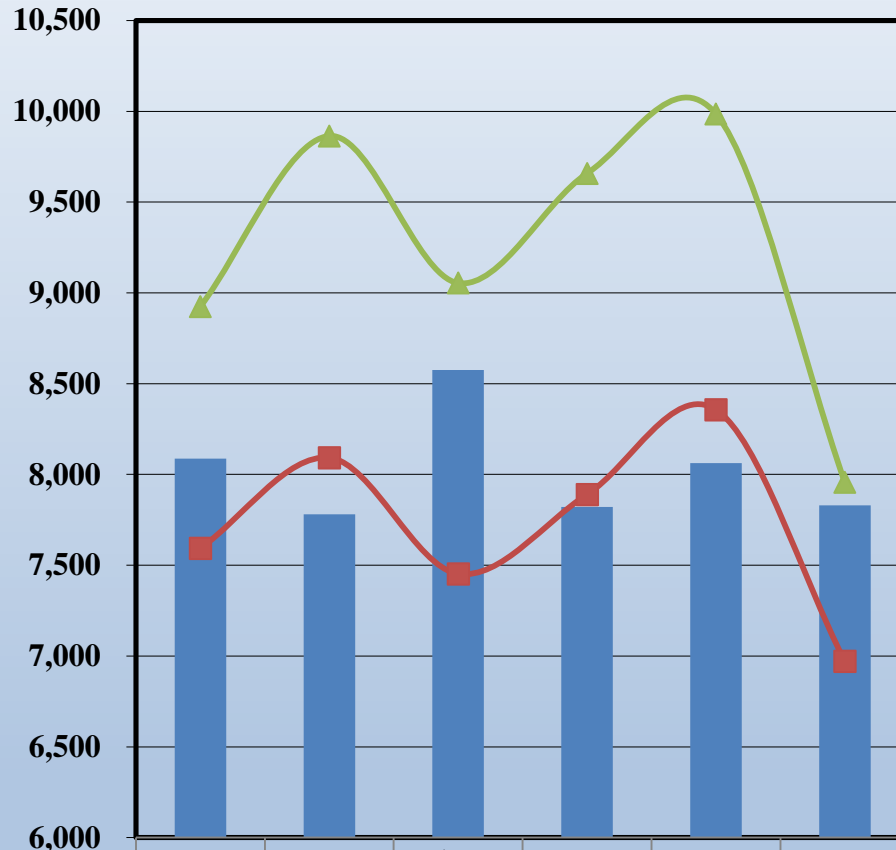
# *Urgent Care Visits*



■ Act	2,687	2,113	2,038	1,838	1,484	1,505
■ Bud	2,718	2,706	2,806	2,841	2,645	2,612
▲ Prior	2,245	2,272	2,154	2,229	1,707	1,724

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,505	2,612	1,724
Var %		-42.4%	-12.7%
Year-To-Date	22,280	26,852	24,146
Var %		-17.0%	-7.7%
Annualized	27,007	31,579	29,396
Var %		-14.5%	-8.1%

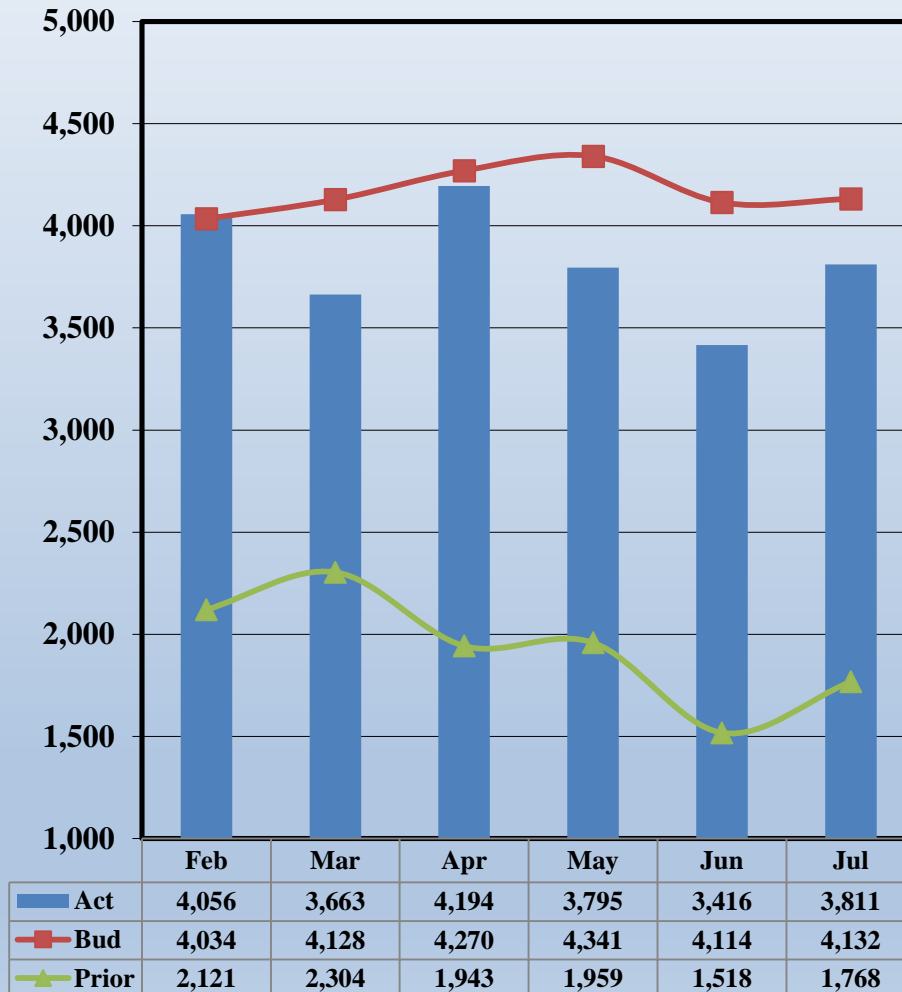
# Total ProCare Office Visits



■ Act	8,088	7,780	8,575	7,821	8,063	7,830
■ Bud	7,594	8,092	7,453	7,890	8,357	6,971
▲ Prior	8,925	9,864	9,054	9,658	9,985	7,956

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	7,830	6,971	7,956
Var %		12.3%	-1.6%
Year-To-Date	77,925	76,676	91,284
Var %		1.6%	-14.6%
Annualized	96,159	94,910	110,714
Var %		1.3%	-13.1%

