



ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
JANUARY 5, 2021 – 5:30 p.m.
MEDICAL CENTER HOSPITAL BOARD ROOM (2ND FLOOR)
500 W 4TH STREET, ODESSA, TEXAS

AGENDA (p.1-2)

- I. CALL TO ORDER Don Hallmark, President
II. INVOCATIONChaplain Doug Herget
III. PLEDGE OF ALLEGIANCE Don Hallmark
IV. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM ... Don Hallmark (p.3)
V. AWARDS AND RECOGNITION
A. 2020 Associates of the Year Russell Tippin
- Dr. H.E. Hestand Humanitarian Award
- Florence Nightingale Award
- Chaplain Jimmy Wilson Service Excellence Award
B. January 2021 Directors of the Month..... Russell Tippin
- Clinical – Lindsey Duncan, Director of Care Management
- Non-Clinical - Cheryl McQueen, Director of Materials Management
- Nurse – Lisa Mota, Unit Director
VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER
VII. PUBLIC COMMENTS ON AGENDA ITEMS
VIII. CONSENT AGENDA Don Hallmark (p.4-40)
(These items are considered to be routine or have been previously discussed, and can be approved in one motion, unless a Director asks for separate consideration of an item.)
A. Consider Approval of Regular Meeting Minutes, December 1, 2020
B. Consider Approval of Federally Qualified Health Center Monthly Report, November 2020
IX. COMMITTEE REPORTS
A. Finance CommitteeBryn Dodd (p.41-79)
1. Financial Report for Month Ended November 30, 2020
2. Consent Agenda
a. Philips Equipment and Disposable Products Agreement Renewal

- 3. Capital Expenditure Requests
 - a. Consider Approval of Instrument Tracking System
 - b. Consider Approval of TruSystem 7000dV Standard Table Package (XI Robot OR Table)
 - c. Consider Approval of Panda Warmer for 3rd OR expansion in LD
 - d. Consider Approval of Drager Anesthesia Machine for 3rd OR expansion in LD

X. CASE MANAGEMENT PLANChristin Timmons (p.80-87)

XI. NICU RESOLUTION.....Christin Timmons (p.88)

XII. TTUHSC AT THE PERMIAN BASIN REPORT.....Dr. Gary Ventolini

XIII. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS..... Russell Tippin

- A. Human Resources Quarterly Report**
- B. Information Technology Quarterly Report**
- C. COVID-19 Update**
- D. Ad Hoc Reports**
- E. Inpatient Rehabilitation Unit**

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) Deliberations regarding Real Property pursuant to Section 551.072 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 Lease Agreement**
- C. Inpatient Rehabilitation Agreement**
- D. Odessa College Clinical Investment Agreement**

XVI. ADJOURNMENT Don Hallmark

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

MISSION

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

VISION

MCHS will be the premier source for health and wellness.

VALUES

I-ntegrity

C-ustomer centered

A-ccountability

R-espect

E-xcellence



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR BOARD MEETING
DECEMBER 1, 2020 – 5:30 p.m.**

MINUTES OF THE MEETING

MEMBERS PRESENT: Don Hallmark, President
Bryn Dodd, Vice President
Mary Lou Anderson
David Dunn
Wallace Dunn
Ben Quiroz

MEMBERS VIRTUALLY PRESENT: Richard Herrera

OTHERS PRESENT: Russell Tippin, President/Chief Executive Officer
Steve Ewing, Chief Financial Officer
Steve Steen, Chief Legal Counsel
Matt Collins, Chief Operating Officer
Adiel Alvarado, President of MCH ProCare
Christin Timmons, Chief Nursing Officer
Dr. Gary Ventolini, TTUHSC Permian Basin
Kerstin Connolly, Paralegal
Michaela Johnson, Executive Assistant to CEO

OTHERS VIRTUALLY PRESENT: Dr. Donald Davenport, Chief of Staff
Dr. Timothy Benton, Vice Chief of Staff
Gingie Sredanovich, Chief Compliance and Privacy Officer
Linda Carpenter, Vice President Information Tech/CIO
Various other interested members of the Medical Staff, employees, and citizens

I. CALL TO ORDER

Don Hallmark, President, called the meeting to order at 5:29 p.m. in the Ector County Hospital District Board Room at Medical Center Hospital. Notice of the meeting was properly posted as required by the Open Meetings Act.

II. INVOCATION

Chaplain Doug Herget offered the invocation.

III. PLEDGE OF ALLEGIANCE

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

IV. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

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

V. AWARDS AND RECOGNITION

A. December 2020 Associate and Nurse of the Month

Russell Tippin introduced the December 2020 Associate and Nurse of the Month as follows:

- Cynthia Hernandez, Executive Assistant, Emergency Department
- Jodi Price, RN Charge, Infusion Services

VI. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER

No conflicts were disclosed.

VII. PUBLIC COMMENTS ON AGENDA ITEMS

No comments from the public were received.

VIII. CONSENT AGENDA

- A. Consider Approval of Regular Meeting Minutes, November 3, 2020**
- B. Consider Approval of Joint Conference Committee, November 24, 2020**
- C. Consider Approval of Federally Qualified Health Center Monthly Report, October 2020**
- D. MCHS Compliance Program Reaffirmation and Compliance Committee Charter**
- E. TCDRS Annual Contribution Authorization**

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

IX. COMMITTEE REPORTS

A. Finance Committee

1. Financial Report for Month Ended October 31, 2020
2. Consent Agenda
 - a. Consider Approval of IsoRx Texas, Ltd. Pricing Agreement Renewal
 - b. Consider Approval of Abbott Rapid Diagnostics Informatics, Inc./RALS Interface Renewal
 - c. Consider Approval of Morrison Agreement Renewal/Amendment
 - d. Consider Approval of COVID-19 Onetime Pay Adjustment
3. Consider Approval of Engagement Letter with Weaver
4. Consider Approval of Shimadzu Service Agreement
5. **Capital Expenditure Requests**
 - a. Consider Approval of Emergency Purchase of Swisslog Healthcare TransLogic Pneumatic Tube System Upgrade/Modernization

- b. Consider Approval of BD Pyxis ES Anesthesia Cabinets
- c. Consider Approval of Emergency Purchase Workstations on Wheels (WOWs) for COVID units
- d. Consider Approval of Versapulse power suite 60W Laser
- e. Consider Approval of Stryker TPX Small Bone Drill
- f. Consider Approval of BK5000 Ultrasound System
- g. Consider Approval of Cisco Fiber Channel (FC) Switch Replacement
- h. Consider Approval of End of Service Life (EOSL) Ethernet Switch Replacement

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

B. Audit Committee

1. Update on Audit Plan
2. Update on Audit Pack examination from April 2020 and the Proposed 2020/2021 Project Plan

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

X. QUALITY ASSURANCE PERFORMANCE IMPROVEMENT (QAPI)

Courtney Look and Kayla Barrington presented the Quality Assurance Performance Improvement plan.

David Dunn moved and Mary Lou Anderson seconded the motion to approve the Quality Assurance Performance Improvement Plan as presented. The motion carried unanimously.

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

A. COVID-19 Update

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

MCH currently has 92 patients inhouse, preparing for the after Thanksgiving rush. We are preparing with 20 additional beds on another unit. The one time pay adjustment was well received. Texas will be receiving 1 million doses of the vaccine, we are expecting to get the vaccine around the 15th of this month. MCH has had two drive thru COVID testing clinics. Out of the over 3,000 results there has been a 65% positivity rate.

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

B. Ad-hoc Reports

1. Regional Services Update was provided.
2. Best in the Basin – Medical Center Hospital received the “Best in the Basin” award for Hospital, Emergency Department, Dr. Martinez - OB physician, and Nursing Staff.

3. MCH has contracted with Donna Boatright to help with our DNV plan review.
4. Corporal Rays Coffee will be furnishing coffee for staff.

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

C. Ronald McDonald House Update

Russell Tippin reported that the Ronald McDonald House will be opening 1 room at a time, starting in December.

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

XII. TTUHSC AT THE PERMIAN BASIN

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

XIII. EXECUTIVE SESSION

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

ATTENDEES for the entire Executive Session: ECHD Board members Don Hallmark, Bryn Dodd, Mary Lou Anderson, David Dunn, Wallace Dunn, Ben Quiroz, Russell Tippin, Steve Steen, Steve Ewing, Kerstin Connolly, and Michaela Johnson.

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

Gingie Sredanovich, Chief Compliance and Privacy Officer, reported to the Board of Directors regarding the compliance program annual report during Executive Session then was excused.

Russell Tippin, Chief Executive Officer, reported to the Board of Directors during Executive Session.

Steve Steen, Chief Legal Counsel, reported to the Board of Directors during Executive Session.

Executive Session began at 6:20 pm.
Executive Session ended at 7:55 p.m.

No action was taken during Executive Session.

XIV. ITEMS FOR CONSIDERATION FROM EXECUTIVE SESSION

A. Consider Approval of MCH ProCare Provider Agreements

Don Hallmark presented the following renewal/amendment:

- Alan Robinson, CRNA. This is an amendment for Anesthesia Agreement.
- Nick Azarov, M.D. This is an amendment for Critical Care Agreement.
- Alexander Bastidas-Palacios, M.D. This is an amendment for Critical Care Agreement.
- Krishana Ayyagari, M.D. This is an amendment for Critical Care Agreement.
- Johany Herrera, M.D. This is an amendment for Hospitalist Agreement.
- Ramcharita Kandikatla, M.D. This a 3 year renewal for Hospitalist Agreement.
- Pragnyadipta Mishara, M.D. This is a 3-year renewal for Anesthesia Agreement.

Don Hallmark presented the following new agreement:

- Sung Hwang, M.D. This is a 3-year agreement for Anesthesia.
- Khavar Dar, M.D. This is a 1-year agreement for Critical Care.

Ben Quiroz moved and Bryn Dodd seconded the motion to approve the ProCare provider agreements as presented. The motion carried unanimously.

B. Consider Approval of MCH On-call Agreements

Don Hallmark presented the following on-call agreement:

- Dr. Abbie Schuster. This is a 1-year agreement for general surgery on-call.

Ben Quiroz moved and Bryn Dodd seconded the motion to approve the MCH On-call Agreement as presented. The motion carried unanimously.

C. Consider Joint Venture

Don Hallmark presented the request to allow MCH to pursue a joint venture with Encompass Health.

Ben Quiroz moved and Wallace Dunn seconded the motion to allow the joint venture as presented. The motion carried unanimously.

XV. ADJOURNMENT

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 7:56 p.m.

Respectfully submitted,



David Dunn, Secretary
Ector County Hospital District

Family Health Clinic
January 2021
ECHD Board Packet

**ECTOR COUNTY HOSPITAL DISTRICT
CENTERS FOR PRIMARY CARE COMBINED - OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<u>PATIENT REVENUE</u>										
Outpatient Revenue	\$ 548,888	\$ 475,225	15.5%	\$ 535,205	2.6%	\$ 1,194,312	\$ 1,001,708	19.2%	\$ 1,167,303	2.3%
TOTAL PATIENT REVENUE	\$ 548,888	\$ 475,225	15.5%	\$ 535,205	2.6%	\$ 1,194,312	\$ 1,001,708	19.2%	\$ 1,167,303	2.3%
<u>DEDUCTIONS FROM REVENUE</u>										
Contractual Adjustments	\$ 296,867	\$ 163,391	81.7%	\$ 235,319	26.2%	\$ 651,910	\$ 344,408	89.3%	\$ 267,416	143.8%
Self Pay Adjustments	55,897	46,026	21.4%	89,344	-37.4%	129,836	97,019	33.8%	120,110	8.1%
Bad Debts	40,056	76,107	-47.4%	(100,213)	-140.0%	81,182	160,426	-49.4%	259,550	-68.7%
TOTAL REVENUE DEDUCTIONS	\$ 392,819	\$ 285,524	37.6%	\$ 224,450	75.0%	\$ 862,928	\$ 601,853	43.4%	\$ 647,075	33.4%
	71.57%	60.08%		41.94%		72.25%	60.08%		55.43%	
NET PATIENT REVENUE	\$ 156,069	\$ 189,701	-17.7%	\$ 310,755	-49.8%	\$ 331,384	\$ 399,855	-17.1%	\$ 520,227	-36.3%
<u>OTHER REVENUE</u>										
FHC Other Revenue	\$ 12,722	\$ 26,697	-52.3%	\$ 8,910	42.8%	\$ 22,038	\$ 53,394	-58.7%	\$ 24,119	-8.6%
TOTAL OTHER REVENUE	\$ 12,722	\$ 26,697	-52.3%	\$ 8,910	42.8%	\$ 22,038	\$ 53,394	-58.7%	\$ 24,119	-8.6%
NET OPERATING REVENUE	\$ 168,791	\$ 216,398	-22.0%	\$ 319,665	-47.2%	\$ 353,423	\$ 453,249	-22.0%	\$ 544,346	-35.1%
<u>OPERATING EXPENSE</u>										
Salaries and Wages	\$ 99,384	\$ 100,991	-1.6%	\$ 109,951	-9.6%	\$ 181,330	\$ 212,870	-14.8%	\$ 223,240	-18.8%
Benefits	25,175	26,672	-5.6%	25,408	-0.9%	45,651	54,784	-16.7%	54,124	-15.7%
Physician Services	148,602	151,471	-1.9%	114,976	29.2%	284,535	302,942	-6.1%	238,462	19.3%
Cost of Drugs Sold	8,485	8,276	2.5%	15,667	-45.8%	14,503	17,444	-16.9%	30,251	-52.1%
Supplies	2,162	5,672	-61.9%	5,351	-59.6%	10,131	11,804	-14.2%	13,278	-23.7%
Utilities	5,903	5,939	-0.6%	5,093	15.9%	11,556	11,878	-2.7%	12,101	-4.5%
Repairs and Maintenance	675	1,192	-43.4%	625	8.0%	4,646	2,384	94.9%	1,250	271.7%
Leases and Rentals	468	370	26.6%	442	5.9%	992	740	34.0%	938	5.8%
Other Expense	1,000	1,000	0.0%	1,000	0.0%	2,100	4,341	-51.6%	4,341	-51.6%
TOTAL OPERATING EXPENSES	\$ 291,853	\$ 301,583	-3.2%	\$ 278,514	4.8%	\$ 555,444	\$ 619,187	-10.3%	\$ 577,984	-3.9%
Depreciation/Amortization	\$ 33,244	\$ 33,243	0.0%	\$ 34,068	-2.4%	\$ 66,649	\$ 66,648	0.0%	\$ 70,930	-6.0%
TOTAL OPERATING COSTS	\$ 325,097	\$ 334,826	-2.9%	\$ 312,583	4.0%	\$ 622,093	\$ 685,835	-9.3%	\$ 648,914	-4.1%
NET GAIN (LOSS) FROM OPERATIONS	\$ (156,306)	\$ (118,428)	32.0%	\$ 7,082	-2307.0%	\$ (268,670)	\$ (232,586)	15.5%	\$ (104,568)	156.9%
Operating Margin	-92.60%	-54.73%	69.2%	2.22%	-4279.8%	-76.02%	-51.32%	48.1%	-19.21%	295.7%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,450	1,363	6.4%	1,427	1.6%	3,069	2,873	6.8%	3,179	-3.5%
Optometry Visits	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Total Visits	1,450	1,363	6.4%	1,427	1.6%	3,069	2,873	6.8%	3,179	-3.5%
Average Revenue per Office Visit	378.54	348.66	8.6%	375.06	0.9%	389.15	348.66	11.6%	367.19	6.0%
Hospital FTE's (Salaries and Wages)	21.4	27.7	-22.6%	28.3	-24.3%	20.1	27.3	-26.4%	28.4	-29.3%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 548,140	\$ 327,903	67.2%	\$ 314,209	74.5%	\$ 1,193,346	\$ 691,050	72.7%	\$ 708,119	68.5%
TOTAL PATIENT REVENUE	\$ 548,140	\$ 327,903	67.2%	\$ 314,209	74.5%	\$ 1,193,346	\$ 691,050	72.7%	\$ 708,119	68.5%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 303,348	\$ 109,619	176.7%	\$ 39,509	667.8%	\$ 661,141	\$ 231,020	186.2%	\$ 39,060	1592.6%
Self Pay Adjustments	58,329	29,232	99.5%	15,007	288.7%	143,235	61,605	132.5%	14,871	863.2%
Bad Debts	30,568	51,416	-40.5%	25,031	22.1%	57,933	108,359	-46.5%	328,811	-82.4%
TOTAL REVENUE DEDUCTIONS	\$ 392,244	\$ 190,267	106.2%	\$ 79,547	393.1%	\$ 862,309	\$ 400,984	115.0%	\$ 382,742	125.3%
	71.6%	58.0%		25.3%		72.3%	58.0%		54.1%	
NET PATIENT REVENUE	\$ 155,895	\$ 137,636	13.3%	\$ 234,662	-33.6%	\$ 331,037	\$ 290,066	14.1%	\$ 325,377	1.7%
OTHER REVENUE										
FHC Other Revenue	\$ 12,722	\$ 26,697	0.0%	\$ 8,910	42.8%	\$ 22,038	\$ 53,394	0.0%	\$ 24,119	-8.6%
TOTAL OTHER REVENUE	\$ 12,722	\$ 26,697	-52.3%	\$ 8,910	42.8%	\$ 22,038	\$ 53,394	-58.7%	\$ 24,119	-8.6%
NET OPERATING REVENUE	\$ 168,618	\$ 164,333	2.6%	\$ 243,572	-30.8%	\$ 353,075	\$ 343,460	2.8%	\$ 349,496	1.0%
OPERATING EXPENSE										
Salaries and Wages	\$ 99,384	\$ 72,893	36.3%	\$ 74,194	34.0%	\$ 181,330	\$ 153,621	18.0%	\$ 152,116	19.2%
Benefits	25,175	19,251	30.8%	17,145	46.8%	45,651	39,536	15.5%	36,880	23.8%
Physician Services	148,602	104,171	42.7%	66,163	124.6%	284,535	208,342	36.6%	138,281	105.8%
Cost of Drugs Sold	8,485	5,859	44.8%	9,548	-11.1%	14,503	12,348	17.5%	20,420	-29.0%
Supplies	2,162	4,324	-50.0%	4,516	-52.1%	10,131	9,002	12.5%	10,506	-3.6%
Utilities	2,961	3,021	-2.0%	2,430	21.9%	6,620	6,042	9.6%	5,932	11.6%
Repairs and Maintenance	675	1,073	-37.1%	625	8.0%	4,646	2,146	116.5%	1,250	271.7%
Leases and Rentals	468	370	26.6%	442	5.9%	992	740	34.0%	938	5.8%
Other Expense	1,000	1,000	0.0%	1,000	0.0%	2,100	4,341	-51.6%	4,341	-51.6%
TOTAL OPERATING EXPENSES	\$ 288,911	\$ 211,962	36.3%	\$ 176,064	64.1%	\$ 550,507	\$ 436,118	26.2%	\$ 370,662	48.5%
Depreciation/Amortization	\$ 3,919	\$ 3,919	0.0%	\$ 4,744	-17.4%	\$ 8,000	\$ 8,000	0.0%	\$ 9,487	-15.7%
TOTAL OPERATING COSTS	\$ 292,830	\$ 215,881	35.6%	\$ 180,807	62.0%	\$ 558,508	\$ 444,118	25.8%	\$ 380,149	46.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ (124,213)	\$ (51,548)	-141.0%	\$ 62,765	297.9%	\$ (205,433)	\$ (100,658)	-104.1%	\$ (30,654)	570.2%
Operating Margin	-73.67%	-31.37%	134.8%	25.77%	-385.9%	-58.18%	-29.31%	98.5%	-8.77%	563.4%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,450	949	52.8%	871	66.5%	3,069	2,000	53.5%	2,010	52.7%
Average Revenue per Office Visit	378.03	345.52	9.4%	360.75	4.8%	388.84	345.53	12.5%	352.30	10.4%
Hospital FTE's (Salaries and Wages)	21.4	19.6	9.1%	18.4	16.6%	20.1	19.4	3.8%	18.6	8.0%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 748	\$ 147,322	-99.5%	\$ 220,996	-99.7%	\$ 967	\$ 310,658	-99.7%	\$ 459,184	-99.8%
TOTAL PATIENT REVENUE	\$ 748	\$ 147,322	-99.5%	\$ 220,996	-99.7%	\$ 967	\$ 310,658	-99.7%	\$ 459,184	-99.8%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ (6,481)	\$ 53,772	-112.1%	\$ 195,810	-103.3%	\$ (9,231)	\$ 113,388	-108.1%	\$ 228,356	-104.0%
Self Pay Adjustments	(2,432)	16,794	-114.5%	74,337	-103.3%	(13,399)	35,414	-137.8%	105,238	-112.7%
Bad Debts	9,488	24,691	-61.6%	(125,244)	-107.6%	23,249	52,067	-55.3%	(69,261)	-133.6%
TOTAL REVENUE DEDUCTIONS	\$ 575	\$ 95,257	-99.4%	\$ 144,903	-99.6%	\$ 619	\$ 200,869	-99.7%	\$ 264,333	-99.8%
	76.83%	64.66%		65.57%		64.06%	64.66%		57.57%	
NET PATIENT REVENUE	\$ 173	\$ 52,065	-99.7%	\$ 76,093	-99.8%	\$ 347	\$ 109,789	-99.7%	\$ 194,851	-99.8%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 173	\$ 52,065	-99.7%	\$ 76,093	-99.8%	\$ 347	\$ 109,789	-99.7%	\$ 194,851	-99.8%
OPERATING EXPENSE										
Salaries and Wages	\$ -	\$ 28,098	-100.0%	\$ 35,757	-100.0%	\$ -	\$ 59,249	-100.0%	\$ 71,124	-100.0%
Benefits	-	7,421	-100.0%	8,263	-100.0%	-	15,248	-100.0%	17,244	-100.0%
Physician Services	-	47,300	-100.0%	48,812	-100.0%	-	94,600	-100.0%	100,181	-100.0%
Cost of Drugs Sold	-	2,417	-100.0%	6,120	-100.0%	-	5,096	-100.0%	9,831	-100.0%
Supplies	-	1,348	-100.0%	835	-100.0%	-	2,802	-100.0%	2,772	-100.0%
Utilities	2,943	2,918	0.8%	2,664	10.5%	4,936	5,836	-15.4%	6,170	-20.0%
Repairs and Maintenance	-	119	-100.0%	-	100.0%	-	238	-100.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 2,943	\$ 89,621	-96.7%	\$ 102,451	-97.1%	\$ 4,936	\$ 183,069	-97.3%	\$ 207,322	-97.6%
Depreciation/Amortization	\$ 29,325	\$ 29,324	0.0%	\$ 29,324	0.0%	\$ 58,649	\$ 58,648	0.0%	\$ 61,443	-4.5%
TOTAL OPERATING COSTS	\$ 32,267	\$ 118,945	-72.9%	\$ 131,775	-75.5%	\$ 63,585	\$ 241,717	-73.7%	\$ 268,765	-76.3%
NET GAIN (LOSS) FROM OPERATIONS	\$ (32,094)	\$ (66,880)	-52.0%	\$ (55,683)	-42.4%	\$ (63,238)	\$ (131,928)	-52.1%	\$ (73,914)	-14.4%
Operating Margin	-18518.20%	-128.45%	14316.1%	-73.18%	25206.0%	-18203.68%	-120.17%	15048.9%	-37.93%	47887.9%

	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	-	414	-100.0%	556	-100.0%	-	873	-100.0%	1,169	-100.0%
Optometry Visits	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Total Visits	-	414	-100.0%	556	-100.0%	-	873	-100.0%	-	0.0%
Average Revenue per Office Visit	-	355.85	-100.0%	397.47	-100.0%	-	355.85	-100.0%	392.80	-100.0%
Hospital FTE's (Salaries and Wages)	-	8.0	-100.0%	9.9	-100.0%	-	8.0	-100.0%	9.8	-100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC COMBINED
NOVEMBER 2020**

	MONTHLY REVENUE				YTD REVENUE			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 96,292	\$ 2,233	\$ 98,525	17.9%	\$ 188,542	\$ (19,661)	\$ 168,881	14.1%
Medicaid	252,521	289	252,810	46.1%	577,151	(81,996)	495,155	41.5%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	69,650	139	69,789	12.7%	170,851	(111,343)	59,508	5.0%
Self Pay	113,455	(5,388)	108,067	19.7%	214,131	262,066	476,197	39.9%
Other	16,222	3,476	19,697	3.6%	42,671	(48,099)	(5,428)	-0.5%
Total	\$ 548,140	\$ 748	\$ 548,888	100.0%	\$ 1,193,346	\$ 967	\$ 1,194,312	100.0%

