



ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS MEETING
NOVEMBER 3, 2020 – 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. INVOCATION ..... Chaplain Doug Herget
III. PLEDGE OF ALLEGIANCE ..... Don Hallmark
IV. MISSION / VISION / VALUES OF MEDICAL CENTER HEALTH SYSTEM ..... Ben Quiroz (p.3)
V. CONFLICT OF INTEREST DISCLOSURE BY ANY BOARD MEMBER
VI. PUBLIC COMMENTS ON AGENDA ITEMS
VII. CONSENT AGENDA ..... Don Hallmark (p.4-26)
(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, October 6, 2020
B. Consider Approval of Joint Conference Committee, October 27, 2020
C. Consider Approval of Federally Qualified Health Center Monthly Report, September, 2020
D. Consider Approval of moving ECHD Finance and Board Meeting from December 1, 2021 to December 7, 2021

VIII. COMMITTEE REPORTS

- A. Finance Committee .....Bryn Dodd (p.27-104)
1. Quarterly Investment Report – Quarter 4, FY 2020
2. Quarterly Investment Officer’s Certification
3. Financial Report for Month Ended September 30, 2020
4. Consent Agenda
a. Consider Approval of CVA Advertising and Marketing Contract Renewal
b. Consider Approval of Hologic SecurView Contract Renewal
c. Consider Approval of SOFIE Pricing Agreement Renewal
5. Consider Approval of Scorpion Website Agreement
6. Consider Approval of da Vinci Xi Robot Lease Agreement
7. COVID-19 Partnerships with Odessa College and City of Odessa
8. Capital Expenditure Requests
a. Consider Approval of Emergency Department Belmont Rapid Infuser

**IX. PRESIDENT/CHIEF EXECUTIVE OFFICER’S REPORT AND ACTIONS**.....  
..... Russell Tippin (p.105-116)

- A. COVID-19 Update**
- B. Ad-hoc Reports – Regional Update**
- C. Emergency Department Utilization Update**

**X. TTUHSC AT THE PERMIAN BASIN REPORT**.....Dr. Gary Ventolini

**XI. EXECUTIVE SESSION**

Meeting held in closed session involving any of the following: (1) Consultation with attorney regarding legal matters and legal issues pursuant to Section 551.071 of the Texas Government Code; (2) Deliberation Regarding Real Property pursuant to Section 551.072 of the Texas Government Code; (3) Deliberation regarding Personnel Matters pursuant to Section 551.074 of the Texas Government Code; (4) Deliberations regarding negotiations for health care services, pursuant to Section 551.085 of the Texas Government Code; (5) Deliberation regarding Economic Development Negotiations pursuant to Section 551.087 of the Texas Government Code.

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

- A. Consider Approval of MCH ProCare Provider Agreements**
- B. Consider Approval of MCH Lease Agreements**

**XIII. 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  
OCTOBER 6, 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 ABSENT:** 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. Donald Davenport, Chief of Staff  
Dr. Timothy Benton, Vice Chief of Staff  
Dr. Gary Ventolini, TTUHSC Permian Basin  
Kerstin Connolly, Paralegal  
Michaela Johnson, Executive Assistant to CEO

**OTHERS VIRTUALLY PRESENT:** Gingie Sredanovich, Chief Compliance and Privacy Officer  
Tina Leal, Vice President Physician and Community Relations  
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 5:39 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**

Mary Lou Anderson presented the Mission, Vision and Values of Medical Center Health System.

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

No conflicts were disclosed.

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

No comments from the public were received.

### **VII. CONSENT AGENDA**

- A. Consider Approval of Regular Meeting Minutes, September 1, 2020**
- B. Consider Approval of Special Meeting Minutes, September 10, 2020**
- C. Consider Approval of Special Meeting Minutes, September 17, 2020**
- D. Consider Approval of Joint Conference Committee, September 29, 2020**
- E. Consider Approval of Federally Qualified Health Center Monthly Report, August 2020**
- F. Consider Approval of January 2021 through January 2022 Board/Finance Committee Meeting Dates**

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

### **VIII. COMMITTEE REPORTS**

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

- 1. Financial Report for Month Ended August 31, 2020
- 2. Consent Agenda
  - a. Consider Approval of FairWarning Support & Maintenance Agreement
  - b. Consider Approval of FairWarning Managed Privacy Services Agreement
  - c. Consider Approval of Bio-Medical Application of Texas, Inc. d/b/a Fresenius Medical Care North American Renewal Agreement
  - d. Consider Approval of Crothall Renewal Agreement
  - e. Consider Approval of Merge Healthcare, Inc. Renewal Agreement
- 3. Consider Approval of Meducation Software Agreement
- 4. Consider Approval of Paramount Health Solutions Agreement
- 5. Consider Approval of Hearing Screening Associates Agreement
- 6. Capital Expenditure Request
  - a. Consider Approval of Emergency Purchase of Uroskop Omnia Max
  - b. Consider Approval of Emergency Purchase for Elevator

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

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

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

No update was provided.

### **B. Oberon Solar, LLC Update**

This update was not discussed.

### **C. Ad hoc Reports**

1. Regional Services Update was provided.
2. Strategic Planning Meeting will be October 14, 2020. This will be posted.
3. Meeting with City Auditor, discussed inmate healthcare costs. The next meeting will be with the Ector County Sheriff.
4. Last few weeks MCH has been interviewing for Chief Experience Officer, it came down to four candidates. The decision was made to split the duties between a nursing side and policy side. Christin Timmons was announced as the new Chief Experience Officer and Chief Nursing Officer. Courtney Look accepted a position as an Associate Chief Experience Officer. The other Associate Chief Experience Officer on the nursing side was offered to two individuals, but remains open.

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

### **D. TTUHSC AT THE PERMIAN BASIN**

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

## **X. EXECUTIVE SESSION**

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

**ATTENDEES for the entire Executive Session:** ECHD Board members Don Hallmark; Bryn Dodd, Mary Lou Anderson, David Dunn, Wallace Dunn, Ben Quiroz, Russell Tippin, Steve Steen, and Miles Nelson, Attorney at Shafer Law Office.

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Matt Collins, Chief Operating Officer, reported to the Board of Directors regarding the property located at 221 Lincoln Ave. during Executive Session then was excused.

Adiel Alvarado, President of MCH ProCare, reported to the Board of Directors regarding ProCare provider agreements and Medical Director agreements during Executive Session.

Steve Ewing, Chief Financial Officer, reported to the Board of Directors during Executive Session and then was excused.

Michaela Johnson, Executive Assistant to the CEO and Kerstin Connolly, Paralegal, were excused from the remainder of Executive Session.

Steve Steen, Adiel Alvarado, and Miles Nelson, led the Board of Directors in discussion about the settlement agreement with EPIX GI Management LLC.

**Executive Session began at 6:06 pm.  
Executive Session ended at 7:38 p.m.**

No action was taken during Executive Session.

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

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

Don Hallmark presented the following renewals:

- Nikolay Azarov, M.D. This is a 5 year renewal for Critical Care.

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

### **B. Consider Approval of MCH Medical Director Agreements**

Don Hallmark presented the following new agreement:

- Alexander Bastidas-Palacios, M.D. This is a 1 year agreement for Inpatient Cardiopulmonary.

Don Hallmark presented the following renewal

- Abdul Kadir, M.D. This is a 1-year renewal for Neurology/Stroke Service

David Dunn moved and Wallace Dunn seconded the motion to approve the medical director agreements as presented. The motion carried unanimously.

### **C. Consider Approval of the Settlement Agreement and Mutual Release of All Claims with EPIX GI Management LLC**

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Don Hallmark presented the Settlement Agreement and Mutual Release of All Claims with EPIX GI Management LLC.

David Dunn moved and Ben Quiroz seconded the motion to approve the Settlement Agreement as presented. The motion carried unanimously.

## **XII. ADJOURNMENT**

There being no further business to come before the Board, Don Hallmark adjourned the meeting at 7:39 p.m.

Respectfully submitted,



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David Dunn, Secretary  
Ector County Hospital District



November 3, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff and Allied Health Professionals Staff Applicants

**Statement of Pertinent Facts:**

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

Medical Staff:

Applicant	Department	Specialty/Privileges	Group	Comments
Jessica Belmarez, MD	Radiology	Telemedicine	American Radiology Associates	11/03/2020-11/02/2021
Karen King, DDS	Surgery	Pediatric Dentistry	Children's Dental Center	11/03/2020-11/02/2021

Allied Health:

Applicant	Department	AHP Category	Specialty/Privileges	Group	Sponsoring Physician(s)	Dates
*Michael Frank, CRNA	Anesthesia	AHP	CRNA	Midwest Anesthesia	Dr. Bhari, Dr. Price, Dr. Mishra, and Dr. Bryan	11/03/2020-11/02/2022

**\*Please grant temporary Privileges**

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

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

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



November 3, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Medical Staff:**

Applicant	Department	Status Criteria Met	Staff Category	Specialty/ Privileges	Group	Changes to Privileges	Dates
Umesh Oza, MD	Radiology	Yes	Telemedicine	Telemedicine	American Radiology Associates	None	12/01/2020- 11/30/2022
Sara Banerjee, MD	Radiology	Yes	Telemedicine	Telemedicine	VRAD	None	01/01/2021- 12/31/2022
Khavar Dar, MD	Medicine	Yes	Active	Pulmonary		None	01/01/2021- 12/31/2022
Manoher Gurru, MD	Medicine	Yes	Affiliate	Neurology		None	01/01/2021- 12/31/2022
Stephanie Kubacak, MD	Ambulatory	Yes	Active	Internal Medicine	ProCare	Yes	01/01/2021- 12/31/2022
Kalpana Prasad, MD	Medicine	Yes	Affiliate	Internal Medicine		None	01/01/2021- 12/31/2022
Premalatha Vindhya, MD	Medicine	Yes	Affiliate	Dermatology		None	01/01/2021- 12/31/2022
Daniel Copeland, MD	Surgery	Yes	Associate	Vascular Surgery	Midland Surgical Associates	None	02/01/2021- 01/31/2022
Marshall Early, DO	Surgery	Yes	Associate	Vascular Surgery	Midland Surgical Associates	None	02/01/2021- 01/31/2022
Russell Van Husen, MD	Surgery	Yes	Associate	Vascular Surgery	Midland Surgical Associates	None	02/01/2021- 01/31/2022
Justin Brown, DPM	Surgery	No	Active to Affiliate	Podiatry		None	02/01/2021- 01/31/2023
Sridhar Enuganti, MD	Hospitalist	Yes	Associate to Active	Hospitalist	ProCare	None	02/01/2021- 01/31/2023
Wesley Hamilton, MD	Emergency Medicine	Yes	Associate to Active	Emergency Medicine	BEPO	None	02/01/2021- 01/31/2023
Stefan Meyering, MD	Emergency Medicine	Yes	Associate to Active	Emergency Medicine	BEPO	None	02/01/2021- 01/31/2023

**Allied Health Professionals:**

Applicant	Department	AHP Category	Specialty / Privileges	Group	Sponsoring Physician(s)	Changes to Privileges	Dates
Edye Calderon, PA	Emergency Medicine	AHP	Physician Assistant	BEPO	Dr. Shipkey	None	01/01/2021-12/31/2022
Robin Floyd, APRN	Family Medicine	AHP	Nurse Practitioner		Dr. Anna Marie Francisco	None	01/01/2021-12/31/2022
Juanita Lopez, PA	Cariology	AHP	Physician Assistant	ProCare	Dr. Boccalandro, Dr. Amaram, Dr. Angirekila, Dr. Patel and Dr. Farber	None	01/01/2021-12/31/2022
Lee MacMurdo III, FNP	Medicine	AHP	Nurse Practitioner		Dr. Anand Reddy and Dr. Asif Ansari	None	01/01/2021-12/31/2022

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

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

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



November 3, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**  
Change in Clinical Privileges

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

**Additional Privileges:**

Staff Member	Department	Privilege
Amanda Murray, DO	OB/GYN	ADD: da Vinci Surgical System (proctored-1st 3 cases)
Stephanie Kubacak, MD	Medicine	ADD: Neurological disorders (common), diagnose and manage or refer to specialist DELETE: Exercise ECG Testing; Pulmonary Artery Catheterization (PAC)
Ikemefuna Okwuwa, MD	Family Medicine	ADD: Children and adolescent surgical problems, recognize and management of; Gastroenteritis pediatrics – management of; Genetic Counseling; Rape, prevention and detection of; Sexual abuse, prevention and detection of; Wound Care, management of;

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

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

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



November 3, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

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

**Statement of Pertinent Facts:**

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

**Resignation/ Lapse of Privileges:**

Staff Member	Staff Category	Department	Effective Date	Action
Bonnie Carter, MD	Active	Ambulatory	09/29/2020	Resignation
Fausto Cheng, NP	AHP	Medicine	10/15/2020	Resignation
Joseph Games, PA	AHP	Emergency Medicine	05/21/2020	Resignation
John Mathewson, MD	Associate	Surgery	12/02/2020	Lapse in privileges
John Molland, MD	Associate	OB/GYN	09/29/2020	Resignation
Stephen Stewart, MD	Associate	Emergency Medicine	12/09/2019	Resignation

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

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

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



November 3, 2020

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Change in Medical Staff or AHP Staff Category

**Statement of Pertinent Facts:**

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

**Staff Category Change:**

Staff Member	Department	Category
Justin Brown, DPM	Surgery	Active to Affiliate
Sridhar Enuganti, MD	Hospitalist	Associate to Active
Wesley Hamilton, MD	Emergency Medicine	Associate to Active
Stefan Meyering, MD	Emergency Medicine	Associate to Active

**Proctoring Credentialing:**

Applicant	Department	Specialty/Privileges	Group	Comments
None				

**Changes to Credentialing Dates:**

Staff Member	Staff Category	Department	Dates
None			

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

Staff Member	Group	Department
None		

**Leave of Absence:**

Staff Member	Staff Category	Department	Effective Date	Action
None				



November 3, 2020

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

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

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



**November 3, 2020**

**ECTOR COUNTY HOSPITAL DISTRICT  
BOARD OF DIRECTORS**

**Item to be considered:**

Medical Staff Bylaws / Policies/ Privilege Criteria

**Statement of Pertinent Facts:**

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

- Hospital Medicine Delineation of Clinical Privileges and Procedures

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

If the Hospital District Board of Directors concurs, the following motion is in order: Accept and approve the recommendations of the Medical Executive Committee and the Joint Conference Committee to approve the Hospital Medicine Delineation of Clinical Privileges and Procedures.