# Total Family Health Clinic Visits



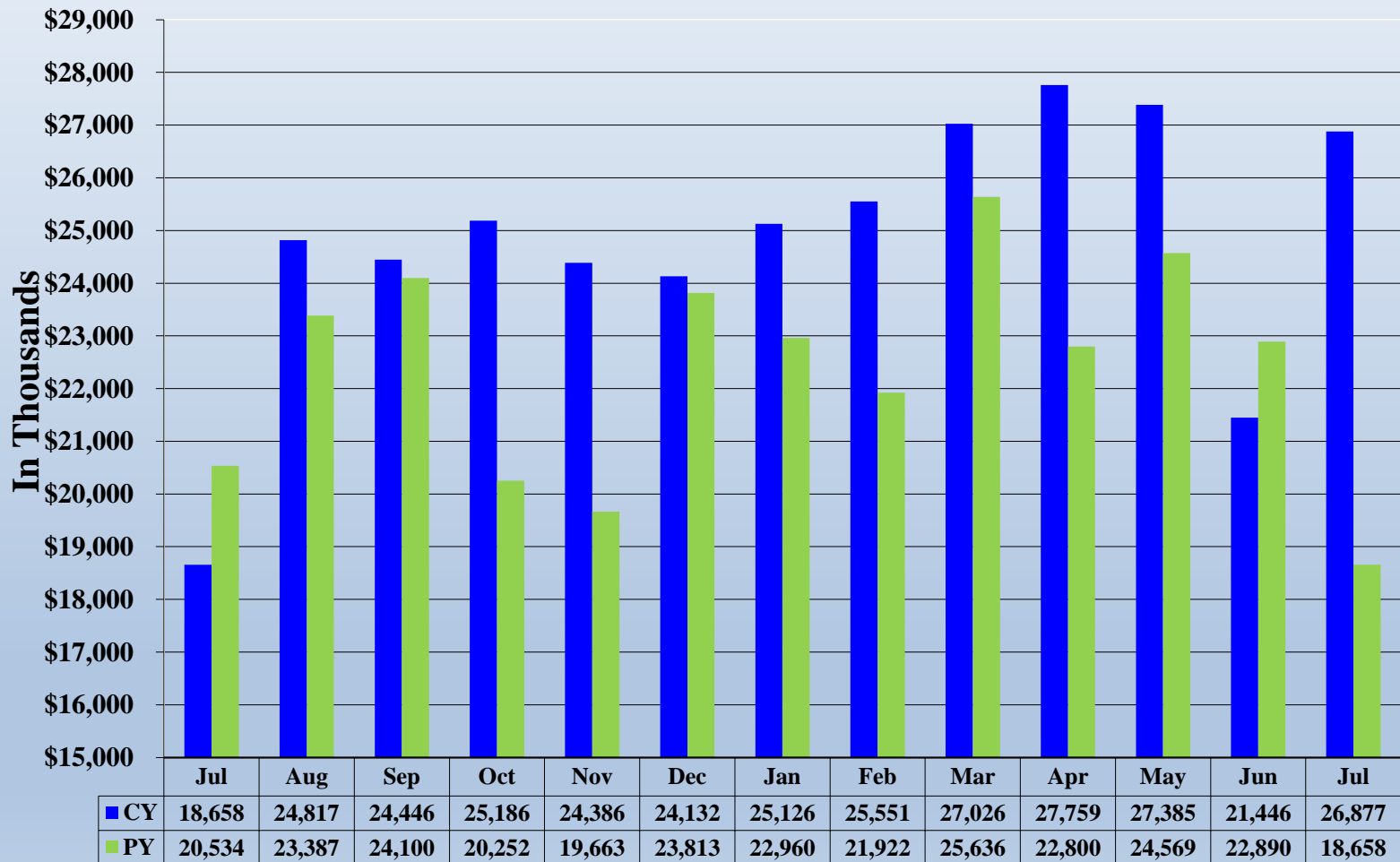
	Actual	Budget	Prior Year
Month	3,811	4,132	1,768
Var %		-7.8%	115.6%
Year-To-Date	37,339	40,582	19,109
Var %		-8.0%	95.4%
Annualized	42,887	45,310	23,440
Var %		-5.3%	83.0%