	MONTHLY PAYMENTS				YEAR TO DATE PAYMENTS			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 33,274	\$ 1,229	\$ 34,503	18.2%	\$ 55,392	\$ 3,163	\$ 58,555	17.5%
Medicaid	111,615	1,210	112,825	59.4%	178,104	2,175	180,279	53.8%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	20,549	(820)	19,729	10.4%	45,494	(85)	45,409	13.6%
Self Pay	20,712	1,899	22,611	11.9%	46,386	3,645	50,031	14.9%
Other	257	-	257	0.1%	640	194	834	0.2%
Total	\$ 186,408	\$ 3,517	\$ 189,925	100.0%	\$ 326,016	\$ 9,092	\$ 335,108	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC CLEMENTS
NOVEMBER 2020**

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	\$ 96,292	17.6%	\$ 54,744	17.4%	\$ 188,542	15.8%	\$ 112,944	15.9%
Medicaid	252,521	46.0%	129,948	41.4%	577,151	48.4%	296,687	41.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	69,650	12.7%	50,786	16.2%	170,851	14.3%	128,538	18.2%
Self Pay	113,455	20.7%	78,318	24.9%	214,131	17.9%	169,382	23.9%
Other	16,222	3.0%	413	0.1%	42,671	3.6%	567	0.1%
TOTAL	\$ 548,140	100.0%	\$ 314,209	100.0%	\$ 1,193,346	100.0%	\$ 708,119	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 33,274	17.9%	\$ 75,842	52.9%	\$ 55,392	16.9%	\$ 114,646	40.4%
Medicaid	111,615	59.9%	31,060	21.6%	178,104	54.7%	83,344	29.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	20,549	11.0%	15,214	10.6%	45,494	14.0%	36,947	13.0%
Self Pay	20,712	11.1%	21,447	14.9%	46,386	14.2%	48,553	17.1%
Other	257	0.1%	2	0.0%	640	0.2%	616	0.2%
TOTAL	\$ 186,408	100.0%	\$ 143,564	100.0%	\$ 326,016	100.0%	\$ 284,107	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
NOVEMBER 2020**

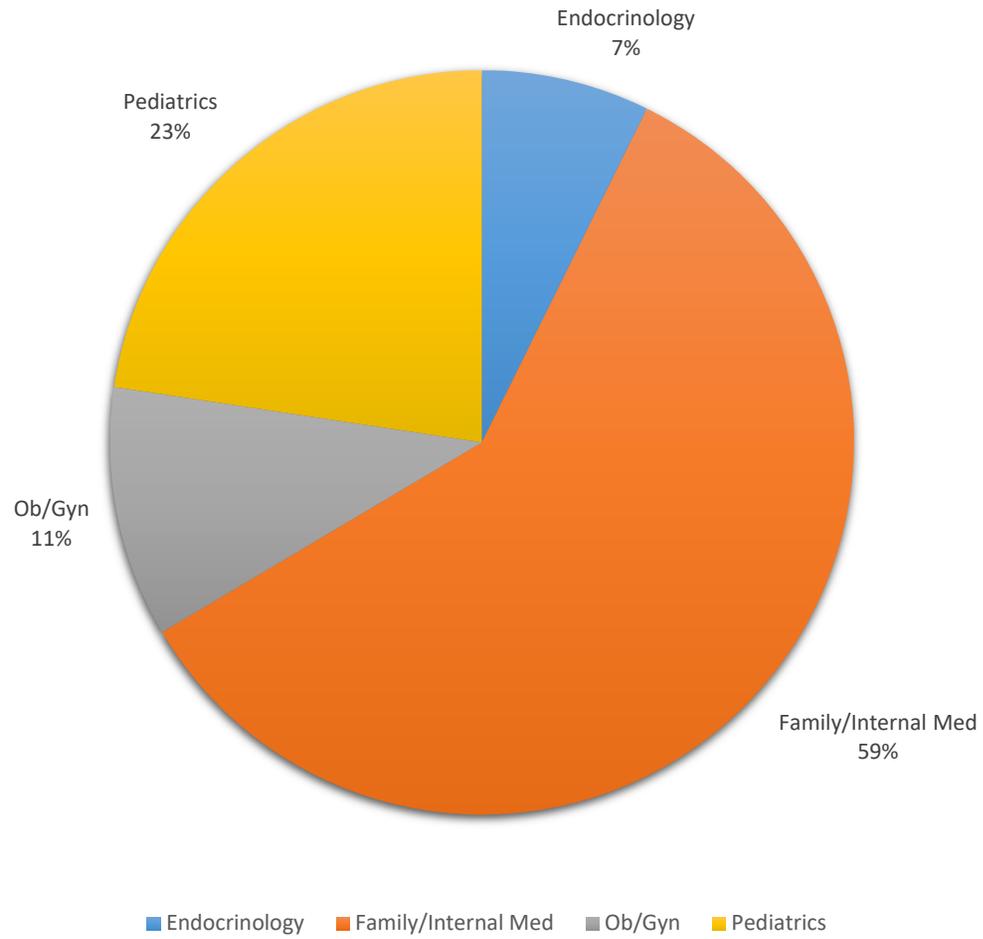
REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 2,233	298.5%	\$ 57,691	26.1%	\$ (19,661)	-2033.9%	\$ 110,253	24.0%
Medicaid	289	38.6%	\$ 59,658	27.0%	(81,996)	-8482.2%	122,055	26.6%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	139	18.5%	\$ 42,463	19.2%	(111,343)	-11518.2%	92,186	20.1%
Self Pay	(5,388)	-720.3%	\$ 60,935	27.6%	262,066	27110.1%	134,049	29.2%
Other	3,476	464.7%	\$ 249	0.1%	(48,099)	-4975.8%	641	0.1%
TOTAL	\$ 748	100.0%	\$ 220,996	100.0%	\$ 967	100.0%	\$ 459,184	100.0%

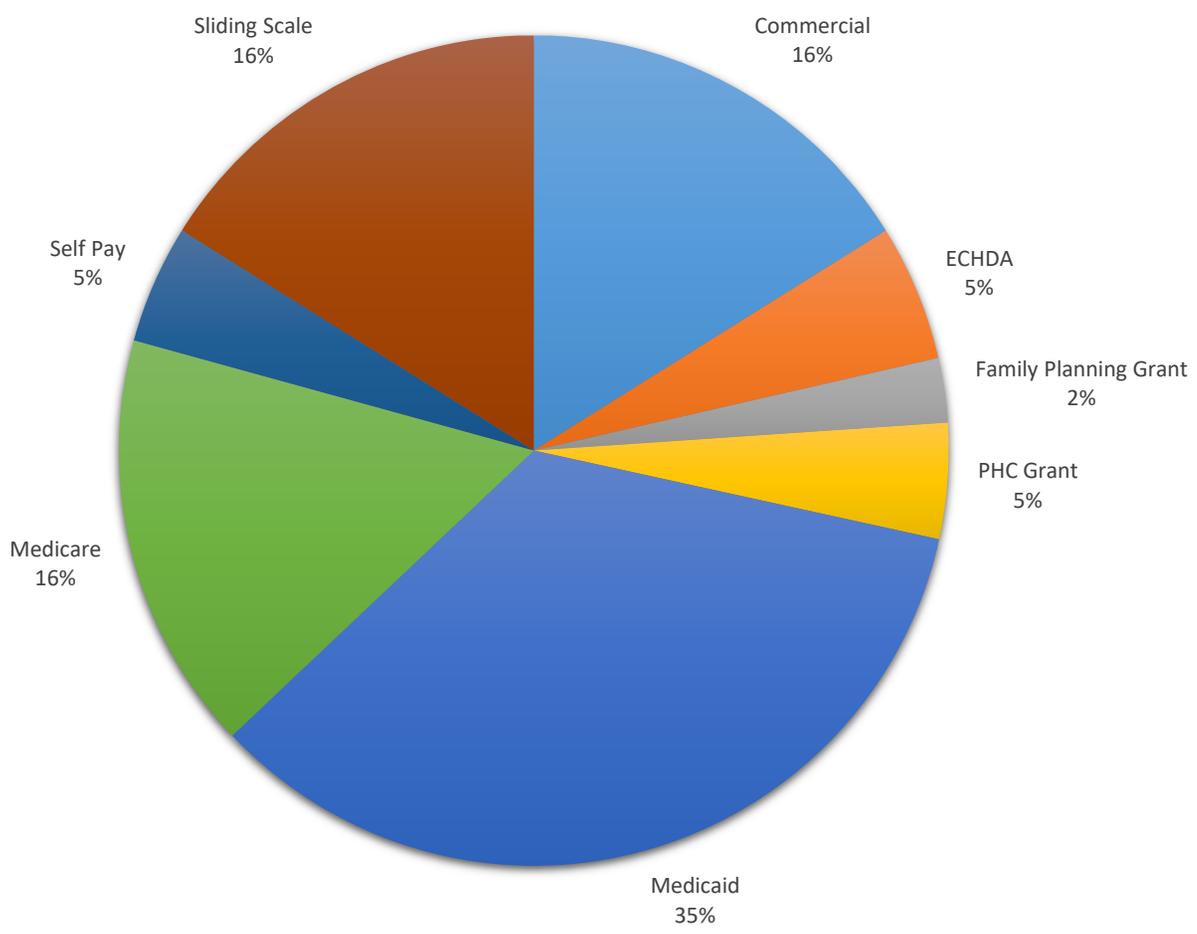
PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 1,229	34.9%	\$ 12,143	28.9%	\$ 3,163	34.8%	\$ 27,977	28.0%
Medicaid	1,210	34.4%	7,311	17.4%	2,175	23.9%	22,319	22.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	(820)	-23.3%	12,086	28.8%	(85)	-0.9%	25,826	25.8%
Self Pay	1,899	54.0%	10,420	24.8%	3,645	40.1%	23,389	23.4%
Other	-	0.0%	-	0.0%	194	2.1%	488	0.5%
TOTAL	\$ 3,517	100.0%	\$ 41,960	100.0%	\$ 9,093	100.0%	\$ 99,999	100.0%

FHC November Visits By Service



FHC November Visits by Financial Class



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

FHC Executive Director's Report-January 2021

- **Provider Update:** Dr. Gowda, Pediatrician, is now seeing patients Friday afternoons at FHC.
- **Staffing Update:** The Family Health Clinic has the following open staff positions: 2 LVN, 1.5 Medical Assistant, and 2 Front Desk.
- **Telehealth Update:** For the month of November, telehealth visits accounted for 9% of the Clinic's total visits. We continue to provide the telehealth option for sick, wellness, and follow up visits.
- **COVID 19 Update:** Due to the COVID 19 crisis, the Family Health Clinic has implemented the following temporary operational changes: no walk-in patients, patients will be scheduled with same day appointments; temporary hold on our public walk-in vaccine clinic; implemented telehealth options for remote health services; decreased operating hours to Monday thru Friday 8am-Noon and 1pm-5pm; implemented visitor restrictions; and employee and patient screening processes at both FHC locations. Both patients and employees are required to wear masks. In August 2020, we temporarily consolidated clinics and are operating out of our Clements location.
- **Annual FQHC Recertification:** The Family Health Clinic submitted its annual FQHC recertification as required by HRSA on 12/21/20. The recertification was due 1/1/2021.

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
NOVEMBER 2020**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR. %	AMOUNT	VAR. %		AMOUNT	VAR. %	AMOUNT	VAR. %
Hospital InPatient Admissions										
Acute / Adult	968	1,030	-6.0%	1,127	-14.1%	2,046	2,171	-5.8%	2,291	-10.7%
Neonatal ICU (NICU)	18	27	-33.3%	22	-18.2%	45	57	-21.1%	55	-18.2%
Total Admissions	986	1,057	-6.7%	1,149	-14.2%	2,091	2,228	-6.1%	2,346	-10.9%
Patient Days										
Adult & Pediatric	4,320	3,744	15.4%	4,011	7.7%	8,622	7,891	9.3%	7,922	8.8%
ICU	362	341	6.2%	337	7.4%	800	719	11.3%	690	15.9%
CCU	482	347	38.9%	362	33.1%	878	732	19.9%	735	19.5%
NICU	196	466	-57.9%	489	-59.9%	638	982	-35.0%	1,080	-40.9%
Total Patient Days	5,360	4,898	9.4%	5,199	3.1%	10,938	10,324	5.9%	10,427	4.9%
Observation (Obs) Days	475	721	-34.1%	764	-37.8%	1,247	1,520	-17.9%	1,622	-23.1%
Nursery Days	281	290	-3.1%	287	-2.1%	590	611	-3.4%	610	-3.3%
Total Occupied Beds / Bassinets	6,116	5,909	3.5%	6,250	-2.1%	12,775	12,455	2.6%	12,659	0.9%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	5.33	4.30	24.0%	4.18	27.6%	5.03	4.30	17.0%	4.08	23.4%
NICU	10.89	17.26	-36.9%	22.23	-51.0%	14.18	17.23	-17.7%	19.64	-27.8%
Total ALOS	5.44	4.63	17.3%	4.52	20.1%	5.23	4.63	12.9%	4.44	17.7%
Acute / Adult & Pediatric w/o OB	6.23			5.00	24.7%	5.99			4.92	21.8%
Average Daily Census	178.7	163.3	9.4%	173.3	3.1%	179.3	169.2	5.9%	170.9	4.9%
Hospital Case Mix Index (CMI)	1.7222	1.5944	8.0%	1.5377	12.0%	1.7031	1.5944	6.8%	1.5945	6.8%
Medicare										
Admissions	356	370	-3.8%	423	-15.8%	734	779	-5.8%	833	-11.9%
Patient Days	2,288	1,774	29.0%	1,964	16.5%	4,429	3,739	18.5%	3,879	14.2%
Average Length of Stay	6.43	4.79	34.0%	4.64	38.4%	6.03	4.80	25.7%	4.66	29.6%
Case Mix Index	1.9536			1.7830	9.6%	2.0072			1.8291	9.7%
Medicaid										
Admissions	118	132	-10.6%	132	-10.6%	271	278	-2.5%	287	-5.6%
Patient Days	478	663	-27.9%	730	-34.5%	1,132	1,397	-19.0%	1,453	-22.1%
Average Length of Stay	4.05	5.02	-19.3%	5.53	-26.8%	4.18	5.03	-16.9%	5.06	-17.5%
Case Mix Index	1.0234			1.0443	-2.0%	1.1046			1.0122	9.1%
Commercial										
Admissions	256	286	-10.5%	310	-17.4%	573	603	-5.0%	653	-12.3%
Patient Days	1,212	1,258	-3.7%	1,299	-6.7%	2,655	2,651	0.2%	2,695	-1.5%
Average Length of Stay	4.73	4.40	7.6%	4.19	13.0%	4.63	4.40	5.4%	4.13	12.3%
Case Mix Index	1.7767			1.5058	18.0%	1.6769			1.4620	14.7%
Self Pay										
Admissions	235	245	-4.1%	256	-8.2%	460	516	-10.9%	521	-11.7%
Patient Days	1,223	1,127	8.5%	1,081	13.1%	2,419	2,375	1.9%	2,110	14.6%
Average Length of Stay	5.20	4.60	13.1%	4.22	23.2%	5.26	4.60	14.3%	4.05	29.8%
Case Mix Index	1.5814			1.3868	14.0%	1.5307			1.4166	8.1%
All Other										
Admissions	21	25	-16.0%	28	-25.0%	53	52	1.9%	52	1.9%
Patient Days	159	127	25.2%	125	27.2%	303	268	13.1%	290	4.5%
Average Length of Stay	7.57	5.08	49.0%	4.46	69.6%	5.72	5.15	10.9%	5.58	2.5%
Case Mix Index	2.3980			1.7491	37.1%	1.8765			1.9859	-5.5%
Radiology										
InPatient	3,867	3,787	2.1%	4,200	-7.9%	7,964	7,981	-0.2%	8,449	-5.7%
OutPatient	6,039	6,710	-10.0%	7,831	-22.9%	13,362	14,141	-5.5%	17,134	-22.0%
Cath Lab										
InPatient	335	416	-19.5%	553	-39.4%	876	876	0.0%	1,044	-16.1%
OutPatient	459	533	-13.9%	518	-11.4%	1,201	1,123	6.9%	1,283	-6.4%
Laboratory										
InPatient	77,104	53,847	43.2%	66,462	16.0%	151,173	113,496	33.2%	134,835	12.1%
OutPatient	55,636	54,312	2.4%	58,474	-4.9%	117,663	114,470	2.8%	124,344	-5.4%
Other										
Deliveries	166	171	-2.9%	163	1.8%	357	360	-0.8%	354	0.8%
Surgical Cases										
InPatient	151	249	-39.4%	277	-45.5%	397	525	-24.4%	583	-31.9%
OutPatient	481	481	0.0%	489	-1.6%	1,022	1,015	0.7%	1,120	-8.8%
Total Surgical Cases	632	730	-13.4%	766	-17.5%	1,419	1,540	-7.9%	1,703	-16.7%
GI Procedures (Endo)										
InPatient	64	138	-53.6%	153	-58.2%	204	290	-29.7%	331	-38.4%
OutPatient	96	221	-56.6%	221	-56.6%	259	466	-44.4%	543	-52.3%
Total GI Procedures	160	359	-55.4%	374	-57.2%	463	756	-38.8%	874	-47.0%

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
NOVEMBER 2020**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
OutPatient (O/P)										
Emergency Room Visits	2,972	3,450	-13.9%	4,681	-36.5%	6,311	7,015	-10.0%	9,325	-32.3%
Observation Days	475	721	-34.1%	764	-37.8%	1,247	1,520	-17.9%	1,622	-23.1%
Other O/P Occasions of Service	18,262	16,996	7.4%	18,587	-1.7%	35,852	35,821	0.1%	39,798	-9.9%
Total O/P Occasions of Svc.	21,709	21,167	2.6%	24,032	-9.7%	43,410	44,356	-2.1%	50,745	-14.5%
Hospital Operations										
Manhours Paid	247,826	261,371	-5.2%	280,465	-11.6%	509,634	526,718	-3.2%	566,521	-10.0%
FTE's	1,445.6	1,524.7	-5.2%	1,636.0	-11.6%	1,462.1	1,511.1	-3.2%	1,625.3	-10.0%
Adjusted Patient Days	8,961	9,147	-2.0%	9,755	-8.1%	18,975	19,190	-1.1%	20,267	-6.4%
Hours / Adjusted Patient Day	27.66	28.58	-3.2%	28.75	-3.8%	26.86	27.45	-2.1%	27.95	-3.9%
Occupancy - Actual Beds	51.2%	46.8%	9.4%	48.7%	5.2%	51.4%	48.5%	5.9%	49.0%	4.9%
FTE's / Adjusted Occupied Bed	4.8	5.0	-3.2%	5.0	-3.8%	4.7	4.8	-2.1%	4.9	-3.9%
InPatient Rehab Unit										
Admissions	24	29	-17.2%	38	-36.8%	56	61	-8.2%	72	-22.2%
Patient Days	377	390	-3.3%	468	-19.4%	863	822	5.0%	914	-5.6%
Average Length of Stay	15.7	13.4	16.8%	12.3	27.5%	15.4	13.5	14.4%	12.7	21.4%
Manhours Paid	8,359	7,830	6.8%	5,828	43.4%	16,514	15,965	3.4%	12,073	36.8%
FTE's	48.8	45.7	6.8%	34.0	43.4%	47.4	45.8	3.4%	34.6	36.8%
Center for Primary Care - Clemons										
Total Medical Visits	1,450	949	52.8%	871	66.5%	3,069	2,000	53.5%	2,010	52.7%
Manhours Paid	3,668	3,362	9.1%	3,146	16.6%	7,013	6,757	3.8%	6,493	8.0%
FTE's	21.4	19.6	9.1%	18.4	16.6%	20.1	19.4	3.8%	18.6	8.0%
Center for Primary Care - West University										
Total Medical Visits	-	414	-100.0%	556	-100.0%	-	873	-100.0%	1,169	-100.0%
Manhours Paid	-	1,379	-100.0%	1,701	-100.0%	-	2,772	-100.0%	3,422	-100.0%
FTE's	0.0	8.0	-100.0%	9.9	-100.0%	0.0	8.0	-100.0%	9.8	-100.0%
Total ECHD Operations										
Total Admissions	1,010	1,086	-7.0%	1,187	-14.9%	2,147	2,289	-6.2%	2,418	-11.2%
Total Patient Days	5,737	5,288	8.5%	5,667	1.2%	11,801	11,146	5.9%	11,341	4.1%
Total Patient and Obs Days	6,212	6,009	3.4%	6,431	-3.4%	13,048	12,666	3.0%	12,963	0.7%
Total FTE's	1,515.8	1,598.0	-5.1%	1,697.5	-10.7%	1,529.6	1,584.2	-3.4%	1,688.2	-9.4%
FTE's / Adjusted Occupied Bed	4.7	4.9	-2.3%	4.8	-1.0%	4.6	4.8	-5.8%	4.7	-2.5%
Total Adjusted Patient Days	9,592	9,875	-2.9%	10,633	-9.8%	20,477	19,978	2.5%	22,047	-7.1%
Hours / Adjusted Patient Day	27.09	27.74	-2.3%	27.37	-1.0%	26.04	27.64	-5.8%	26.69	-2.5%
Outpatient Factor	1.6719	1.8674	-10.5%	1.8763	-10.9%	1.7347	1.8552	-6.5%	1.9440	-10.8%
Blended O/P Factor	1.8898	2.1076	-10.3%	2.0839	-9.3%	1.9822	2.0699	-4.2%	2.1383	-7.3%
Total Adjusted Admissions	1,689	2,028	-16.7%	2,227	-24.2%	3,730	4,255	-12.3%	4,701	-20.7%
Hours / Adjusted Admission	153.89	135.08	13.9%	130.66	17.8%	142.95	129.79	10.1%	125.18	14.2%
FTE's - Hospital Contract	35.0	34.5	1.6%	40.9	-14.5%	37.3	35.7	4.3%	44.3	-15.9%
FTE's - Mgmt Services	44.0	50.4	-12.7%	79.4	-44.6%	44.3	50.4	-12.1%	74.3	-40.4%
Total FTE's (including Contract)	1,594.8	1,682.9	-5.2%	1,817.8	-12.3%	1,611.1	1,670.3	-3.5%	1,806.8	-10.8%
Total FTE'S per Adjusted Occupied Bed (including Contract)	5.0	5.1	-2.4%	5.1	-2.7%	4.8	5.1	-5.9%	5.0	-4.0%
ProCare FTEs	202.4	235.9	-14.2%	209.8	-3.5%	204.2	232.6	-12.2%	211.1	-3.2%
Total System FTEs	1,797.2	1,918.7	-6.3%	2,027.6	-11.4%	1,815.3	1,903.0	-4.6%	2,017.8	-10.0%
Urgent Care Visits										
JBS Clinic	683	749	-8.8%	1,043	-34.5%	1,238	1,579	-21.6%	1,942	-36.3%
West University	1,811	420	331.2%	547	231.1%	2,292	885	159.0%	1,034	121.7%
42nd Street	2,731	449	508.2%	746	266.1%	3,640	946	284.8%	1,382	163.4%
Total Urgent Care Visits	5,225	1,618	222.9%	2,336	123.7%	7,170	3,410	110.3%	4,358	64.5%
Wal-Mart Clinic Visits										
East Clinic	130	431	-69.8%	418	-68.9%	286	842	-66.0%	817	-65.0%
West Clinic	-	-	0.0%	423	-100.0%	-	-	0.0%	763	-100.0%
Total Wal-Mart Visits	130	431	-69.8%	841	-84.5%	286	842	-66.0%	1,580	-81.9%