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

Family Health Clinic  
November 2020  
ECHD Board Packet

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 461,942	\$ 578,153	-20.1%	\$ 500,602	-7.7%	\$ 5,789,683	\$ 7,148,711	-19.0%	\$ 7,280,613	-20.5%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 461,942</b>	<b>\$ 578,153</b>	<b>-20.1%</b>	<b>\$ 500,602</b>	<b>-7.7%</b>	<b>\$ 5,789,683</b>	<b>\$ 7,148,711</b>	<b>-19.0%</b>	<b>\$ 7,280,613</b>	<b>-20.5%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 266,817	\$ (14,796)	-1903.3%	\$ (15,650)	-1804.9%	\$ 2,119,816	\$ (183,190)	-1257.2%	\$ 218,321	871.0%
Self Pay Adjustments	69,433	(807)	-8703.9%	(6,319)	-1198.7%	605,422	(9,964)	-6176.1%	(3,780)	-16114.9%
Bad Debts	(28,136)	413,512	-106.8%	344,963	-108.2%	1,060,196	5,120,477	-79.3%	3,752,232	-71.7%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 308,114</b>	<b>\$ 397,909</b>	<b>-22.6%</b>	<b>\$ 322,994</b>	<b>-4.6%</b>	<b>\$ 3,785,434</b>	<b>\$ 4,927,323</b>	<b>-23.2%</b>	<b>\$ 3,966,773</b>	<b>-4.6%</b>
	<b>66.70%</b>	<b>68.82%</b>		<b>64.52%</b>		<b>65.38%</b>	<b>68.93%</b>		<b>54.48%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 153,828</b>	<b>\$ 180,244</b>	<b>-14.7%</b>	<b>\$ 177,608</b>	<b>-13.4%</b>	<b>\$ 2,004,248</b>	<b>\$ 2,221,388</b>	<b>-9.8%</b>	<b>\$ 3,313,840</b>	<b>-39.5%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 3,075	\$ 7,844	-60.8%	\$ 21,053	-85.4%	\$ 322,859	\$ 94,150	242.9%	\$ 157,347	105.2%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 3,075</b>	<b>\$ 7,844</b>	<b>-60.8%</b>	<b>\$ 21,053</b>	<b>-85.4%</b>	<b>\$ 322,859</b>	<b>\$ 94,150</b>	<b>242.9%</b>	<b>\$ 157,347</b>	<b>105.2%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 156,902</b>	<b>\$ 188,088</b>	<b>-16.6%</b>	<b>\$ 198,661</b>	<b>-21.0%</b>	<b>\$ 2,327,107</b>	<b>\$ 2,315,538</b>	<b>0.5%</b>	<b>\$ 3,471,187</b>	<b>-33.0%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 85,357	\$ 120,470	-29.1%	\$ 116,976	-27.0%	\$ 1,142,265	\$ 1,489,632	-23.3%	\$ 1,426,646	-19.9%
Benefits	16,334	33,472	-51.2%	88,434	-81.5%	269,219	403,591	-33.3%	411,625	-34.6%
Physician Services	95,251	167,215	-43.0%	125,602	-24.2%	1,506,856	2,068,500	-27.2%	1,715,013	-12.1%
Cost of Drugs Sold	4,090	10,122	-59.6%	4,372	-6.5%	103,126	125,115	-17.6%	106,087	-2.8%
Supplies	4,586	9,252	-50.4%	11,519	-60.2%	58,372	113,346	-48.5%	121,686	-52.0%
Utilities	5,081	7,034	-27.8%	8,768	-42.1%	71,250	75,624	-5.8%	69,266	2.9%
Repairs and Maintenance	11,332	1,888	500.2%	-	100.0%	19,160	22,700	-15.6%	7,432	157.8%
Leases and Rentals	347	388	-10.6%	526	-34.1%	5,536	4,689	18.1%	5,376	3.0%
Other Expense	69,770	1,851	3669.3%	2,195	3078.9%	83,887	22,256	276.9%	18,702	348.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 292,149</b>	<b>\$ 351,692</b>	<b>-16.9%</b>	<b>\$ 358,392</b>	<b>-18.5%</b>	<b>\$ 3,259,671</b>	<b>\$ 4,325,453</b>	<b>-24.6%</b>	<b>\$ 3,881,833</b>	<b>-16.0%</b>
Depreciation/Amortization	\$ 33,405	\$ 44,355	-24.7%	\$ 36,942	-9.6%	\$ 409,055	\$ 541,215	-24.4%	\$ 533,332	-23.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 325,554</b>	<b>\$ 396,047</b>	<b>-17.8%</b>	<b>\$ 395,334</b>	<b>-17.7%</b>	<b>\$ 3,668,726</b>	<b>\$ 4,866,668</b>	<b>-24.6%</b>	<b>\$ 4,415,165</b>	<b>-16.9%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (168,652)</b>	<b>\$ (207,959)</b>	<b>-18.9%</b>	<b>\$ (196,673)</b>	<b>-14.2%</b>	<b>\$ (1,341,619)</b>	<b>\$ (2,551,130)</b>	<b>-47.4%</b>	<b>\$ (943,978)</b>	<b>42.1%</b>
Operating Margin	-107.49%	-110.56%	-2.8%	-99.00%	8.6%	-57.65%	-110.17%	-47.7%	-27.19%	112.0%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	1,321	1,567	-15.7%	1,620	-18.5%	16,664	19,372	-14.0%	20,936	-20.4%
Optometry Visits	-	-	0.0%	-	0.0%	-	-	0.0%	1,115	-100.0%
Total Visits	1,321	1,567	-15.7%	1,620	-18.5%	16,664	19,372	-14.0%	22,051	-24.4%
Average Revenue per Office Visit	349.69	368.96	-5.2%	309.01	13.2%	347.44	369.02	-5.8%	330.17	5.2%
Hospital FTE's (Salaries and Wages)	19.4	32.5	-40.4%	30.7	-36.9%	23.3	32.9	-29.1%	31.2	-25.3%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 463,195	\$ 431,875	7.3%	\$ 347,880	33.1%	\$ 3,991,895	\$ 5,333,857	-25.2%	\$ 4,998,808	-20.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 463,195</b>	<b>\$ 431,875</b>	<b>7.3%</b>	<b>\$ 347,880</b>	<b>33.1%</b>	<b>\$ 3,991,895</b>	<b>\$ 5,333,857</b>	<b>-25.2%</b>	<b>\$ 4,998,808</b>	<b>-20.1%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 265,518	\$ 30,862	760.3%	\$ (8,255)	-3316.5%	\$ 1,487,966	\$ 382,181	289.3%	\$ 288,463	415.8%
Self Pay Adjustments	75,453	6,441	1071.4%	(1,825)	-4234.9%	432,741	79,756	442.6%	22,154	1853.4%
Bad Debts	(21,866)	195,792	-111.2%	235,812	-109.3%	616,882	2,424,480	-74.6%	2,203,264	-72.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 319,104</b>	<b>\$ 233,095</b>	<b>36.9%</b>	<b>\$ 225,732</b>	<b>41.4%</b>	<b>\$ 2,537,590</b>	<b>\$ 2,886,417</b>	<b>-12.1%</b>	<b>\$ 2,513,881</b>	<b>0.9%</b>
	<b>68.9%</b>	<b>54.0%</b>		<b>64.9%</b>		<b>63.6%</b>	<b>54.1%</b>		<b>50.3%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 144,091</b>	<b>\$ 198,780</b>	<b>-27.5%</b>	<b>\$ 122,148</b>	<b>18.0%</b>	<b>\$ 1,454,305</b>	<b>\$ 2,447,440</b>	<b>-40.6%</b>	<b>\$ 2,484,927</b>	<b>-41.5%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 3,075	\$ 7,844	0.0%	\$ 21,053	-85.4%	\$ 322,859	\$ 94,150	0.0%	\$ 157,347	105.2%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 3,075</b>	<b>\$ 7,844</b>	<b>-60.8%</b>	<b>\$ 21,053</b>	<b>-85.4%</b>	<b>\$ 322,859</b>	<b>\$ 94,150</b>	<b>242.9%</b>	<b>\$ 157,347</b>	<b>105.2%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 147,165</b>	<b>\$ 206,624</b>	<b>-28.8%</b>	<b>\$ 143,201</b>	<b>2.8%</b>	<b>\$ 1,777,164</b>	<b>\$ 2,541,590</b>	<b>-30.1%</b>	<b>\$ 2,642,275</b>	<b>-32.7%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 85,357	\$ 89,210	-4.3%	\$ 79,489	7.4%	\$ 852,617	\$ 1,101,786	-22.6%	\$ 1,039,264	-18.0%
Benefits	16,334	24,787	-34.1%	60,094	-72.8%	200,952	298,511	-32.7%	299,855	-33.0%
Physician Services	95,251	108,618	-12.3%	93,653	1.7%	1,029,709	1,341,500	-23.2%	1,231,455	-16.4%
Cost of Drugs Sold	4,090	8,546	-52.1%	4,257	-3.9%	72,539	105,550	-31.3%	77,151	-6.0%
Supplies	4,586	5,761	-20.4%	7,775	-41.0%	47,686	70,461	-32.3%	70,978	-32.8%
Utilities	2,860	3,924	-27.1%	3,373	-15.2%	35,818	40,036	-10.5%	35,293	1.5%
Repairs and Maintenance	11,332	1,888	500.2%	-	0.0%	19,097	22,700	-15.9%	7,432	157.0%
Leases and Rentals	347	388	-10.6%	526	-34.1%	5,536	4,689	18.1%	5,376	3.0%
Other Expense	69,770	1,847	3677.5%	2,195	3078.9%	83,887	22,175	278.3%	18,702	348.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 289,927</b>	<b>\$ 244,969</b>	<b>18.4%</b>	<b>\$ 251,362</b>	<b>15.3%</b>	<b>\$ 2,347,840</b>	<b>\$ 3,007,408</b>	<b>-21.9%</b>	<b>\$ 2,785,505</b>	<b>-15.7%</b>
Depreciation/Amortization	\$ 4,081	\$ 5,031	-18.9%	\$ 4,823	-15.4%	\$ 54,368	\$ 61,420	-11.5%	\$ 59,925	-9.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 294,008</b>	<b>\$ 250,000</b>	<b>17.6%</b>	<b>\$ 256,186</b>	<b>14.8%</b>	<b>\$ 2,402,208</b>	<b>\$ 3,068,828</b>	<b>-21.7%</b>	<b>\$ 2,845,431</b>	<b>-15.6%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (146,843)</b>	<b>\$ (43,376)</b>	<b>-238.5%</b>	<b>\$ (112,985)</b>	<b>-30.0%</b>	<b>\$ (625,044)</b>	<b>\$ (527,238)</b>	<b>-18.6%</b>	<b>\$ (203,156)</b>	<b>207.7%</b>
Operating Margin	-99.78%	-20.99%	375.3%	-78.90%	26.5%	-35.17%	-20.74%	69.5%	-7.69%	357.4%

	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	1,321	1,130	16.9%	1,171	12.8%	11,557	13,974	-17.3%		0.0%
Average Revenue per Office Visit	350.64	382.19	-8.3%	297.08	18.0%	345.41	381.70	-9.5%	355.96	-3.0%
Hospital FTE's (Salaries and Wages)	19.4	23.7	-18.2%	19.9	-2.5%	16.8	24.0	-29.9%	22.0	-23.8%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ (1,253)	\$ 146,278	-100.9%	\$ 152,721	-100.8%	\$ 1,797,787	\$ 1,814,854	-0.9%	\$ 2,281,805	-21.2%
<b>TOTAL PATIENT REVENUE</b>	\$ (1,253)	\$ 146,278	-100.9%	\$ 152,721	-100.8%	\$ 1,797,787	\$ 1,814,854	-0.9%	\$ 2,281,805	-21.2%
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 1,299	\$ (45,658)	-102.8%	\$ (7,396)	-117.6%	\$ 631,850	\$ (565,371)	-211.8%	\$ (70,142)	-1000.8%
Self Pay Adjustments	(6,019)	(7,248)	-17.0%	(4,495)	33.9%	172,680	(89,720)	-292.5%	(25,934)	-765.8%
Bad Debts	(6,270)	217,720	-102.9%	109,152	-105.7%	443,314	2,695,997	-83.6%	1,548,968	-71.4%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ (10,991)	\$ 164,814	-106.7%	\$ 97,261	-111.3%	\$ 1,247,844	\$ 2,040,906	-38.9%	\$ 1,452,893	-14.1%
	<b>876.81%</b>	<b>112.67%</b>		<b>63.69%</b>		<b>69.41%</b>	<b>112.46%</b>		<b>63.67%</b>	
<b>NET PATIENT REVENUE</b>	\$ 9,737	\$ (18,536)	-152.5%	\$ 55,460	-82.4%	\$ 549,943	\$ (226,052)	-343.3%	\$ 828,912	-33.7%
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>NET OPERATING REVENUE</b>	\$ 9,737	\$ (18,536)	-152.5%	\$ 55,460	-82.4%	\$ 549,943	\$ (226,052)	-343.3%	\$ 828,912	-33.7%
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ -	\$ 31,260	-100.0%	\$ 37,487	-100.0%	\$ 289,648	\$ 387,846	-25.3%	\$ 387,383	-25.2%
Benefits	-	8,685	-100.0%	28,340	-100.0%	68,267	105,080	-35.0%	111,770	-38.9%
Physician Services	-	58,597	-100.0%	31,949	-100.0%	477,147	727,000	-34.4%	483,558	-1.3%
Cost of Drugs Sold	-	1,576	-100.0%	115	-100.0%	30,587	19,565	56.3%	28,936	5.7%
Supplies	-	3,491	-100.0%	3,744	-100.0%	10,686	42,885	-75.1%	50,708	-78.9%
Utilities	2,221	3,110	-28.6%	5,395	-58.8%	35,432	35,588	-0.4%	33,973	4.3%
Repairs and Maintenance	-	-	0.0%	-	100.0%	63	-	0.0%	-	100.0%
Other Expense	-	4	-100.0%	-	0.0%	-	81	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	\$ 2,221	\$ 106,723	-97.9%	\$ 107,030	-97.9%	\$ 911,830	\$ 1,318,045	-30.8%	\$ 1,096,328	-16.8%
Depreciation/Amortization	\$ 29,324	\$ 39,324	-25.4%	\$ 32,118	-8.7%	\$ 354,688	\$ 479,795	-26.1%	\$ 473,407	-25.1%
<b>TOTAL OPERATING COSTS</b>	\$ 31,546	\$ 146,047	-78.4%	\$ 139,148	-77.3%	\$ 1,266,518	\$ 1,797,840	-29.6%	\$ 1,569,735	-19.3%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (21,809)	\$ (164,583)	-86.7%	\$ (83,688)	-73.9%	\$ (716,575)	\$ (2,023,892)	-64.6%	\$ (740,822)	-3.3%
Operating Margin	-223.98%	887.91%	-125.2%	-150.90%	48.4%	-130.30%	895.32%	-114.6%	-89.37%	45.8%

	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	-	437	-100.0%	449	-100.0%	5,107	5,398	-5.4%	6,893	-25.9%
Optometry Visits	-	-	0.0%	-	0.0%	-	-	0.0%	1,115	-100.0%
Total Visits	-	437	-100.0%	449	-100.0%	5,107	5,398	-5.4%	8,008	-35.5%
Average Revenue per Office Visit	-	334.73	-100.0%	340.14	-100.0%	352.02	336.21	4.7%	284.94	23.5%
Hospital FTE's (Salaries and Wages)	-	8.8	-100.0%	10.8	-100.0%	6.6	9.0	-27.0%	9.2	-28.8%

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

	MONTHLY REVENUE				YTD REVENUE			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 79,227	\$ (799)	\$ 78,428	17.0%	\$ 728,262	\$ 426,835	\$ 1,155,097	20.0%
Medicaid	177,196	(262)	176,934	38.3%	1,517,361	475,068	1,992,429	34.4%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	67,422	150	67,572	14.6%	649,240	371,573	1,020,813	17.6%
Self Pay	126,848	(788)	126,060	27.3%	1,080,125	519,795	1,599,920	27.6%
Other	12,502	446	12,948	2.8%	16,907	4,516	21,423	0.4%
<b>Total</b>	<b>\$ 463,195</b>	<b>\$ (1,253)</b>	<b>\$ 461,942</b>	<b>100.0%</b>	<b>\$ 3,991,895</b>	<b>\$ 1,797,787</b>	<b>\$ 5,789,683</b>	<b>100.0%</b>

	MONTHLY PAYMENTS				YEAR TO DATE PAYMENTS			
	Clements	West	Total	%	Clements	West	Total	%
Medicare	\$ 31,433	\$ 2,078	\$ 33,511	25.0%	\$ 464,174	\$ 139,014	\$ 603,188	32.8%
Medicaid	53,087	2,653	55,740	41.6%	463,127	156,040	619,167	33.6%
FAP	-	-	-	0.0%	-	-	-	0.0%
Commercial	22,898	682	23,581	17.6%	177,688	112,703	290,391	15.8%
Self Pay	19,232	985	20,218	15.1%	223,651	95,492	319,143	17.3%
Other	921	-	921	0.7%	7,646	2,138	9,784	0.5%
<b>Total</b>	<b>\$ 127,572</b>	<b>\$ 6,399</b>	<b>\$ 133,971</b>	<b>100.0%</b>	<b>\$ 1,336,287</b>	<b>\$ 505,387</b>	<b>\$ 1,841,673</b>	<b>100.0%</b>