# Accounts Receivable



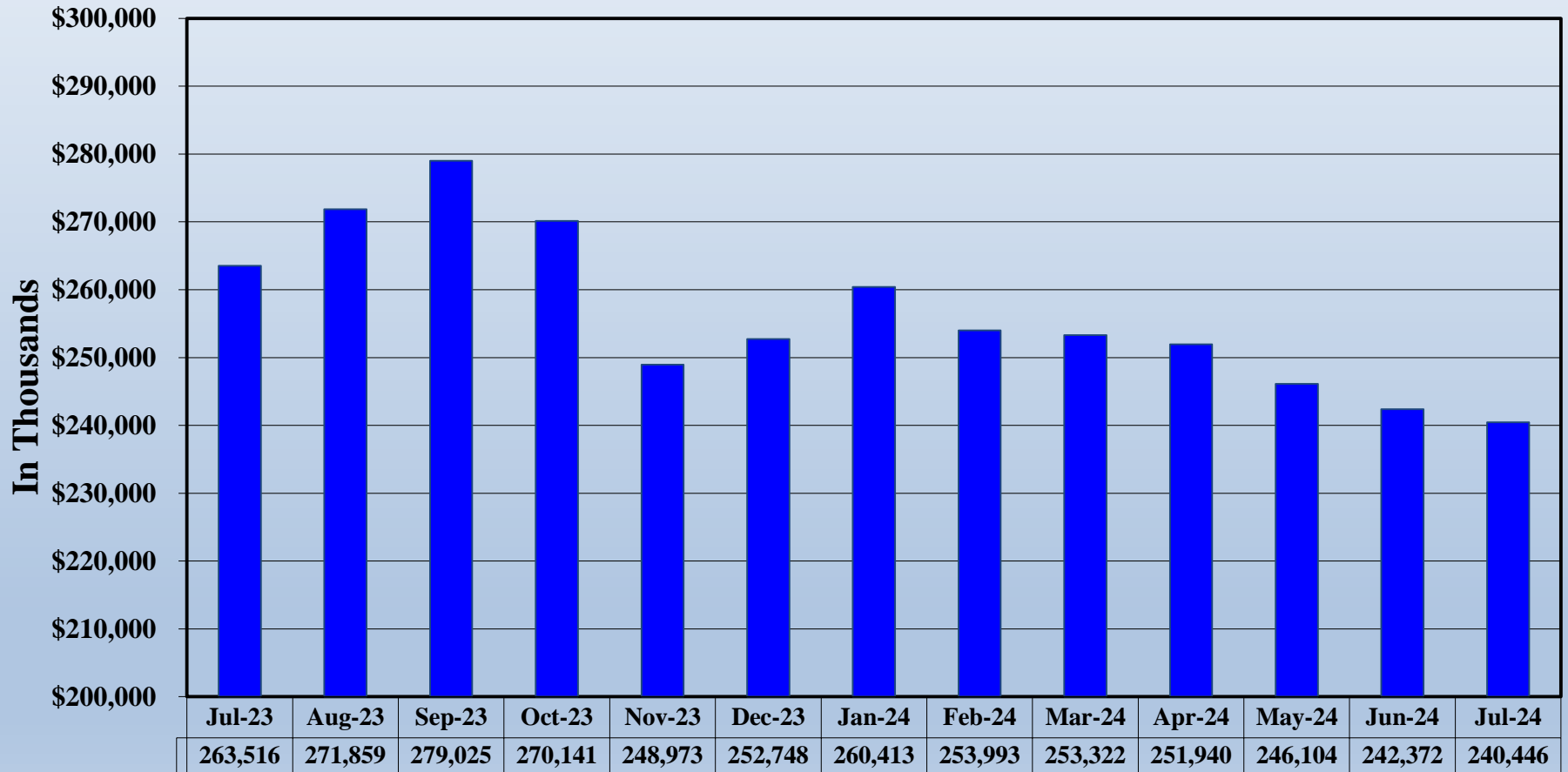
# *Total AR Cash Receipts*

## *13 Month Trending*



# *Total Accounts Receivable – Gross*

## *Thirteen Month Trending*

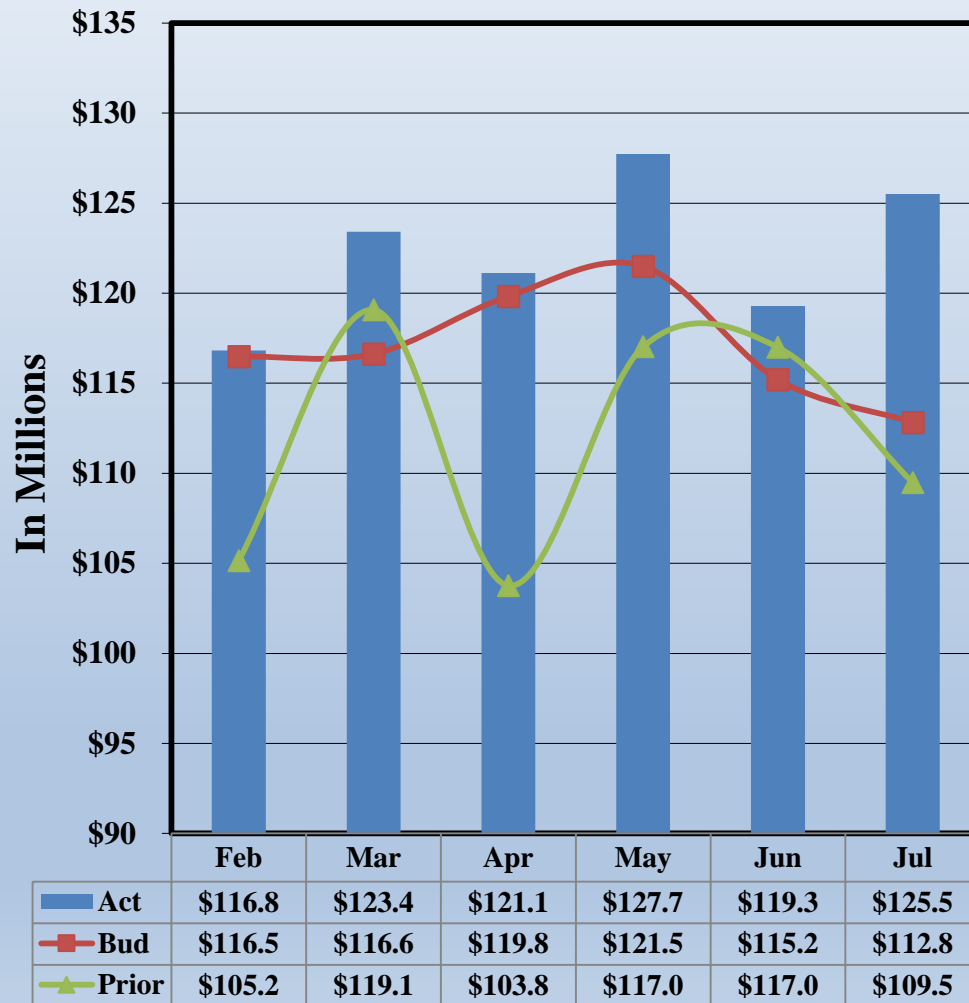


# Revenues & Revenue Deductions



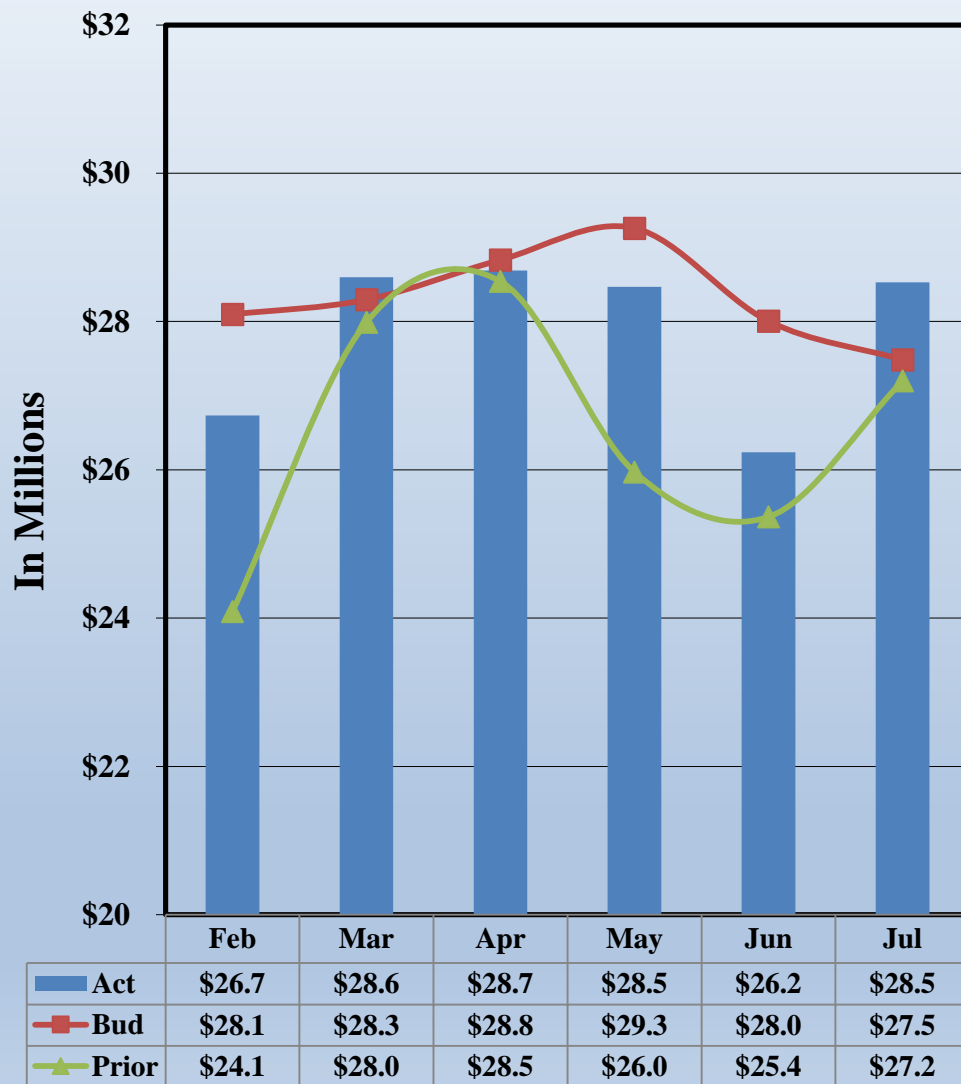
# *Total Patient Revenues*

## *(Ector County Hospital District)*



	Actual	Budget	Prior Year
Month	\$ 125.5	\$ 112.8	\$ 109.5
Var %		11.2%	14.6%
Year-To-Date	\$ 1,205.2	\$ 1,159.0	\$ 1,122.8
Var %		4.0%	7.3%
Annualized	\$ 1,439.7	\$ 1,393.5	\$ 1,338.9
Var %		3.3%	7.5%

# *Total Net Patient Revenues*

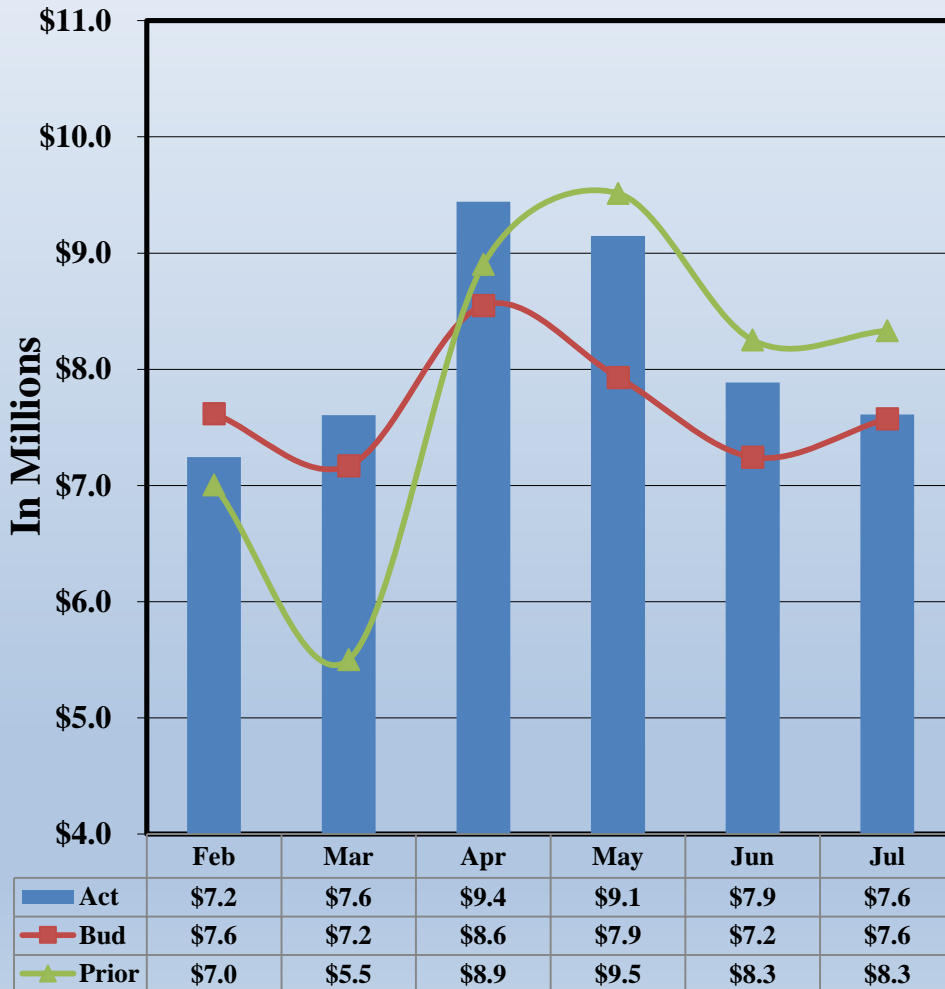


	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	28.5	\$	27.5	\$	27.2
Var %				3.8%		4.9%
Year-To-Date	\$	276.9	\$	280.7	\$	260.2
Var %				-1.3%		6.4%
Annualized	\$	336.5	\$	341.3	\$	314.3
Var %				-1.4%		7.1%