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
NOVEMBER 2020**

	ECTOR COUNTY HOSPITAL DISTRICT		
	HOSPITAL	PRO CARE	
ASSETS			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 67,562,364	\$ 4,650	\$ 67,567,014
Investments	51,779,014	-	51,779,014
Patient Accounts Receivable - Gross	226,610,109	31,903,249	258,513,358
Less: 3rd Party Allowances	(132,442,184)	(6,489,206)	(138,931,390)
Bad Debt Allowance	(69,277,584)	(17,700,435)	(86,978,019)
Net Patient Accounts Receivable	24,890,341	7,713,608	32,603,949
Taxes Receivable	6,469,935	-	6,469,935
Accounts Receivable - Other	10,808,686	36,183	10,844,869
Inventories	7,619,694	398,279	8,017,973
Prepaid Expenses	2,598,684	162,277	2,760,961
Total Current Assets	171,728,718	8,314,997	180,043,716
CAPITAL ASSETS:			
Property and Equipment	485,616,912	467,364	486,084,276
Construction in Progress	2,070,034	-	2,070,034
	487,686,946	467,364	488,154,310
Less: Accumulated Depreciation and Amortization	(311,036,782)	(335,434)	(311,372,216)
Total Capital Assets	176,650,163	131,930	176,782,094
INTANGIBLE ASSETS / GOODWILL - NET	-	-	-
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	4,896	-	4,896
Restricted Assets Held in Endowment	6,375,569	-	6,375,569
Restricted TPC, LLC	593,971	-	593,971
Restricted MCH West Texas Services	2,282,955	-	2,282,955
Pension, Deferred Outflows of Resources	6,438,549	-	6,438,549
Assets whose use is Limited	-	90,155	90,155
TOTAL ASSETS	\$ 364,074,821	\$ 8,537,083	\$ 372,611,904
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 2,020,980	\$ -	\$ 2,020,980
Self-Insurance Liability - Current Portion	3,179,304	-	3,179,304
Accounts Payable	24,600,387	3,010,257	27,610,644
A/R Credit Balances	3,443,768	-	3,443,768
Accrued Interest	303,863	-	303,863
Accrued Salaries and Wages	4,565,422	5,354,372	9,919,794
Accrued Compensated Absences	4,336,391	-	4,336,391
Due to Third Party Payors	4,415,944	-	4,415,944
Deferred Revenue	(2,716,969)	205,285	(2,511,685)
Total Current Liabilities	44,149,090	8,569,914	52,719,004
ACCRUED POST RETIREMENT BENEFITS	60,755,276	-	60,755,276
SELF-INSURANCE LIABILITIES - Less Current Portion	2,037,980	-	2,037,980
LONG-TERM DEBT - Less Current Maturities	71,315,427	-	71,315,427
Total Liabilities	178,257,773	8,569,914	186,827,687
FUND BALANCE	185,817,048	(32,831)	185,784,217
TOTAL LIABILITIES AND FUND BALANCE	\$ 364,074,821	\$ 8,537,083	\$ 372,611,904

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
NOVEMBER 2020**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
ASSETS				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 67,567,014	\$ 85,536,668	\$ 4,650	\$ (17,974,304)
Investments	51,779,014	37,790,083	-	13,988,931
Patient Accounts Receivable - Gross	258,513,358	229,332,591	29,129,319	51,449
Less: 3rd Party Allowances	(138,931,390)	(130,246,448)	(6,079,147)	(2,605,795)
Bad Debt Allowance	<u>(86,978,019)</u>	<u>(74,141,620)</u>	<u>(15,966,971)</u>	<u>3,130,572</u>
Net Patient Accounts Receivable	32,603,949	24,944,523	7,083,200	576,226
Taxes Receivable	6,469,935	6,690,004	-	(220,069)
Accounts Receivable - Other	10,844,869	7,316,982	23,598	3,504,290
Inventories	8,017,973	7,585,878	398,279	33,816
Prepaid Expenses	<u>2,760,961</u>	<u>2,891,777</u>	<u>202,921</u>	<u>(333,738)</u>
Total Current Assets	<u>180,043,716</u>	<u>172,755,916</u>	<u>7,712,648</u>	<u>(424,848)</u>
CAPITAL ASSETS:				
Property and Equipment	486,084,276	480,276,838	467,364	5,340,074
Construction in Progress	<u>2,070,034</u>	<u>4,122,443</u>	<u>-</u>	<u>(2,052,409)</u>
	488,154,310	484,399,281	467,364	3,287,665
Less: Accumulated Depreciation and Amortization	<u>(311,372,216)</u>	<u>(307,901,871)</u>	<u>(331,334)</u>	<u>(3,139,012)</u>
Total Capital Assets	<u>176,782,094</u>	<u>176,497,410</u>	<u>136,030</u>	<u>148,653</u>
INTANGIBLE ASSETS / GOODWILL - NET	-	-	0	(0)
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	4,896	2,370,723	-	(2,365,827)
Restricted Assets Held in Endowment	6,375,569	6,375,569	-	-
Restricted TPC, LLC	593,971	593,971	-	-
Restricted MCH West Texas Services	2,282,955	2,255,728	-	27,227
Pension, Deferred Outflows of Resources	6,438,549	6,438,549	-	-
Assets whose use is Limited	<u>90,155</u>	<u>-</u>	<u>69,426</u>	<u>20,729</u>
TOTAL ASSETS	<u>\$ 372,611,904</u>	<u>\$ 367,287,865</u>	<u>\$ 7,918,105</u>	<u>\$ (2,594,066)</u>
LIABILITIES AND FUND BALANCE				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 2,020,980	\$ 2,035,380	\$ -	\$ (14,400)
Self-Insurance Liability - Current Portion	3,179,304	3,179,304	-	-
Accounts Payable	27,610,644	24,244,787	3,371,956	(6,099)
A/R Credit Balances	3,443,768	4,064,002	-	(620,233)
Accrued Interest	303,863	32,015	-	271,848
Accrued Salaries and Wages	9,919,794	6,607,784	4,346,323	(1,034,313)
Accrued Compensated Absences	4,336,391	4,182,624	-	153,768
Due to Third Party Payors	4,415,944	4,217,493	-	198,452
Deferred Revenue	<u>(2,511,685)</u>	<u>290,392</u>	<u>232,657</u>	<u>(3,034,733)</u>
Total Current Liabilities	<u>52,719,004</u>	<u>48,853,779</u>	<u>7,950,935</u>	<u>(4,085,711)</u>
ACCRUED POST RETIREMENT BENEFITS	60,755,276	59,555,276	-	1,200,000
SELF-INSURANCE LIABILITIES - Less Current Portion	2,037,980	2,037,980	-	-
LONG-TERM DEBT - Less Current Maturities	71,315,427	69,162,757	-	2,152,670
Total Liabilities	<u>186,827,687</u>	<u>179,609,792</u>	<u>7,950,935</u>	<u>(733,040)</u>
FUND BALANCE	<u>185,784,217</u>	<u>187,678,074</u>	<u>(32,831)</u>	<u>(1,861,026)</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 372,611,904</u>	<u>\$ 367,287,865</u>	<u>\$ 7,918,105</u>	<u>\$ (2,594,066)</u>

**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 52,220,459	\$ 49,398,506	5.7%	\$ 50,728,355	2.9%	\$ 106,471,552	\$ 102,344,415	4.0%	\$ 102,332,884	4.0%
Outpatient Revenue	46,464,513	52,892,578	-12.2%	54,985,540	-15.5%	104,576,221	109,502,632	-4.5%	116,483,506	-10.2%
TOTAL PATIENT REVENUE	\$ 98,684,972	\$ 102,291,084	-3.5%	\$ 105,713,895	-6.6%	\$ 211,047,773	\$ 211,847,047	-0.4%	\$ 218,816,390	-3.6%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 58,963,933	\$ 58,403,873	1.0%	\$ 61,907,832	-4.8%	\$ 128,031,957	\$ 122,205,965	4.8%	\$ 133,064,132	-3.8%
Policy Adjustments	3,351,705	1,305,908	156.7%	1,437,759	133.1%	5,122,080	2,604,930	96.6%	1,827,711	180.2%
Uninsured Discount	9,267,747	12,782,242	-27.5%	13,074,226	-29.1%	18,728,286	26,765,427	-30.0%	21,189,771	-11.6%
Indigent	2,178,000	1,272,742	71.1%	1,599,002	36.2%	2,812,190	2,670,774	5.3%	3,485,720	-19.3%
Provision for Bad Debts	3,432,710	7,643,693	-55.1%	3,937,781	-12.8%	12,021,392	14,336,555	-16.1%	10,227,164	17.5%
TOTAL REVENUE DEDUCTIONS	\$ 77,194,095	\$ 81,408,458	-5.2%	\$ 81,956,599	-5.8%	\$ 166,715,905	\$ 168,583,651	-1.1%	\$ 169,794,499	-1.8%
	78.22%	79.59%		77.53%		78.99%	79.58%		77.60%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 1,954,337	\$ 1,752,244	11.5%	\$ 1,097,298	78.1%	\$ 3,908,673	\$ 3,504,488	11.5%	\$ 2,194,597	78.1%
DSRIP	547,173	547,173	0.0%	479,459	14.1%	1,094,346	1,094,346	0.0%	958,918	14.1%
TOTAL OTHER PATIENT REVENUE	\$ 2,501,510	\$ 2,299,417	8.8%	\$ 1,576,757	58.6%	\$ 5,003,019	\$ 4,598,834	8.8%	\$ 3,153,515	58.6%
NET PATIENT REVENUE	\$ 23,992,386	\$ 23,182,043	3.5%	\$ 25,334,053	-5.3%	\$ 49,334,887	\$ 47,862,230	3.1%	\$ 52,175,406	-5.4%
OTHER REVENUE										
Tax Revenue	\$ 4,802,934	\$ 5,469,210	-12.2%	\$ 5,695,558	-15.7%	\$ 10,039,554	\$ 10,777,864	-6.9%	\$ 11,258,213	-10.8%
Other Revenue	753,432	805,400	-6.5%	831,146	-9.4%	1,683,958	1,604,100	5.0%	1,717,871	-2.0%
TOTAL OTHER REVENUE	\$ 5,556,366	\$ 6,274,610	-11.4%	\$ 6,526,704	-14.9%	\$ 11,723,512	\$ 12,381,964	-5.3%	\$ 12,976,084	-9.7%
NET OPERATING REVENUE	\$ 29,548,753	\$ 29,456,653	0.3%	\$ 31,860,757	-7.3%	\$ 61,058,399	\$ 60,244,194	1.4%	\$ 65,151,491	-6.3%
OPERATING EXPENSES										
Salaries and Wages	\$ 13,247,750	\$ 12,542,732	5.6%	\$ 13,384,210	-1.0%	\$ 26,390,886	\$ 25,699,443	2.7%	\$ 27,288,966	-3.3%
Benefits	2,725,156	2,649,552	2.9%	2,545,996	7.0%	5,365,111	5,334,282	0.6%	5,431,084	-1.2%
Temporary Labor	842,775	636,177	32.5%	1,158,623	-27.3%	1,705,790	1,323,410	28.9%	2,520,256	-32.3%
Physician Fees	1,345,072	1,436,982	-6.4%	1,349,631	-0.3%	2,828,838	2,897,653	-2.4%	2,831,052	-0.1%
Texas Tech Support	858,977	820,236	4.7%	981,382	-12.5%	1,682,734	1,640,472	2.6%	1,998,314	-15.8%
Purchased Services	3,989,658	3,729,664	7.0%	4,946,093	-19.3%	8,128,758	7,461,983	8.9%	9,705,197	-16.2%
Supplies	5,196,124	4,650,887	11.7%	4,785,072	8.6%	10,292,148	9,776,122	5.3%	9,791,764	5.1%
Utilities	305,571	332,021	-8.0%	332,875	-8.2%	676,249	664,042	1.8%	633,391	6.8%
Repairs and Maintenance	697,723	737,381	-5.4%	816,109	-14.5%	1,371,336	1,476,187	-7.1%	1,485,771	-7.7%
Leases and Rent	137,257	158,744	-13.5%	104,233	31.7%	287,132	317,488	-9.6%	214,828	33.7%
Insurance	131,235	154,717	-15.2%	136,044	-3.5%	299,409	309,434	-3.2%	274,006	9.3%
Interest Expense	143,246	150,449	-4.8%	246,755	-41.9%	246,432	300,898	-18.1%	485,378	-49.2%
ECHDA	213,185	317,389	-32.8%	229,204	-7.0%	364,180	634,778	-42.6%	685,882	-46.9%
Other Expense	75,641	203,621	-62.9%	130,047	-41.8%	181,283	416,864	-56.5%	288,994	-37.3%
TOTAL OPERATING EXPENSES	\$ 29,909,370	\$ 28,520,552	4.9%	\$ 31,146,272	-4.0%	\$ 59,820,288	\$ 58,253,056	2.7%	\$ 63,634,882	-6.0%
Depreciation/Amortization	\$ 1,583,423	\$ 1,580,162	0.2%	\$ 1,542,807	2.6%	\$ 3,152,711	\$ 3,173,316	-0.6%	\$ 3,082,189	2.3%
(Gain) Loss on Sale of Assets	2,700	-	0.0%	-	0.0%	2,700	-	0.0%	272	892.9%
TOTAL OPERATING COSTS	\$ 31,495,493	\$ 30,100,714	4.6%	\$ 32,689,079	-3.7%	\$ 62,975,698	\$ 61,426,372	2.5%	\$ 66,717,343	-5.6%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,946,741)	\$ (644,061)	-202.3%	\$ (828,322)	-135.0%	\$ (1,917,299)	\$ (1,182,178)	62.2%	\$ (1,565,852)	22.4%
Operating Margin	-6.59%	-2.19%	201.3%	-2.60%	153.4%	-3.14%	-1.96%	60.0%	-2.40%	30.7%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 11,818	\$ 33,519	-64.7%	\$ 11,023	7.2%	\$ 29,391	\$ 67,038	-56.2%	\$ 101,551	-71.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	21,084	-100.0%	-	-	-	42,168	-100.0%	-	-
COVID-19 Stimulus	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Underwriter Discount & Bond Costs	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Build America Bonds Subsidy	-	-	0.0%	78,770	-100.0%	-	-	0.0%	154,191	-100.0%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (1,934,923)	\$ (589,458)	-228.3%	\$ (738,530)	-162.0%	\$ (1,887,908)	\$ (1,072,972)	-76.0%	\$ (1,310,109)	-44.1%
Unrealized Gain/(Loss) on Investments	\$ (1,591)	\$ 14,285	0.0%	\$ 78,832	-102.0%	\$ (345)	\$ 28,570	0.0%	\$ 79,552	-100.4%
Investment in Subsidiaries	4,320	1,614	167.7%	11,866	-63.6%	27,227	3,228	743.5%	33,782	-19.4%
CHANGE IN NET POSITION	\$ (1,932,193)	\$ (573,559)	-236.9%	\$ (647,831)	-198.3%	\$ (1,861,026)	\$ (1,041,174)	-78.7%	\$ (1,196,775)	-55.5%

**ECTOR COUNTY HOSPITAL DISTRICT
HOSPITAL OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Revenue	\$ 52,220,459	\$ 49,398,506	5.7%	\$ 50,728,355	2.9%	\$ 106,471,552	\$ 102,344,415	4.0%	\$ 102,332,884	4.0%
Outpatient Revenue	35,085,840	42,360,497	-17.2%	44,451,527	-21.1%	78,224,431	87,523,063	-10.6%	96,606,847	-19.0%
TOTAL PATIENT REVENUE	\$ 87,306,299	\$ 91,759,003	-4.9%	\$ 95,179,883	-8.3%	\$ 184,695,983	\$ 189,867,478	-2.7%	\$ 198,939,732	-7.2%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 53,604,414	\$ 53,970,275	-0.7%	\$ 57,222,317	-6.3%	\$ 116,272,903	\$ 113,379,531	2.6%	\$ 123,856,874	-6.1%
Policy Adjustments	2,688,419	129,012	1983.9%	217,817	1134.3%	2,765,172	270,938	920.6%	296,026	834.1%
Uninsured Discount	8,554,303	12,075,045	-29.2%	12,367,055	-30.8%	16,611,031	25,359,185	-34.5%	20,106,164	-17.4%
Indigent Care	2,182,076	1,248,074	74.8%	1,542,096	41.5%	2,810,672	2,621,438	7.2%	3,371,294	-16.6%
Provision for Bad Debts	2,058,706	6,618,029	-68.9%	3,274,493	-37.1%	9,105,768	12,295,709	-25.9%	8,704,984	4.6%
TOTAL REVENUE DEDUCTIONS	\$ 69,087,918	\$ 74,040,435	-6.7%	\$ 74,623,777	-7.4%	\$ 147,565,545	\$ 153,926,801	-4.1%	\$ 156,335,342	-5.6%
	79.13%	80.69%		78.40%		79.90%	81.07%		78.58%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 1,954,337	\$ 1,752,244	11.5%	\$ 1,097,298	78.1%	\$ 3,908,673	\$ 3,504,488	11.5%	\$ 2,194,597	78.1%
DSRIP	547,173	547,173	0.0%	479,459	14.1%	1,094,346	1,094,346	0.0%	958,918	14.1%
TOTAL OTHER PATIENT REVENUE	\$ 2,501,510	\$ 2,299,417	8.8%	\$ 1,576,757	58.6%	\$ 5,003,019	\$ 4,598,834	8.8%	\$ 3,153,515	58.6%
NET PATIENT REVENUE	\$ 20,719,891	\$ 20,017,985	3.5%	\$ 22,132,863	-6.4%	\$ 42,133,457	\$ 40,539,511	3.9%	\$ 45,757,904	-7.9%
OTHER REVENUE										
Tax Revenue	\$ 4,802,934	\$ 5,469,210	-12.2%	\$ 5,695,558	-15.7%	\$ 10,039,554	\$ 10,777,864	-6.9%	\$ 11,258,213	-10.8%
Other Revenue	567,980	607,912	-6.6%	646,285	-12.1%	1,168,690	1,218,384	-4.1%	1,324,890	-11.8%
TOTAL OTHER REVENUE	\$ 5,370,914	\$ 6,077,122	-11.6%	\$ 6,341,843	-15.3%	\$ 11,208,243	\$ 11,996,248	-6.6%	\$ 12,583,102	-10.9%
NET OPERATING REVENUE	\$ 26,090,805	\$ 26,095,107	0.0%	\$ 28,474,706	-8.4%	\$ 53,341,700	\$ 52,535,759	1.5%	\$ 58,341,007	-8.6%
OPERATING EXPENSE										
Salaries and Wages	\$ 9,524,879	\$ 8,572,213	11.1%	\$ 9,693,781	-1.7%	\$ 18,732,406	\$ 17,737,304	5.6%	\$ 19,717,842	-5.0%
Benefits	2,412,806	2,263,894	6.6%	2,240,094	7.7%	4,716,063	4,564,900	3.3%	4,780,546	-1.3%
Temporary Labor	602,923	420,510	43.4%	506,428	19.1%	1,287,230	892,076	44.3%	1,245,871	3.3%
Physician Fees	1,228,283	1,291,841	-4.9%	1,167,148	5.2%	2,600,437	2,607,371	-0.3%	2,415,556	7.7%
Texas Tech Support	858,977	820,236	4.7%	981,382	-12.5%	1,682,734	1,640,472	2.6%	1,998,314	-15.8%
Purchased Services	3,994,309	3,738,541	6.8%	4,751,661	-15.9%	8,098,825	7,484,571	8.2%	9,285,593	-12.8%
Supplies	5,088,894	4,516,090	12.7%	4,676,450	8.8%	10,057,177	9,491,039	6.0%	9,514,318	5.7%
Utilities	304,585	331,206	-8.0%	329,251	-7.5%	674,618	662,412	1.8%	626,357	7.7%
Repairs and Maintenance	697,723	737,214	-5.4%	815,209	-14.4%	1,371,336	1,471,203	-6.8%	1,484,840	-7.6%
Leases and Rentals	(26,043)	(7,258)	258.8%	(62,859)	-58.6%	(39,690)	(14,516)	173.4%	(119,988)	-66.9%
Insurance	81,242	109,297	-25.7%	88,911	-8.6%	200,547	218,594	-8.3%	178,818	12.2%
Interest Expense	143,246	150,449	-4.8%	246,755	-41.9%	246,432	300,898	-18.1%	485,378	-49.2%
ECHDA	213,185	317,389	-32.8%	229,204	-7.0%	364,180	634,778	-42.6%	685,882	-46.9%
Other Expense	33,271	130,296	-74.5%	85,581	-61.1%	77,932	252,091	-69.1%	171,325	-54.5%
TOTAL OPERATING EXPENSES	\$ 25,158,279	\$ 23,391,918	7.6%	\$ 25,748,996	-2.3%	\$ 50,070,226	\$ 47,943,193	4.4%	\$ 52,470,651	-4.6%
Depreciation/Amortization	\$ 1,576,458	\$ 1,572,677	0.2%	\$ 1,524,937	3.4%	\$ 3,138,567	\$ 3,158,346	-0.6%	\$ 3,045,979	3.0%
(Gain)/Loss on Disposal of Assets	2,700	-	0.0%	-	0.0%	2,700	-	100.0%	272	892.9%
TOTAL OPERATING COSTS	\$ 26,737,437	\$ 24,964,595	7.1%	\$ 27,273,932	-2.0%	\$ 53,211,493	\$ 51,101,539	4.1%	\$ 55,516,902	-4.2%
NET GAIN (LOSS) FROM OPERATIONS	\$ (646,632)	\$ 1,130,512	-157.2%	\$ 1,200,773	153.9%	\$ 130,207	\$ 1,434,220	-90.9%	\$ 2,824,104	-95.4%
Operating Margin	-2.48%	4.33%	-157.2%	4.22%	-158.8%	0.24%	2.73%	-91.1%	4.84%	-95.0%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 11,818	\$ 33,519	-64.7%	\$ 11,023	7.2%	\$ 29,391	\$ 67,038	-56.2%	\$ 101,551	-71.1%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	-	21,084	-100.0%	-	0.0%	-	42,168	-100.0%	-	0.0%
COVID-19 Stimulus	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Underwriter Discount & Bond Costs	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Build America Bonds Subsidy	-	-	-	78,770	-100.0%	-	-	-	154,191	-100.0%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ (634,814)	\$ 1,185,115	-153.6%	\$ 1,290,566	-149.2%	\$ 159,598	\$ 1,543,426	-89.7%	\$ 3,079,847	-94.8%
Procure Capital Contribution	(1,300,108)	(1,774,573)	-26.7%	(2,029,095)	-35.9%	(2,047,506)	(2,616,398)	-21.7%	(4,389,956)	-53.4%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (1,934,923)	\$ (589,458)	-228.3%	\$ (738,530)	-162.0%	\$ (1,887,908)	\$ (1,072,972)	-76.0%	\$ (1,310,109)	-44.1%
Unrealized Gain/(Loss) on Investments	\$ (1,591)	\$ 14,285	-111.1%	\$ 78,832	-102.0%	\$ (345)	\$ 28,570	-101.2%	\$ 79,552	-100.4%
Investment in Subsidiaries	4,320	1,614	167.7%	11,866	-63.6%	27,227	3,228	743.5%	33,782	-19.4%
CHANGE IN NET POSITION	\$ (1,932,193)	\$ (573,559)	-236.9%	\$ (647,832)	-198.3%	\$ (1,861,026)	\$ (1,041,174)	-78.7%	\$ (1,196,775)	-55.5%