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

**REVENUE BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>
Medicare	\$ 79,227	17.1%	\$ 46,587	13.4%	\$ 728,262	18.2%	\$ 697,469	14.0%
Medicaid	177,196	38.2%	140,430	40.3%	1,517,361	38.0%	2,157,919	43.1%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	67,422	14.6%	69,438	20.0%	649,240	16.3%	961,493	19.2%
Self Pay	126,848	27.4%	90,327	26.0%	1,080,125	27.1%	1,167,864	23.4%
Other	12,502	2.7%	1,099	0.3%	16,907	0.4%	14,062	0.3%
<b>TOTAL</b>	<b>\$ 463,195</b>	<b>100.0%</b>	<b>\$ 347,880</b>	<b>100.0%</b>	<b>\$ 3,991,895</b>	<b>100.0%</b>	<b>\$ 4,998,808</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>
Medicare	\$ 31,433	24.6%	\$ 7,434	7.4%	\$ 464,174	34.6%	\$ 80,424	6.8%
Medicaid	53,087	41.7%	54,305	54.1%	463,127	34.8%	564,093	47.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	22,898	17.9%	21,621	21.6%	177,688	13.3%	318,670	27.1%
Self Pay	19,232	15.1%	16,850	16.8%	223,651	16.7%	212,534	18.1%
Other	921	0.7%	97	0.1%	7,646	0.6%	1,670	0.1%
<b>TOTAL</b>	<b>\$ 127,572</b>	<b>100.0%</b>	<b>\$ 100,307</b>	<b>100.0%</b>	<b>\$ 1,336,287</b>	<b>100.0%</b>	<b>\$ 1,177,390</b>	<b>100.0%</b>

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

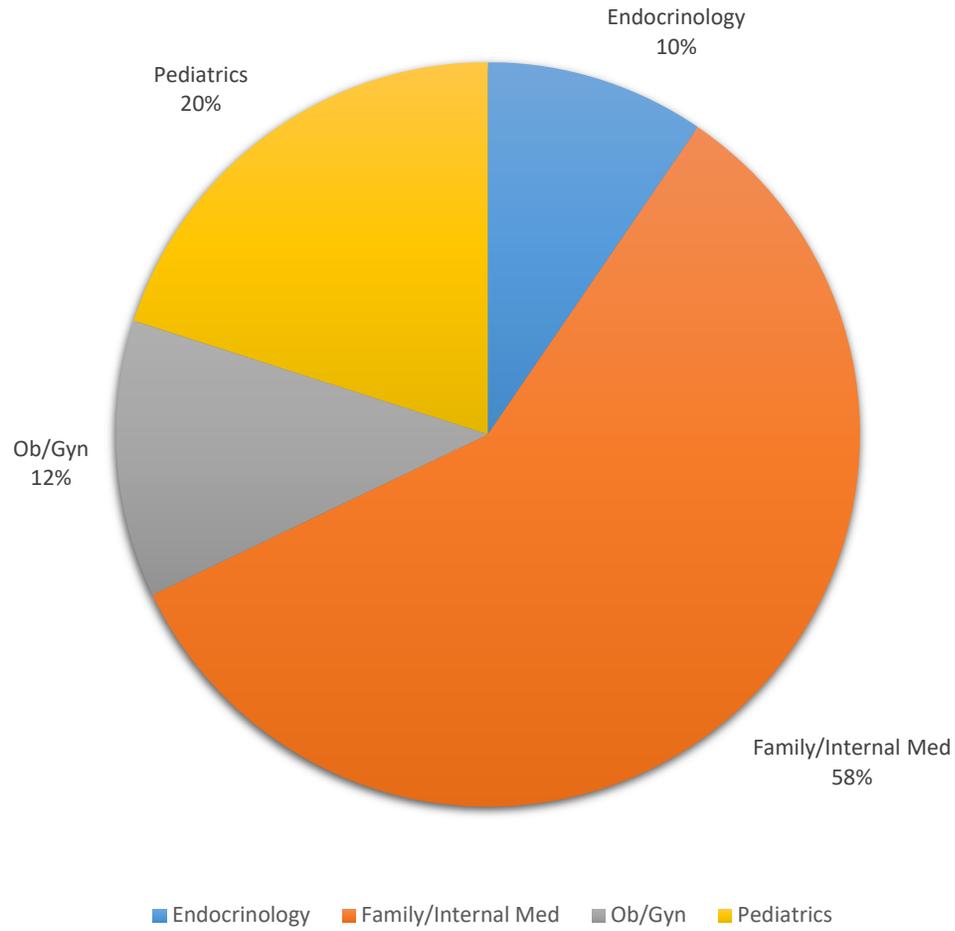
**REVENUE BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%	GROSS REVENUE	%
Medicare	\$ (799)	63.7%	\$ 43,314	28.4%	\$ 426,835	23.7%	\$ 482,271	21.1%
Medicaid	(262)	20.9%	\$ 35,848	23.5%	475,068	26.5%	724,722	31.8%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	150	-12.0%	\$ 27,652	18.1%	371,573	20.7%	456,143	20.0%
Self Pay	(788)	62.9%	\$ 44,533	29.2%	519,795	28.8%	613,927	26.9%
Other	446	-35.5%	\$ 1,374	0.9%	4,516	0.3%	4,742	0.2%
<b>TOTAL</b>	<b>\$ (1,253)</b>	<b>100.0%</b>	<b>\$ 152,721</b>	<b>100.0%</b>	<b>\$ 1,797,787</b>	<b>100.0%</b>	<b>\$ 2,281,805</b>	<b>100.0%</b>

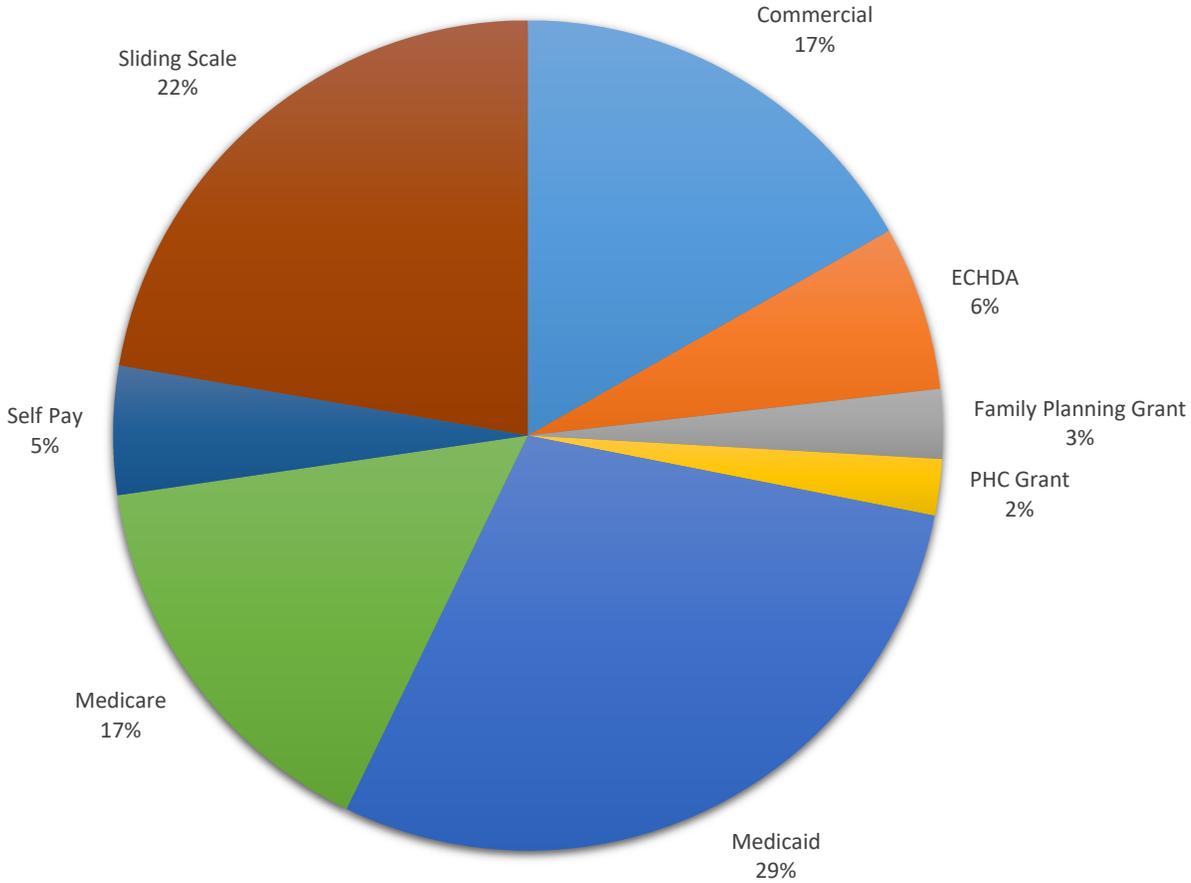
**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 2,078	32.4%	\$ 12,339	27.6%	\$ 139,014	27.5%	\$ 117,390	21.5%
Medicaid	2,653	41.5%	12,729	28.5%	156,040	30.9%	188,726	34.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	682	10.7%	13,255	29.7%	112,703	22.3%	158,730	29.1%
Self Pay	985	15.4%	5,874	13.1%	95,492	18.9%	80,506	14.7%
Other	-	0.0%	504	1.1%	2,138	0.4%	742	0.1%
<b>TOTAL</b>	<b>\$ 6,399</b>	<b>100.0%</b>	<b>\$ 44,702</b>	<b>100.0%</b>	<b>\$ 505,388</b>	<b>100.0%</b>	<b>\$ 546,093</b>	<b>100.0%</b>

### FHC September Visits By Service



### FHC September Visits by Financial Class



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

## FHC Executive Director's Report-November 2020

- **Provider Update:** Dr. Poudel, General Pediatrics/Pediatric Nephrology, started September 3, 2020.
- **Staffing Update:** The Family Health Clinic has the following open staff positions: 3.5 LVNs, 1 Medical Assistant, 2 Front Desk, and Clinic Manager.
- **Telehealth Update:** For the month of September, telehealth visits accounted for 5% 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 Thursday 8am-5pm and Friday 8am to noon; implemented visitor restrictions, and employee and patient screening processes at both FHC locations. Both patients and employees are required to wear masks.
- **Public Health Emergency Extended:** HHS Secretary Azar issued an order on Friday extending the COVID 19 Public Health Emergency by another 90 days. The extension will take effect on October 23, extending the PHE through January 21, 2021. With this public health emergency extension, HRSA continues to grant FQHCs the flexibility of adjusting operating hours and temporary closing sites without pre-authorization to adjust to the COVID 19 pandemic. FHC remains temporarily consolidated at our Clements location.



# ECTOR COUNTY HOSPITAL DISTRICT

Investment Portfolio  
September 30, 2020

Charles Brown, Hilltop Securities Independent Network

*All prices and values reflected in this report are captured from the current Hilltop Securities statements.*

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**ECTOR COUNTY HOSPITAL DISTRICT**