# *Other Revenue*

*(Ector County Hospital District)*

*Including Tax Receipts, Interest & Other Operating Income*



	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	7.6	\$	7.6	\$	8.3
Var %				0.5%		-8.7%
Year-To-Date	\$	82.3	\$	75.4	\$	77.8
Var %				9.1%		5.8%
Annualized	\$	99.7	\$	92.9	\$	94.5
Var %				7.4%		5.5%

# Operating Expenses



# Salaries, Wages & Contract Labor

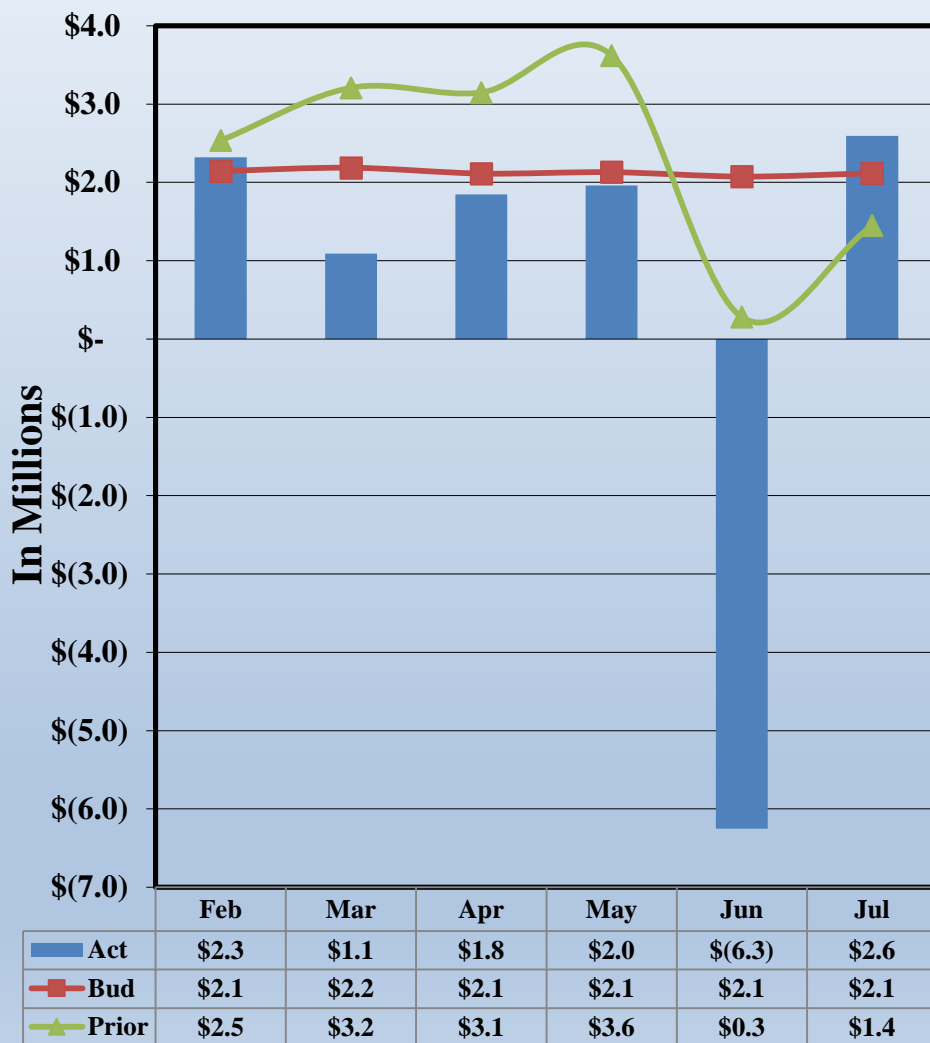
## *(Ector County Hospital District)*



	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	17.8	\$	16.4	\$	16.3
Var %				8.5%		9.2%
Year-To-Date	\$	170.4	\$	164.4	\$	158.4
Var %				3.6%		7.6%
Annualized	\$	203.6	\$	197.6	\$	191.8
Var %				3.0%		6.2%

# *Employee Benefit Expense*

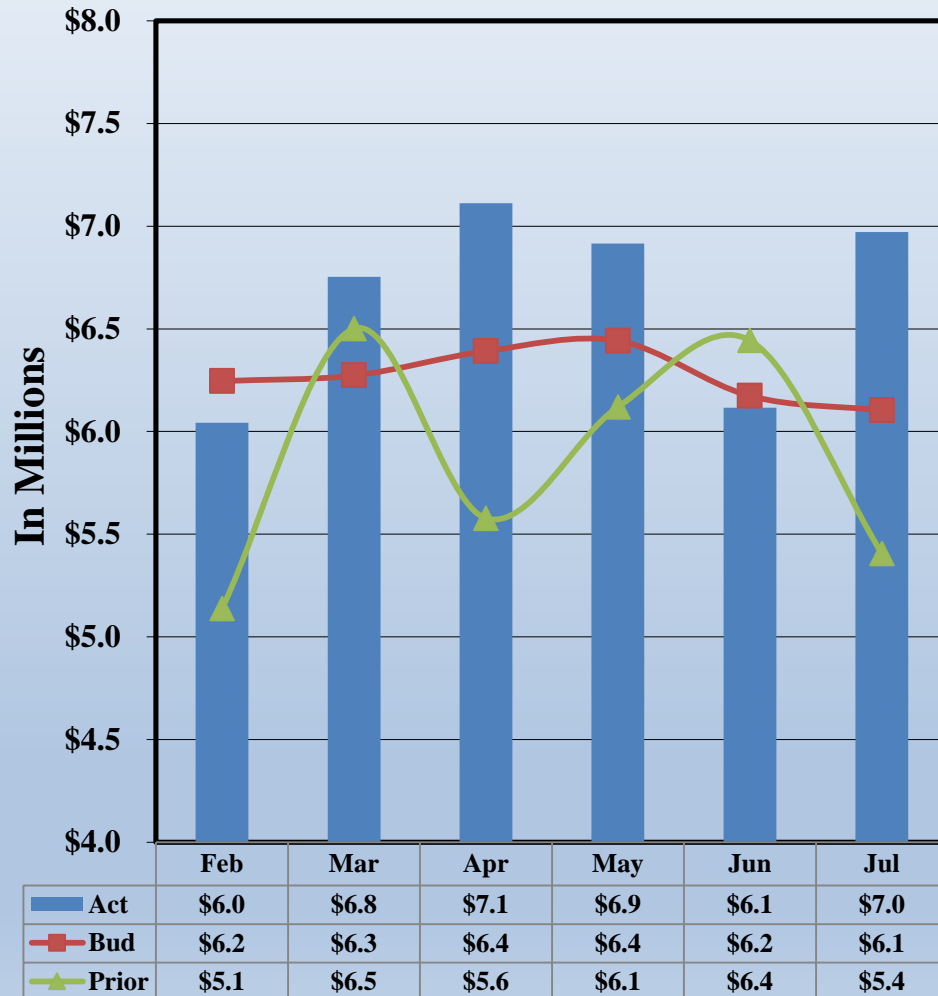
## *(Ector County Hospital District)*



	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	2.6	\$	2.1	\$	1.4
Var %				22.6%		79.1%
Year-To-Date	\$	12.4	\$	21.7	\$	28.1
Var %				-42.7%		-55.8%
Annualized	\$	17.4	\$	34.1	\$	17.8
Var %				-49.1%		-2.5%