**ECTOR COUNTY HOSPITAL DISTRICT
PROCARE OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 11,378,673	\$ 10,532,081	8.0%	\$ 10,534,012	8.0%	\$ 26,351,790	\$ 21,979,569	19.9%	\$ 19,876,659	32.6%
TOTAL PATIENT REVENUE	\$ 11,378,673	\$ 10,532,081	8.0%	\$ 10,534,012	8.0%	\$ 26,351,790	\$ 21,979,569	19.9%	\$ 19,876,659	32.6%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 5,359,519	\$ 4,433,598	20.9%	\$ 4,685,515	14.4%	\$ 11,759,054	\$ 8,826,434	33.2%	\$ 9,207,258	27.7%
Policy Adjustments	663,287	1,176,896	-43.6%	1,219,942	-45.6%	2,356,908	2,333,992	1.0%	1,531,685	53.9%
Uninsured Discount	713,444	707,197	0.9%	707,171	0.9%	2,117,256	1,406,242	50.6%	1,083,607	95.4%
Indigent	(4,076)	24,668	-116.5%	56,906	-107.2%	1,518	49,336	-96.9%	114,426	-98.7%
Provision for Bad Debts	1,374,004	1,025,664	34.0%	663,288	107.2%	2,915,624	2,040,846	42.9%	1,522,180	91.5%
TOTAL REVENUE DEDUCTIONS	\$ 8,106,177	\$ 7,368,023	10.0%	\$ 7,332,822	10.5%	\$ 19,150,359	\$ 14,656,850	30.7%	\$ 13,459,156	42.3%
	71.24%	69.96%		69.61%		72.67%	66.68%		67.71%	
NET PATIENT REVENUE	\$ 3,272,496	\$ 3,164,058	3.4%	\$ 3,201,190	2.2%	\$ 7,201,430	\$ 7,322,719	-1.7%	\$ 6,417,502	12.2%
						27.3%				
OTHER REVENUE										
Other Income	\$ 185,452	\$ 197,488	-6.1%	\$ 184,861	0.3%	\$ 515,269	\$ 385,716	33.6%	\$ 392,982	31.1%
TOTAL OTHER REVENUE										
NET OPERATING REVENUE	\$ 3,457,948	\$ 3,361,546	2.9%	\$ 3,386,051	2.1%	\$ 7,716,699	\$ 7,708,435	0.1%	\$ 6,810,484	13.3%
OPERATING EXPENSE										
Salaries and Wages	\$ 3,722,870	\$ 3,970,519	-6.2%	\$ 3,690,429	0.9%	\$ 7,658,480	\$ 7,962,139	-3.8%	\$ 7,571,123	1.2%
Benefits	312,350	385,658	-19.0%	305,902	2.1%	649,048	769,382	-15.6%	650,538	-0.2%
Temporary Labor	239,852	215,667	11.2%	652,194	-63.2%	418,560	431,334	-3.0%	1,274,385	-67.2%
Physician Fees	116,789	145,141	-19.5%	182,483	-36.0%	228,401	290,282	-21.3%	415,496	-45.0%
Purchased Services	(4,650)	(8,877)	-47.6%	194,431	-102.4%	29,933	(22,588)	-232.5%	419,604	-92.9%
Supplies	107,230	134,797	-20.5%	108,622	-1.3%	234,971	285,083	-17.6%	277,446	-15.3%
Utilities	986	815	20.9%	3,624	-72.8%	1,632	1,630	0.1%	7,034	-76.8%
Repairs and Maintenance	-	167	-100.0%	900	-100.0%	-	4,984	-100.0%	931	-100.0%
Leases and Rentals	163,300	166,002	-1.6%	167,091	-2.3%	326,822	332,004	-1.6%	334,816	-2.4%
Insurance	49,994	45,420	10.1%	47,133	6.1%	98,863	90,840	8.8%	95,188	3.9%
Other Expense	42,370	73,325	-42.2%	44,466	-4.7%	103,352	164,773	-37.3%	117,669	-12.2%
TOTAL OPERATING EXPENSES	\$ 4,751,091	\$ 5,128,634	-7.4%	\$ 5,397,276	-12.0%	\$ 9,750,061	\$ 10,309,863	-5.4%	\$ 11,164,231	-12.7%
Depreciation/Amortization	\$ 6,965	\$ 7,485	-6.9%	\$ 17,870	-61.0%	\$ 14,144	\$ 14,970	-5.5%	\$ 36,210	-60.9%
(Gain)/Loss on Sale of Assets	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING COSTS	\$ 4,758,056	\$ 5,136,119	-7.4%	\$ 5,415,146	-12.1%	\$ 9,764,205	\$ 10,324,833	-5.4%	\$ 11,200,440	-12.8%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,300,108)	\$ (1,774,573)	26.7%	\$ (2,029,095)	-35.9%	\$ (2,047,506)	\$ (2,616,398)	21.7%	\$ (4,389,956)	53.4%
Operating Margin	-37.60%	-52.79%	-28.8%	-59.93%	-37.3%	-26.53%	-33.94%	-21.8%	-64.46%	-58.8%
COVID-19 Stimulus	\$ -	\$ -		\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 1,300,108	\$ 1,774,573	-26.7%	\$ 2,029,095	-35.9%	\$ 2,047,506	\$ 2,616,398	-21.7%	\$ 4,389,956	-53.4%
CAPITAL CONTRIBUTION	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

MONTHLY STATISTICAL REPORT

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	7,203	8,535	-15.61%	8,679	-17.01%	15,416	18,836	-18.16%	19,498	-20.94%
Total Hospital Visits	4,601	4,431	3.84%	4,900	-6.10%	9,779	9,620	1.65%	10,198	-4.11%
Total Procedures	10,968	10,895	0.67%	11,399	-3.78%	25,208	23,861	5.65%	24,920	1.16%
Total Surgeries	680	712	-4.49%	908	-25.11%	1,425	1,635	-12.84%	1,870	-23.80%
Total Provider FTE's	91.6	94.0	-2.55%	79.8	14.79%	91.3	93.5	-2.35%	80.1	13.98%
Total Staff FTE's	98.4	128.7	-23.53%	117.8	-16.47%	100.5	126.1	-20.33%	119.3	-15.72%
Total Administrative FTE's	12.4	13.2	-6.06%	12.2	1.64%	12.4	13.0	-4.62%	11.7	5.98%
Total FTE's	202.4	235.9	-14.20%	209.8	-3.53%	204.2	232.6	-12.23%	211.1	-3.25%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 548,140	\$ 327,903	67.2%	\$ 314,209	74.5%	\$ 1,193,346	\$ 691,050	72.7%	\$ 708,119	68.5%
TOTAL PATIENT REVENUE	\$ 548,140	\$ 327,903	67.2%	\$ 314,209	74.5%	\$ 1,193,346	\$ 691,050	72.7%	\$ 708,119	68.5%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 303,348	\$ 109,619	176.7%	\$ 39,509	667.8%	\$ 661,141	\$ 231,020	186.2%	\$ 39,060	1592.6%
Self Pay Adjustments	58,329	29,232	99.5%	15,007	288.7%	143,235	61,605	132.5%	14,871	863.2%
Bad Debts	30,568	51,416	-40.5%	25,031	22.1%	57,933	108,359	-46.5%	328,811	-82.4%
TOTAL REVENUE DEDUCTIONS	\$ 392,244	\$ 190,267	106.2%	\$ 79,547	393.1%	\$ 862,309	\$ 400,984	115.0%	\$ 382,742	125.3%
	71.6%	58.0%		25.3%		72.3%	58.0%		54.1%	
NET PATIENT REVENUE	\$ 155,895	\$ 137,636	13.3%	\$ 234,662	-33.6%	\$ 331,037	\$ 290,066	14.1%	\$ 325,377	1.7%
OTHER REVENUE										
FHC Other Revenue	\$ 12,722	\$ 26,697	0.0%	\$ 8,910	42.8%	\$ 22,038	\$ 53,394	0.0%	\$ 24,119	-8.6%
TOTAL OTHER REVENUE	\$ 12,722	\$ 26,697	-52.3%	\$ 8,910	42.8%	\$ 22,038	\$ 53,394	-58.7%	\$ 24,119	-8.6%
NET OPERATING REVENUE	\$ 168,618	\$ 164,333	2.6%	\$ 243,572	-30.8%	\$ 353,075	\$ 343,460	2.8%	\$ 349,496	1.0%
OPERATING EXPENSE										
Salaries and Wages	\$ 99,384	\$ 72,893	36.3%	\$ 74,194	34.0%	\$ 181,330	\$ 153,621	18.0%	\$ 152,116	19.2%
Benefits	25,175	19,251	30.8%	17,145	46.8%	45,651	39,536	15.5%	36,880	23.8%
Physician Services	148,602	104,171	42.7%	66,163	124.6%	284,535	208,342	36.6%	138,281	105.8%
Cost of Drugs Sold	8,485	5,859	44.8%	9,548	-11.1%	14,503	12,348	17.5%	20,420	-29.0%
Supplies	2,162	4,324	-50.0%	4,516	-52.1%	10,131	9,002	12.5%	10,506	-3.6%
Utilities	2,961	3,021	-2.0%	2,430	21.9%	6,620	6,042	9.6%	5,932	11.6%
Repairs and Maintenance	675	1,073	-37.1%	625	8.0%	4,646	2,146	116.5%	1,250	271.7%
Leases and Rentals	468	370	26.6%	442	5.9%	992	740	34.0%	938	5.8%
Other Expense	1,000	1,000	0.0%	1,000	0.0%	2,100	4,341	-51.6%	4,341	-51.6%
TOTAL OPERATING EXPENSES	\$ 288,911	\$ 211,962	36.3%	\$ 176,064	64.1%	\$ 550,507	\$ 436,118	26.2%	\$ 370,662	48.5%
Depreciation/Amortization	\$ 3,919	\$ 3,919	0.0%	\$ 4,744	-17.4%	\$ 8,000	\$ 8,000	0.0%	\$ 9,487	-15.7%
TOTAL OPERATING COSTS	\$ 292,830	\$ 215,881	35.6%	\$ 180,807	62.0%	\$ 558,508	\$ 444,118	25.8%	\$ 380,149	46.9%
NET GAIN (LOSS) FROM OPERATIONS	\$ (124,213)	\$ (51,548)	-141.0%	\$ 62,765	297.9%	\$ (205,433)	\$ (100,658)	-104.1%	\$ (30,654)	570.2%
Operating Margin	-73.67%	-31.37%	134.8%	25.77%	-385.9%	-58.18%	-29.31%	98.5%	-8.77%	563.4%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,450	949	52.8%	871	66.5%	3,069	2,000	53.5%	2,010	52.7%
Average Revenue per Office Visit	378.03	345.52	9.4%	360.75	4.8%	388.84	345.53	12.5%	352.30	10.4%
Hospital FTE's (Salaries and Wages)	21.4	19.6	9.1%	18.4	16.6%	20.1	19.4	3.8%	18.6	8.0%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY
NOVEMBER 2020**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 748	\$ 147,322	-99.5%	\$ 220,996	-99.7%	\$ 967	\$ 310,658	-99.7%	\$ 459,184	-99.8%
TOTAL PATIENT REVENUE	\$ 748	\$ 147,322	-99.5%	\$ 220,996	-99.7%	\$ 967	\$ 310,658	-99.7%	\$ 459,184	-99.8%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ (6,481)	\$ 53,772	-112.1%	\$ 195,810	-103.3%	\$ (9,231)	\$ 113,388	-108.1%	\$ 228,356	-104.0%
Self Pay Adjustments	(2,432)	16,794	-114.5%	74,337	-103.3%	(13,399)	35,414	-137.8%	105,238	-112.7%
Bad Debts	9,488	24,691	-61.6%	(125,244)	-107.6%	23,249	52,067	-55.3%	(69,261)	-133.6%
TOTAL REVENUE DEDUCTIONS	\$ 575	\$ 95,257	-99.4%	\$ 144,903	-99.6%	\$ 619	\$ 200,869	-99.7%	\$ 264,333	-99.8%
	76.83%	64.66%		65.57%		64.06%	64.66%		57.57%	
NET PATIENT REVENUE	\$ 173	\$ 52,065	-99.7%	\$ 76,093	-99.8%	\$ 347	\$ 109,789	-99.7%	\$ 194,851	-99.8%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 173	\$ 52,065	-99.7%	\$ 76,093	-99.8%	\$ 347	\$ 109,789	-99.7%	\$ 194,851	-99.8%
OPERATING EXPENSE										
Salaries and Wages	\$ -	\$ 28,098	-100.0%	\$ 35,757	-100.0%	\$ -	\$ 59,249	-100.0%	\$ 71,124	-100.0%
Benefits	-	7,421	-100.0%	8,263	-100.0%	-	15,248	-100.0%	17,244	-100.0%
Physician Services	-	47,300	-100.0%	48,812	-100.0%	-	94,600	-100.0%	100,181	-100.0%
Cost of Drugs Sold	-	2,417	-100.0%	6,120	-100.0%	-	5,096	-100.0%	9,831	-100.0%
Supplies	-	1,348	-100.0%	835	-100.0%	-	2,802	-100.0%	2,772	-100.0%
Utilities	2,943	2,918	0.8%	2,664	10.5%	4,936	5,836	-15.4%	6,170	-20.0%
Repairs and Maintenance	-	119	-100.0%	-	100.0%	-	238	-100.0%	-	100.0%
Other Expense	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	\$ 2,943	\$ 89,621	-96.7%	\$ 102,451	-97.1%	\$ 4,936	\$ 183,069	-97.3%	\$ 207,322	-97.6%
Depreciation/Amortization	\$ 29,325	\$ 29,324	0.0%	\$ 29,324	0.0%	\$ 58,649	\$ 58,648	0.0%	\$ 61,443	-4.5%
TOTAL OPERATING COSTS	\$ 32,267	\$ 118,945	-72.9%	\$ 131,775	-75.5%	\$ 63,585	\$ 241,717	-73.7%	\$ 268,765	-76.3%
NET GAIN (LOSS) FROM OPERATIONS	\$ (32,094)	\$ (66,880)	-52.0%	\$ (55,683)	-42.4%	\$ (63,238)	\$ (131,928)	-52.1%	\$ (73,914)	-14.4%
Operating Margin	-18518.20%	-128.45%	14316.1%	-73.18%	25206.0%	-18203.68%	-120.17%	15048.9%	-37.93%	47887.9%

	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	-	414	-100.0%	556	-100.0%	-	873	-100.0%	1,169	-100.0%
Optometry Visits	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Total Visits	-	414	-100.0%	556	-100.0%	-	873	-100.0%	1,169	-100.0%
Average Revenue per Office Visit	-	355.85	-100.0%	397.47	-100.0%	-	355.85	-100.0%	392.80	-100.0%
Hospital FTE's (Salaries and Wages)	-	8.0	-100.0%	9.9	-100.0%	-	8.0	-100.0%	9.8	-100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
NOVEMBER 2020**

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ 33,839,549	38.7%	\$ 35,365,722	37.2%	\$ 73,649,565	40.0%	\$ 75,181,727	37.8%
Medicaid	8,624,434	9.9%	12,128,657	12.7%	22,472,810	12.2%	22,048,316	11.1%
Commercial	25,157,562	28.8%	28,278,749	29.7%	52,976,645	28.7%	58,087,703	29.2%
Self Pay	11,247,012	12.9%	16,908,299	17.8%	22,094,265	12.0%	36,099,191	18.1%
Other	8,437,741	9.7%	2,498,456	2.6%	13,502,698	7.3%	7,522,795	3.8%
TOTAL	\$ 87,306,299	100.0%	\$ 95,179,883	100.0%	\$ 184,695,983	100.2%	\$ 198,939,732	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,727,575	39.7%	\$ 6,742,600	37.9%	\$ 15,693,330	43.4%	\$ 14,424,131	38.2%
Medicaid	2,097,498	12.4%	1,898,555	10.7%	4,085,779	11.3%	4,991,359	13.2%
Commercial	6,560,581	38.7%	6,811,834	38.3%	12,784,276	35.4%	14,069,674	37.2%
Self Pay	828,744	4.9%	1,129,488	6.3%	1,755,581	4.9%	2,528,762	6.7%
Other	724,660	4.3%	1,214,834	6.8%	1,800,087	5.0%	1,776,370	4.7%
TOTAL	\$ 16,939,059	100.0%	\$ 17,797,311	100.0%	\$ 36,119,053	100.0%	\$ 37,790,296	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC CLEMENTS
NOVEMBER 2020**

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	\$ 96,292	17.6%	\$ 54,744	17.4%	\$ 188,542	15.8%	\$ 112,944	15.9%
Medicaid	252,521	46.0%	129,948	41.4%	577,151	48.4%	296,687	41.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	69,650	12.7%	50,786	16.2%	170,851	14.3%	128,538	18.2%
Self Pay	113,455	20.7%	78,318	24.9%	214,131	17.9%	169,382	23.9%
Other	16,222	3.0%	413	0.1%	42,671	3.6%	567	0.1%
TOTAL	\$ 548,140	100.0%	\$ 314,209	100.0%	\$ 1,193,346	100.0%	\$ 708,119	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 33,274	17.9%	\$ 75,842	52.9%	\$ 55,392	16.9%	\$ 114,646	40.4%
Medicaid	111,615	59.9%	31,060	21.6%	178,104	54.7%	83,344	29.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	20,549	11.0%	15,214	10.6%	45,494	14.0%	36,947	13.0%
Self Pay	20,712	11.1%	21,447	14.9%	46,386	14.2%	48,553	17.1%
Other	257	0.1%	2	0.0%	640	0.2%	616	0.2%
TOTAL	\$ 186,408	100.0%	\$ 143,564	100.0%	\$ 326,016	100.0%	\$ 284,107	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
NOVEMBER 2020**

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	\$ 2,233	298.5%	\$ 57,691	26.1%	\$ (19,661)	-2033.9%	\$ 110,253	24.0%
Medicaid	289	38.6%	\$ 59,658	27.0%	(81,996)	-8482.2%	122,055	26.6%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	139	18.5%	\$ 42,463	19.2%	(111,343)	-11518.2%	92,186	20.1%
Self Pay	(5,388)	-720.3%	\$ 60,935	27.6%	262,066	27110.1%	134,049	29.2%
Other	3,476	464.7%	\$ 249	0.1%	(48,099)	-4975.8%	641	0.1%
TOTAL	\$ 748	100.0%	\$ 220,996	100.0%	\$ 967	100.0%	\$ 459,184	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 1,229	34.9%	\$ 12,143	28.9%	\$ 3,163	34.8%	\$ 27,977	28.0%
Medicaid	1,210	34.4%	7,311	17.4%	2,175	23.9%	22,319	22.3%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	(820)	-23.3%	12,086	28.8%	(85)	-0.9%	25,826	25.8%
Self Pay	1,899	54.0%	10,420	24.8%	3,645	40.1%	23,389	23.4%
Other	-	0.0%	-	0.0%	194	2.1%	488	0.5%
TOTAL	\$ 3,517	100.0%	\$ 41,960	100.0%	\$ 9,093	100.0%	\$ 99,999	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY
NOVEMBER 2020**

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 35,258,743	\$ -	\$ 35,258,743
Mission Fitness	192,335	-	192,335
Petty Cash	9,306	-	9,306
Dispro	-	1,531	1,531
General Liability	-	13,431	13,431
Professional Liability	-	8,113	8,113
Funded Worker's Compensation	-	8,805	8,805
Funded Depreciation	-	78,125	78,125
Designated Funds	-	7,439	7,439
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 35,473,961	\$ 117,444	\$ 35,591,405

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 5,401,000	\$ 5,401,000
Funded Depreciation	-	34,729,000	34,729,000
Funded Worker's Compensation	-	2,284,000	2,284,000
General Liability	-	3,003,000	3,003,000
Professional Liability	-	3,107,000	3,107,000
Designated Funds	23,622	3,247,000	3,270,622
Allowance for Change in Market Values	-	(15,608)	(15,608)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 23,622	\$ 51,755,393	\$ 51,779,014
Total Unrestricted Cash and Investments			\$ 87,370,419

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,896	\$ -	\$ 4,896
Assets Held In Endowment-Board Designated	-	6,375,569	6,375,569
Advanced Medicare Payment	31,970,959	-	31,970,959
Restricted TPC, LLC-Equity Stake	593,971	-	593,971
Restricted MCH West Texas Services-Equity Stake	2,282,955	-	2,282,955
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 34,852,781	\$ 6,375,569	\$ 41,228,350

Total Cash & Investments			\$ 128,598,769
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**ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
NOVEMBER 2020**

	Hospital	Procure	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (1,861,026)	-	\$ (1,861,026)
Noncash Expenses:			
Depreciation and Amortization	3,134,912	4,100	3,139,012
Unrealized Gain/Loss on Investments	(345)	-	(345)
Accretion (Bonds)	(34,913)	-	(34,913)
Changes in Assets and Liabilities			
Patient Receivables, Net	54,182	(630,408)	(576,226)
Taxes Receivable/Deferred	(2,787,292)	(27,372)	(2,814,664)
Inventories, Prepays and Other	(3,232,427)	28,059	(3,204,368)
Accounts Payable	(264,633)	(361,699)	(626,332)
Accrued Expenses	(1,616,746)	987,321	(629,425)
Due to Third Party Payors	198,452	-	198,452
Accrued Post Retirement Benefit Costs	1,200,000	-	1,200,000
Net Cash Provided by Operating Activities	<u>\$ (5,209,836)</u>	<u>0</u>	<u>\$ (5,209,835)</u>
Cash Flows from Investing Activities:			
Investments	\$ (13,988,586)	-	\$ (13,988,586)
Acquisition of Property and Equipment	<u>(3,287,665)</u>	<u>-</u>	<u>(3,287,665)</u>
Net Cash used by Investing Activities	<u>\$ (17,276,251)</u>	<u>-</u>	<u>\$ (17,276,251)</u>
Cash Flows from Financing Activities:			
Current Portion Debt	\$ (14,400)	-	\$ (14,400)
Intercompany Activities	\$ -	(0)	(0)
Net Repayment of Long-term Debt/Bond Issuance	<u>2,187,583</u>	<u>-</u>	<u>2,187,583</u>
Net Cash used by Financing Activities	<u>2,173,183</u>	<u>(0)</u>	<u>2,173,182</u>
Net Increase (Decrease) in Cash	(20,312,904)	0	(20,312,904)
Beginning Cash & Cash Equivalents @ 9/30/2020	<u>97,132,659</u>	<u>4,650</u>	<u>97,137,309</u>
Ending Cash & Cash Equivalents @ 11/30/2020	<u>\$ 76,819,755</u>	<u>\$ 4,650</u>	<u>\$ 76,824,405</u>
<hr/>			
Balance Sheet			
Cash and Cash Equivalents	\$ 35,591,405	4,650	\$ 35,596,055
Restricted Assets	<u>41,228,350</u>	<u>-</u>	<u>41,228,350</u>
Ending Cash & Cash Equivalents @ 11/30/2020	<u>\$ 76,819,755</u>	<u>4,650</u>	<u>\$ 76,824,405</u>

ECTOR COUNTY HOSPITAL DISTRICT
TAX COLLECTIONS
FISCAL 2021

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<u>AD VALOREM</u>					
OCTOBER	\$ 251,630	\$ 2,025,971	\$ (1,774,341)	\$ 357,473	\$ (105,843)
NOVEMBER	1,075,295	2,025,971	(950,676)	1,151,010	(75,715)
TOTAL	<u>\$ 1,326,925</u>	<u>\$ 4,051,942</u>	<u>\$ (2,725,017)</u>	<u>\$ 1,508,483</u>	<u>\$ (181,558)</u>
<u>SALES</u>					
OCTOBER	\$ 2,929,377	\$ 3,282,683	\$ (353,306)	\$ 4,204,814	\$ (1,275,437)
NOVEMBER	3,099,131	3,443,239	(344,108)	4,143,047	(1,043,916)
SUB TOTAL	6,028,508	6,725,922	(697,414)	8,347,861	(2,319,353)
ACCRUAL	(40,896)	-	(40,896)	-	(40,896)
TOTAL	<u>\$ 5,987,612</u>	<u>\$ 6,725,922</u>	<u>\$ (738,310)</u>	<u>\$ 8,347,861</u>	<u>\$ (2,360,249)</u>
TAX REVENUE	<u><u>\$ 7,314,537</u></u>	<u><u>\$ 10,777,864</u></u>	<u><u>\$ (3,463,327)</u></u>	<u><u>\$ 9,856,344</u></u>	<u><u>\$ (2,541,807)</u></u>

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

<u>CASH ACTIVITY</u>	<u>TAX (IGT) ASSESSED</u>	<u>GOVERNMENT PAYOUT</u>	<u>BURDEN ALLEVIATION</u>	<u>NET INFLOW</u>
DSH				
1st Qtr	\$ (1,315,030)	\$ 4,110,753		\$ 2,795,723
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSH TOTAL	\$ (1,315,030)	\$ 4,110,753		\$ 2,795,723
UC				
1st Qtr	\$ (16,099)	\$ 38,376		22,278
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
UC TOTAL	\$ (16,099)	\$ 38,376		\$ 22,278
DSRIP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSRIP UPL TOTAL	\$ -	\$ -		\$ -
UHRIP				
1st Qtr	\$ (1,916,564)	\$ -		\$ (1,916,564)
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
UHRIP TOTAL	\$ (1,916,564)	\$ -		\$ (1,916,564)
GME				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd	-	-		-
4th Qtr	-	-		-
GME TOTAL	\$ -	\$ -		\$ -
MCH Cash Activity	\$ (3,247,693)	\$ 4,149,129		\$ 901,437
ProCare Cash Activity	\$ -	\$ -	\$ -	\$ -
Blended Cash Activity	\$ (3,247,693)	\$ 4,149,129	\$ -	\$ 901,437

INCOME STATEMENT ACTIVITY:

FY 2021 Accrued / (Deferred) Adjustments:

	<u>BLENDED</u>
DSH Accrual	\$ 2,048,828
Uncompensated Care Accrual	2,158,818
URIP	(357,307)
GME	58,334
Regional UPL Benefit	-
Medicaid Supplemental Payments	3,908,673
DSRIP Accrual	1,094,346
Total Adjustments	\$ 5,003,019