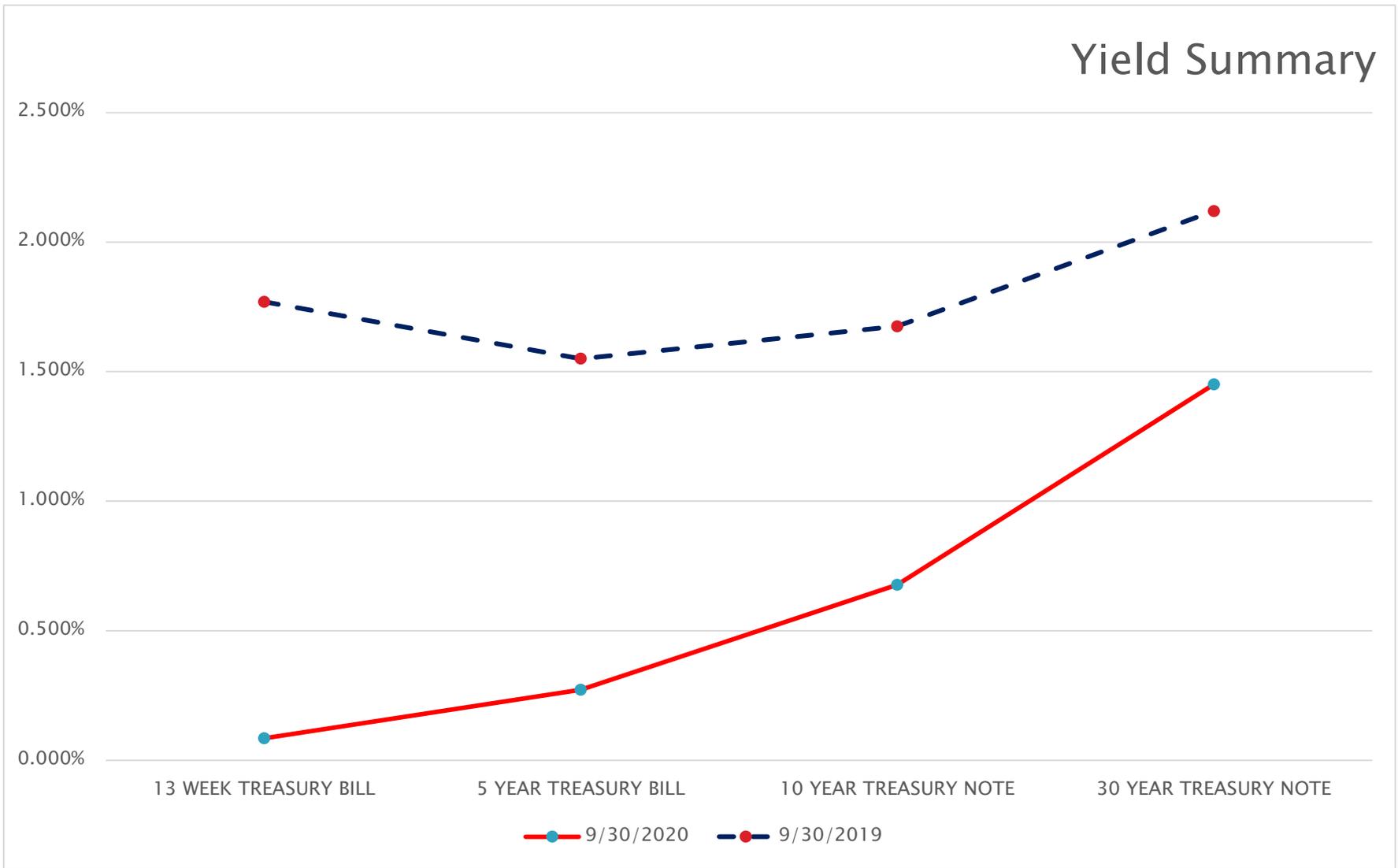
**September 30,2020**

**Yield Summary**

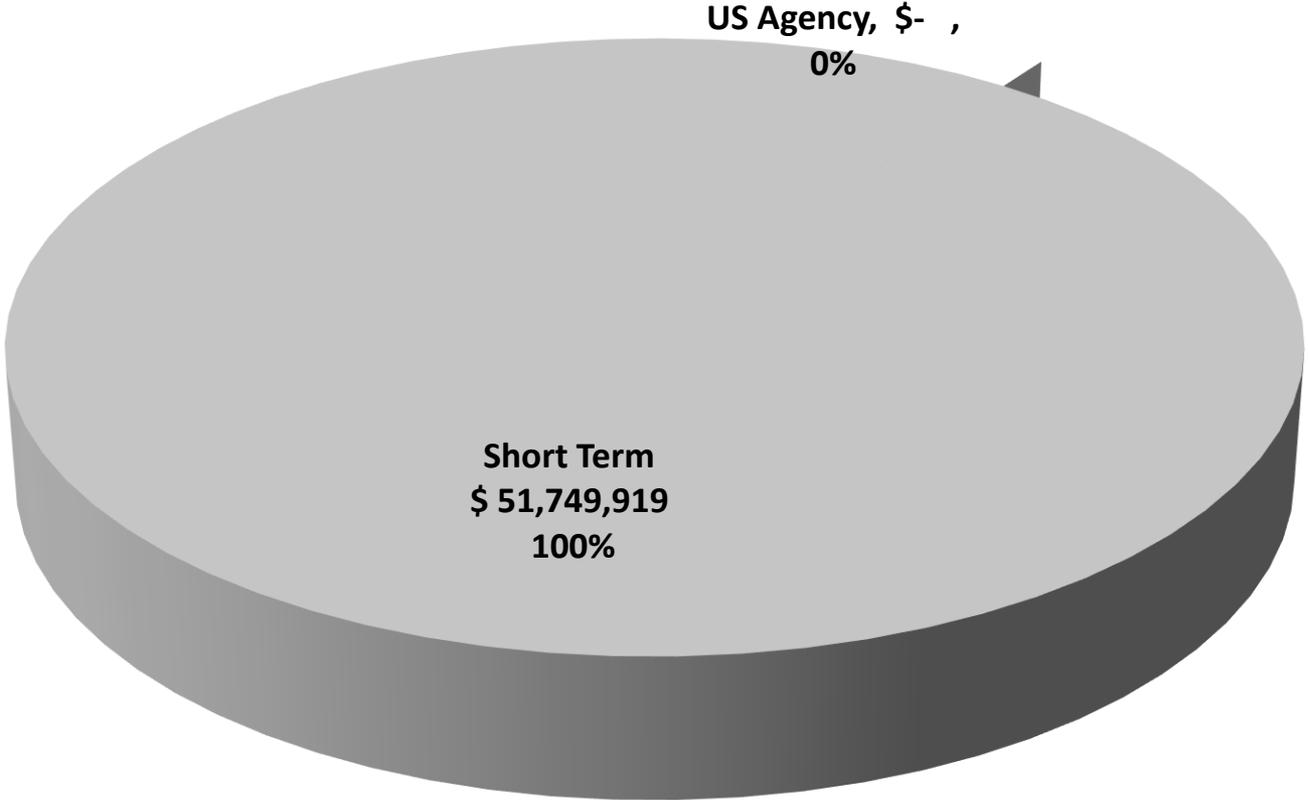
<b>SECTOR</b>	<b>COST BASIS</b>	<b>Weighted Avg Yield</b>	<b>Market Value</b>	<b>Gain/Loss</b>
SHORT-TERM INVESTMENTS	\$ 51,749,919.00	0.0925%	\$ 51,774,607.00	\$ 24,688.00
<b>TOTAL</b>	<b>\$ 51,749,919.00</b>	<b>0.0925%</b>	<b>\$ 51,774,607.00</b>	<b>\$ 24,688.00</b>

	<b>9/302020</b>	<b>9/30/2019</b>
<b>13 WEEK TREASURY BILL</b>	0.085%	1.77%
<b>5 YEAR TREASURY BILL</b>	0.272%	1.55%
<b>10 YEAR TREASURY NOTE</b>	0.677%	1.675%
<b>30 YEAR TREASURY NOTE</b>	1.451%	2.12%

# Yield Summary



# Asset Distribution by Book Value





**MEMORANDUM**

TO: Russell Tippin, President and Chief Executive Officer

FROM: Steve Ewing, Chief Financial Officer

RE: **Quarterly Investment Report –Fourth Quarter 2020**

DATE: November 3, 2020

The Investment Report of Ector County Hospital District for the fourth quarter ended September 30, 2020 will be presented at the Finance Committee meeting November 3, 2020. This report was prepared in order to provide the Hospital President and Chief Financial Officer and Board of Directors information as required under the Public Funds Investment Act. Investments purchased during the fourth quarter of fiscal 2020 met the requirements of the Investment Policy and the Public Funds Investment Act.

To the best of my knowledge, as of September 30, 2020 the investment portfolio is in compliance with the Public Funds Investment Act and with the District's Investment Policy.

  
\_\_\_\_\_  
Steve Ewing  
Investment Officer

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR. %	AMOUNT	VAR. %		AMOUNT	VAR. %	AMOUNT	VAR. %
<b>Hospital InPatient Admissions</b>										
Acute / Adult	1,016	1,116	-9.0%	1,069	-5.0%	12,576	13,925	-9.7%	13,758	-8.6%
Neonatal ICU (NICU)	16	28	-42.9%	28	-42.9%	312	348	-10.3%	344	-9.3%
<b>Total Admissions</b>	<b>1,032</b>	<b>1,144</b>	<b>-9.8%</b>	<b>1,097</b>	<b>-5.9%</b>	<b>12,888</b>	<b>14,273</b>	<b>-9.7%</b>	<b>14,102</b>	<b>-8.6%</b>
<b>Patient Days</b>										
Adult & Pediatric	3,803	4,094	-7.1%	3,826	-0.6%	45,972	51,836	-11.3%	50,667	-9.3%
ICU	487	402	21.1%	302	61.3%	5,022	5,082	-1.2%	4,814	4.3%
CCU	260	403	-35.5%	339	-23.3%	3,614	5,084	-28.9%	4,865	-25.7%
NICU	343	519	-33.9%	495	-30.7%	5,745	6,409	-10.4%	5,914	-2.9%
<b>Total Patient Days</b>	<b>4,893</b>	<b>5,418</b>	<b>-9.7%</b>	<b>4,962</b>	<b>-1.4%</b>	<b>60,353</b>	<b>68,411</b>	<b>-11.8%</b>	<b>66,260</b>	<b>-8.9%</b>
Observation (Obs) Days	731	764	-4.4%	799	-8.6%	8,340	9,304	-10.4%	9,392	-11.2%
Nursery Days	285	263	8.4%	346	-17.6%	3,542	3,227	9.8%	3,313	6.9%
<b>Total Occupied Beds / Bassinets</b>	<b>5,909</b>	<b>6,445</b>	<b>-8.3%</b>	<b>6,107</b>	<b>-3.2%</b>	<b>72,235</b>	<b>80,942</b>	<b>-10.8%</b>	<b>78,965</b>	<b>-8.5%</b>
<b>Average Length of Stay (ALOS)</b>										
Acute / Adult & Pediatric	4.48	4.39	2.0%	4.18	7.2%	4.34	4.45	-2.5%	4.39	-1.0%
NICU	21.44	18.54	15.7%	17.68	21.3%	18.41	18.42	0.0%	17.19	7.1%
<b>Total ALOS</b>	<b>4.74</b>	<b>4.74</b>	<b>0.1%</b>	<b>4.52</b>	<b>4.8%</b>	<b>4.68</b>	<b>4.79</b>	<b>-2.3%</b>	<b>4.70</b>	<b>-0.3%</b>
Acute / Adult & Pediatric w/o OB	5.41			5.15	5.0%	5.27			5.21	1.1%
<b>Average Daily Census</b>	<b>163.1</b>	<b>180.6</b>	<b>-9.7%</b>	<b>165.4</b>	<b>-1.4%</b>	<b>164.9</b>	<b>186.9</b>	<b>-11.8%</b>	<b>181.5</b>	<b>-9.2%</b>
<b>Hospital Case Mix Index (CMI)</b>	<b>1.6562</b>	<b>1.5509</b>	<b>6.8%</b>	<b>1.4791</b>	<b>12.0%</b>	<b>1.5944</b>	<b>1.5712</b>	<b>1.5%</b>	<b>1.5604</b>	<b>2.2%</b>
<b>Medicare</b>										
Admissions	364	438	-16.9%	361	0.8%	4,541	5,499	-17.4%	5,326	-14.7%
Patient Days	1,959	2,180	-10.1%	1,877	4.4%	22,041	27,743	-20.6%	26,755	-17.6%
Average Length of Stay	5.38	4.98	8.1%	5.20	3.5%	4.85	5.05	-3.8%	5.02	-3.4%
Case Mix Index	1.8870			1.7626	7.1%	1.8505			1.7235	7.4%
<b>Medicaid</b>										
Admissions	126	144	-12.5%	139	-9.4%	1,602	1,801	-11.0%	1,721	-6.9%
Patient Days	518	785	-34.0%	630	-17.8%	7,821	9,820	-20.4%	8,950	-12.6%
Average Length of Stay	4.11	5.45	-24.6%	4.53	-9.3%	4.88	5.45	-10.5%	5.20	-6.1%
Case Mix Index	1.0181			1.1455	-11.1%	1.1311			1.1963	-5.4%
<b>Commercial</b>										
Admissions	280	320	-12.5%	330	-15.2%	3,466	3,971	-12.7%	3,924	-11.7%
Patient Days	1,100	1,322	-16.8%	1,372	-19.8%	15,046	16,629	-9.5%	16,532	-9.0%
Average Length of Stay	3.93	4.13	-4.9%	4.16	-5.5%	4.34	4.19	3.7%	4.21	3.0%
Case Mix Index	1.3966			1.3378	4.4%	1.4761			1.5165	-2.7%
<b>Self Pay</b>										
Admissions	239	221	8.1%	244	-2.0%	2,976	2,739	8.7%	2,859	4.1%
Patient Days	1,189	1,011	17.6%	966	23.1%	13,887	12,695	9.4%	12,555	10.6%
Average Length of Stay	4.97	4.57	8.7%	3.96	25.7%	4.67	4.63	0.7%	4.39	6.3%
Case Mix Index	1.7319			1.3479	28.5%	1.4957			1.4639	2.2%
<b>All Other</b>										
Admissions	23	21	9.5%	23	0.0%	303	263	15.2%	272	11.4%
Patient Days	127	102	24.5%	117	8.5%	1,558	1,296	20.2%	1,468	6.1%
Average Length of Stay	5.52	4.86	13.7%	5.09	8.5%	5.14	4.93	4.3%	5.40	-4.7%
Case Mix Index	2.7804			1.9335	43.8%	2.0001			2.0165	-0.8%
<b>Radiology</b>										
InPatient	3,957	4,291	-7.8%	3,880	2.0%	46,961	54,186	-13.3%	52,473	-10.5%
OutPatient	6,600	7,407	-10.9%	8,143	-18.9%	82,833	91,470	-9.4%	94,920	-12.7%
<b>Cath Lab</b>										
InPatient	423	509	-16.9%	399	6.0%	5,629	6,432	-12.5%	6,030	-6.7%
OutPatient	694	587	18.2%	615	12.8%	6,929	7,248	-4.4%	7,593	-8.7%
<b>Laboratory</b>										
InPatient	27,166	69,035	-60.6%	64,185	-57.7%	734,334	871,686	-15.8%	847,980	-13.4%
OutPatient	29,042	56,738	-48.8%	61,211	-52.6%	637,305	700,874	-9.1%	726,233	-12.2%
<b>Other</b>										
Deliveries	178	162	9.9%	204	-12.7%	2,134	1,989	7.3%	2,047	4.3%
<b>Surgical Cases</b>										
InPatient	248	279	-11.1%	240	3.3%	2,870	3,499	-18.0%	3,458	-17.0%
OutPatient	501	518	-3.3%	574	-12.7%	5,283	6,403	-17.5%	6,671	-20.8%
<b>Total Surgical Cases</b>	<b>749</b>	<b>797</b>	<b>-6.0%</b>	<b>814</b>	<b>-8.0%</b>	<b>8,153</b>	<b>9,902</b>	<b>-17.7%</b>	<b>10,129</b>	<b>-19.5%</b>
<b>GI Procedures (Endo)</b>										
InPatient	115	144	-20.1%	88	30.7%	1,531	1,817	-15.7%	1,778	-13.9%
OutPatient	119	217	-45.2%	202	-41.1%	2,258	2,689	-16.0%	2,810	-19.6%
<b>Total GI Procedures</b>	<b>234</b>	<b>361</b>	<b>-35.2%</b>	<b>290</b>	<b>-19.3%</b>	<b>3,789</b>	<b>4,506</b>	<b>-15.9%</b>	<b>4,588</b>	<b>-17.4%</b>