# *Supply Expense*

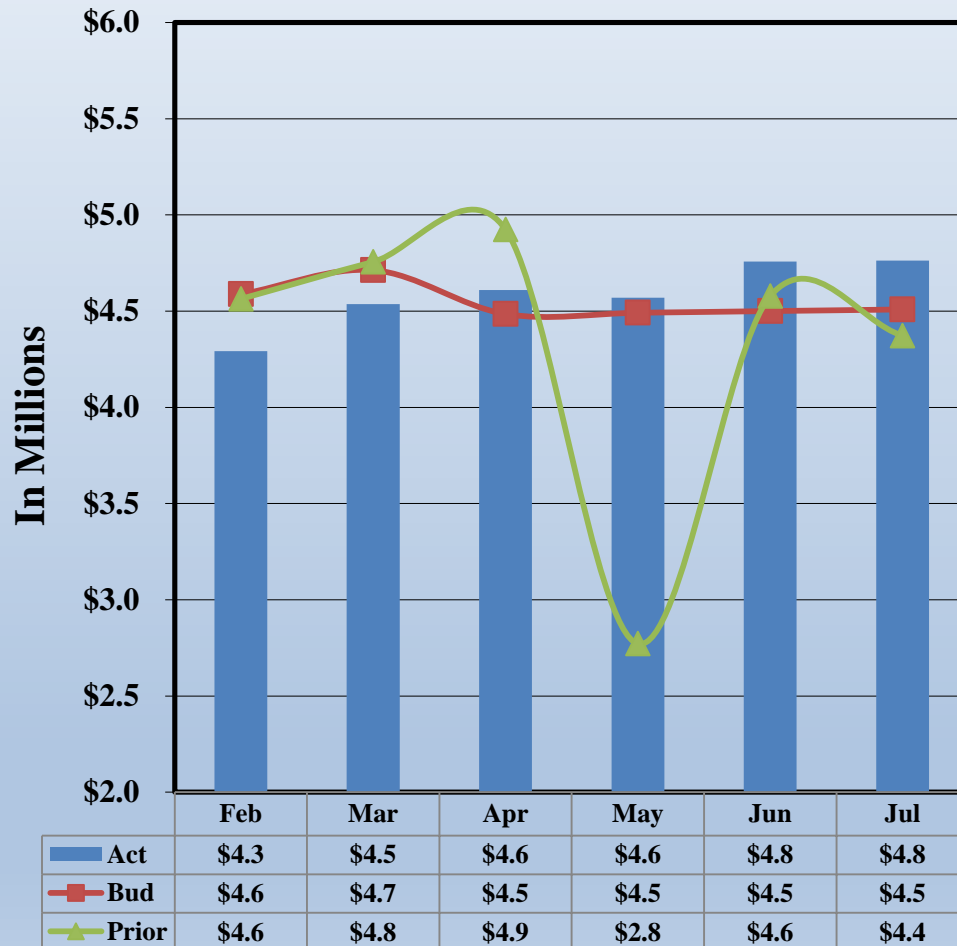
## *(Ector County Hospital District)*



	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	7.0	\$	6.1	\$	5.4
Var %				14.2%		29.0%
Year-To-Date	\$	66.5	\$	62.0	\$	58.0
Var %				7.2%		14.6%
Annualized	\$	78.0	\$	73.5	\$	68.2
Var %				6.1%		14.4%

# *Purchased Services*

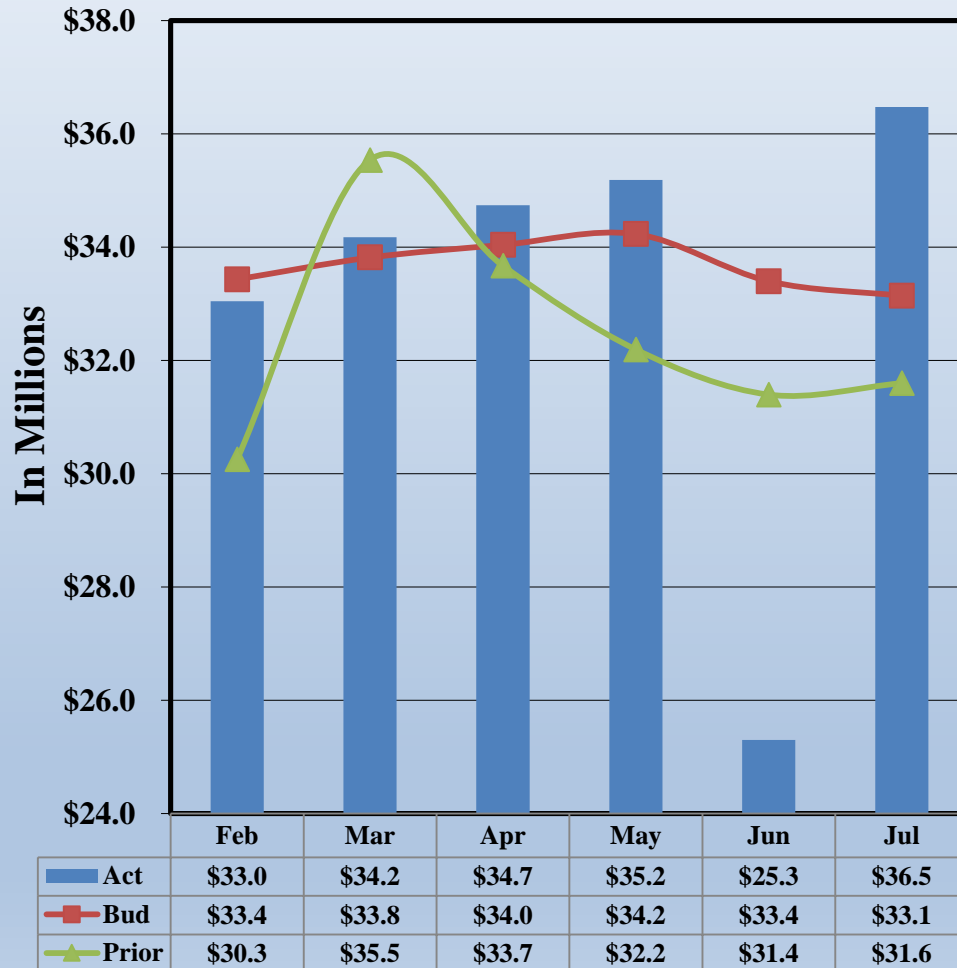
## *(Ector County Hospital District)*



	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	4.8	\$	4.5	\$	4.4
Var %				5.7%		9.0%
Year-To-Date	\$	46.6	\$	45.4	\$	43.4
Var %				2.6%		7.4%
Annualized	\$	57.0	\$	55.6	\$	53.7
Var %				2.5%		6.1%