**ECTOR COUNTY HOSPITAL DISTRICT
CONSTRUCTION IN PROGRESS - HOSPITAL ONLY
AS OF NOVEMBER 30, 2020**

<u>ITEM</u>	CIP BALANCE AS OF 10/31/2020	NOVEMBER "+" ADDITIONS	NOVEMBER "- " ADDITIONS	NOVEMBER TRANSFERS	CIP BALANCE AS OF 11/30/2020	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) APRVD/BUDGET
<u>RENOVATIONS</u>									
REGIONAL LAB	11,853	2,836	-	-	14,689	-	14,689	150,000	135,311
ROCK HOUSE RENOVATIONS	83,921	3,382	-	(87,303)	-	-	-	48,500	48,500
SUB-TOTAL	\$ 95,774	\$ 6,218	\$ -	\$ (87,303)	\$ 14,689	\$ -	\$ 14,689	\$ 198,500	\$ 183,811
<u>MINOR BUILDING IMPROVEMENT</u>									
REFRACTORY BOILER UPGRADE	-	-	-	-	-	-	-	30,000	30,000
IER TUBE STATION	62,582	2,505	-	-	65,087	-	65,087	48,000	(17,087)
IER TRIAGE	82,257	20,215	-	-	102,473	-	102,473	75,000	(27,473)
IRENTAL PROPERTY REPAIRS - CASA ORTIZ	35,949	6,188	-	-	42,137	-	42,137	25,000	(17,137)
ICT SCAN	40,288	1,052	-	-	41,340	-	41,340	175,000	133,660
IPHARMACY PYXIS	3,046	8,404	-	-	11,450	-	11,450	15,000	3,550
ISTERILE STORAGE	-	-	-	-	-	-	-	25,000	25,000
ITENNENT IMPROVEMENT - 750 W 5TH	-	-	-	-	-	-	-	25,000	25,000
SUB-TOTAL	\$ 224,123	\$ 38,364	\$ -	\$ -	\$ 262,486	\$ -	\$ 262,486	\$ 418,000	\$ 155,514
<u>EQUIPMENT & SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 1,329,724	\$ 617,504	\$ (154,369)	\$ -	\$ 1,792,859	\$ -	\$ 1,792,859	\$ 2,750,000	\$ 957,141
SUB-TOTAL	\$ 1,329,724	\$ 617,504	\$ (154,369)	\$ -	\$ 1,792,859	\$ -	\$ 1,792,859	\$ 2,750,000	\$ 957,141
TOTAL CONSTRUCTION IN PROGRESS	\$ 1,649,620	\$ 662,086	\$ (154,369)	\$ (87,303)	\$ 2,070,034	\$ -	\$ 2,070,034	\$ 3,366,500	\$ 1,296,466

ECTOR COUNTY HOSPITAL DISTRICT
CAPITAL PROJECT & EQUIPMENT EXPENDITURES
NOVEMBER 2020

<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS		
Rockhouse Renovation	Building	\$ 87,303
TOTAL PROJECT TRANSFERS		\$ 87,303
EQUIPMENT PURCHASES		
None		\$ -
TOTAL EQUIPMENT PURCHASES		\$ -
TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES		\$ 87,303

**ECTOR COUNTY HOSPITAL DISTRICT
FISCAL 2021 CAPITAL EQUIPMENT
CONTINGENCY FUND
NOVEMBER 2020**

MONTH/ YEAR	DESCRIPTION	DEPT NUMBER	BUDGETED AMOUNT	P.O AMOUNT	ACTUAL AMOUNT	TO/(FROM) CONTINGENCY
	Available funds from budget		\$ 600,000	\$ -	\$ -	\$ 600,000
Oct-20	UltraLite 500 Series	6850	-	-	8,827	(8,827)
Oct-20	CombiM 84	7410	-	-	18,294	(18,294)
Oct-20	Giraffe Warmer	6550	-	-	15,562	(15,562)
Nov-20	Rockhouse Renovation	8200	48,500	-	87,303	(38,803)
Nov-20	Jaco Mobile Carts	8700	-	-	20,790	(20,790)
Nov-20	Ipads	9290	-	-	3,553	(3,553)
Nov-20	Isoflex	7460	-	-	28,676	(28,676)
Nov-20	Lab Refrigerator	7040	-	-	6,915	(6,915)
Nov-20	Car 13 ER	8200	-	-	168,198	(168,198)
Nov-20	V-Pro Max 2 Sterilizer	6790	-	-	148,840	(148,840)
			<u>\$ 648,500</u>	<u>\$ -</u>	<u>\$ 506,958</u>	<u>\$ 141,542</u>

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER
NOVEMBER 2020**

	CURRENT YEAR	PRIOR YEAR		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
AR DISPRO/UPL	\$ (746,895)	\$ -	\$ -	\$ (746,895)
AR UNCOMPENSATED CARE	2,136,540	-	-	2,136,540
AR DSRIP	1,764,377	670,031	-	1,094,346
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	2,124,998	565,741	-	1,559,257
AR GME	58,334	-	-	58,334
AR BAB REVENUE	-	-	-	-
AR PHYSICIAN GUARANTEES	427,484	358,963	-	68,520
AR ACCRUED INTEREST	22,462	99,784	-	(77,321)
AR OTHER:	1,987,589	2,451,028	23,598	(487,037)
Procure On-Call Fees	-	-	-	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	1,987,589	2,451,028	23,598	(487,037)
AR DUE FROM THIRD PARTY PAYOR	<u>2,570,050</u>	<u>2,371,598</u>	<u>-</u>	<u>198,452</u>
TOTAL ACCOUNTS RECEIVABLE - OTHER	<u>\$ 10,844,869</u>	<u>\$ 7,316,982</u>	<u>\$ 23,598</u>	<u>\$ 3,504,290</u>

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF HOSPITAL TEMPORARY LABOR FTE'S
NOVEMBER 2020**

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
9 CENTRAL	2.3	2.6	-11.1%	4.8	-50.9%	2.4	2.7	-11.3%	4.9	-50.1%
5 CENTRAL	2.1	1.9	9.7%	2.0	4.1%	2.3	2.0	16.8%	1.8	25.4%
CARDIOPULMONARY	3.7	2.3	64.8%	1.2	221.2%	4.5	2.3	91.5%	2.0	122.6%
INTENSIVE CARE UNIT 4 (CCU)	8.1	5.7	40.7%	1.3	531.9%	10.2	6.0	72.1%	1.5	589.5%
6 Central	0.8	1.4	-43.8%	2.4	-66.8%	0.9	1.5	-38.8%	2.4	-61.3%
OPERATING ROOM	2.6	1.9	37.0%	2.9	-8.1%	2.6	2.0	29.5%	2.9	-12.0%
8 CENTRAL	3.2	1.5	107.6%	0.8	298.4%	2.9	1.6	82.3%	0.9	238.7%
PM&R - PHYSICAL	-	-	0.0%	2.5	-100.0%	-	-	0.0%	2.8	-100.0%
7 CENTRAL	1.1	4.5	-74.7%	3.0	-62.0%	1.1	4.7	-76.3%	2.8	-60.7%
LABOR AND DELIVERY	1.5	0.9	73.0%	1.7	-12.3%	2.0	0.9	124.3%	1.3	54.7%
STERILE PROCESSING	-	-	0.0%	1.1	-100.0%	-	-	0.0%	2.2	-100.0%
IMAGING - DIAGNOSTICS	-	1.0	-100.0%	1.9	-100.0%	-	1.0	-100.0%	2.1	-100.0%
4 CENTRAL	2.4	1.0	152.4%	1.0	132.3%	2.0	1.0	100.3%	1.3	55.1%
4 EAST	-	-	0.0%	0.9	-100.0%	-	-	0.0%	1.0	-100.0%
NURSING ORIENTATION	0.0	-	0.0%	0.6	-93.1%	0.1	-	0.0%	0.3	-74.5%
LABORATORY - CHEMISTRY	-	3.2	-100.0%	-	0.0%	-	3.3	-100.0%	-	0.0%
MEDICAL STAFF	-	-	0.0%	0.7	-100.0%	-	-	0.0%	0.9	-100.0%
IMAGING - ULTRASOUND	-	0.5	-100.0%	1.0	-100.0%	-	0.6	-100.0%	0.5	-100.0%
6 West	0.1	0.3	-74.9%	-	0.0%	0.2	0.3	-28.5%	0.2	1.7%
INTENSIVE CARE UNIT 2	2.2	5.8	-61.7%	0.1	2957.3%	1.7	6.0	-72.2%	0.1	2210.9%
DISASTER AND EMERGENCY OPERATIONS	0.2	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
RAD MCH CVI	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
IMAGING - NUCLEAR MEDICINE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
EMERGENCY DEPARTMENT	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
INPATIENT REHAB	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.1	-100.0%
PM&R - SPEECH	-	-	0.0%	-	0.0%	-	-	0.0%	0.1	-100.0%
IMAGING - CT SCAN	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
2 Central	0.5	-	0.0%	-	0.0%	0.3	-	0.0%	-	0.0%
5 WEST	-	-	0.0%	-	0.0%	0.0	-	0.0%	-	0.0%
INPATIENT REHAB - THERAPY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
NEO-NATAL INTENSIVE CARE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PM&R - OCCUPATIONAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TRAUMA SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
FOOD SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
FINANCIAL ACCOUNTING	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
PATIENT ACCOUNTING	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
IT OPERATIONS	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
ADMINISTRATION	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL	30.9	34.5	-10.2%	30.0	3.3%	33.4	35.7	-6.5%	32.2	3.7%
TRANSITION LABOR										
LABORATORY - CHEMISTRY	4.1	-	0.0%	3.1	31.8%	3.8	-	0.0%	3.2	18.4%
INTENSIVE CARE UNIT 4 (CCU)	-	-	0.0%	1.9	-100.0%	-	-	0.0%	2.3	-100.0%
INPATIENT REHAB - THERAPY	-	-	0.0%	1.0	-100.0%	-	-	0.0%	1.0	-100.0%
7 CENTRAL	-	-	0.0%	2.1	-100.0%	-	-	0.0%	2.2	-100.0%
NEO-NATAL INTENSIVE CARE	-	-	0.0%	0.9	-100.0%	-	-	0.0%	1.2	-100.0%
PM&R - OCCUPATIONAL	-	-	0.0%	0.8	-100.0%	-	-	0.0%	1.0	-100.0%
INTENSIVE CARE UNIT 2	-	-	0.0%	1.0	-100.0%	-	-	0.0%	0.9	-100.0%
4 EAST	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
9 CENTRAL	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.0	-100.0%
8 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
INPATIENT REHAB	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
OPERATING ROOM	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
6 Central	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABORATORY - HEMATOLOGY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
EMERGENCY DEPARTMENT	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
4 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
LABOR AND DELIVERY	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
6 West	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
5 WEST	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
SUBTOTAL	4.1	-	0.0%	11.0	-62.9%	3.8	-	0.0%	12.1	-68.3%
GRAND TOTAL	35.0	34.5	1.6%	40.9	-14.5%	37.3	35.7	4.3%	44.3	-15.9%

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY
NOVEMBER 2020**

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
ICU4 TEMPORARY LABOR	\$ 174,619	\$ 76,488	\$ 98,131	128.3%	\$ 9,454	1747.0%	\$ 450,716	\$ 161,352	\$ 289,364	179.3%	\$ 39,818	1031.9%
RT TEMPORARY LABOR	55,723	12,307	43,416	352.8%	20,244	175.3%	134,718	25,941	108,777	419.3%	99,482	35.4%
IMCU4 TEMPORARY LABOR	44,191.02	5,361	38,830	724.3%	11,221	293.8%	72,080.13	17,086	54,994	321.9%	35,760	101.6%
8C TEMPORARY LABOR	47,304.68	19,385	27,920	144.0%	9,197	414.3%	95,093.46	40,863	54,230	132.7%	20,376	366.7%
L & D TEMPORARY LABOR	23,106.75	13,368	9,739	72.9%	22,166	4.2%	63,872.45	28,144	35,728	126.9%	40,175	59.0%
OR TEMPORARY LABOR	65,455.72	30,354	35,102	115.6%	43,577	50.2%	98,801.71	63,975	34,827	54.4%	90,697	8.9%
5C TEMPORARY LABOR	28,187.19	25,062	3,125	12.5%	19,661	43.4%	65,935.96	52,789	13,147	24.9%	46,318	42.4%
ICU2 TEMPORARY LABOR	52,121.02	76,182	(24,061)	-31.6%	980	5220.6%	74,587.62	160,454	(85,866)	-53.5%	1,981	3664.5%
ALL OTHER	77,767	162,003	(84,236)	-52.0%	252,655	-69.2%	156,797	341,472	(184,675)	-54.1%	619,629	-74.7%
TOTAL TEMPORARY LABOR	\$ 568,475	\$ 420,510	\$ 147,965	35.2%	\$ 389,156	46.1%	\$ 1,212,603	\$ 892,076	\$ 320,527	35.9%	\$ 994,237	22.0%
CHEM TRANSITION LABOR	\$ 34,447.56	\$ -	\$ 34,448	100.0%	\$ 23,977	43.7%	74,626.96	\$ -	\$ 74,627	100.0%	\$ 51,045	46.2%
ALL OTHER	\$ -	\$ -	\$ -	100.0%	\$ 93,295	-100.0%	\$ -	\$ -	\$ -	100.0%	\$ 200,589	-100.0%
TOTAL TRANSITION LABOR	\$ 34,448	\$ -	\$ 34,448	0%	\$ 117,272	-70.6%	\$ 74,627	\$ -	\$ 74,627	0.0%	\$ 251,634	-70.3%
GRAND TOTAL TEMPORARY LABOR	\$ 602,923	\$ 420,510	\$ 182,413	43.4%	\$ 506,428	19.1%	\$ 1,287,230	\$ 892,076	\$ 395,154	44.3%	\$ 1,245,871	3.3%
OTHER PURCH SVCS	\$ 285,401	\$ -	\$ 285,401	100.0%	\$ -	100.0%	\$ 308,694	\$ -	\$ 308,694	100.0%	\$ -	100.0%
ADM CONSULTANT FEES	44,301	18,500	25,801	139.5%	38,098	16.3%	186,790	37,000	149,790	404.8%	90,099	107.3%
MISSION FITNESS CONTRACT PURCH SVC	59,725	5,611	54,114	964.4%	66,322	-9.9%	125,000	11,304	113,696	1005.8%	132,717	-5.8%
COMM REL ADVERTISEMENT PURCH SVCS	20,312	27,542	(7,230)	-26.3%	54,310	-62.6%	118,568	55,084	63,484	115.3%	63,244	87.5%
COMM REL MEDIA PLACEMENT	59,491	34,808	24,683	70.9%	8,185	626.8%	125,298	69,616	55,682	80.0%	4,752	2536.5%
PT ACCTS COLLECTION FEES	77,093	56,946	20,147	35.4%	460,192	-83.2%	168,203	113,892	54,311	47.7%	1,013,382	-83.4%
HR RECRUITING FEES	8,284	15,750	(7,466)	-47.4%	28,077	-70.5%	86,461	41,500	44,961	108.3%	81,092	6.6%
FHC OTHER PURCH SVCS	144,156	103,021	41,135	39.9%	64,938	122.0%	279,214	206,042	73,172	35.5%	135,918	105.4%
ADM CONTRACT STRYKER	41,425.85	24,417	17,009	69.7%	24,000	72.6%	78,533.28	48,834	29,699	60.8%	48,417	62.2%
REF LAB ARUP PURCH SVCS	55,451	44,878	10,573	23.6%	78,128	-29.0%	118,899	94,772	24,127	25.5%	154,388	-23.0%
CREDIT CARD FEES	30,698.95	23,096	7,603	32.9%	19,805	55.0%	56,932.04	46,962	9,970	21.2%	52,530	8.4%
HK SVC CONTRACT PURCH SVC	74,960	87,599	(12,639)	-14.4%	108,514	-30.9%	153,159	186,510	(33,351)	-17.9%	203,886	-24.9%
ECHDA OTHER PURCH SVCS	136,492	179,821	(43,329)	-24.1%	220,000	-38.0%	266,127	359,642	(93,515)	-26.0%	444,370	-40.1%
ALL OTHERS	2,956,518	3,116,552	(160,034)	-5.1%	3,581,092.57	-17.4%	6,026,946	6,213,413	(186,467)	-3.0%	6,860,798	-12.2%
TOTAL PURCHASED SERVICES	\$ 3,994,309	\$ 3,738,541	\$ 255,768	6.8%	\$ 4,751,661	-15.9%	\$ 8,098,825	\$ 7,484,571	\$ 614,254	8.2%	\$ 9,285,593	-12.8%



Financial Presentation

For the Month Ended

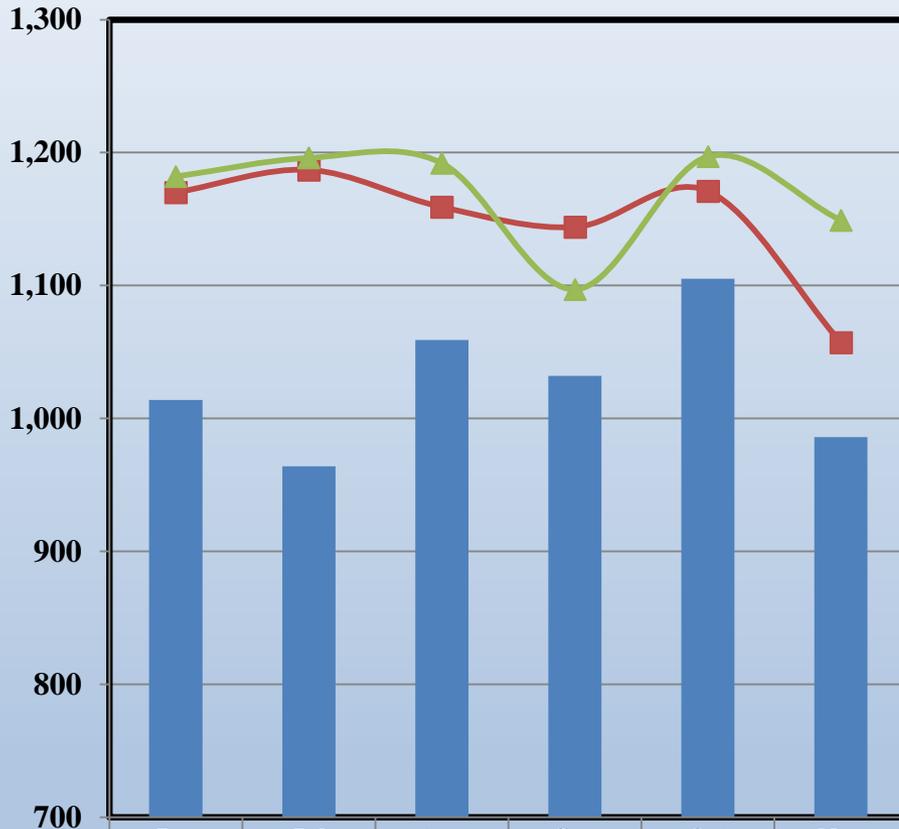
November 30, 2020

Volume



Admissions

Total – Adults and NICU

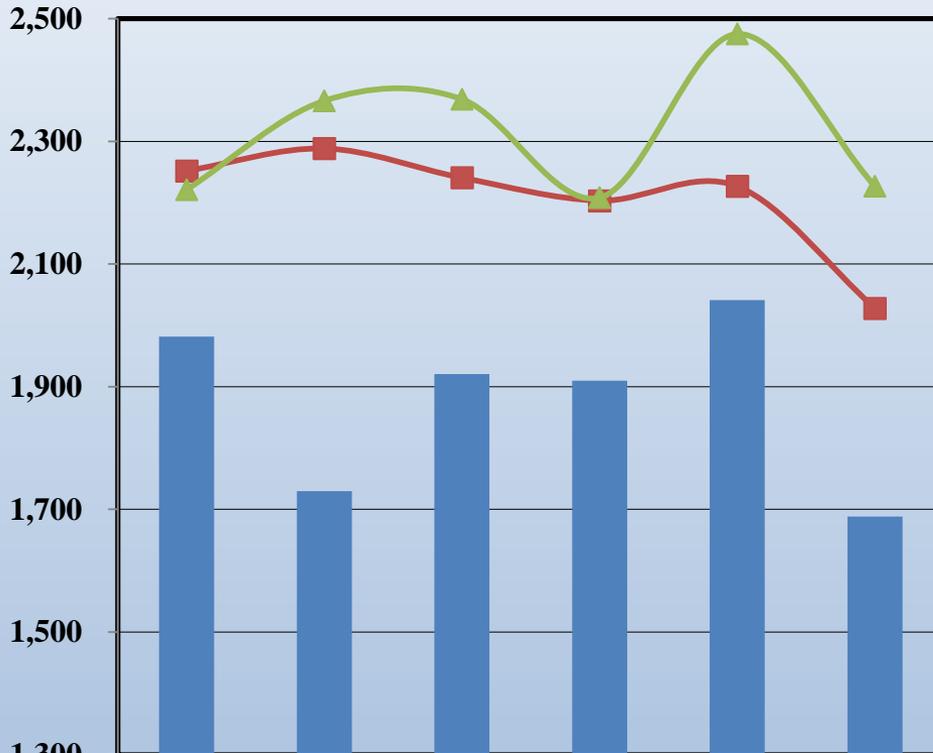


	Jun	Jul	Aug	Sep	Oct	Nov
Series1	1,014	964	1,059	1,032	1,105	986
Series2	1,170	1,187	1,159	1,144	1,171	1,057
Series3	1,182	1,196	1,192	1,097	1,197	1,149

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	986	1,057	1,149
Var %		-6.7%	-14.2%
Year-To-Date	2,091	2,228	2,346
Var %		-6.1%	-10.9%
Annualized	12,633	14,199	14,209
Var %		-11.0%	-11.1%

Adjusted Admissions

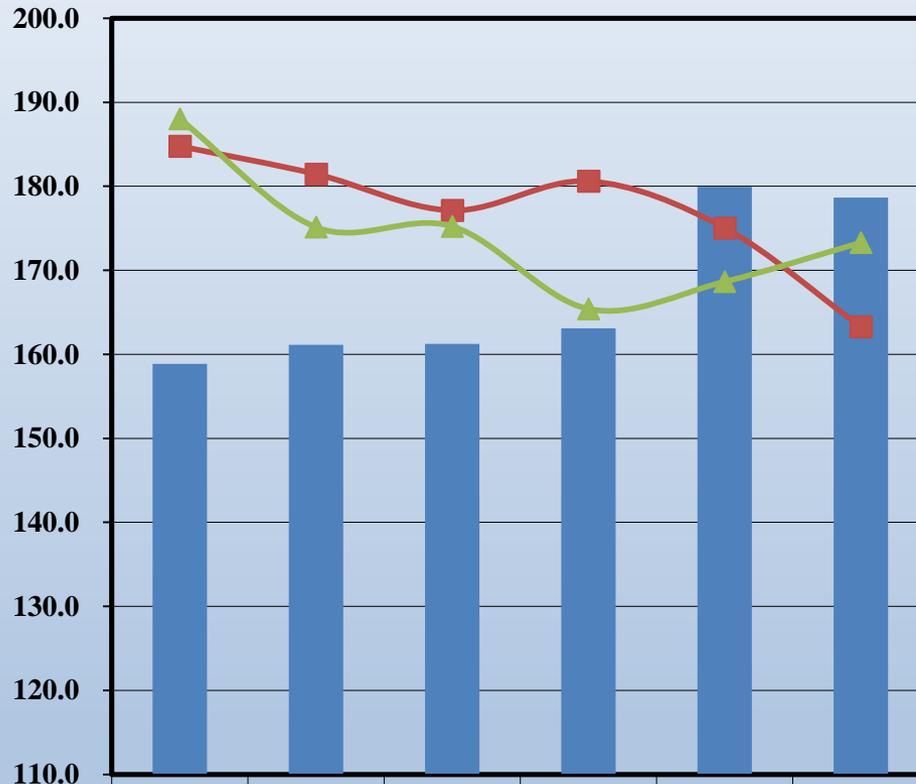
Including Acute & Rehab Unit



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,689	2,028	2,227
Var %		-16.7%	-24.2%
Year-To-Date	3,730	4,255	4,701
Var %		-12.3%	-20.7%
Annualized	23,450	27,101	27,596
Var %		-13.5%	-15.0%

	Jun	Jul	Aug	Sep	Oct	Nov
Act	1,982	1,730	1,921	1,910	2,041	1,689
Bud	2,252	2,288	2,241	2,203	2,227	2,028
Prior	2,221	2,366	2,369	2,208	2,475	2,227