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

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
<b>OutPatient (O/P)</b>										
Emergency Room Visits	3,271	4,474	-26.9%	4,386	-25.4%	45,118	55,467	-18.7%	54,502	-17.2%
Observation Days	731	764	-4.4%	799	-8.6%	8,340	9,304	-10.4%	9,392	-11.2%
Other O/P Occasions of Service	16,210	18,309	-11.5%	19,371	-16.3%	209,124	226,167	-7.5%	231,088	-9.5%
<b>Total O/P Occasions of Svc.</b>	<b>20,212</b>	<b>23,547</b>	<b>-14.2%</b>	<b>24,556</b>	<b>-17.7%</b>	<b>262,582</b>	<b>290,938</b>	<b>-9.7%</b>	<b>294,982</b>	<b>-11.0%</b>
<b>Hospital Operations</b>										
Manhours Paid	249,295	289,696	-13.9%	272,017	-8.4%	3,135,394	3,540,717	-11.4%	3,287,542	-4.6%
FTE's	1,454.2	1,689.9	-13.9%	1,586.8	-8.4%	1,499.2	1,693.0	-11.4%	1,576.2	-4.9%
Adjusted Patient Days	8,710	10,057	-13.4%	9,748	-10.7%	110,502	126,010	-12.3%	123,849	-10.8%
Hours / Adjusted Patient Day	28.62	28.80	-0.6%	27.90	2.6%	28.37	28.10	1.0%	26.54	6.9%
Occupancy - Actual Beds	46.7%	51.7%	-9.7%	47.4%	-1.4%	47.2%	53.6%	-11.8%	52.0%	-9.2%
FTE's / Adjusted Occupied Bed	5.0	5.0	-0.6%	4.9	2.6%	5.0	4.9	1.0%	4.6	6.9%
<b>InPatient Rehab Unit</b>										
Admissions	41	43	-4.7%	27	51.9%	437	539	-18.9%	465	-6.0%
Patient Days	578	525	10.1%	352	64.2%	5,902	6,574	-10.2%	5,851	0.9%
Average Length of Stay	14.1	12.2	15.5%	13.0	8.1%	13.5	12.2	10.7%	12.6	7.3%
Manhours Paid	8,943	8,158	9.6%	5,184	72.5%	99,432	101,564	-2.1%	68,625	44.9%
FTE's	52.2	47.6	9.6%	30.2	72.5%	47.5	48.6	-2.1%	32.9	44.5%
<b>Center for Primary Care - Clemons</b>										
Total Medical Visits	1,321	1,130	16.9%	1,171	12.8%	11,557	13,974	-17.3%	14,043	-17.7%
Manhours Paid	3,319	4,058	-18.2%	3,403	-2.5%	35,109	50,112	-29.9%	45,937	-23.6%
FTE's	19.4	23.7	-18.2%	19.9	-2.5%	16.8	24.0	-29.9%	22.0	-23.8%
<b>Center for Primary Care - West University</b>										
Total Medical Visits	-	437	-100.0%	449	-100.0%	5,107	5,398	-5.4%	6,893	-25.9%
Total Optometry	-	-	0.0%	-	0.0%	-	-	0.0%	1,115	-100.0%
Manhours Paid	-	1,514	-100.0%	1,860	-100.0%	13,716	18,792	-27.0%	19,221	-28.6%
FTE's	0.0	8.8	-100.0%	10.8	-100.0%	6.6	9.0	-27.0%	9.2	-28.8%
<b>Total ECHD Operations</b>										
Total Admissions	1,073	1,187	-9.6%	1,124	-4.5%	13,325	14,812	-10.0%	14,567	-8.5%
Total Patient Days	5,471	5,943	-7.9%	5,314	3.0%	66,255	74,985	-11.6%	72,111	-8.1%
Total Patient and Obs Days	6,202	6,707	-7.5%	6,113	1.4%	74,595	84,289	-11.5%	81,503	-8.5%
Total FTE's	1,525.8	1,770.0	-13.8%	1,647.7	-7.4%	1,570.0	1,774.5	-11.5%	1,640.2	-4.3%
FTE's / Adjusted Occupied Bed	4.7	4.8	-2.4%	4.7	-0.7%	4.7	4.7	0.1%	4.4	6.7%
<b>Total Adjusted Patient Days</b>	<b>9,739</b>	<b>11,032</b>	<b>-11.7%</b>	<b>10,440</b>	<b>-6.7%</b>	<b>121,243</b>	<b>137,156</b>	<b>-11.6%</b>	<b>134,813</b>	<b>-10.1%</b>
<b>Hours / Adjusted Patient Day</b>	<b>26.86</b>	<b>27.50</b>	<b>-2.4%</b>	<b>27.06</b>	<b>-0.7%</b>	<b>27.08</b>	<b>27.06</b>	<b>0.1%</b>	<b>25.38</b>	<b>6.7%</b>
<b>Outpatient Factor</b>	<b>1.7801</b>	<b>1.8563</b>	<b>-4.1%</b>	<b>1.9646</b>	<b>-9.4%</b>	<b>1.8309</b>	<b>1.8276</b>	<b>0.2%</b>	<b>1.8695</b>	<b>-2.1%</b>
<b>Blended O/P Factor</b>	<b>2.0161</b>	<b>2.1235</b>	<b>-5.1%</b>	<b>2.1907</b>	<b>-8.0%</b>	<b>2.0547</b>	<b>2.0354</b>	<b>0.9%</b>	<b>2.0819</b>	<b>-1.3%</b>
<b>Total Adjusted Admissions</b>	<b>1,910</b>	<b>2,203</b>	<b>-13.3%</b>	<b>2,208</b>	<b>-13.5%</b>	<b>24,422</b>	<b>27,291</b>	<b>-10.5%</b>	<b>27,233</b>	<b>-10.3%</b>
<b>Hours / Adjusted Admission</b>	<b>136.94</b>	<b>137.71</b>	<b>-0.6%</b>	<b>127.91</b>	<b>7.1%</b>	<b>134.45</b>	<b>135.99</b>	<b>-1.1%</b>	<b>125.62</b>	<b>7.0%</b>
<b>FTE's - Hospital Contract</b>	<b>34.9</b>	<b>16.2</b>	<b>115.8%</b>	<b>51.5</b>	<b>-32.1%</b>	<b>29.6</b>	<b>16.4</b>	<b>80.2%</b>	<b>47.9</b>	<b>-38.2%</b>
<b>FTE's - Mgmt Services</b>	<b>15.9</b>	<b>50.1</b>	<b>-68.2%</b>	<b>60.3</b>	<b>-73.6%</b>	<b>50.3</b>	<b>50.1</b>	<b>0.3%</b>	<b>61.2</b>	<b>-17.9%</b>
<b>Total FTE's (including Contract)</b>	<b>1,576.6</b>	<b>1,836.3</b>	<b>-14.1%</b>	<b>1,759.5</b>	<b>-10.4%</b>	<b>1,649.9</b>	<b>1,841.0</b>	<b>-10.4%</b>	<b>1,749.4</b>	<b>-5.7%</b>
<b>Total FTE'S per Adjusted Occupied Bed (including Contract)</b>	<b>4.9</b>	<b>5.0</b>	<b>-2.7%</b>	<b>5.1</b>	<b>-3.9%</b>	<b>5.0</b>	<b>4.9</b>	<b>1.4%</b>	<b>4.7</b>	<b>5.2%</b>
<b>ProCare FTEs</b>	<b>195.9</b>	<b>240.7</b>	<b>-18.6%</b>	<b>206.1</b>	<b>-5.0%</b>	<b>198.4</b>	<b>240.7</b>	<b>-17.6%</b>	<b>212.8</b>	<b>-6.8%</b>
<b>Total System FTEs</b>	<b>1,772.5</b>	<b>2,077.0</b>	<b>-14.7%</b>	<b>1,965.6</b>	<b>-9.8%</b>	<b>1,848.3</b>	<b>2,081.7</b>	<b>-11.2%</b>	<b>1,962.2</b>	<b>-5.8%</b>
<b>Urgent Care Visits</b>										
JBS Clinic	539	974	-44.7%	859	-37.3%	9,643	12,296	-21.6%	11,403	-15.4%
West University	386	613	-37.0%	517	-25.3%	6,048	7,736	-21.8%	6,749	-10.4%
42nd Street	675	668	1.0%	548	23.2%	9,575	8,439	13.5%	7,369	29.9%
<b>Total Urgent Care Visits</b>	<b>1,600</b>	<b>2,255</b>	<b>-29.0%</b>	<b>1,924</b>	<b>-16.8%</b>	<b>25,266</b>	<b>28,471</b>	<b>-11.3%</b>	<b>25,521</b>	<b>-1.0%</b>
<b>Wal-Mart Clinic Visits</b>										
East Clinic	-	389	-100.0%	352	-100.0%	2,480	5,483	-54.8%	5,386	-54.0%
West Clinic	-	276	-100.0%	338	-100.0%	2,381	4,250	-44.0%	4,378	-45.6%
<b>Total Wal-Mart Visits</b>	<b>-</b>	<b>665</b>	<b>-100.0%</b>	<b>690</b>	<b>-100.0%</b>	<b>4,861</b>	<b>9,733</b>	<b>-50.1%</b>	<b>9,764</b>	<b>-50.2%</b>

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

	<b>ECTOR COUNTY HOSPITAL DISTRICT</b>		
	<b>HOSPITAL</b>	<b>PRO CARE</b>	
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and Cash Equivalents	\$ 85,536,668	\$ 4,650	\$ 85,541,318
Investments	37,790,083	-	37,790,083
Patient Accounts Receivable - Gross	229,332,591	29,129,319	258,461,909
Less: 3rd Party Allowances	(130,246,448)	(6,079,147)	(136,325,595)
Bad Debt Allowance	(74,141,620)	(15,966,971)	(90,108,591)
Net Patient Accounts Receivable	24,944,523	7,083,200	32,027,723
Taxes Receivable	6,690,004	-	6,690,004
Accounts Receivable - Other	7,316,982	23,598	7,340,580
Inventories	7,585,878	398,279	7,984,158
Prepaid Expenses	2,891,777	202,921	3,094,698
<b>Total Current Assets</b>	<b>172,755,916</b>	<b>7,712,648</b>	<b>180,468,564</b>
<b>CAPITAL ASSETS:</b>			
Property and Equipment	480,276,838	467,364	480,744,202
Construction in Progress	4,122,443	-	4,122,443
	484,399,281	467,364	484,866,645
Less: Accumulated Depreciation and Amortization	(307,901,871)	(331,334)	(308,233,204)
<b>Total Capital Assets</b>	<b>176,497,410</b>	<b>136,030</b>	<b>176,633,440</b>
<b>INTANGIBLE ASSETS / GOODWILL - NET</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RESTRICTED ASSETS:</b>			
Restricted Assets Held by Trustee	2,370,723	-	2,370,723
Restricted Assets Held in Endowment	6,375,569	-	6,375,569
Restricted TPC, LLC	593,971	-	593,971
Restricted MCH West Texas Services	2,255,728	-	2,255,728
Pension, Deferred Outflows of Resources	6,438,549	-	6,438,549
Assets whose use is Limited	-	69,426	69,426
<b>TOTAL ASSETS</b>	<b>\$ 367,287,865</b>	<b>\$ 7,918,104</b>	<b>\$ 375,205,970</b>
<b>LIABILITIES AND FUND BALANCE</b>			
<b>CURRENT LIABILITIES:</b>			
Current Maturities of Long-Term Debt	\$ 2,035,380	\$ -	\$ 2,035,380
Self-Insurance Liability - Current Portion	3,179,304	-	3,179,304
Accounts Payable	27,335,403	3,371,956	30,707,358
A/R Credit Balances	4,064,002	-	4,064,002
Accrued Interest	32,015	-	32,015
Accrued Salaries and Wages	3,517,168	4,346,323	7,863,491
Accrued Compensated Absences	4,182,624	-	4,182,624
Due to Third Party Payors	4,217,493	-	4,217,493
Deferred Revenue	290,392	232,657	523,048
<b>Total Current Liabilities</b>	<b>48,853,779</b>	<b>7,950,935</b>	<b>56,804,714</b>
ACCRUED POST RETIREMENT BENEFITS	59,555,276	-	59,555,276
SELF-INSURANCE LIABILITIES - Less Current Portion	2,037,980	-	2,037,980
LONG-TERM DEBT - Less Current Maturities	69,162,757	-	69,162,757
<b>Total Liabilities</b>	<b>179,609,792</b>	<b>7,950,935</b>	<b>187,560,727</b>
<b>FUND BALANCE</b>	<b>187,678,074</b>	<b>(32,831)</b>	<b>187,645,243</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 367,287,865</b>	<b>\$ 7,918,105</b>	<b>\$ 375,205,970</b>