# *Total Operating Expense*

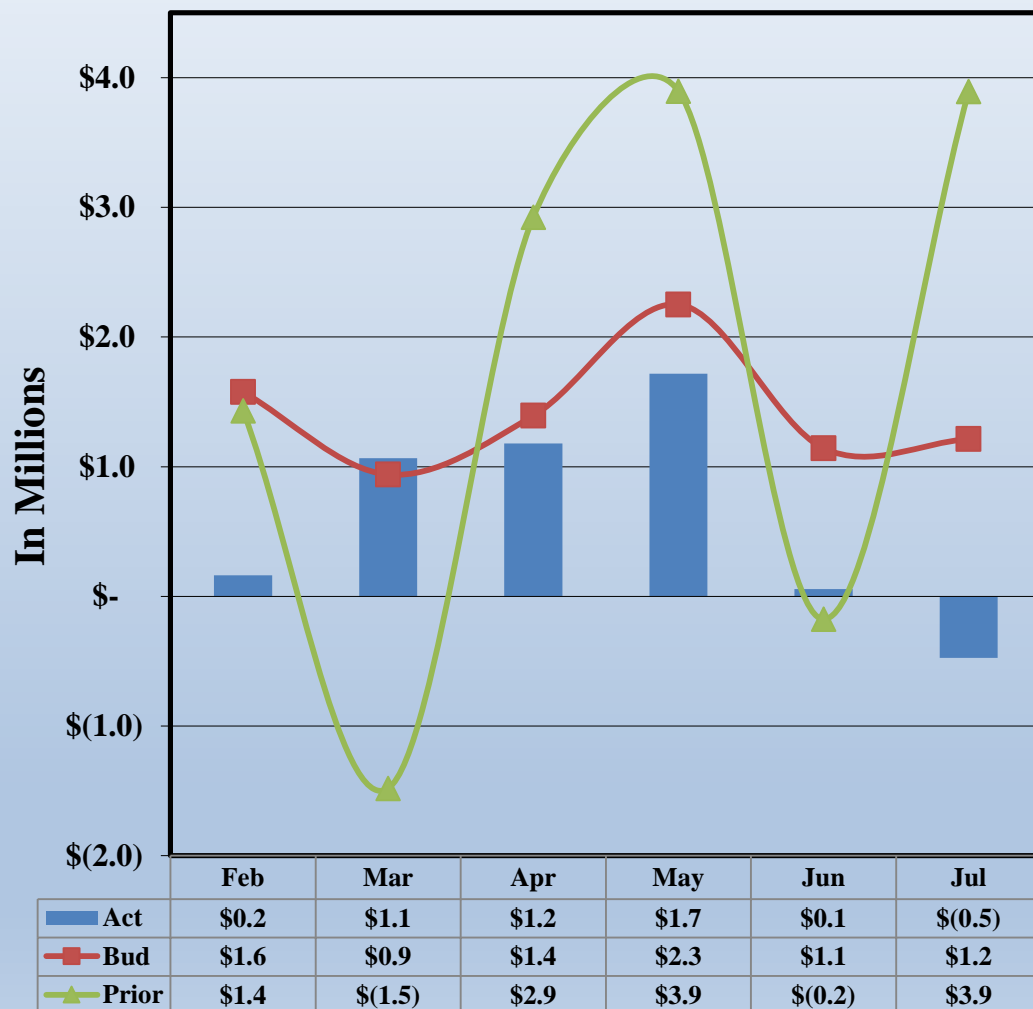
## *(Ector County Hospital District)*



	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	36.5	\$	33.1	\$	31.6
Var %				10.1%		15.4%
Year-To-Date	\$	336.3	\$	335.3	\$	328.0
Var %				0.3%		2.5%
Annualized	\$	404.4	\$	404.6	\$	386.9
Var %				0.0%		4.5%

# Adjusted Operating EBIDA

## *Ector County Hospital District Operations*

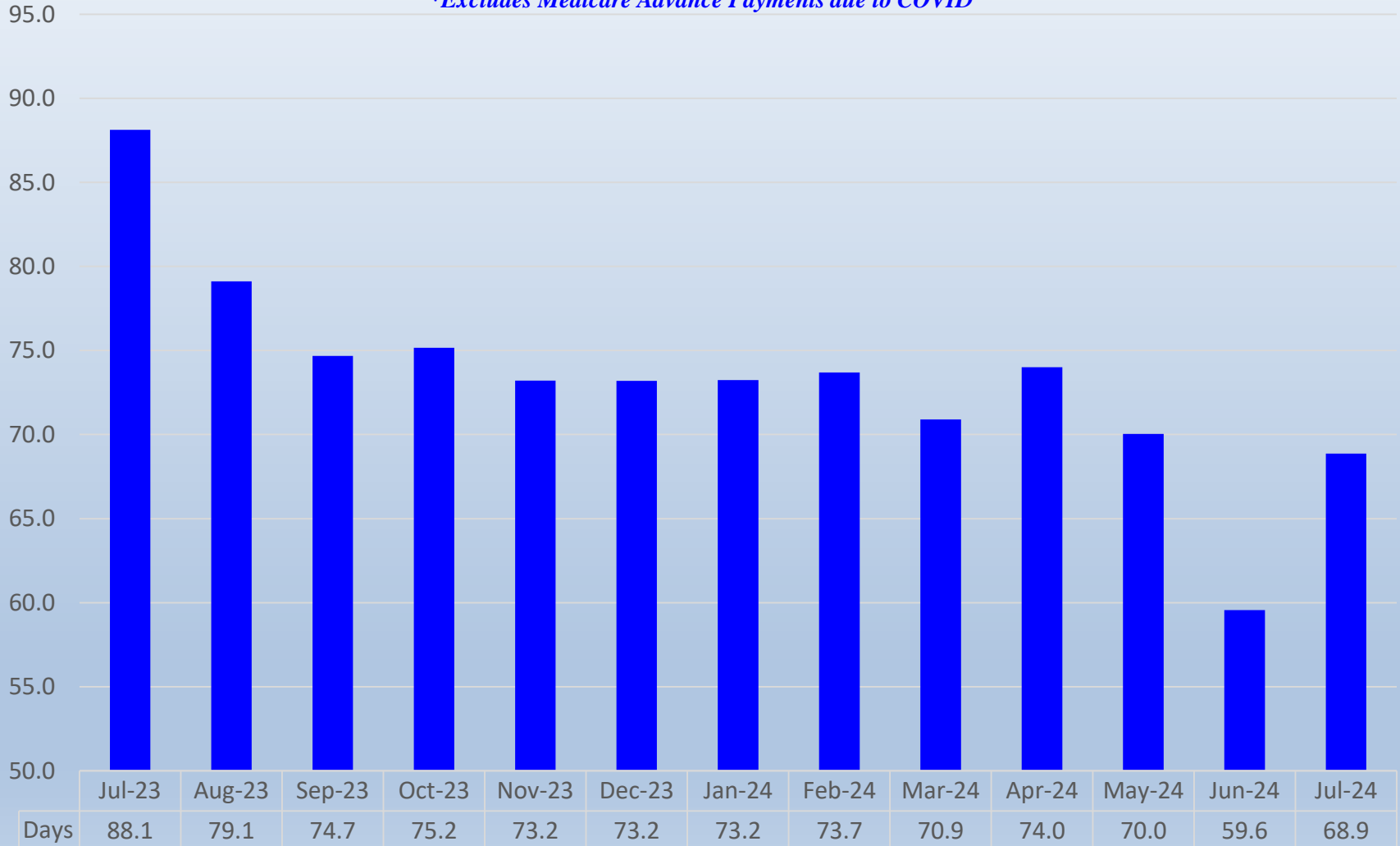


	<u>Actual</u>		<u>Budget</u>		<u>Prior Year</u>	
Month	\$	(0.5)	\$	1.2	\$	3.9
Var %				-141.7%		-112.8%
Year-To-Date	\$	6.3	\$	12.5	\$	11.0
Var %				-49.6%		-42.7%
Annualized	\$	17.0	\$	20.2	\$	23.9
Var %				-15.8%		-28.9%

# Days Cash on Hand

## *Thirteen Month Trending*

*\*Excludes Medicare Advance Payments due to COVID*







## MEMORANDUM

**TO:** ECHD Board of Directors  
Russell Tippin, Chief Executive Officer

**FROM:** Tara Ward, Director of Laboratory Services  
Through Matt Collins, COO

**SUBJECT:** Contract Renewal with Vitalant

**DATE:** August 28, 2024

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### Estimated Contract Cost

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Estimated annual cost of blood	<b>\$1,854,280.00</b>
<b>Estimated Contract Total over Term</b>	<b>\$5,562,839.16</b>

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The attached agreement for blood products and reference lab services from Vitalant is presented for approval. Some important terms of the contract are as follows:

- Vitalant is MCHS' primary supply source for blood components, including whole blood products.
- Vitalant agrees to provide reference laboratory services to MCHS for tests not performed at MCHS, such as warm autoantibody testing and confirmation.
- Vitalant charges a blood service fee to cover costs associated with collecting, processing, testing, and delivering blood products. This fee will be fixed for the initial term of the agreement but may be increased upon thirty (30) days' written notice to MCHS at any time during the term of the agreement.