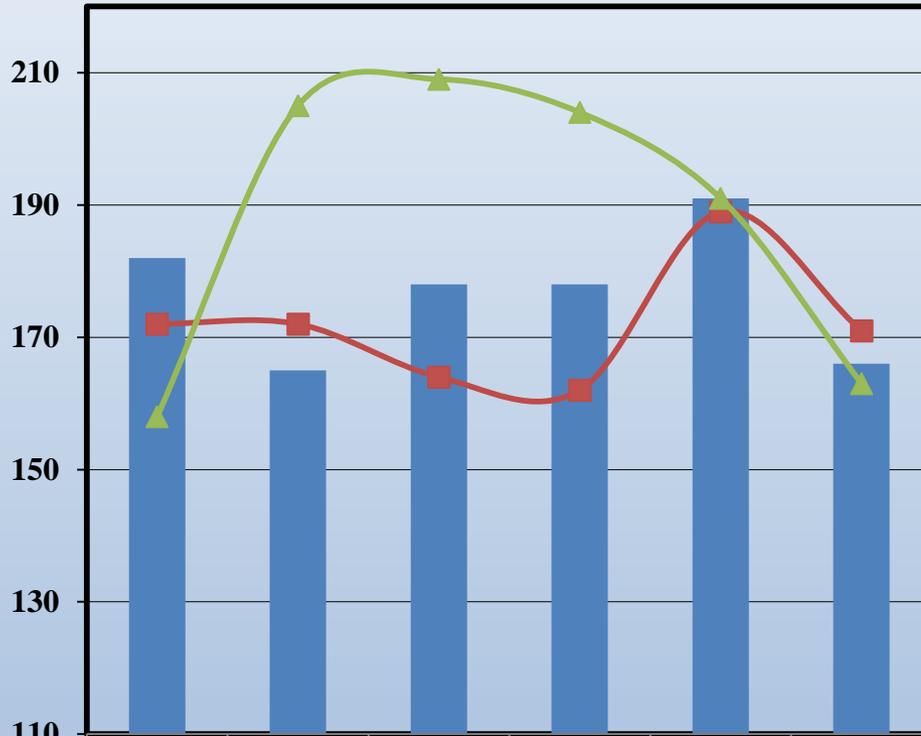
Average Daily Census



	Jun	Jul	Aug	Sep	Oct	Nov
Act	158.9	161.1	161.2	163.1	179.9	178.7
Bud	184.8	181.5	177.1	180.6	175.0	163.3
Prior	188.0	175.1	175.2	165.4	168.6	173.3

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	178.7	163.3	173.3
Var %		9.4%	3.1%
Year-To-Date	179.3	169.2	170.9
Var %		5.9%	4.9%
Annualized	166.3	185.4	181.4
Var %		-10.3%	-8.3%

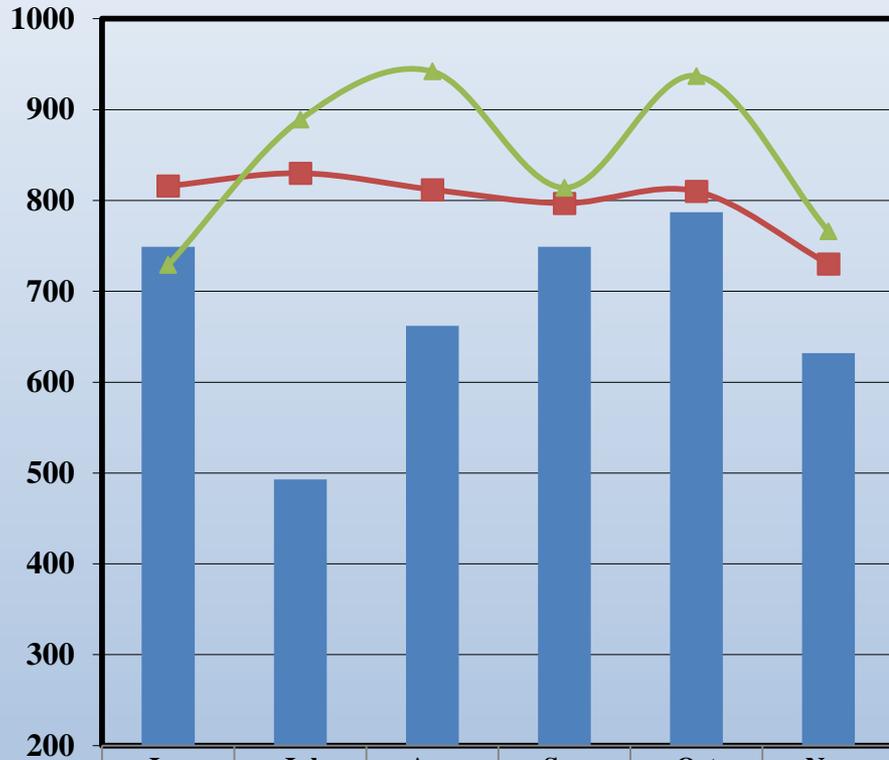
Deliveries



	Jun	Jul	Aug	Sep	Oct	Nov
Act	182	165	178	178	191	166
Bud	172	172	164	162	189	171
Prior	158	205	209	204	191	163

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	166	171	163
Var %		-2.9%	1.8%
Year-To-Date	357	360	354
Var %		-0.8%	0.8%
Annualized	2,137	2,022	2,094
Var %		5.7%	2.1%

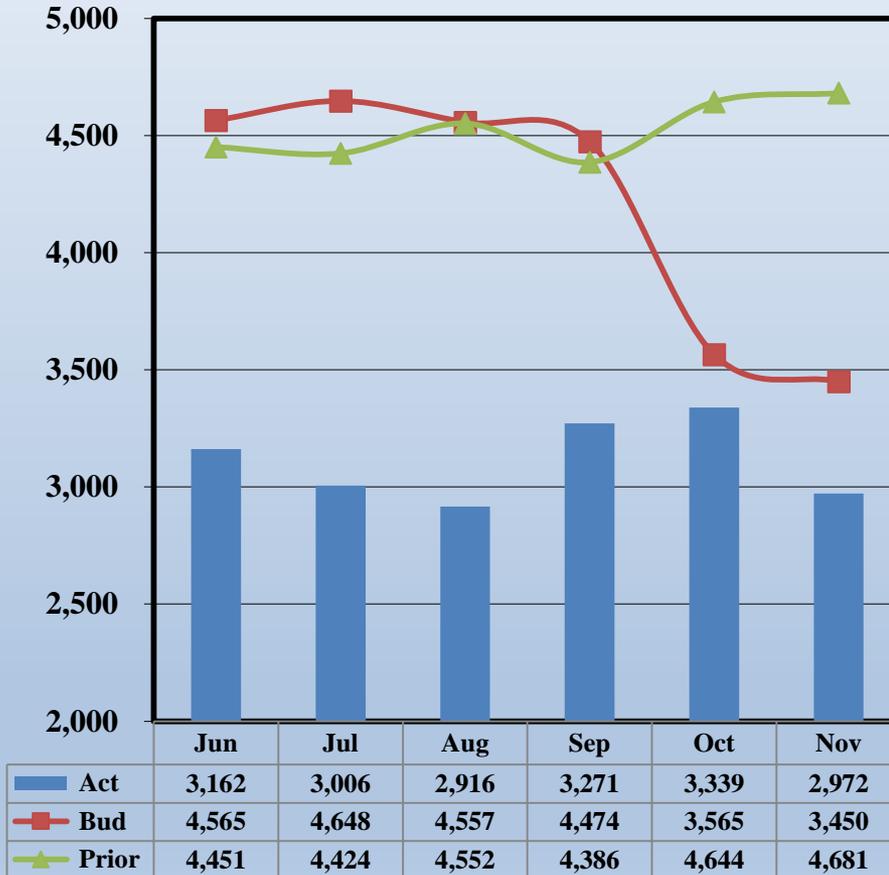
Total Surgical Cases



	Jun	Jul	Aug	Sep	Oct	Nov
Act	749	493	662	749	787	632
Bud	816	830	812	797	810	730
Prior	729	889	942	814	937	766

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	632	730	766
Var %		-13.4%	-17.5%
Year-To-Date	1,419	1,540	1,703
Var %		-7.9%	-16.7%
Annualized	7,869	9,831	10,086
Var %		-20.0%	-22.0%

Emergency Room Visits



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	2,972	3,450	4,681
Var %		-13.9%	-36.5%
Year-To-Date	6,311	7,015	9,325
Var %		-10.0%	-32.3%
Annualized	42,104	53,452	54,803
Var %		-21.2%	-23.2%

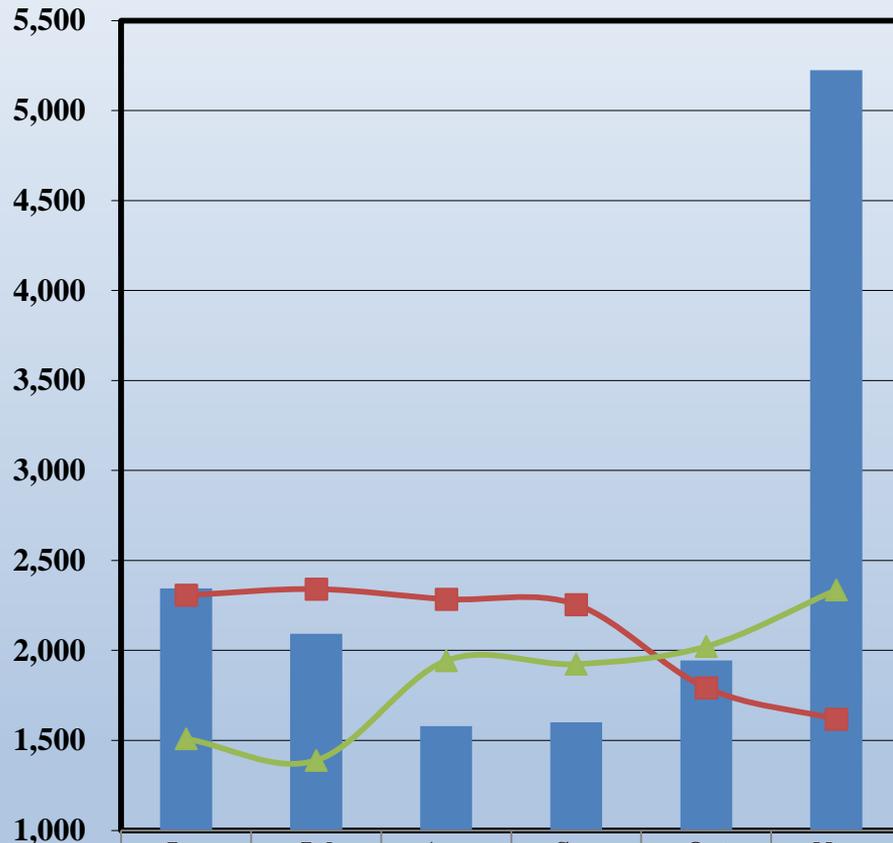
Total Outpatient Occasions of Service



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	21,709	21,167	24,032
Var %		2.6%	-9.7%
Year-To-Date	43,410	44,356	50,745
Var %		-2.1%	-14.5%
Annualized	255,247	287,807	296,679
Var %		-11.3%	-14.0%

Urgent Care Visits

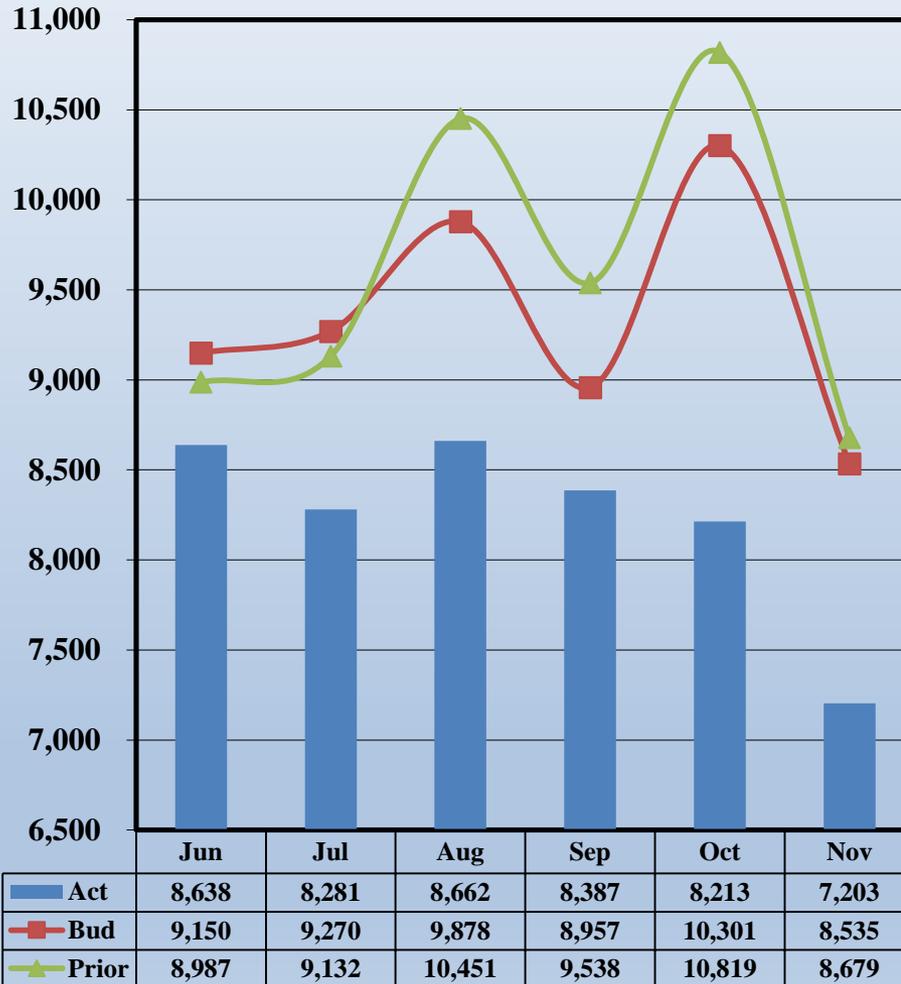
(JBS Clinic, West University & 42nd Street)



	Jun	Jul	Aug	Sep	Oct	Nov
Act	2,345	2,093	1,579	1,600	1,945	5,225
Bud	2,307	2,341	2,285	2,255	1,792	1,618
Prior	1,509	1,389	1,943	1,924	2,022	2,336

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	5,225	1,618	2,336
Var %		222.9%	123.7%
Year-To-Date	7,170	3,410	4,358
Var %		110.3%	64.5%
Annualized	28,078	27,341	25,673
Var %		2.7%	9.4%

Total ProCare Office Visits



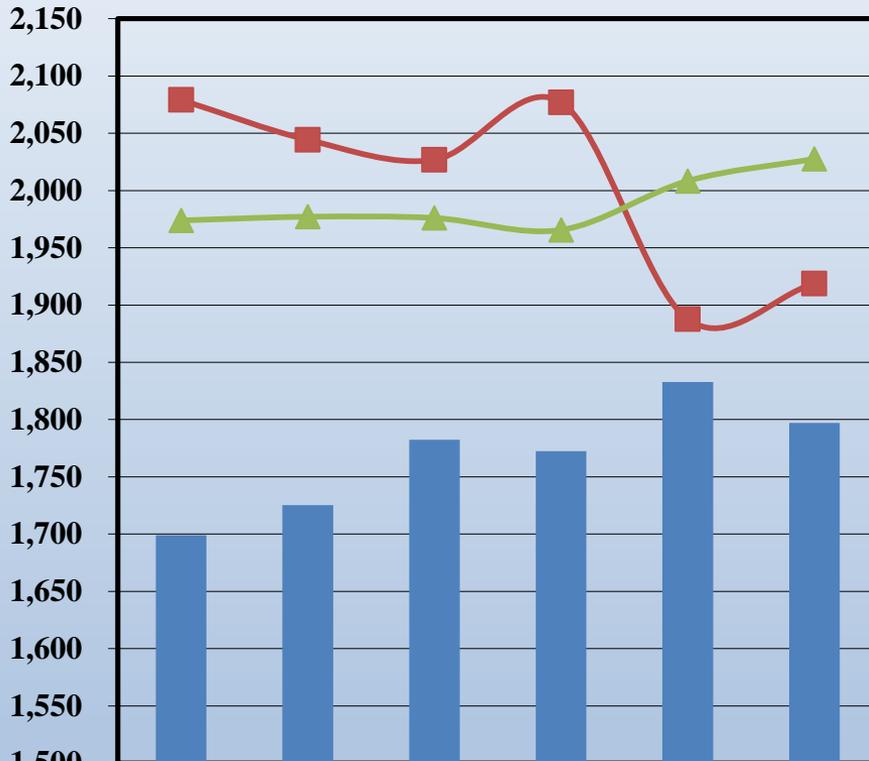
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	7,203	8,535	8,679
Var %		-15.6%	-17.0%
Year-To-Date	15,416	18,836	19,498
Var %		-18.2%	-20.9%
Annualized	101,041	116,079	118,720
Var %		-13.0%	-14.9%

Staffing



Blended FTE's

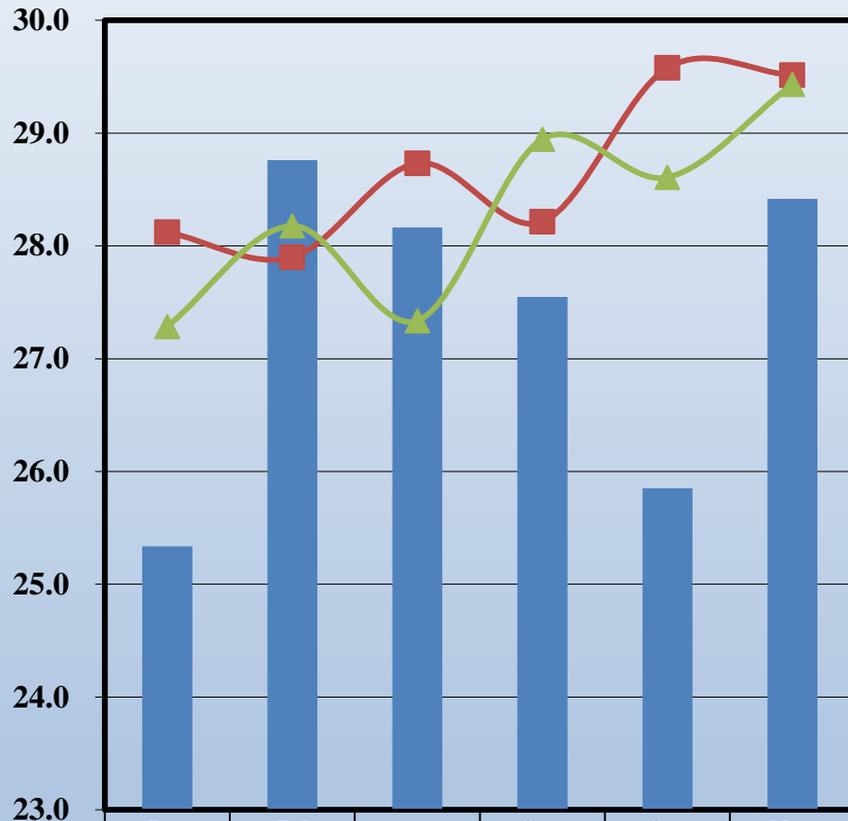
Including Contract Labor and Management Services



	Jun	Jul	Aug	Sep	Oct	Nov
Act	1,699	1,725	1,782	1,773	1,833	1,797
Bud	2,079	2,044	2,027	2,077	1,888	1,919
Prior	1,974	1,977	1,976	1,966	2,008	2,028

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,797	1,919	2,028
Var %		-6.3%	-11.4%
Year-To-Date	1,815	1,903	2,018
Var %		-4.6%	-10.0%
Annualized	1,815	2,057	1,976
Var %		-11.8%	-8.2%

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



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	28.4	29.5	29.4
Var %		-3.7%	-3.5%
Year-To-Date	27.1	29.5	29.0
Var %		-8.1%	-6.6%
Annualized	28.2	28.0	27.5
Var %		0.7%	2.5%

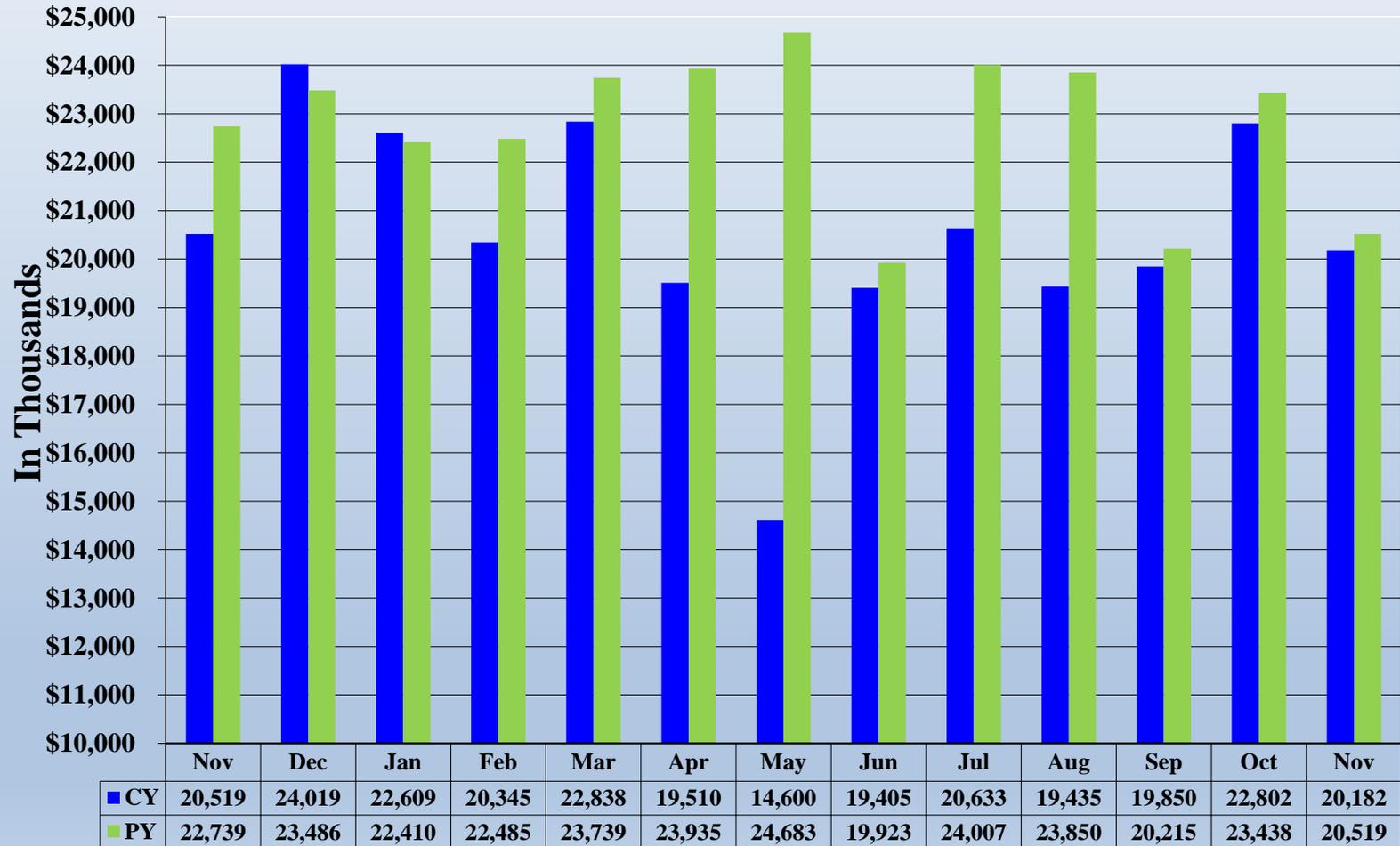
	Jun	Jul	Aug	Sep	Oct	Nov
Act	25.3	28.8	28.2	27.5	25.9	28.4
Bud	28.1	27.9	28.7	28.2	29.6	29.5
Prior	27.3	28.2	27.3	28.9	28.6	29.4