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

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL AUDITED	PRO CARE AUDITED	
<b>ASSETS</b>				
<b>CURRENT ASSETS:</b>				
Cash and Cash Equivalents	\$ 85,541,318	\$ 21,730,607	\$ 4,700	\$ 63,806,011
Investments	37,790,083	44,279,715	-	(6,489,632)
Patient Accounts Receivable - Gross	258,461,909	212,208,742	24,246,718	22,006,450
Less: 3rd Party Allowances	(136,325,595)	(94,153,094)	(4,149,301)	(38,023,200)
Bad Debt Allowance	(90,108,591)	(83,377,222)	(14,155,859)	7,424,491
Net Patient Accounts Receivable	32,027,723	34,678,425	5,941,558	(8,592,260)
Taxes Receivable	6,690,004	9,069,806	-	(2,379,802)
Accounts Receivable - Other	7,340,580	12,414,472	45,727	(5,119,620)
Inventories	7,984,158	6,802,054	356,733	825,371
Prepaid Expenses	3,094,698	3,227,470	211,520	(344,292)
<b>Total Current Assets</b>	<b>180,468,564</b>	<b>132,202,550</b>	<b>6,560,237</b>	<b>41,705,777</b>
<b>CAPITAL ASSETS:</b>				
Property and Equipment	480,744,202	469,803,260	467,364	10,473,579
Construction in Progress	4,122,443	870,112	-	3,252,331
	484,866,645	470,673,371	467,364	13,725,909
Less: Accumulated Depreciation and Amortization	(308,233,204)	(290,984,763)	(304,223)	(16,944,219)
<b>Total Capital Assets</b>	<b>176,633,440</b>	<b>179,688,608</b>	<b>163,141</b>	<b>(3,218,309)</b>
<b>INTANGIBLE ASSETS / GOODWILL - NET</b>	<b>-</b>	<b>5,174</b>	<b>66,358</b>	<b>(71,532)</b>
<b>RESTRICTED ASSETS:</b>				
Restricted Assets Held by Trustee	2,370,723	3,849,297	-	(1,478,574)
Restricted Assets Held in Endowment	6,375,569	6,285,946	-	89,623
Restricted TPC, LLC	593,971	522,753	-	71,218
Restricted MCH West Texas Services	2,255,728	2,232,525	-	23,203
Pension, Deferred Outflows of Resources	6,438,549	33,175,595	-	(26,737,046)
Assets whose use is Limited	69,426	-	29,000	40,426
<b>TOTAL ASSETS</b>	<b>\$ 375,205,970</b>	<b>\$ 357,962,448</b>	<b>\$ 6,818,736</b>	<b>\$ 10,424,786</b>
<b>LIABILITIES AND FUND BALANCE</b>				
<b>CURRENT LIABILITIES:</b>				
Current Maturities of Long-Term Debt	\$ 2,035,380	\$ 4,655,041	\$ -	\$ (2,619,661)
Self-Insurance Liability - Current Portion	3,179,304	3,179,304	-	-
Accounts Payable	30,707,358	24,068,706	435,734	6,202,918
A/R Credit Balances	4,064,002	4,964,667	-	(900,665)
Accrued Interest	32,015	41,791	-	(9,776)
Accrued Salaries and Wages	7,863,491	7,972,237	5,882,159	(5,990,906)
Accrued Compensated Absences	4,182,624	3,848,446	-	334,178
Due to Third Party Payors	4,217,493	2,717,814	-	1,499,679
Deferred Revenue	523,048	348,543	533,674	(359,169)
<b>Total Current Liabilities</b>	<b>56,804,714</b>	<b>51,796,549</b>	<b>6,851,567</b>	<b>(1,843,402)</b>
ACCRUED POST RETIREMENT BENEFITS	59,555,276	82,062,701	-	(22,507,425)
SELF-INSURANCE LIABILITIES - Less Current Portion	2,037,980	2,037,980	-	-
LONG-TERM DEBT - Less Current Maturities	69,162,757	40,085,043	-	29,077,713
<b>Total Liabilities</b>	<b>187,560,727</b>	<b>175,982,273</b>	<b>6,851,567</b>	<b>4,726,886</b>
<b>FUND BALANCE</b>	<b>187,645,243</b>	<b>181,980,174</b>	<b>(32,831)</b>	<b>5,697,900</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 375,205,970</b>	<b>\$ 357,962,448</b>	<b>\$ 6,818,736</b>	<b>\$ 10,424,786</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Inpatient Revenue	\$ 49,929,406	\$ 53,827,500	-7.2%	\$ 48,196,999	3.6%	\$ 588,872,268	\$ 665,828,773	-11.6%	\$ 641,785,360	-8.2%
Outpatient Revenue	50,733,504	55,722,235	-9.0%	57,386,230	-11.6%	621,102,007	689,421,476	-9.9%	694,323,724	-10.5%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 100,662,910</b>	<b>\$ 109,549,735</b>	<b>-8.1%</b>	<b>\$ 105,583,229</b>	<b>-4.7%</b>	<b>\$ 1,209,974,276</b>	<b>\$ 1,355,250,249</b>	<b>-10.7%</b>	<b>\$ 1,336,109,085</b>	<b>-9.4%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 60,223,015	\$ 64,580,126	-6.7%	\$ 61,927,138	-2.8%	\$ 710,323,414	\$ 798,730,244	-11.1%	\$ 809,989,338	-12.3%
Policy Adjustments	2,423,834	1,523,942	59.1%	1,719,711	40.9%	17,704,073	18,449,280	-4.0%	20,195,446	-12.3%
Uninsured Discount	9,213,635	7,559,222	21.9%	15,245,326	-39.6%	146,485,622	96,441,112	51.9%	119,328,329	22.8%
Indigent	1,188,517	1,477,926	-19.6%	4,166,713	-71.5%	15,351,348	18,295,971	-16.1%	19,540,309	-21.4%
Provision for Bad Debts	3,266,004	9,388,255	-65.2%	8,187,002	-60.1%	76,338,905	116,220,071	-34.3%	92,613,845	-17.6%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 76,315,006</b>	<b>\$ 84,529,471</b>	<b>-9.7%</b>	<b>\$ 91,245,891</b>	<b>-16.4%</b>	<b>\$ 966,203,363</b>	<b>\$ 1,048,136,678</b>	<b>-7.8%</b>	<b>\$ 1,061,667,266</b>	<b>-9.0%</b>
	<b>75.81%</b>	<b>77.16%</b>		<b>86.42%</b>		<b>79.85%</b>	<b>77.34%</b>		<b>79.46%</b>	
<b><u>OTHER PATIENT REVENUE</u></b>										
Medicaid Supplemental Payments	\$ 1,531,758	\$ 960,130	59.5%	\$ 4,338,909	-64.7%	\$ 22,748,223	11,521,681	97.4%	\$ 7,844,384	190.0%
DSRIP	4,579,819	479,462	855.2%	(2,008,783)	-328.0%	13,421,652	5,753,511	133.3%	8,679,455	54.6%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	26,554	-100.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 6,111,577</b>	<b>\$ 1,439,592</b>	<b>324.5%</b>	<b>\$ 2,330,125</b>	<b>162.3%</b>	<b>\$ 36,169,875</b>	<b>\$ 17,275,192</b>	<b>109.4%</b>	<b>\$ 16,550,393</b>	<b>118.5%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 30,459,481</b>	<b>\$ 26,459,856</b>	<b>15.1%</b>	<b>\$ 16,667,464</b>	<b>82.7%</b>	<b>\$ 279,940,788</b>	<b>\$ 324,388,763</b>	<b>-13.7%</b>	<b>\$ 290,992,211</b>	<b>-3.8%</b>
<b><u>OTHER REVENUE</u></b>										
Tax Revenue	\$ 4,813,580	\$ 6,234,590	-22.8%	\$ 5,080,433	-5.3%	\$ 59,344,095	\$ 73,897,971	-19.7%	\$ 69,844,772	-15.0%
Other Revenue	738,018	1,256,678	-41.3%	807,024	-8.6%	10,036,495	11,725,568	-14.4%	10,494,615	-4.4%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 5,551,599</b>	<b>\$ 7,491,268</b>	<b>-25.9%</b>	<b>\$ 5,887,457</b>	<b>-5.7%</b>	<b>\$ 69,380,590</b>	<b>\$ 85,623,539</b>	<b>-19.0%</b>	<b>\$ 80,339,386</b>	<b>-13.6%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 36,011,079</b>	<b>\$ 33,951,124</b>	<b>6.1%</b>	<b>\$ 22,554,921</b>	<b>59.7%</b>	<b>\$ 349,321,377</b>	<b>\$ 410,012,302</b>	<b>-14.8%</b>	<b>\$ 371,331,598</b>	<b>-5.9%</b>
<b><u>OPERATING EXPENSES</u></b>										
Salaries and Wages	\$ 12,695,469	\$ 13,596,656	-6.6%	\$ 13,221,961	-4.0%	\$ 154,432,025	\$ 165,199,641	-6.5%	\$ 159,229,739	-3.0%
Benefits	1,971,982	2,992,606	-34.1%	7,560,672	-73.9%	30,176,232	36,197,391	-16.6%	37,450,190	-19.4%
Temporary Labor	781,585	991,521	-21.2%	1,245,907	-37.3%	9,586,086	11,506,704	-16.7%	13,300,826	-27.9%
Physician Fees	1,411,062	1,173,198	20.3%	1,443,470	-2.2%	17,643,669	14,206,109	24.2%	15,644,232	12.8%
Texas Tech Support	1,253,735	1,083,337	15.7%	626,949	100.0%	12,548,056	13,000,000	-3.5%	11,754,896	6.7%
Purchased Services	2,500,427	4,813,554	-48.1%	6,298,143	-60.3%	53,168,083	59,737,223	-11.0%	58,058,045	-8.4%
Supplies	4,034,070	5,110,383	-21.1%	3,898,590	3.5%	54,436,957	62,838,307	-13.4%	58,395,370	-6.8%
Utilities	328,204	369,721	-11.2%	318,866	2.9%	3,908,382	4,304,616	-11.8%	3,894,687	0.4%
Repairs and Maintenance	903,199	752,469	20.0%	756,059	19.5%	8,420,612	9,040,127	-6.9%	9,147,285	-7.9%
Leases and Rent	133,328	118,140	12.9%	124,591	7.0%	1,765,761	1,413,407	24.9%	1,535,800	15.0%
Insurance	140,785	183,849	-23.4%	(563,107)	-125.0%	1,761,039	2,205,839	-20.2%	920,921	91.2%
Interest Expense	27,167	243,739	-88.9%	210,732	-87.1%	2,746,777	2,965,565	-7.4%	3,054,239	-10.1%
ECHDA	162,852	279,005	-41.6%	1,377,331	-88.2%	3,169,481	3,348,104	-5.3%	4,435,016	-28.5%
Other Expense	218,350	400,741	-45.5%	285,819	-23.6%	1,717,482	4,971,182	-65.5%	2,069,602	-17.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 26,562,214</b>	<b>\$ 32,108,919</b>	<b>-17.3%</b>	<b>\$ 36,805,983</b>	<b>-27.8%</b>	<b>\$ 355,480,641</b>	<b>\$ 391,060,215</b>	<b>-9.1%</b>	<b>\$ 378,890,849</b>	<b>-6.2%</b>
Depreciation/Amortization	\$ 1,542,307	\$ 1,554,777	-0.8%	\$ 1,341,237	15.0%	\$ 18,540,768	\$ 18,971,760	-2.3%	\$ 18,696,214	-0.8%
(Gain) Loss on Sale of Assets	(474,907)	-	0.0%	9,464	-5118.1%	(467,002)	-	0.0%	20,821	-2343.0%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 27,629,614</b>	<b>\$ 33,663,696</b>	<b>-17.9%</b>	<b>\$ 38,156,684</b>	<b>-27.6%</b>	<b>\$ 373,554,407</b>	<b>\$ 410,031,975</b>	<b>-8.9%</b>	<b>\$ 397,607,883</b>	<b>-6.0%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 8,381,465</b>	<b>\$ 287,428</b>	<b>-2816.0%</b>	<b>\$ (15,601,763)</b>	<b>153.7%</b>	<b>\$ (24,233,029)</b>	<b>\$ (19,673)</b>	<b>123079.4%</b>	<b>\$ (26,276,286)</b>	<b>-7.8%</b>
Operating Margin	23.27%	0.85%	2649.2%	-69.17%	-133.6%	-6.94%	0.00%	144480.5%	-7.08%	-2.0%
<b><u>NONOPERATING REVENUE/EXPENSE</u></b>										
Interest Income	\$ 21,197	\$ 84,833	-75.0%	\$ 54,497	-61.1%	\$ 749,713	\$ 1,017,975	-26.4%	\$ 1,287,459	-41.8%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,274,529	1,171,872	8.8%	1,408,658	-9.5%
Trauma Funds	-	-	0.0%	4,341	-100.0%	8,957	-	0.0%	4,341	0.0%
Donations	50,000	20,837	140.0%	340,060	-85.3%	303,000	250,000	21.2%	826,735	-63.3%
COVID-19 Stimulus	658,782	-	0.0%	-	0.0%	26,528,531	-	0.0%	-	0.0%
Underwriter Discount & Bond Costs	(738,213)	-	0.0%	-	0.0%	(738,213)	-	0.0%	-	0.0%
Build America Bonds Subsidy	-	79,272	-100.0%	82,117	-100.0%	872,245	951,319	-8.3%	983,111	-11.3%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 8,373,231</b>	<b>\$ 472,370</b>	<b>1672.6%</b>	<b>\$ (15,120,748)</b>	<b>-155.4%</b>	<b>\$ 4,765,733</b>	<b>\$ 3,371,493</b>	<b>41.4%</b>	<b>\$ (21,765,982)</b>	<b>-121.9%</b>
Unrealized Gain/(Loss) on Investments	\$ (998)	\$ (6,626)	0.0%	\$ 193,547	-100.5%	\$ 85,159	\$ (79,468)	0.0%	\$ 430,158	-80.2%
Investment in Subsidiaries	8,133	59,745	-86.4%	16,140	-49.6%	847,008	716,962	18.1%	588,121	44.0%
<b>CHANGE IN NET POSITION</b>	<b>\$ 8,380,366</b>	<b>\$ 525,489</b>	<b>-1494.8%</b>	<b>\$ (14,911,061)</b>	<b>156.2%</b>	<b>\$ 5,697,901</b>	<b>\$ 4,008,987</b>	<b>-42.1%</b>	<b>\$ (20,747,702)</b>	<b>-127.5%</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Inpatient Revenue	\$ 49,929,406	\$ 53,827,500	-7.2%	\$ 48,196,999	3.6%	\$ 588,872,268	\$ 665,828,773	-11.6%	\$ 641,785,360	-8.2%
Outpatient Revenue	38,947,521	44,442,063	-12.4%	46,490,999	-16.2%	489,265,488	551,029,635	-11.2%	558,042,719	-12.3%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 88,876,926</b>	<b>\$ 98,269,563</b>	<b>-9.6%</b>	<b>\$ 94,687,998</b>	<b>-6.1%</b>	<b>\$ 1,078,137,757</b>	<b>\$ 1,216,858,408</b>	<b>-11.4%</b>	<b>\$ 1,199,828,080</b>	<b>-10.1%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 55,238,085	\$ 58,974,671	-6.3%	\$ 58,253,532	-5.2%	\$ 650,655,774	\$ 730,095,512	-10.9%	\$ 744,217,796	-12.6%
Policy Adjustments	62,944	235,648	-73.3%	86,316	-27.1%	1,429,006	2,649,325	-46.1%	2,264,001	-36.9%
Uninsured Discount	8,529,787	7,231,725	17.9%	14,484,650	-41.1%	138,296,978	92,428,142	49.6%	112,280,507	23.2%
Indigent Care	1,184,350	1,466,234	-19.2%	4,201,436	-71.8%	15,085,174	18,156,265	-16.9%	19,455,634	-22.5%
Provision for Bad Debts	3,077,828	9,097,993	-66.2%	7,374,936	-58.3%	66,604,142	112,659,202	-40.9%	89,004,660	-25.2%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 68,092,994</b>	<b>\$ 77,006,271</b>	<b>-11.6%</b>	<b>\$ 84,400,870</b>	<b>-19.3%</b>	<b>\$ 872,071,074</b>	<b>\$ 955,988,446</b>	<b>-8.8%</b>	<b>\$ 967,222,599</b>	<b>-9.8%</b>
	<b>76.61%</b>	<b>78.36%</b>		<b>89.14%</b>		<b>80.89%</b>	<b>78.56%</b>		<b>80.61%</b>	
<b>OTHER PATIENT REVENUE</b>										
Medicaid Supplemental Payments	\$ 1,531,758	\$ 960,130	59.5%	\$ 4,338,909	-64.7%	\$ 22,748,223	\$ 11,521,681	97.4%	\$ 7,844,384	190.0%
DSRIP	4,579,819	479,462	855.2%	(2,008,783)	-328.0%	13,421,652	5,753,511	133.3%	8,679,455	54.6%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	26,554	-100.0%
<b>TOTAL OTHER PATIENT REVENUE</b>	<b>\$ 6,111,577</b>	<b>\$ 1,439,592</b>	<b>324.5%</b>	<b>\$ 2,330,125</b>	<b>162.3%</b>	<b>\$ 36,169,875</b>	<b>\$ 17,275,192</b>	<b>109.4%</b>	<b>\$ 16,550,393</b>	<b>118.5%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 26,895,509</b>	<b>\$ 22,702,884</b>	<b>18.5%</b>	<b>\$ 12,617,254</b>	<b>113.2%</b>	<b>\$ 242,236,557</b>	<b>\$ 278,145,154</b>	<b>-12.9%</b>	<b>\$ 249,155,874</b>	<b>-2.8%</b>
<b>OTHER REVENUE</b>										
Tax Revenue	\$ 4,813,580	\$ 6,234,590	-22.8%	\$ 5,080,433	-5.3%	\$ 59,344,095	\$ 73,897,971	-19.7%	\$ 69,844,772	-15.0%
Other Revenue	569,277	1,068,431	-46.7%	676,284	-15.8%	7,518,483	9,444,432	-20.4%	8,633,968	-12.9%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 5,382,858</b>	<b>\$ 7,303,021</b>	<b>-26.3%</b>	<b>\$ 5,756,717</b>	<b>-6.5%</b>	<b>\$ 66,862,578</b>	<b>\$ 83,342,403</b>	<b>-19.8%</b>	<b>\$ 78,478,740</b>	<b>-14.8%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 32,278,367</b>	<b>\$ 30,005,905</b>	<b>7.6%</b>	<b>\$ 18,373,971</b>	<b>75.7%</b>	<b>\$ 309,099,135</b>	<b>\$ 361,487,557</b>	<b>-14.5%</b>	<b>\$ 327,634,614</b>	<b>-5.7%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 8,585,723	\$ 9,513,854	-9.8%	\$ 9,538,845	-10.0%	\$ 109,562,500	\$ 116,460,056	-5.9%	\$ 114,337,580	-4.2%
Benefits	1,643,002	2,643,385	-37.8%	7,211,447	-77.2%	25,822,648	31,552,923	-18.2%	32,989,362	-21.7%
Temporary Labor	611,250	226,315	170.1%	683,893	-10.6%	5,074,731	2,324,177	118.3%	6,759,063	-24.9%
Physician Fees	1,302,392	1,004,939	29.6%	1,252,582	4.0%	15,741,585	12,167,820	29.4%	13,623,880	15.5%
Texas Tech Support	1,253,735	1,083,337	15.7%	626,949	100.0%	12,548,056	13,000,000	-3.5%	11,754,896	6.7%
Purchased Services	2,594,244	4,763,698	-45.5%	6,115,002	-57.6%	51,905,086	57,863,383	-10.3%	55,191,839	-6.0%
Supplies	3,901,701	4,966,833	-21.4%	3,733,989	4.5%	52,917,553	61,079,750	-13.4%	56,615,889	-6.5%
Utilities	327,516	366,211	-10.6%	313,256	4.6%	3,885,639	4,391,396	-11.5%	3,842,813	1.1%
Repairs and Maintenance	903,199	751,602	20.2%	755,684	19.5%	8,419,062	9,029,294	-6.8%	9,142,769	-7.9%
Leases and Rentals	(25,288)	(51,179)	-50.6%	(51,269)	-50.7%	(234,878)	(614,885)	-61.8%	(568,171)	-58.7%
Insurance	95,299	134,758	-29.3%	(608,670)	-115.7%	1,204,376	1,617,371	-25.5%	323,888	271.8%
Interest Expense	27,167	243,739	-88.9%	210,732	-87.1%	2,746,777	2,965,565	-7.4%	3,054,239	-10.1%
ECHDA	162,852	279,005	-41.6%	1,377,331	-88.2%	3,169,481	3,348,104	-5.3%	4,435,016	-28.5%
Other Expense	136,617	341,886	-60.0%	232,645	-41.3%	1,002,027	4,109,258	-75.6%	1,322,466	-24.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 21,519,410</b>	<b>\$ 26,268,383</b>	<b>-18.1%</b>	<b>\$ 31,392,415</b>	<b>-31.5%</b>	<b>\$ 293,764,644</b>	<b>\$ 319,294,212</b>	<b>-8.0%</b>	<b>\$ 312,825,527</b>	<b>-6.1%</b>
Depreciation/Amortization	\$ 1,535,113	\$ 1,537,334	-0.1%	\$ 1,323,132	16.0%	\$ 18,382,752	\$ 18,755,253	-2.0%	\$ 18,459,967	-0.4%
(Gain)/Loss on Disposal of Assets	(473,727)	-	0.0%	9,464	-5105.6%	(471,955)	-	100.0%	20,821	-2366.7%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 22,580,796</b>	<b>\$ 27,805,717</b>	<b>-18.8%</b>	<b>\$ 32,725,011</b>	<b>-31.0%</b>	<b>\$ 311,675,441</b>	<b>\$ 338,049,465</b>	<b>-7.8%</b>	<b>\$ 331,306,315</b>	<b>-5.9%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ 9,697,571</b>	<b>\$ 2,200,188</b>	<b>340.8%</b>	<b>\$ (14,351,041)</b>	<b>167.6%</b>	<b>\$ (2,576,306)</b>	<b>\$ 23,438,092</b>	<b>-111.0%</b>	<b>\$ (3,671,701)</b>	<b>-29.8%</b>
Operating Margin	30.04%	7.33%	309.7%	-78.11%	-138.5%	-0.83%	6.48%	-112.9%	-1.12%	-25.6%
<b>NONOPERATING REVENUE/EXPENSE</b>										
Interest Income	\$ 21,197	\$ 84,833	-75.0%	\$ 54,497	-61.1%	\$ 749,713	\$ 1,017,975	-26.4%	\$ 1,287,459	-41.8%
Tobacco Settlement	-	-	0.0%	-	0.0%	1,274,529	1,171,872	8.8%	1,408,658	-9.5%
Trauma Funds	-	-	0.0%	4,341	-100.0%	8,957	-	0.0%	4,341	106.3%
Donations	50,000	20,837	140.0%	340,060	-85.3%	303,000	250,000	21.2%	826,735	-63.3%
COVID-19 Stimulus	658,782	-	0.0%	-	0.0%	25,370,211	-	-	-	0.0%
Underwriter Discount & Bond Costs	(738,213)	-	0.0%	-	0.0%	(738,213)	-	-	-	0.0%
Build America Bonds Subsidy	-	79,272	-100.0%	82,117	-100.0%	872,245	951,319	-8.3%	983,111	-11.3%
<b>CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION</b>	<b>\$ 9,689,336</b>	<b>\$ 2,385,130</b>	<b>306.2%</b>	<b>\$ (13,870,025)</b>	<b>-169.9%</b>	<b>\$ 25,264,136</b>	<b>\$ 26,829,258</b>	<b>-5.8%</b>	<b>\$ 838,602</b>	<b>2912.6%</b>
Procure Capital Contribution	(1,316,105)	(1,912,760)	-31.2%	(1,211,635)	8.6%	(20,498,403)	(23,457,765)	-12.6%	(22,604,584)	-9.3%
<b>CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY</b>	<b>\$ 8,373,231</b>	<b>\$ 472,370</b>	<b>1672.6%</b>	<b>\$ (15,081,660)</b>	<b>-155.5%</b>	<b>\$ 4,765,734</b>	<b>\$ 3,371,493</b>	<b>41.4%</b>	<b>\$ (21,765,982)</b>	<b>-121.9%</b>
Unrealized Gain/(Loss) on Investments	\$ (998)	\$ (6,626)	-84.9%	\$ 193,547	-100.5%	\$ 85,159	\$ (79,468)	-207.2%	\$ 430,158	-80.2%
Investment in Subsidiaries	8,133	59,745	-86.4%	16,140	-49.6%	847,008	716,962	18.1%	588,121	44.0%
<b>CHANGE IN NET POSITION</b>	<b>\$ 8,380,366</b>	<b>\$ 525,489</b>	<b>-1494.8%</b>	<b>\$ (14,871,974)</b>	<b>156.4%</b>	<b>\$ 5,697,901</b>	<b>\$ 4,008,987</b>	<b>-42.1%</b>	<b>\$ (20,747,702)</b>	<b>-127.5%</b>