## **FY 2025 SERVICE AGREEMENT RENEWAL REQUEST**

Date: August 28, 2024

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO  
Kim Leftwich, DNP, RN Vice-President / CNO

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

Re: Intuitive Surgical-DaVinci robot #1 Annual Service and Simulator Software  
Renewal (1-year agreement)

**Total Cost for one year** **\$ 194,000**

### **OBJECTIVE**

Renew DV Complete Care Service agreement and Simulator Software annual service support for Robot #1 (SK2923 and SU0523).

### **HISTORY**

Our current DaVinci complete care service agreement and yearly software support expires 9/9/2024.

### **PURCHASE CONSIDERATIONS**

This service agreement renewal will assist with the smooth operation of the robot. It provides 24 hour/7 day a week technical support and service for our first DaVinci Robot. Repair and replacement of parts and service are covered in this agreement as well as yearly simulator software updates for the console.

No additional FTE(s) will be required.

### **INSTALLATION & TRAINING**

None needed

**WARRANTY AND SERVICE CONTRACT** warranty expired in 2020 now solely using Service contract which is for 1 year.

**DISPOSITION OF EXISTING EQUIPMENT**

N/A

**LIFE EXPECTANCY OF EQUIPMENT**

5-7years

**MD BUYLINE INFORMATION**

Meets MD Buyline and Vizient pricing recommendation.

**COMMITTEE APPROVAL**

Surgery Dept.	Pending
FCC	Pending
MEC	Pending
Joint Conference	Pending
ECHD Board	Pending

## MEMORANDUM

TO: ECHD Board of Directors  
FROM: Linda Carpenter, Chief Information Officer  
SUBJECT: Vocera Communication Devices Software Support Renewal  
DATE: September 1, 2024

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**Cost:**

Vocera Communication Devices	\$52,166.22
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**Budget Reference:**

Operational Budget	\$52,166.22
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**Background:**

Vocera Communication Badge is a lightweight, wearable hands-free, voice-controlled communication device that provides Medical Center Hospital's (MCH) clinical staff effective healthcare communication with each other.

Vocera software support offers the necessary continued support and updates for another year term.

**Funding:**

Vocera software 1-year support in the amount of \$52,166.22 from Vocera Communications, Inc. will come from operational budgeted funds.



To: ECHD Board of Directors  
Through: Russell Tippin, CEO  
From: Matt Collins, Chief Operating Officer  
Date: August 19, 2024  
Subject: Reconciliation Trane Chiller Rebuild WSMP

### **Objective**

Reconcile expenses for the above-named project. In September of 2022 this chiller rebuild project was approved in the capital budget. The line-item approval amount was \$200,000. Actual expenses for the project are \$266,410. Leaving a variance to approved budget of \$66,410. Scope and quote modified after budget approval

### **Scope of Work**

The Series R R'newal Service Program is an exclusive, comprehensive factory warranted solution designed to restore critical components of your Series R unit(s) to original operating condition, reliability, and life expectancy. The R'newal program is designed to decrease your chances of unscheduled downtime. This process replaces worn materials, restores compressor performance, and updates applicable components to current design. This service program is performed by Trane field personnel. Its intent is to address components whose wear over time presents a significant risk to unit reliability and operation. It is intended for owners with midlife equipment that want to get many more years out of their units

### **Recommendation:**

### **Funding:**

2024 Capital Contingency

ECHD Board Member Reimbursement Request(s)  
July 2024

<u>Name</u>	<u>Event</u>	<u>Amount</u>	<u>Description</u>
<b>Richard Herrera</b>	THT Conference	\$457.48	Mileage (San Antonio)
		<u>\$355.29</u>	Hotel and Valet Parking
		\$812.77	Total
		<b>\$457.48</b>	<b>Reimbursed</b>
<b>David Dunn</b>	THT Conference	\$457.48	Mileage (San Antonio)
		\$51.20	Lunch
		\$26.27	Lunch
		\$59.96	Lunch
		<u>\$1114.09</u>	Hotel and Valet Parking
		\$1709.00	Total
		<b>\$594.91</b>	<b>Reimbursed</b>
<b>Don Hallmark</b>	THT Conference	\$457.48	Mileage (San Antonio)
		<u>\$1065.87</u>	Hotel and Valet Parking
		\$1523.35	Total
		<b>\$457.48</b>	<b>Reimbursed</b>
<b>Wallace Dunn</b>	THT Conference	\$457.48	Mileage (San Antonio)
		\$415.53	Dinner
		\$547.52	Dinner
		<u>\$998.49</u>	Hotel
		\$2419.02	Total
		<b>\$1420.53</b>	<b>Reimbursed</b>
<b>Kathy Rhodes</b>	THT Conference	\$373.96	Airfare
		\$34.93	Uber
		\$36.03	Uber
		<u>\$582.84</u>	Hotel
		\$1027.76	Total
		<b>\$444.92</b>	<b>Reimbursed</b>

<b>Bryn Dodd</b>	THT Conference	\$457.48	Mileage (San Antonio)
		\$127.74	Valet Parking
		<u>\$582.84</u>	Hotel
		\$1168.06	Total
		<b>\$457.48</b>	<b>Reimbursed</b>

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<b>Will Kappauf</b>		\$582.84	Hotel
		\$22.98	Uber
		\$19.93	Uber
		\$30.68	Dinner
		\$9.74	Lunch
		\$23.54	Lunch
		\$8.39	Dinner
		\$20.27	Breakfast
		<u>\$373.96</u>	Flight
		\$1092.33	Total
		<b>\$718.37</b>	<b>Reimbursed</b>

## MEMORANDUM

TO: ECHD Board of Directors

FROM: Tonya Coke, Director of Marketing  
Through Alison Pradon, Vice President of Development

SUBJECT: Current Media – Contract

DATE: September 5, 2024

### **Cost:**

#### PROFESSIONAL SERVICES/PRICING STRUCTURE

Below is a general pricing structure. The numbers below are submitted to give MCHS an idea of what each service could cost. These are only estimates and will be updated once a full marketing plan is approved. Current Media generally bills \$150 an hour for all services, however, we would be open to discussing a retainer.

SERVICES		
Agency Coordination/ Supervision/Strategy/ Marketing Plan	Agency services including meetings, strategic planning, community outreach, coordination, supervision and administrative services performed on behalf of the health system.	\$150/hour
Creative Services - Design, Layout, Copywriting	All creative services are billed at the same hourly rate for design, layout and copywriting - <i>however we often set up a rate for each project at the onset of a contract so that the client is aware of costs before work begins.</i>	\$150/hour
Social Media - Design, Layout, Copywriting	All social media services are billed at the same hourly rate for design, layout and copywriting - <i>however we often set up a rate for each project at the onset of a contract so that the client is aware of cost before work begins.</i>	\$150/hour
Advertising Services, Storyboard, Design, Copywriting	All advertising services (TV, radio, print, outdoor, online, direct mail) are billed at the same hourly rate for design, layout and copywriting.	\$150/hour

Media Placement	Media buying services are typically covered by the media outlets. Most traditional and digital mediums will provide a 15% commission to the agency of record. When a commission is not automatically given, we mark up the medium the equivalent of 15%.	15% Commission on Media
Broadcast Services - Production/Supervision	Production and supervision charges are billed at the agency hourly rate.	\$150/hour
Broadcast - Video crew, equipment rental, props, makeup, etc.	All outside services will be billed at their rate plus an agency markup.	Based on client specifications
Photography	Photography will sometimes require a professional in which case the hourly rate includes time to shoot and edit. The hourly rate included is the average based on current vendors.	\$200/hour
Travel	Hourly rate billed at 1/2 rate; Out-of-pocket expenses billed separately; Mileage billed at IRS rate.	\$75/hr

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### **Background:**

Three (3) year contract beginning October 1, 2024, through September 20, 2027.