Accounts Receivable



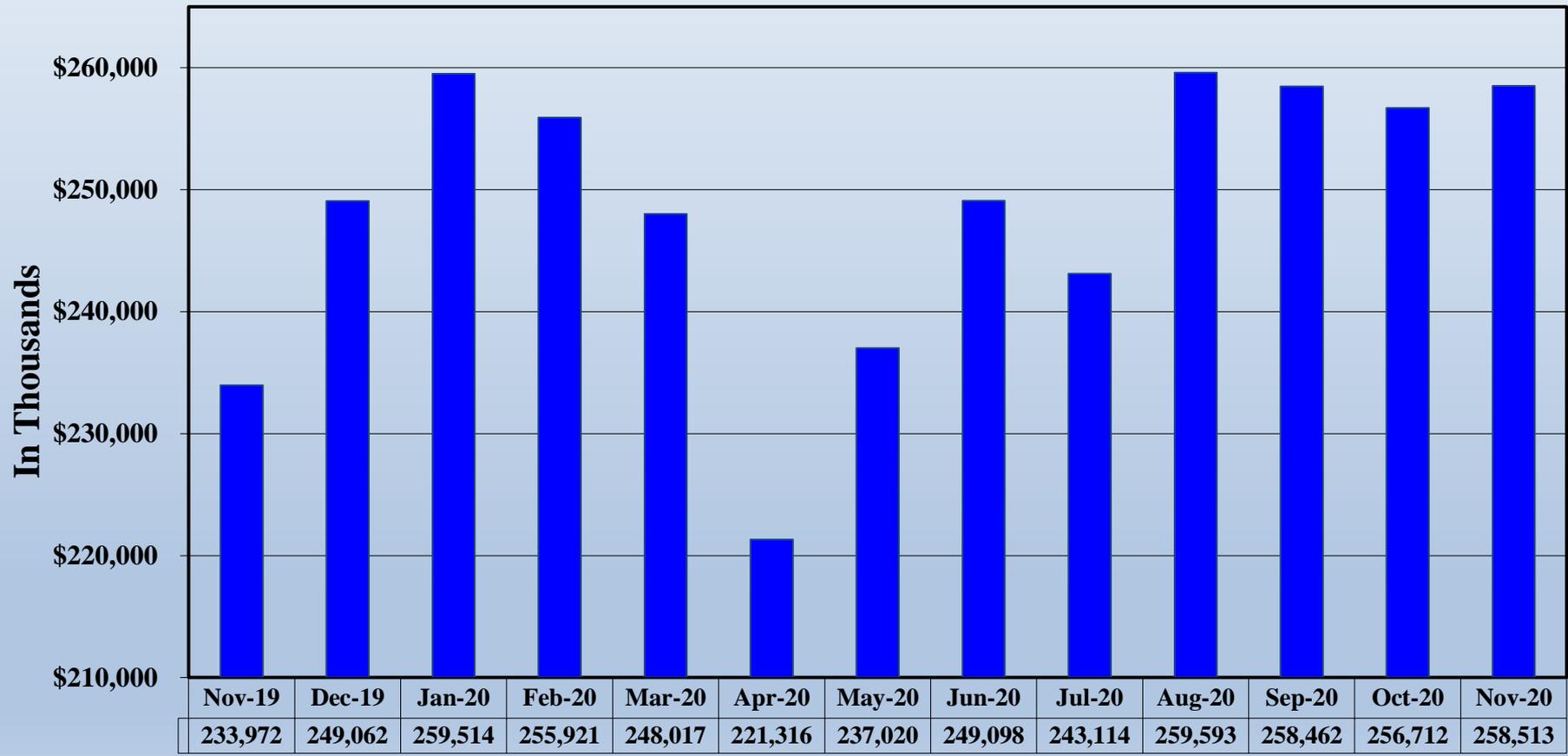
Total AR Cash Receipts

13 Month Trending



Total Accounts Receivable – Gross

Thirteen Month Trending

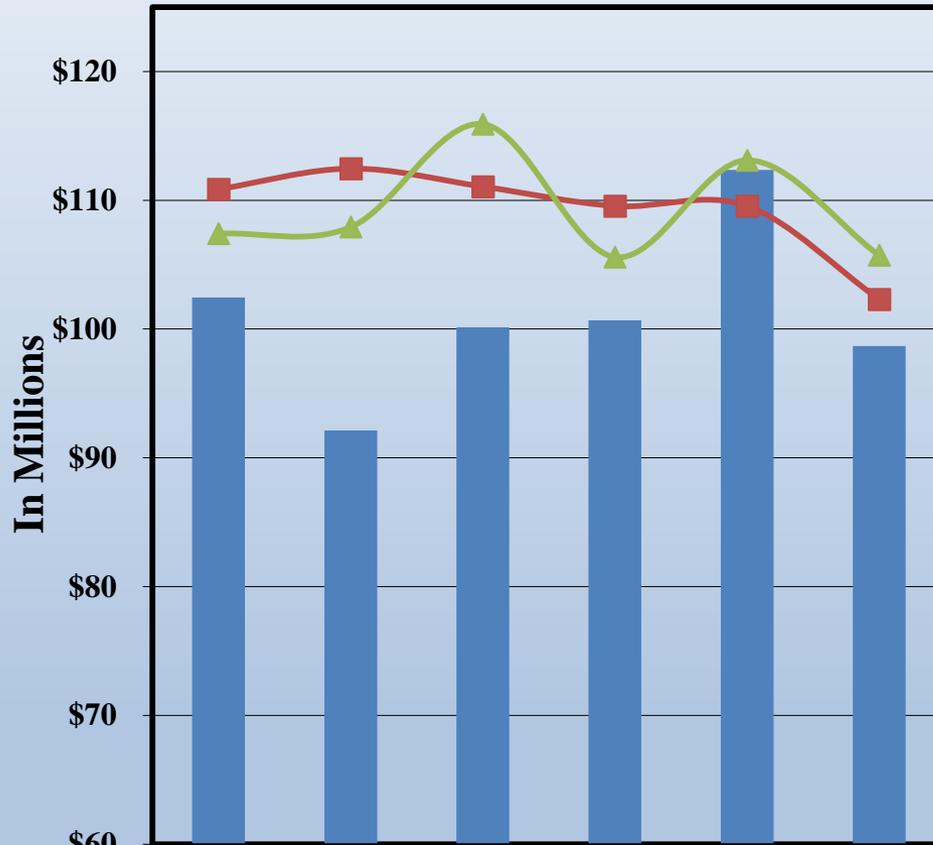


Revenues & Revenue Deductions



Total Patient Revenues

(Ector County Hospital District)



	Jun	Jul	Aug	Sep	Oct	Nov
■ Act	\$102.4	\$92.1	\$100.1	\$100.7	\$112.4	\$98.7
■ Bud	\$110.9	\$112.5	\$111.1	\$109.5	\$109.6	\$102.3
▲ Prior	\$107.4	\$107.9	\$115.9	\$105.6	\$113.1	\$105.7

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 98.7	\$ 102.3	\$ 105.7
Var %		-3.5%	-6.6%
Year-To-Date	\$ 211.0	\$ 211.8	\$ 218.8
Var %		-0.4%	-3.6%
Annualized	\$ 1,202.2	\$ 1,345.9	\$ 1,338.9
Var %		-10.7%	-10.2%

Total Net Patient Revenues



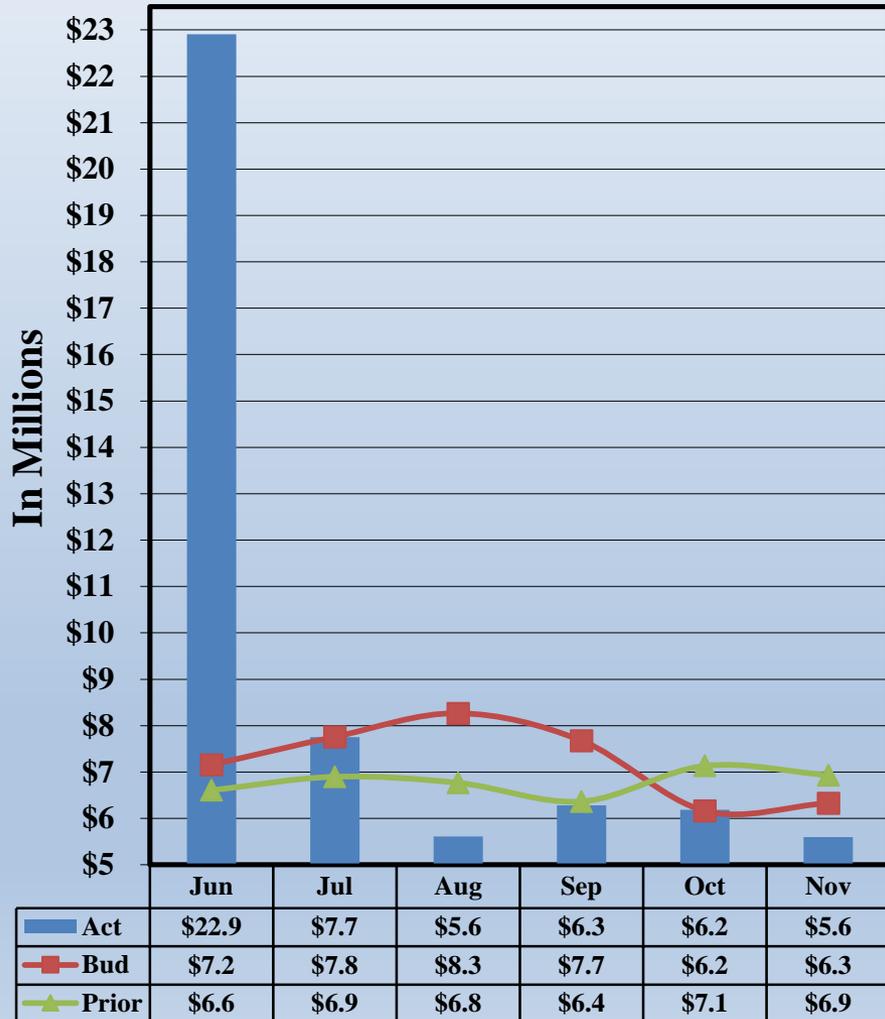
	Jun	Jul	Aug	Sep	Oct	Nov
Act	\$22.7	\$20.7	\$23.7	\$30.5	\$25.3	\$24.0
Bud	\$26.6	\$27.0	\$26.8	\$26.5	\$24.7	\$23.2
Prior	\$22.8	\$22.1	\$24.9	\$23.3	\$26.8	\$25.3

	Actual	Budget	Prior Year
Month	\$ 24.0	\$ 23.2	\$ 25.3
Var %		3.5%	-5.3%
Year-To-Date	\$ 49.3	\$ 47.9	\$ 52.2
Var %		3.1%	-5.4%
Annualized	\$ 277.1	\$ 319.2	\$ 293.5
Var %		-13.2%	-5.6%

Other Revenue

(Ector County Hospital District)

Including Tax Receipts, Interest & Other Operating Income



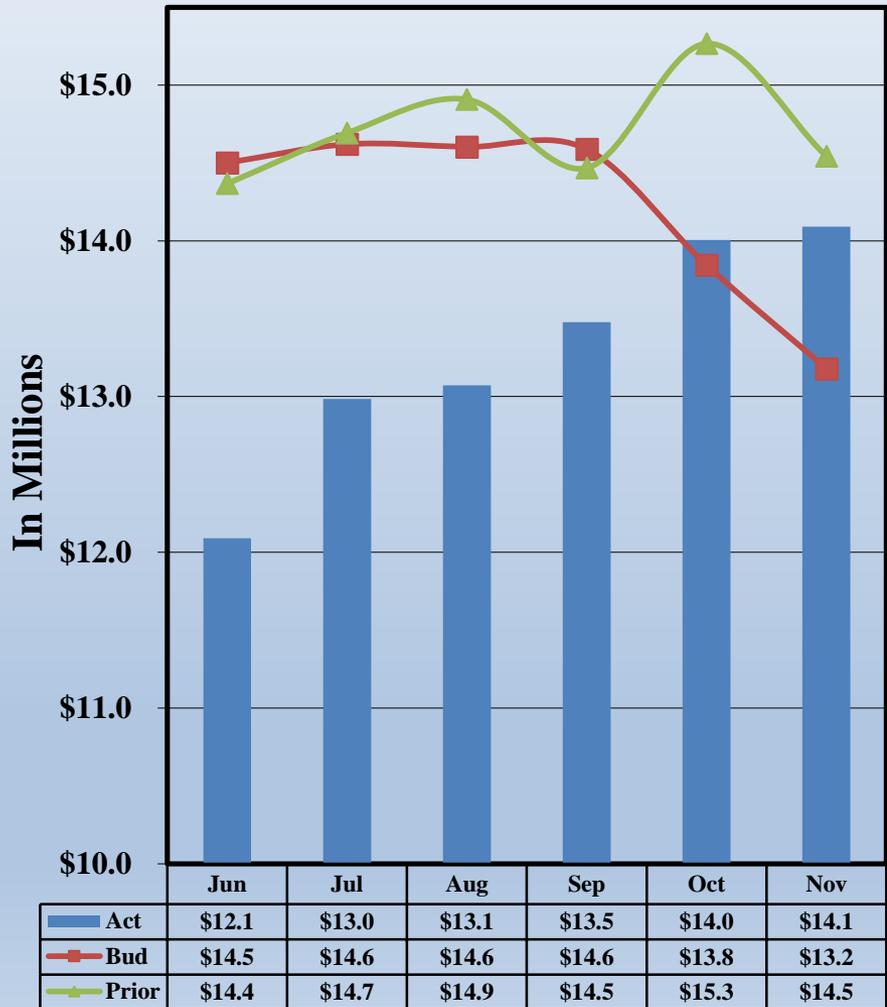
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.6	\$ 6.3	\$ 6.9
Var %		-12.0%	-19.7%
Year-To-Date	\$ 11.8	\$ 12.5	\$ 14.1
Var %		-5.9%	-16.4%
Annualized	\$ 83.2	\$ 60.0	\$ 56.3
Var %		38.7%	47.6%

Operating Expenses



Salaries, Wages & Contract Labor

(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 14.1	\$ 13.2	\$ 14.5
Var %		6.8%	-2.8%
Year-To-Date	\$ 28.1	\$ 27.0	\$ 29.8
Var %		4.1%	-5.7%
Annualized	\$ 162.3	\$ 174.6	\$ 174.6
Var %		-7.0%	-7.0%

Employee Benefit Expense

(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 2.7	\$ 2.6	\$ 2.5
Var %		2.9%	7.0%
Year-To-Date	\$ 5.4	\$ 5.3	\$ 5.4
Var %		0.6%	-1.2%
Annualized	\$ 30.1	\$ 35.6	\$ 36.0
Var %		-15.4%	-16.4%

Supply Expense

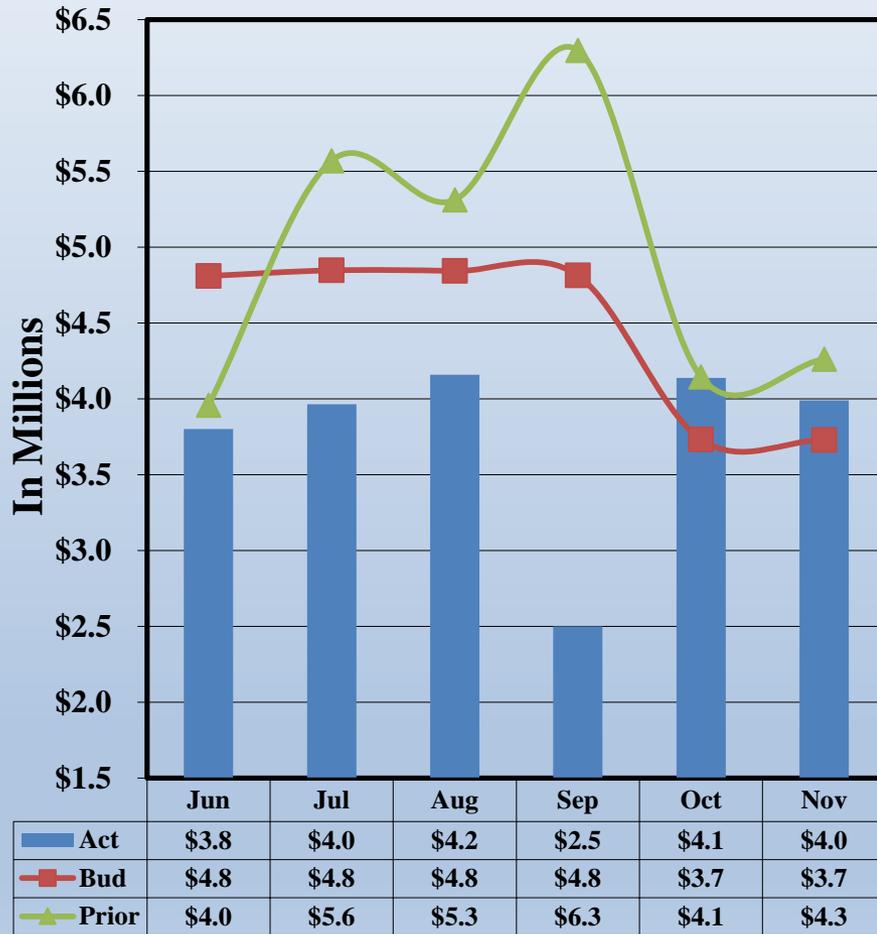
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 5.2	\$ 4.7	\$ 4.8
Var %		11.7%	8.6%
Year-To-Date	\$ 10.3	\$ 9.8	\$ 9.8
Var %		5.3%	5.1%
Annualized	\$ 54.9	\$ 62.3	\$ 58.5
Var %		-11.9%	-6.2%

Purchased Services

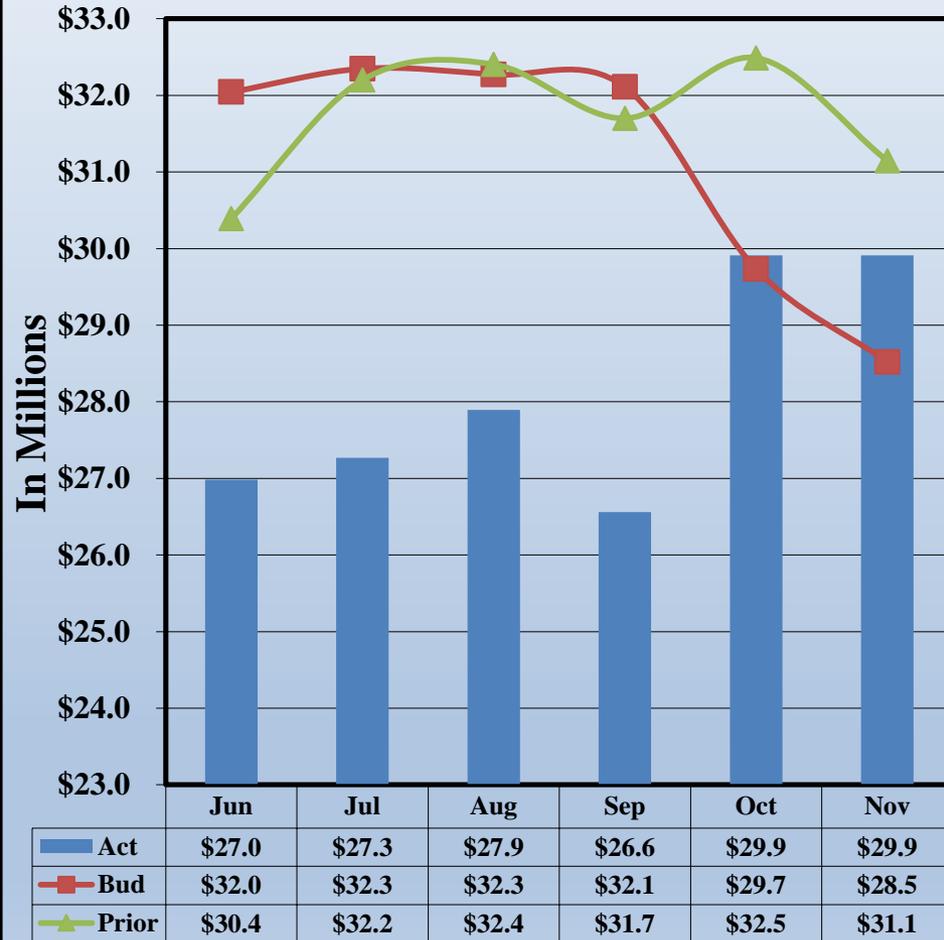
(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.0	\$ 3.7	\$ 4.3
Var %		7.0%	-6.4%
Year-To-Date	\$ 8.1	\$ 7.5	\$ 8.4
Var %		8.9%	-3.3%
Annualized	\$ 55.1	\$ 56.6	\$ 57.9
Var %		-2.7%	-4.8%

Total Operating Expense

(Ector County Hospital District)



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 29.9	\$ 28.5	\$ 31.1
Var %		4.9%	-4.0%
Year-To-Date	\$ 59.8	\$ 58.3	\$ 63.6
Var %		2.7%	-6.0%
Annualized	\$ 351.7	\$ 384.0	\$ 381.7
Var %		-8.4%	-7.9%

Operating EBIDA

Ector County Hospital District Operations



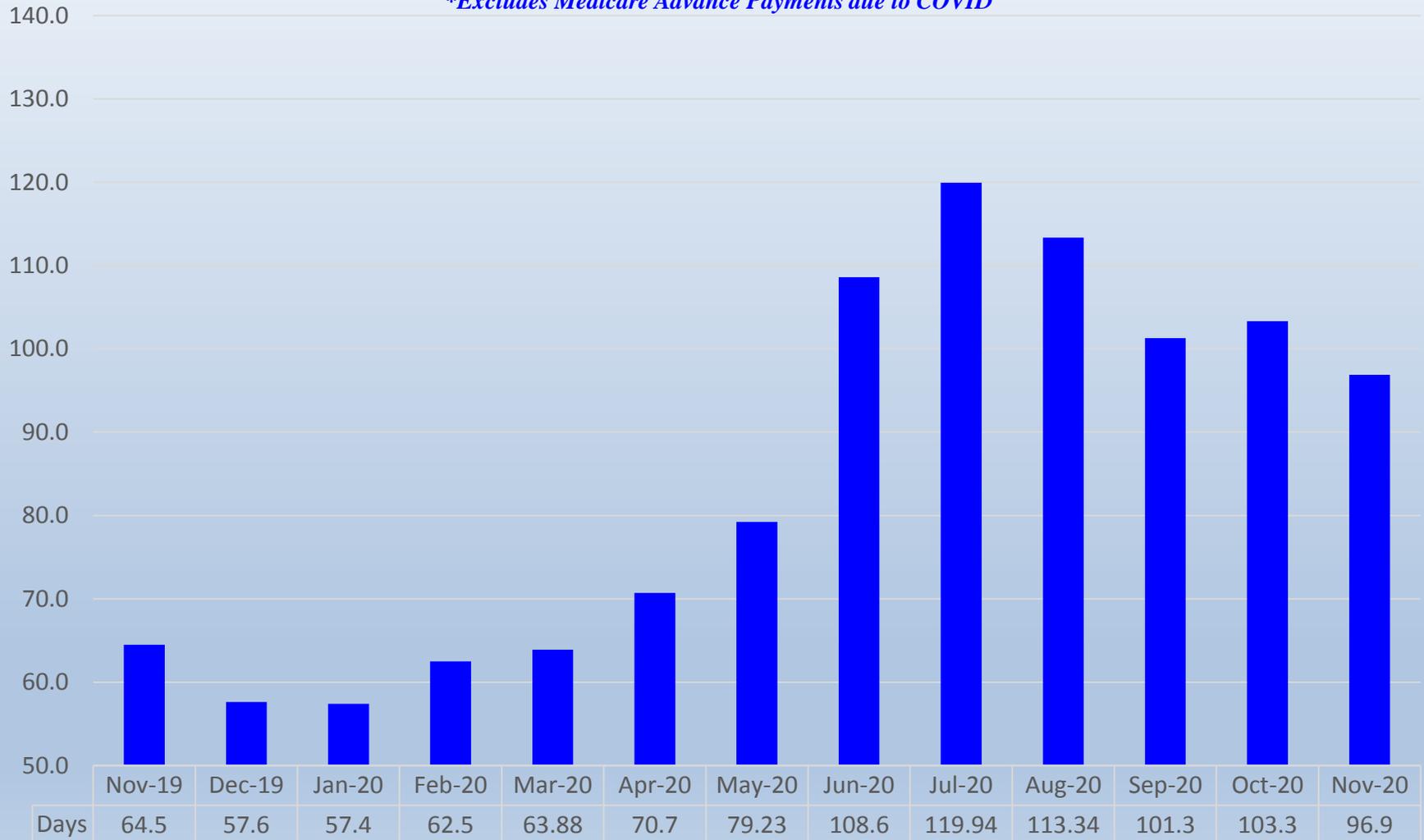
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ (0.2)	\$ 1.1	\$ 1.0
Var %		-118.2%	-120.0%
Year-To-Date	\$ 1.5	\$ 2.3	\$ 2.0
Var %		-34.8%	-25.0%
Annualized	\$ (3.5)	\$ 22.9	\$ (5.3)
Var %		-115.3%	-34.0%

	Jun	Jul	Aug	Sep	Oct	Nov
■ Act	\$0.8	\$(0.7)	\$1.5	\$10.0	\$1.7	\$(0.2)
■ Bud	\$1.8	\$2.4	\$2.9	\$2.1	\$1.2	\$1.1
▲ Prior	\$(0.9)	\$(3.4)	\$(0.6)	\$(2.3)	\$1.0	\$1.0

Days Cash on Hand

Thirteen Month Trending

**Excludes Medicare Advance Payments due to COVID*



mch



MEMORANDUM

TO: ECHD Board of Directors

FROM: Russell Tippin, Chief Executive Officer
 Through Matt Collins, Chief Operating Officer
 Rene Rodriguez, Divisional Director Cath Lab

SUBJECT: Renewal Philips Equipment and Disposable Products Agreement – Cath Lab

DATE: January 5, 2020

Cost:

Equipment Rental Fee <i>(Operational Budget)</i>	\$84,000.00
Disposable Products <i>(Operational Budget)</i>	\$110,000.00
Contract Total	\$194,000.00

Background:

This contract provides equipment (Philips Volcano Intravascular Imaging System) and disposable products. Rental equipment is priced on a volume-based scale. Currently MCH exceeds volume by approximately 20% resulting in no-fee for equipment rental.