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ 11,785,983	\$ 11,280,172	4.5%	\$ 10,895,231	8.2%	\$ 131,836,519	\$ 138,391,841	-4.7%	\$ 136,281,005	-3.3%
<b>TOTAL PATIENT REVENUE</b>	\$ 11,785,983	\$ 11,280,172	4.5%	\$ 10,895,231	8.2%	\$ 131,836,519	\$ 138,391,841	-4.7%	\$ 136,281,005	-3.3%
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 4,984,931	\$ 5,605,455	-11.1%	\$ 3,673,607	35.7%	\$ 59,667,640	\$ 68,634,732	-13.1%	\$ 65,771,542	-9.3%
Policy Adjustments	2,360,890	1,288,294	83.3%	1,633,395	44.5%	16,275,068	15,799,955	3.0%	17,931,444	-9.2%
Uninsured Discount	683,848	327,497	108.8%	760,676	-10.1%	8,188,644	4,012,970	104.1%	7,047,822	16.2%
Indigent	4,168	11,692	-64.4%	(34,723)	-112.0%	266,174	139,706	90.5%	84,675	214.3%
Provision for Bad Debts	188,176	290,262	-35.2%	812,066	-76.8%	9,734,764	3,560,869	173.4%	3,609,184	169.7%
<b>TOTAL REVENUE DEDUCTIONS</b>	\$ 8,222,012	\$ 7,523,200	9.3%	\$ 6,845,021	20.1%	\$ 94,132,289	\$ 92,148,232	2.2%	\$ 94,444,667	-0.3%
	69.76%	66.69%		62.83%		71.40%	66.59%		69.30%	
Medicaid Supplemental Payments	\$ -	\$ -		\$ -		-	-		\$ -	#DIV/0!
<b>NET PATIENT REVENUE</b>	\$ 3,563,971	\$ 3,756,972	-5.1%	\$ 4,050,210	-12.0%	\$ 37,704,231	\$ 46,243,609	-18.5%	\$ 41,836,338	-9.9%
						28.6%				
<b>OTHER REVENUE</b>										
Other Income	\$ 168,741	\$ 188,247	-10.4%	\$ 130,740	29.1%	\$ 2,518,012	\$ 2,281,136	10.4%	\$ 1,860,646	35.3%
<b>TOTAL OTHER REVENUE</b>										
<b>NET OPERATING REVENUE</b>	\$ 3,732,712	\$ 3,945,219	-5.4%	\$ 4,180,950	-10.7%	\$ 40,222,242	\$ 48,524,745	-17.1%	\$ 43,696,984	-8.0%
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ 4,109,746	\$ 4,082,802	0.7%	\$ 3,683,117	11.6%	\$ 44,869,524	\$ 48,739,585	-7.9%	\$ 44,892,159	-0.1%
Benefits	328,980	349,221	-5.8%	349,225	-5.8%	4,353,584	4,644,468	-6.3%	4,460,828	-2.4%
Temporary Labor	170,335	765,206	-77.7%	562,015	-69.7%	4,511,354	9,182,527	-50.9%	6,541,763	-31.0%
Physician Fees	108,670	168,259	-35.4%	190,888	-43.1%	1,902,083	2,038,289	-6.7%	2,020,353	-5.9%
Purchased Services	(93,817)	49,856	-288.2%	183,141	-151.2%	1,262,998	1,873,840	-32.6%	2,866,206	-55.9%
Supplies	132,368	143,550	-7.8%	164,601	-19.6%	1,519,404	1,758,557	-13.6%	1,779,482	-14.6%
Utilities	688	3,510	-80.4%	5,610	-87.7%	22,743	39,220	-42.0%	51,874	-56.2%
Repairs and Maintenance	-	867	-100.0%	375	-100.0%	1,550	10,833	-85.7%	4,516	-65.7%
Leases and Rentals	158,616	169,319	-6.3%	175,860	-9.8%	2,000,639	2,028,292	-1.4%	2,103,971	-4.9%
Insurance	45,486	49,091	-7.3%	45,563	-0.2%	556,663	588,468	-5.4%	597,034	-6.8%
Other Expense	81,733	58,855	38.9%	53,174	53.7%	715,455	861,924	-17.0%	747,136	-4.2%
<b>TOTAL OPERATING EXPENSES</b>	\$ 5,042,804	\$ 5,840,536	-13.7%	\$ 5,413,568	-6.8%	\$ 61,715,997	\$ 71,766,003	-14.0%	\$ 66,065,322	-6.6%
Depreciation/Amortization	\$ 7,193	\$ 17,443	-58.8%	\$ 18,105	-60.3%	\$ 158,016	\$ 216,507	-27.0%	\$ 236,247	-33.1%
(Gain)/Loss on Sale of Assets	(1,180)	-	0.0%	-	0.0%	4,952	-	0.0%	-	0.0%
<b>TOTAL OPERATING COSTS</b>	\$ 5,048,818	\$ 5,857,979	-13.8%	\$ 5,431,673	-7.0%	\$ 61,878,965	\$ 71,982,510	-14.0%	\$ 66,301,568	-6.7%
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	\$ (1,316,105)	\$ (1,912,760)	31.2%	\$ (1,250,723)	5.2%	\$ (21,656,723)	\$ (23,457,765)	7.7%	\$ (22,604,584)	4.2%
Operating Margin	-35.26%	-48.48%	-27.3%	-29.91%	17.9%	-53.84%	-48.34%	11.4%	-51.73%	4.1%
COVID-19 Stimulus	\$ -	\$ -		\$ -	0.0%	\$ 1,158,320	\$ -	0.0%	\$ -	0.0%
MCH Contribution	\$ 1,316,105	\$ 1,912,760	-31.2%	\$ 1,250,723	5.2%	\$ 20,498,403	\$ 23,457,765	-12.6%	\$ 22,604,584	-9.3%
<b>CAPITAL CONTRIBUTION</b>	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%

**MONTHLY STATISTICAL REPORT**

	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	8,387	8,957	-6.36%	9,538	-12.07%	105,123	116,757	-9.96%	119,230	-11.83%
Total Hospital Visits	5,049	4,991	1.16%	4,881	3.44%	59,992	59,471	0.88%	64,570	-7.09%
Total Procedures	9,826	11,243	-12.60%	11,189	-12.18%	127,674	130,896	-2.46%	141,885	-10.02%
Total Surgeries	673	801	-15.98%	861	-21.84%	9,013	9,670	-6.79%	10,877	-17.14%
Total Provider FTE's	87.9	91.4	-3.87%	78.9	11.36%	84.8	91.4	-7.21%	82.9	2.31%
Total Staff FTE's	95.6	136.3	-29.84%	116.3	-17.78%	101.3	136.3	-25.66%	118.6	-14.56%
Total Administrative FTE's	12.4	13.0	-4.74%	10.9	13.62%	12.2	13.0	-5.89%	11.4	7.71%
Total FTE's	195.9	240.7	-18.62%	206.1	-4.96%	198.4	240.7	-17.59%	212.8	-6.80%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b><u>PATIENT REVENUE</u></b>										
Outpatient Revenue	\$ 463,195	\$ 431,875	7.3%	\$ 347,880	33.1%	\$ 3,991,895	\$ 5,333,857	-25.2%	\$ 4,998,808	-20.1%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ 463,195</b>	<b>\$ 431,875</b>	<b>7.3%</b>	<b>\$ 347,880</b>	<b>33.1%</b>	<b>\$ 3,991,895</b>	<b>\$ 5,333,857</b>	<b>-25.2%</b>	<b>\$ 4,998,808</b>	<b>-20.1%</b>
<b><u>DEDUCTIONS FROM REVENUE</u></b>										
Contractual Adjustments	\$ 265,518	\$ 30,862	760.3%	\$ (8,255)	-3316.5%	\$ 1,487,966	\$ 382,181	289.3%	\$ 288,463	415.8%
Self Pay Adjustments	75,453	6,441	1071.4%	(1,825)	-4234.9%	432,741	79,756	442.6%	22,154	1853.4%
Bad Debts	(21,866)	195,792	-111.2%	235,812	-109.3%	616,882	2,424,480	-74.6%	2,203,264	-72.0%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ 319,104</b>	<b>\$ 233,095</b>	<b>36.9%</b>	<b>\$ 225,732</b>	<b>41.4%</b>	<b>\$ 2,537,590</b>	<b>\$ 2,886,417</b>	<b>-12.1%</b>	<b>\$ 2,513,881</b>	<b>0.9%</b>
<b>NET PATIENT REVENUE</b>	<b>\$ 144,091</b>	<b>\$ 198,780</b>	<b>-27.5%</b>	<b>\$ 122,148</b>	<b>18.0%</b>	<b>\$ 1,454,305</b>	<b>\$ 2,447,440</b>	<b>-40.6%</b>	<b>\$ 2,484,927</b>	<b>-41.5%</b>
<b><u>OTHER REVENUE</u></b>										
FHC Other Revenue	\$ 3,075	\$ 7,844	0.0%	\$ 21,053	-85.4%	\$ 322,859	\$ 94,150	0.0%	\$ 157,347	105.2%
<b>TOTAL OTHER REVENUE</b>	<b>\$ 3,075</b>	<b>\$ 7,844</b>	<b>-60.8%</b>	<b>\$ 21,053</b>	<b>-85.4%</b>	<b>\$ 322,859</b>	<b>\$ 94,150</b>	<b>242.9%</b>	<b>\$ 157,347</b>	<b>105.2%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 147,165</b>	<b>\$ 206,624</b>	<b>-28.8%</b>	<b>\$ 143,201</b>	<b>2.8%</b>	<b>\$ 1,777,164</b>	<b>\$ 2,541,590</b>	<b>-30.1%</b>	<b>\$ 2,642,275</b>	<b>-32.7%</b>
<b><u>OPERATING EXPENSE</u></b>										
Salaries and Wages	\$ 85,357	\$ 89,210	-4.3%	\$ 79,489	7.4%	\$ 852,617	\$ 1,101,786	-22.6%	\$ 1,039,264	-18.0%
Benefits	16,334	24,787	-34.1%	60,094	-72.8%	200,952	298,511	-32.7%	299,855	-33.0%
Physician Services	95,251	108,618	-12.3%	93,653	1.7%	1,029,709	1,341,500	-23.2%	1,231,455	-16.4%
Cost of Drugs Sold	7,547	8,546	-11.7%	4,257	77.3%	75,997	105,550	-28.0%	77,151	-1.5%
Supplies	5,677	5,761	-1.5%	7,775	-27.0%	48,777	70,461	-30.8%	70,978	-31.3%
Utilities	2,860	3,924	-27.1%	3,373	-15.2%	35,818	40,036	-10.5%	35,293	1.5%
Repairs and Maintenance	11,332	1,888	500.2%	-	0.0%	19,097	22,700	-15.9%	7,432	157.0%
Leases and Rentals	347	388	-10.6%	526	-34.1%	5,536	4,689	18.1%	5,376	3.0%
Other Expense	69,770	1,847	3677.5%	2,195	3078.9%	83,887	22,175	278.3%	18,702	348.5%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 294,476</b>	<b>\$ 244,969</b>	<b>20.2%</b>	<b>\$ 251,362</b>	<b>17.2%</b>	<b>\$ 2,352,389</b>	<b>\$ 3,007,408</b>	<b>-21.8%</b>	<b>\$ 2,785,505</b>	<b>-15.5%</b>
Depreciation/Amortization	\$ 4,081	\$ 5,031	-18.9%	\$ 4,823	-15.4%	\$ 54,368	\$ 61,420	-11.5%	\$ 59,925	-9.3%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 298,557</b>	<b>\$ 250,000</b>	<b>19.4%</b>	<b>\$ 256,186</b>	<b>16.5%</b>	<b>\$ 2,406,757</b>	<b>\$ 3,068,828</b>	<b>-21.6%</b>	<b>\$ 2,845,431</b>	<b>-15.4%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (151,391)</b>	<b>\$ (43,376)</b>	<b>-249.0%</b>	<b>\$ (112,985)</b>	<b>-34.0%</b>	<b>\$ (629,592)</b>	<b>\$ (527,238)</b>	<b>-19.4%</b>	<b>\$ (203,156)</b>	<b>209.9%</b>
Operating Margin	-102.87%	-20.99%	390.0%	-78.90%	30.4%	-35.43%	-20.74%	70.8%	-7.69%	360.8%

	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	1,321	1,130	16.9%	1,171	12.8%	11,557	13,974	-17.3%		0.0%
Average Revenue per Office Visit	350.64	382.19	-8.3%	297.08	18.0%	345.41	381.70	-9.5%	355.96	-3.0%
Hospital FTE's (Salaries and Wages)	19.4	23.7	-18.2%	19.9	-2.5%	16.8	24.0	-29.9%	22.0	-23.8%