Current Media Partners, LLC is a full-service advertising and marketing firm, based in the Permian Basin, offering the following services:

#### **Account Planning Services**

- Strategic Planning
- Content Management
- Market Research

#### **Creative Services**

- Graphic Design
- Corporate Identity Packages

#### **Public Relations**

- PR Support
- Community Relations Support

#### **Media Placement Services**

- Radio
- Television
- Newspaper
- Outdoor
- Digital

#### **Digital Suite of Services**

- Website Design, Programming & Development
- Social Media Advertising

- Social Media Management
- Google Ads
- Pay Per Click
- Display Ads
- Geo-targeted Display Ads
- IP-targeted Advertising
- Retargeting Campaigns
- Email Marketing

Will provide a good media mix is imperative for such a broad target audience. Our goal will truly be to find people where they are which will require a mix of both traditional and digital mediums to carry our messaging.

**Staffing:**

No additional FTE's required.

**Disposition of Existing Equipment:**

N/A

**Implementation Time Frame:**

Current Media has worked interim to manage our accounts through the remainder of FY24. Our three-year contract will begin October 1, 2024.

**Funding:**

Will begin with our new budget in FY25 through FY27.

## MEMORANDUM

TO: ECHD Board of Directors

FROM: Linda Carpenter, Chief Information Officer

SUBJECT: NetBrain Network Monitoring Solution

DATE: September 1, 2024

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### **Cost:**

NetBrain Solution	
Year 1	\$ 46,387.50
Year 2	\$ 38,887.50
Year 3	\$ 38,887.50
<b>TOTAL</b>	<b>\$124,162.50</b>

### **Budget Reference:**

Operational Funds	<b>\$124,162.50</b>
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### **Background:**

Currently, Medical Center Hospital (MCH) handles a number of network & infrastructure related assessments & path discoveries manually. When multiple issues arise concurrently, there is an increased risk of delayed support times due to these manual efforts. NetBrain reduces support times due to increased network visibility, real time analytics, dashboards, and issue specific notifications when issues occur.

### **Objective:**

NetBrain network monitoring increases network visibility allowing for optimization of network workflows, troubleshooting, and increased outage prevention methods, as well as change management. Preventative automation is tracked within dashboards allowing IT resources increased visibility during upgrades, changes and routine maintenance, as well as quicker notifications when problems are discovered. NetBrain maintains a “digital twin” of our entire hybrid network including device inventory, configuration, network neighbors, status, version, and network connections.

With NetBrain we can confidently execute network configuration changes at scale, with a highly reduced potential for adverse side effects to business applications, services, and business operations in general. Automation supports more efficient and verifiable change management to help preserve the desired network behaviors and maintain compliance with enterprise architecture, design, and security standards.

### **Staffing:**

No additional FTEs required.

### **Funding:**

NetBrain solution 3-Year agreement in the amount of \$124,162.50 from NetBrain Technologies, Inc will come from budgeted operational funds.



## MEMORANDUM

TO: ECHD Board of Directors  
FROM: Staci Ashley, Chief Human Resources Officer  
THROUGH: Russell Tippin, President and CEO  
SUBJECT: Vaya Workforce Managed Services Provider  
DATE: September 5, 2024

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### PURPOSE OF THE CONTRACT

The contract allows for Medical Center Health System to work with Vaya Workforce and for Vaya to be the strategic provider for travel Clinical Candidates.

### REQUEST

Vaya Workforce shall use its corporate affiliates or third-party staffing subcontractors to provide services to Medical Center Health Systems. Vaya shall act as the primary and strategic workforce solutions provider and will use reasonable efforts to fulfill the immediate needs of the facility.

Vaya Workforce will act as Medical Center Health System's primary and strategic provider of Candidates. The Clinical Candidates will be assigned on a temporary or supplemental basis for a specified assignment duration, with a typical assignment lasting thirteen (13) weeks.

Through the partnership with TPC, Medical Center Health System has designated TPC as its group purchasing organization for all services covered under the Agreement.

### CONTRACT TERM

The term of the Agreement shall be for a period of three (3) years and will automatically renew for successive one (1) year periods.



To: ECHD Board of Directors  
Through: Russell Tippin, President & CEO  
Through: Matt Collins, COO  
From: Jerry Hild, Divisional Director of Radiology  
Date: 8/27/2024  
RE: Rental Agreement Mobile MRI Trailer

Operational Cost: \$101,100.00  
Term: 8/29/24 through 11/26/24

## **REQUEST**

Request for approval for MRI mobile trailer for 90-day period.

## **PURPOSE OF CONTRACT**

Wheatley Stewart Pavilion outpatient MRI scanner has been down for 6+ weeks. ETA for scanner to be operational is approximately 10 additional weeks. Current operations at the WSMP suite are halted which affect patient care.

## **RECOMMENDATIONS**

None.

## MEMORANDUM

TO: Russell Tippin, President/CEO  
ECHD Board of Directors

FROM: Tara Ward, Divisional Director of Laboratory Services  
Through Matt Collins, Chief Operating Officer

SUBJECT: Amendment to QUIDEL Sofia2 Placement Agreement

DATE: August 22, 2024

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### **Cost:**

QUIDEL Sofia2 Placement Agreement—10	\$0.00
RALS middleware connection for 10 new devices	\$4,771.00
3-yr purchase commitment of test kits	\$579,933.00
<b>Total contract commitment</b>	<b>\$587,704.00</b>

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### **Background:**

Due to the growing need for rapid COVID testing, we are asking to amend the current contract with QUIDEL. The amendment will enable us to acquire 10 more SOFIA2 analyzers to use for COVID, Flu, Strep, and RSV testing at the Urgent Care locations and the Emergency Department. Because we are asking to add 10 additional SOFIA2 devices, QUIDEL has extended the agreement by three (3) years. The new agreement will expire June 30, 2027. Our pricing for reagent test kits will decrease due to the expected test volume increase. The annual purchase obligation did increase to \$193,311.00, however our current annual spend is already twice that amount at \$418,925.32. The only significant outlay of funds will be towards the addition of the new analyzers to the RALS point-of-care interface. The cost for licensing these devices for the 15-month period leading up to the RALS contract renewal in December 2025 is \$4,771.00.

### **Staffing:**

No additional FTEs required

### **Implementation Time Frame:**

Within 2 months of receipt of analyzers, control swabs, and RALS licensing

### **Funding:**

Operational expense for reagent test kits.  
Capital expense for RALS licensing of new devices.

## MCH Regional Services

### September Board Report

#### **Regional Travel**

Alpine- Met with clinic staff provided updates on providers, no issues with referrals. Met with Regina she stated they are close to hiring CEO, once hired she will reach out for MCH team to come discuss MCH Acute Teleservices. No other needs currently. Met with case management they stated they have been receiving referrals much more often. She stated they have 3 from MCH currently in swing bed and really appreciate it. I have let her know I will pass this along to the team. Met with ED Physicians no issues with transfers. They stated they use MCH often and has questions about ORMC closure. No other needs currently.

Andrews- Russell, Steve and I met with Legacy Committee to discuss funding opportunities for Behavioral Health hospital. We discussed how it might not meet with criteria for this committee, but they do understand the importance of this and recommend meeting with hospital and other city organizations. We will look more into legacy guidelines and see if this project qualifies otherwise will reach out to other organizations and councils in the community.

Colorado City- Met with ED staff, no issues with transfers. They stated they do not send patients often our way but do get some patients who prefer MCH. They stated they never have issues with transfers. Provided ED physician my contact information to call with any needs.

Stanton- Met with ED staff, no issues with transfers. Also spoke with floor staff no issues with swing patients and stated they are all liking the tele program. Tara not onsite that day will follow up to make sure she does not have any questions. I have also reached out to billing department to check to make sure claims are going through and they have all they need, no other needs at this time. No needs from clinic or issues with referrals.

Ward- Met with CEO and CNO Ian. They stated they have not had issues with transfers. I have let them know I have worked with Brian NP from ED on a few issues and questions he had. Ian is also looking into some education for staff. I have let him know I am happy to coordinate for him. Letecia was wanting to know what our scholarship program looked like I have let her know I will get that and share.

#### **Community Outreach**

Dr Ortega, Dr Raja, Dr Salcido, Dr Parsons

#### **MCH Telehealth**

<b>Month 24'</b>	<b>On Demand</b>	<b>Scheduled</b>
January	21	152
February	30	71
March	16	85
April	8	68
May	7	57
June	13	40