Staffing:

No additional FTE's required.

Disposition of Existing Equipment:

N/A

Implementation Time Frame:

N/A

Funding: budgeted operational expense



FY 2020 CAPITAL EQUIPMENT REQUEST

Date: December 9, 2020

To: Ector County Hospital District Board of Directors

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

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

Re: Instrument Tracking

Total Cost	\$ 99,237
Unbudgeted Amount... CER 6620-20-01	\$ 99,237

OBJECTIVE

Obtain instrument tracking system for sterile processing department which is considered best practice. The instrument tracking system gives information and tools to improve quality and efficiency with straightforward guided workflows for all processes. This system facilitates the meeting of regulatory standards such as tracking instrument usage back to the patient, managing employee competencies, and monitors the sterilization equipment parameters. It also tracks employee productivity.

HISTORY

Medical Center does not have a computerized tracking system. All the instrument tracking is done manually which is very time consuming.

PURCHASE CONSIDERATIONS

CensiTrac is the gold standard in instrument tracking systems and provides excellent tools for the sterile processing department in many ways. These include inventory of trays, location of trays, how often trays are used to alert for the need of more or less of certain tray/sets, scope management, ties each tray used to the specific patient for infection control and regulatory purposes. It also assists with employee competency and quality control reports. The tracking system integrates with existing equipment and systems including Cerner to further automate documentation and communication. Through productivity gains, improvements of quality

outcomes and overall resource management, hospitals normally see savings greater than the investment in software within 12-15 months.

FTE IMPACT

No additional FTE(s) will be required.

INSTALLATION & TRAINING

Provided by vendor.

WARRANTY AND SERVICE CONTRACT

1-year warranty

DISPOSITION OF EXISTING EQUIPMENT

N/A

LIFE EXPECTANCY OF EQUIPMENT

7-10 years

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



FY 2020 CAPITAL EQUIPMENT REQUEST

Date: December 3, 2020

To: Ector County Hospital District Board of Directors

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

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

Re: TRuSystem 7000dV Standard Table Package (XI Robot OR Table)

Total Cost	\$115,066.87
Unbudgeted Amount... CER 6620-20-01	\$115,066.87

OBJECTIVE

Obtain TRuSystem 7000dV Mobile Operating Table with Iso Center Motion (Combined Trendelenburg adjustment and longitudinal shift) for robotic assisted surgery. This coordinates with our new XI robot.

HISTORY

The new XI Robot was received November 9th. A specific bed is needed to be utilized with this robot.

PURCHASE CONSIDERATIONS

The TRuSystem 7000dV Mobile Operating Table with Iso Center Motion is used specifically with the XI Robot as it works in unison with the robot itself. This increases efficiency and saves time during a case as it adjusts with the motions of the robot. The True System bed tilts as needed when the robotic arms are manipulated by the surgeon, otherwise the Robot would have to be undocked/ disengaged with all the movements adding extra time to the surgical procedure

FTE IMPACT

No additional FTE(s) will be required.

INSTALLATION & TRAINING

Provided by vendor.

WARRANTY AND SERVICE CONTRACT

2 Year SmartCare service Coverage including Software Upgrades providing wireless capability for use with da Vinci XI Surgical System.

3-year service agreement on the bed alone paid annually-\$7,125.00 (included in the quote)

DISPOSITION OF EXISTING EQUIPMENT

N/A

LIFE EXPECTANCY OF EQUIPMENT

7-10 years

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



FY 2021 CAPITAL CONTINGENCY EQUIPMENT REQUEST

Date: December 9th, 2020

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO
Christin Timmons, CNO
Kimberly Leftwich, ACNO
Michelle Sullivan, ACNO

From: Melanie Conant, RN, Director of LD/Postpartum

Re: Purchase of Panda Warmer for 3rd OR expansion in LD

Total Cost... (Unbudgeted) \$15,267.66

OBJECTIVE

Labor and Delivery currently has an OR suite that has not been utilized since the build of the Center for Women's and Infants in 2012. Our community is growing and so is the acuity of the patients that Medical Center Hospital's Labor and Delivery service line is providing care too. Labor and Delivery would benefit from having a third OR suite set-up for cesarean sections to address patient safety on the unit as well as patient satisfaction in the form of less waiting times and improved outcomes. The third OR would serve as an additional resource for not only our private physicians to accommodate the growing need for surgical procedures, but also for our OB residency program. Our current scheduling system only allows for 4 scheduled procedures per-12 hour shift due to OR and staff resources with just the current 2 OR suites. Adding this third OR would allow Labor and Delivery to schedule approximately 6 additional cesareans one day a week, initiating a surgery day, resulting in additional revenue as we work to increase our deliveries with additional OR access for our OB providers.

HISTORY

In the past 4 months we have had multiple occasions on the unit that the Unit Director, Charge Nurse, and Physicians have had to call main OR to hold a room due to the lack of a third OR suite on Labor and Delivery to accommodate patients whose infant was in distress with no

available OR due to them being in use at the time. In the past three months we have had two OR suites running simultaneously and have had to emergently wheel the patient to the second floor OR for a STAT cesarean due to fetal distress while they awaited an OR to open. The Labor and Delivery unit has made great changes to improve patient safety over the past two years as we work to implement state and healthcare standards for Maternal Designation in Texas. Due to the amazing work by the Women's Healthcare team we have seen a 14% increase in delivery volume over the past two years. Due to this increase cesarean numbers also increased from 626 in 2018 to 797 in 2020. Equipping the third OR is important to decrease the risk of delays in patient care and to improve the overall flow on the unit. The additional OR will improve provider satisfaction as well as adding an additional resource to help serve our growing community.

PURCHASE CONSIDERATIONS

An infant warmer will be needed for the OR to enable the staff to abide by NRP guidelines and provide safe, efficient care for any infants born in the OR suite. The warmer allows nursing staff to warm the infant, provide resuscitation if needed, and weigh the infant at the time of birth. This warmer also comes with a Nellcor device interface built in to the warmer to allow us to check infant oxygenation so that an additional pulse oximeter purchase is not needed.

WARRANTY AND SERVICE CONTRACT

N/A

DISPOSITION OF EXISTING EQUIPMENT

N/A

COMMITTEE APPROVAL



FY 2021 CAPITAL CONTINGENCY EQUIPMENT REQUEST

Date: December 9th, 2020

To: Ector County Hospital District Board of Directors

Through: Russell Tippin, President / CEO
Christin Timmons, CNO
Kimberly Leftwich, ACNO
Michelle Sullivan, ACNO

From: Melanie Conant, RN, Director of LD/Postpartum

Re: Purchase of Drager Anesthesia Machine for Third OR expansion in LD

Total Cost... (Unbudgeted) \$98,621.64

OBJECTIVE

Labor and Delivery currently has an OR suite that has not been utilized since the build of the Center for Women's and Infants in 2012. Our community is growing and so is the acuity of the patients that Medical Center Hospital's Labor and Delivery service line is providing care too. Labor and Delivery would benefit from having a third OR suite set-up for cesarean sections to address patient safety on the unit as well as patient satisfaction in the form of less waiting times and improved outcomes. The third OR would serve as an additional resource for not only our private physicians to accommodate the growing need for surgical procedures, but also for our OB residency program. Our current scheduling system only allows for 4 scheduled procedures per-12 hour shift due to OR and staff resources with just the current 2 OR suites. Adding this third OR would allow Labor and Delivery to schedule approximately 6 additional cesareans one day a week, initiating a surgery day, resulting in additional revenue as we work to increase our deliveries with additional OR access for our OB providers.

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PURCHASE CONSIDERATIONS

The Drager anesthesia machine is a necessary purchase for the OR as we provide anesthesia to our patients during any procedure. The Drager quote allows for all necessary equipment to provide safe and efficient anesthesia services and includes:

- Main configuration
- Gas supply
- Auxiliary power outlet
- Vent. And monitoring
- Required sensors and accessories
- Endotracheal suction
- Hardware components
- Patient Monitoring
- CS hoses
- Required adapters
- Vapor
- SpO2 technology
- ECG
- Patient monitoring cables
- Freight charges

The unit will also need IT compatibility with Cerner, in the form of Care Aware connectivity. We are working with IT to obtain quotes, or additional parts that may be available on site.

WARRANTY AND SERVICE CONTRACT

The Draeger Anesthesia machine can be under capital lease to include a term of 34 months and a monthly payment of 3235.00 if needed.

DISPOSITION OF EXISTING EQUIPMENT

N/A

COMMITTEE APPROVAL

Case Management Plan

Purpose:

The Medical Center Hospital Case Management Plan explains the process by which Case Management will assess and improve the delivery of care to patients in an efficient and effective manner, regardless of payment source. The plan describes methods for conducting utilization review on the appropriateness of admissions, continued stays, extended stays, supportive services and discharge planning.

Policy:

The Case Management Plan contains reference to case management and utilization review. The case management component reflects the responsibility for the program to effectively manage resource utilization and assist with discharge planning. Utilization review refers to the actual process of reviewing patient care. This plan has been developed by the Care Management Department.

Authority:

The Ector County Hospital District Board, Administration, and the Medical Staff have delegated the responsibility and authority to the Care Management Department to monitor appropriate utilization of hospital services and resources.

Departmental Organization:

Hospital representatives from Administration, Health Information Management (medical records), Care Management, Quality Management, Social Service, and other disciplines as needed, will serve as ex-officio members of the Utilization/Care Management Committee.

At least two members of the UR committee will be Doctors of Medicine or Osteopathy. Physician members will be appointed to the UR committee by the Medical Executive Committee.

Upon invitation of the Chair, Co-Chair **or** Chief Medical Officer, other representatives of the hospital medical staff may attend the Utilization/Case Management Committee work sessions.

The committee or group's reviews may not be conducted by any individual who has a direct financial interest or was professionally involved in the care of the patient whose case is being reviewed.

The Utilization/Care Management Committee:

The Utilization/Care Management Committee (UM/CM Committee) will meet quarterly or more often as needed.

Membership is as per Medical Staff Office –Medical Staff By-Laws.

The responsibilities of the UM/CM Committee will be carried out by the whole committee, a subcommittee, or by delegated agents, such as the Physician Advisor or Designee, or the Utilization Review Nurses.

The responsibilities include:

- Assuring the development, maintenance and execution of an effective Care Management plan that will be reviewed and revised annually as necessary;
- Collaborating in monitoring and analyzing the review activities of the Utilization Review Nurses, RN Case Managers/Care Coordinators, Social Workers, Discharge Planners, the Director of Case Management and the Physician Advisor;
- Receiving reports from Compliance Department regarding CMS Recovery Audit activities;
- Monitoring the appropriate utilization of beds and support services through concurrent and retrospective reviews of the medical necessity for inpatient admissions, appropriate duration of stays and timely and appropriate professional services;
- Implementing action plans based on reported data, when necessary;
- Collaborating in the establishment and approval of criteria, standards, and norms for admission reviews; and to assist in continuing modification of such criteria, standards and norms;
- Recommending changes in patient care delivery, if indicated, by an analysis of review findings;
- Promoting the delivery of quality patient care, according to criteria set by physician peers, in an efficient and cost-effective manner. Any quality concerns identified during the review process will be referred to the Chief Medical Officer for evaluation and action;
- Report and/or refer, and provide education, with regard to UM/CM Committee findings, to the appropriate Medical, Surgical, or Hospital Based Services Section Chief.

Physician's Individual Plan of Care

Upon admission to the hospital, the attending physician and other personnel involved in the care of the patient will establish a written plan of care. The plan may include, but **is** not necessarily limited to the following:

- Diagnosis, symptoms, complaints, and/or complications indicating the need for admission;
- Current history and physical examination of the patient;
- Orders including, but not limited to, medications, treatments, diagnostic tests, activity and diet;
- Orders and activities which must be developed in accordance with the physician's instructions

All personnel involved in the care of any patient must review orders and activities as appropriate.

Method of Review/Review Process

Performance Review

The reviews falling under this Care Management Plan shall be conducted concurrently and/or retrospectively by the Director of Care Management, the Utilization Review (UR) Nurses, the Physician Advisor, and/or a member of the UM/CM Committee.

If the patient is in-house, reviewers must work in conjunction with the Care Management Department on those patients.

Utilization Review

The following information will be made available in order to perform utilization review:

- Patient's name;
- Attending physician's name;
- Date of admission;
- Ordered admission status;
- Plan of care;
- Initial and subsequent continued stay reviews;
- Date of operative procedure;
- Justification for emergency admission;
- Reasons for continued stay; and
- Other supporting data as defined by the Utilization/Care Management Committee.

Patients to be reviewed concurrently include:

- All inpatients regardless of payor source;
- Any patient with an identified utilization management concern brought to the attention of Care Management from any source;
- Transfers;
- Outpatient in a bed and Observation patients;
- Patients identified by peer review organizations and individual insurance companies.

Admission Review

Identification of all admissions will be made via Electronic Medical Record (EMR). Each new admission will include the patient's name, room number, physician, admission date, third party payor, admission diagnosis, and precertification number if required. The designated UR Nurse will generate a worklist of patients admitted the previous day from the EMR.

A UR Nurse will review each admission. This first level of review will consist of screening admissions and applying the appropriate acute care hospital level of care criteria to determine medical necessity for the ordered status of each admission.

A second level review occurs for a questionable case identified which cannot be approved by the UR Nurse. The UR Nurse will contact the attending physician for more information. If the UR Nurse cannot determine medical necessity, the case is referred to the Physician Advisor. The Physician Advisor will contact the attending physician when necessary to discuss the case.

If the Physician Advisor determines that inpatient hospitalization is not required, and the attending physician does not concur, a second physician may be consulted. This second opinion may be used, but is not necessary, to deny the admission.

The Business Office will issue a notification of denial to the patient in the form of a Hospital Issued Notice of Noncoverage (HINN) letter. Copies are given to the attending physician, the Business Office, the Case Management Department and the peer review organization. This notice includes a statement of the patient's right to appeal and the method to file such an appeal.

The UR Nurse will initiate a utilization management review and will document such review findings within the UM component of the electronic medical record (EMR). The UR Nurse will assign the first continued stay review date. All admission, subsequent continued stay, and extended stay reviews will be documented on this record.

When there is an avoidable delay in care, this will be noted in the EMR by the UR Nurse as an Avoidable Day. The UR Nurse will make verbal contact with the involved department or provider to expedite appropriate utilization. The Physician Advisor or Chief Medical Officer may be asked to intervene if necessary.

Continued Stay Concurrent Review

Once admission is approved, continued stay reviews will be performed by the UR Nurses as they deem necessary, when problems or trends are identified which warrant a more focused review, or as requested or required by regulatory agencies and/or commercial insurance.

The Center for Medicare and Medicaid Services (CMS) geometric mean length of stay (GMLOS) by MS-DRG as published in the Federal Register will be used as a guideline for length of stay comparisons. This may vary depending upon the age/disability of the group of the patients.

The UR Nurse will review patient records for the level of service provided and the need for continued hospitalization.

If it becomes apparent that further inpatient hospitalization is not justified, the UR Nurse will contact the attending physician. If the physician agrees, the patient will be discharged. If there are undocumented factors which result in the criteria not being met, the attending physician concurs that further hospitalization is not justified, but the patient objects to the discharge, the UR Nurse will contact the Physician Advisor to review the case and authorize the issue of a Hospital Issued Notice of Noncoverage (HINN) letter. Notification of denial is issued to the patient by the Business Office in the form of a Hospital Issued Notice of Noncoverage (HINN) letter, with copies given to the attending physician, the Business Office, the Care Management Department and the peer review organization. This notice includes a statement of the patient's right to appeal and the method to file such an appeal. The Business Office will complete the notice letter after the Physician Advisor determines that the inpatient stay is not justified. The letter shall contain sufficient documentation of reconsideration of the determination. The right of the reconsideration shall exist even though the patient has left the hospital before filing the reconsideration request. The notice shall specify time frames for reconsideration and the procedures for requesting reconsideration.

If discharge screens are met but the attending physician does not agree to discharge the patient, the process for referral to the Physician Advisor is the same as for admission review. If the Physician Advisor agrees that continued stay is not justified, and the attending physician is not in agreement, the case may be referred to Chief Medical Officer for a second opinion. This second opinion may be used, but is not necessary, to deny the continued stay.

Medical Center Hospital will follow procedures described in CMS rules for patients serviced with Hospital Issued Notice of Noncoverage Letters.

Extended Stay Concurrent Review

An extended stay is defined as any patient with a hospital length of stay (LOS) greater than 4 days and exceeding the assigned working DRG GLOS.

Monthly Discharged accounts with greater than 4-day LOS and exceeding the final DRG GLOS will be report to the UM/CM Committee. The report will include the identified contributing factors that led to the Extended Stay.

Review of the Individual Days of Care

Utilization-related concerns, e.g., underutilization of services, avoidable days, inefficient scheduling of resources, and appropriateness of services, are identified through both the referral of the review of case management pattern analysis and the performance improvement process.

During the concurrent review process, the UR Nurse will also identify possible avoidable days, due to delays/unavailability of hospital services, delays in test results, social or placement problems, missed orders or delays attributed to patient or physician convenience that lead to unnecessary days of hospitalization. These

Avoidable days will be documented in the EMR. The Avoidable Days will be tracked, and trends will be reported *ad hoc* to the UM/CM Committee and discussed with the departments, providers, or agencies involved.

The UR Nurses will screen for underutilization of services during the concurrent review process.

- Patient records will be screened for patient care services not ordered and/or provided. Records will also be reviewed for appropriate utilization of critical and intermediate care beds, as well as following up on abnormal test results. When concerns are identified, the Physician Advisor or Chief Medical Officer will be notified for possible immediate intervention.
- The UR Nurses review medical records concurrently to ascertain that discharge screens are met prior to the patient's discharge. If discharge screens are not met and the discharge order is written, the UR Nurse will contact the attending physician. If necessary, the Physician Advisor or Chief Medical Officer will be notified for immediate intervention.
- Review for the appropriateness of care of designated high volume, high cost, and high-risk services in areas such as radiology, GI lab, surgery and laboratory will be reported at the UM/CM Committee as trends are identified.

Preventable Readmission review

- **Readmission** is defined as a patient having an unplanned inpatient admission to Medical Center Hospital within 30 days of discharge from a previous inpatient admission at Medical Center Hospital.

Readmissions will be identified from a daily report generated by the EMR. A readmission review will be performed, and a notation will be made of whether the readmission was avoidable. This information will be addressed and discussed with any provider or facility involved with the readmission. The information will be utilized to improve the post-acute care of the patient to prevent further readmission to an acute care hospital. Monthly readmission data will be reported to the UM/CM Committee.

Medical Care Evaluation Studies

The UM/CM Committee shall assist in selecting and conducting patient care review studies within the hospital. The committee shall determine when a focused review is needed on areas identified as problematic, through pattern analysis of DRGs, practitioners or services. The results of the study shall be documented and recommendations for corrective action to improve identified areas will be made to the appropriate medical staff or hospital committee. Recommendations made as a result of these studies may include continuing education or corrective action to provide more efficient use of hospital services.

Medical care evaluation studies may include analysis of admissions, length of stay, the provision of ancillary services, including medications, and professional services performed. Sources of data used to conduct these studies include the medical record, data profiles from hospital information systems and cooperative endeavors with the peer review organizations, fiscal intermediaries and other appropriate agencies.

Conduct of Reconsideration

The conduct of reconsideration is the procedure for requesting an appeal. This function will be performed by the peer review organization.

Exchange of information regarding the reconsideration will be between the hospital, peer review organization and/or the fiscal intermediary.

The hospital shall furnish to the peer review organization and the fiscal intermediary the written notice of adverse initial determination made by the hospital with regard to services to a beneficiary. The written notice will be in the form of the Hospital Advance Beneficiary Notice (HABN) letter advising the patient that benefits will cease after a specified date.

Hospital Administration

The hospital administration shall provide assistance to assure proper functioning of the Case Management Program to assure that the information is appropriately assembled, to provide secretarial assistance, and to provide meeting space. Administration shall be responsible for considering and acting upon decisions and recommendations stemming from the case management functions with respect to hospital policy, procedures and staffing.

Physician Advisor and Review Personnel

The Physician Advisor will be consulted whenever:

- The UR Nurse has reason to believe that an admission, continued stay, or service lacks medical necessity based on established criteria;
- The UR Nurse cannot make a decision as to medical necessity for acute care;
- A question exists regarding the quality of care being provided; or
- Assistance is needed in the implementation of discharge planning either by the patient, family or attending physician.

The Physician Advisor has the authority to initiate denial of preadmission, admission, or continued stay pending the peer review organization's review. Any physician member of the UM/CM Committee or Chief Medical Officer or section chief may serve as Physician Advisor if the usual Physician Advisor is unavailable or clinically participating in the case under discussion.

Discharge Planning/ Social Services

The process of discharge planning begins prior to, or at the time of, admission for all patients. The UR Nurses and/or Case Managers screen patients to assess their potential post hospitalization needs and identify hospital readmissions. The Case Manager, Social Worker, and/or Discharge Planner work with the attending physician,

the patient and the patient's family to promote continuity of care post discharge without delaying the initiation of discharge planning until the physician writes the discharge order. Input regarding the need for continued post-hospital care is sought from nursing as well as ancillary departments. The Case Manager and/or Social Worker assess discharge planning needs regarding nursing home, home health care, hospice or transportation. Discharge planning activities include provisions for, or referral to, services required to improve or maintain health status post discharge.

Revision and Review

The Case Management Plan will be reviewed annually by the Care Management Department and revised as necessary. The Medical Executive Committee and the Ector County Hospital District Board will approve any revision of the plan.

References:

Medical Staff Office – Medical Staff Bylaws, Medical Center Hospital, Odessa Texas

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

THE BOARD OF DIRECTORS
OF THE
ECTOR COUNTY HOSPITAL DISTRICT

A RESOLUTION

We, the Board of Directors of the Ector County Hospital District, resolve that we will support the Neonatal Intensive Care Program at Medical Center Hospital attaining Level III Neonatal verification and designation. We are committed to providing the resources necessary to ensure quality care for our neonatal patients to achieve optimal outcomes throughout the continuum of care.

The Neonatal Intensive Care Unit is an integral component of our hospital strategic plan for Women & Children Services. Our support encompasses the following: dedicated personnel and resources specific to the neonatal program, physician coverage and contracts for neonatal response, high neonatal clinical standards of care, professional education, outstanding clinical facilities, leadership, and community outreach.

Medical Center Hospital NICU designated leaders will continue to be active in leadership roles of the Perinatal Care Region (PCR) section in the Texas "J" Regional Advisory Council. Our NICU Program staff will be supported to participate in leadership roles at the local, regional, and state level in Texas. We are committed to furthering the development of the Neonatal Intensive Care program for all families of Ector County and the Trauma Service Area "J".

PASSED AND APPROVED by the Board of Directors of the Ector County Hospital District of Odessa, Texas this the ____ day of January 2021.

Don Hallmark, ECHD Board President

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ATTEST:

David Dunn, ECHD Board Secretary