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

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
<b>PATIENT REVENUE</b>										
Outpatient Revenue	\$ (1,253)	\$ 146,278	-100.9%	\$ 152,721	-100.8%	\$ 1,797,787	\$ 1,814,854	-0.9%	\$ 2,281,805	-21.2%
<b>TOTAL PATIENT REVENUE</b>	<b>\$ (1,253)</b>	<b>\$ 146,278</b>	<b>-100.9%</b>	<b>\$ 152,721</b>	<b>-100.8%</b>	<b>\$ 1,797,787</b>	<b>\$ 1,814,854</b>	<b>-0.9%</b>	<b>\$ 2,281,805</b>	<b>-21.2%</b>
<b>DEDUCTIONS FROM REVENUE</b>										
Contractual Adjustments	\$ 1,299	\$ (45,658)	-102.8%	\$ (7,396)	-117.6%	\$ 631,850	\$ (565,371)	-211.8%	\$ (70,142)	-1000.8%
Self Pay Adjustments	(6,019)	(7,248)	-17.0%	(4,495)	33.9%	172,680	(89,720)	-292.5%	(25,934)	-765.8%
Bad Debts	(6,270)	217,720	-102.9%	109,152	-105.7%	443,314	2,695,997	-83.6%	1,548,968	-71.4%
<b>TOTAL REVENUE DEDUCTIONS</b>	<b>\$ (10,991)</b>	<b>\$ 164,814</b>	<b>-106.7%</b>	<b>\$ 97,261</b>	<b>-111.3%</b>	<b>\$ 1,247,844</b>	<b>\$ 2,040,906</b>	<b>-38.9%</b>	<b>\$ 1,452,893</b>	<b>-14.1%</b>
	<b>876.81%</b>	<b>112.67%</b>		<b>63.69%</b>		<b>69.41%</b>	<b>112.46%</b>		<b>63.67%</b>	
<b>NET PATIENT REVENUE</b>	<b>\$ 9,737</b>	<b>\$ (18,536)</b>	<b>-152.5%</b>	<b>\$ 55,460</b>	<b>-82.4%</b>	<b>\$ 549,943</b>	<b>\$ (226,052)</b>	<b>-343.3%</b>	<b>\$ 828,912</b>	<b>-33.7%</b>
<b>OTHER REVENUE</b>										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
<b>TOTAL OTHER REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>NET OPERATING REVENUE</b>	<b>\$ 9,737</b>	<b>\$ (18,536)</b>	<b>-152.5%</b>	<b>\$ 55,460</b>	<b>-82.4%</b>	<b>\$ 549,943</b>	<b>\$ (226,052)</b>	<b>-343.3%</b>	<b>\$ 828,912</b>	<b>-33.7%</b>
<b>OPERATING EXPENSE</b>										
Salaries and Wages	\$ -	\$ 31,260	-100.0%	\$ 37,487	-100.0%	\$ 289,648	\$ 387,846	-25.3%	\$ 387,383	-25.2%
Benefits	-	8,685	-100.0%	28,340	-100.0%	68,267	105,080	-35.0%	111,770	-38.9%
Physician Services	-	58,597	-100.0%	31,949	-100.0%	477,147	727,000	-34.4%	483,558	-1.3%
Cost of Drugs Sold	(3,458)	1,576	-319.4%	115	-3098.3%	27,129	19,565	38.7%	28,936	-6.2%
Supplies	(1,091)	3,491	-131.2%	3,744	-129.1%	9,595	42,885	-77.6%	50,708	-81.1%
Utilities	2,221	3,110	-28.6%	5,395	-58.8%	35,432	35,588	-0.4%	33,973	4.3%
Repairs and Maintenance	-	-	0.0%	-	100.0%	63	-	0.0%	-	100.0%
Other Expense	-	4	-100.0%	-	0.0%	-	81	-100.0%	-	0.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ (2,327)</b>	<b>\$ 106,723</b>	<b>-102.2%</b>	<b>\$ 107,030</b>	<b>-102.2%</b>	<b>\$ 907,282</b>	<b>\$ 1,318,045</b>	<b>-31.2%</b>	<b>\$ 1,096,328</b>	<b>-17.2%</b>
Depreciation/Amortization	\$ 29,324	\$ 39,324	-25.4%	\$ 32,118	-8.7%	\$ 354,688	\$ 479,795	-26.1%	\$ 473,407	-25.1%
<b>TOTAL OPERATING COSTS</b>	<b>\$ 26,997</b>	<b>\$ 146,047</b>	<b>-81.5%</b>	<b>\$ 139,148</b>	<b>-80.6%</b>	<b>\$ 1,261,969</b>	<b>\$ 1,797,840</b>	<b>-29.8%</b>	<b>\$ 1,569,735</b>	<b>-19.6%</b>
<b>NET GAIN (LOSS) FROM OPERATIONS</b>	<b>\$ (17,260)</b>	<b>\$ (164,583)</b>	<b>-89.5%</b>	<b>\$ (83,688)</b>	<b>-79.4%</b>	<b>\$ (712,026)</b>	<b>\$ (2,023,892)</b>	<b>-64.8%</b>	<b>\$ (740,822)</b>	<b>-3.9%</b>
Operating Margin	-177.26%	887.91%	-120.0%	-150.90%	17.5%	-129.47%	895.32%	-114.5%	-89.37%	44.9%

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
Medical Visits	-	437	-100.0%	449	-100.0%	5,107	5,398	-5.4%	6,893	-25.9%
Optometry Visits	-	-	0.0%	-	0.0%	-	-	0.0%	1,115	-100.0%
Total Visits	-	437	-100.0%	449	-100.0%	5,107	5,398	-5.4%	8,008	0.0%
Average Revenue per Office Visit	-	334.73	-100.0%	340.14	-100.0%	352.02	336.21	4.7%	284.94	23.5%
Hospital FTE's (Salaries and Wages)	-	8.8	-100.0%	10.8	-100.0%	6.6	9.0	-27.0%	9.2	-28.8%

**ECTOR COUNTY HOSPITAL DISTRICT  
SEPTEMBER 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	\$ 35,750,505	40.2%	\$ 35,487,701	37.5%	\$ 416,240,566	38.6%	\$ 465,316,389	38.7%
Medicaid	8,280,808	9.3%	8,926,685	9.4%	124,386,442	11.5%	115,148,275	9.6%
Commercial	23,249,966	26.2%	27,265,549	28.8%	307,851,362	28.6%	343,814,389	28.7%
Self Pay	15,762,684	17.7%	19,435,237	20.5%	191,715,643	17.8%	226,648,838	18.9%
Other	5,832,963	6.6%	3,572,826	3.8%	37,943,743	3.5%	48,900,189	4.1%
<b>TOTAL</b>	<b>\$ 88,876,926</b>	<b>100.0%</b>	<b>\$ 94,687,998</b>	<b>100.0%</b>	<b>\$ 1,078,137,757</b>	<b>100.0%</b>	<b>\$ 1,199,828,080</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 6,964,163	43.4%	\$ 6,747,810	40.1%	\$ 83,318,636	39.4%	\$ 90,124,618	38.9%
Medicaid	1,760,649	11.0%	1,843,842	10.9%	26,310,625	12.5%	26,221,957	11.3%
Commercial	5,173,564	32.2%	6,573,740	39.0%	78,264,362	37.1%	89,288,836	38.6%
Self Pay	1,147,895	7.1%	1,131,437	6.7%	13,011,818	6.2%	16,760,873	7.2%
Other	1,019,323	6.3%	557,621	3.3%	10,186,141	4.8%	9,178,800	4.0%
<b>TOTAL</b>	<b>\$ 16,065,595</b>	<b>100.0%</b>	<b>\$ 16,854,449</b>	<b>100.0%</b>	<b>\$ 211,091,582</b>	<b>100.0%</b>	<b>\$ 231,575,083</b>	<b>100.0%</b>

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

**REVENUE BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>	<b>GROSS REVENUE</b>	<b>%</b>
Medicare	\$ 79,227	17.1%	\$ 46,587	13.4%	\$ 728,262	18.2%	\$ 697,469	14.0%
Medicaid	177,196	38.2%	140,430	40.3%	1,517,361	38.0%	2,157,919	43.1%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	67,422	14.6%	69,438	20.0%	649,240	16.3%	961,493	19.2%
Self Pay	126,848	27.4%	90,327	26.0%	1,080,125	27.1%	1,167,864	23.4%
Other	12,502	2.7%	1,099	0.3%	16,907	0.4%	14,062	0.3%
<b>TOTAL</b>	<b>\$ 463,195</b>	<b>100.0%</b>	<b>\$ 347,880</b>	<b>100.0%</b>	<b>\$ 3,991,895</b>	<b>100.0%</b>	<b>\$ 4,998,808</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	<b>CURRENT MONTH</b>				<b>YEAR TO DATE</b>			
	<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>		<b>CURRENT YEAR</b>		<b>PRIOR YEAR</b>	
	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>	<b>PAYMENTS</b>	<b>%</b>
Medicare	\$ 31,433	24.6%	\$ 7,434	7.4%	\$ 464,174	34.6%	\$ 80,424	6.8%
Medicaid	53,087	41.7%	54,305	54.1%	463,127	34.8%	564,093	47.9%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	22,898	17.9%	21,621	21.6%	177,688	13.3%	318,670	27.1%
Self Pay	19,232	15.1%	16,850	16.8%	223,651	16.7%	212,534	18.1%
Other	921	0.7%	97	0.1%	7,646	0.6%	1,670	0.1%
<b>TOTAL</b>	<b>\$ 127,572</b>	<b>100.0%</b>	<b>\$ 100,307</b>	<b>100.0%</b>	<b>\$ 1,336,287</b>	<b>100.0%</b>	<b>\$ 1,177,390</b>	<b>100.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FAMILY HEALTH CLINIC WEST UNIVERSITY  
SEPTEMBER 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	\$ (799)	63.7%	\$ 43,314	28.4%	\$ 426,835	23.7%	\$ 482,271	21.1%
Medicaid	(262)	20.9%	\$ 35,848	23.5%	475,068	26.5%	724,722	31.8%
PHC	-	0.0%	\$ -	0.0%	-	0.0%	-	0.0%
Commercial	150	-12.0%	\$ 27,652	18.1%	371,573	20.7%	456,143	20.0%
Self Pay	(788)	62.9%	\$ 44,533	29.2%	519,795	28.8%	613,927	26.9%
Other	446	-35.5%	\$ 1,374	0.9%	4,516	0.3%	4,742	0.2%
<b>TOTAL</b>	<b>\$ (1,253)</b>	<b>100.0%</b>	<b>\$ 152,721</b>	<b>100.0%</b>	<b>\$ 1,797,787</b>	<b>100.0%</b>	<b>\$ 2,281,805</b>	<b>100.0%</b>

**PAYMENTS BY PAYOR**

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 2,078	32.4%	\$ 12,339	27.6%	\$ 139,014	27.5%	\$ 117,390	21.5%
Medicaid	2,653	41.5%	12,729	28.5%	156,040	30.9%	188,726	34.6%
PHC	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	682	10.7%	13,255	29.7%	112,703	22.3%	158,730	29.1%
Self Pay	985	15.4%	5,874	13.1%	95,492	18.9%	80,506	14.7%
Other	-	0.0%	504	1.1%	2,138	0.4%	742	0.1%
<b>TOTAL</b>	<b>\$ 6,399</b>	<b>100.0%</b>	<b>\$ 44,702</b>	<b>100.0%</b>	<b>\$ 505,388</b>	<b>100.0%</b>	<b>\$ 546,093</b>	<b>100.0%</b>

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

<u>Cash and Cash Equivalents</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 71,161,904	\$ -	\$ 71,161,904
Mission Fitness	357,312	-	357,312
Petty Cash	9,306	-	9,306
Dispro	-	1,182	1,182
General Liability	-	1,189	1,189
Professional Liability	-	838	838
Funded Worker's Compensation	-	647	647
Funded Depreciation	-	14,003,648	14,003,648
Designated Funds	-	642	642
	<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 71,528,522	<b>\$ 14,008,146</b>	<b>\$ 85,536,668</b>

<u>Investments</u>	<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -	\$ 5,401,000	\$ 5,401,000
Funded Depreciation	-	20,729,000	20,729,000
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	-	(4,539)	(4,539)
	<hr/>	<hr/>	<hr/>
Total Investments	\$ 23,622	\$ 37,766,461	<b>\$ 37,790,083</b>
Total Unrestricted Cash and Investments			<b>\$ 123,326,751</b>

<u>Restricted Assets</u>	<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,961	\$ -	\$ 4,961
Assets Held By Trustee - Debt Payment Reserves	2,365,762	-	2,365,762
Assets Held In Endowment-Board Designated	-	6,375,569	6,375,569
Restricted TPC, LLC-Equity Stake	593,971	-	593,971
Restricted MCH West Texas Services-Equity Stake	2,255,728	-	2,255,728
Total Restricted Assets	<hr/>	<hr/>	<hr/>
	\$ 5,220,422	\$ 6,375,569	<b>\$ 11,595,991</b>

Total Cash & Investments			<b><u><u>\$ 134,922,742</u></u></b>
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**ECTOR COUNTY HOSPITAL DISTRICT  
STATEMENT OF CASH FLOW  
SEPTEMBER 2020**

	<b>Hospital</b>	<b>Procure</b>	<b>Blended</b>
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ 5,697,901	-	\$ 5,697,901
Noncash Expenses:			
Depreciation and Amortization	16,922,280	93,469	17,015,749
Unrealized Gain/Loss on Investments	85,159	-	85,159
Accretion (Bonds)	36,374,585	-	36,374,585
Changes in Assets and Liabilities			
Patient Receivables, Net	9,733,902	(1,141,643)	8,592,260
Taxes Receivable/Deferred	2,321,650	(301,017)	2,020,633
Inventories, Prepaids and Other	4,649,359	(10,819)	4,638,540
Accounts Payable	2,366,031	2,936,222	5,302,253
Accrued Expenses	(4,130,667)	(1,576,262)	(5,706,929)
Due to Third Party Payors	1,499,679	-	1,499,679
Accrued Post Retirement Benefit Costs	4,229,621	-	4,229,621
Net Cash Provided by Operating Activities	<u>\$ 79,749,501</u>	<u>(50)</u>	<u>\$ 79,749,451</u>
Cash Flows from Investing Activities:			
Investments	\$ 6,404,473	-	\$ 6,404,473
Acquisition of Property and Equipment	<u>(13,725,909)</u>	<u>-</u>	<u>(13,725,909)</u>
Net Cash used by Investing Activities	<u>\$ (7,321,436)</u>	<u>-</u>	<u>\$ (7,321,436)</u>
Cash Flows from Financing Activities:			
Current Portion Debt	\$ (2,619,661)	-	\$ (2,619,661)
Intercompany Activities	\$ -	-	-
Net Repayment of Long-term Debt/Bond Issuance	<u>(7,296,872)</u>	<u>-</u>	<u>(7,296,872)</u>
Net Cash used by Financing Activities	<u>(9,916,533)</u>	<u>-</u>	<u>(9,916,533)</u>
Net Increase (Decrease) in Cash	62,511,532	(50)	62,511,482
Beginning Cash & Cash Equivalents @ 9/30/2019	<u>34,621,128</u>	<u>4,700</u>	<u>34,625,828</u>
Ending Cash & Cash Equivalents @ 9/30/2020	<u><u>\$ 97,132,659</u></u>	<u><u>\$ 4,650</u></u>	<u><u>\$ 97,137,309</u></u>
<hr/>			
<b>Balance Sheet</b>			
Cash and Cash Equivalents	\$ 85,536,668	4,650	\$ 85,541,318
Restricted Assets	<u>11,595,991</u>	<u>-</u>	<u>11,595,991</u>
Ending Cash & Cash Equivalents @ 9/30/2020	<u><u>\$ 97,132,659</u></u>	<u><u>4,650</u></u>	<u><u>\$ 97,137,309</u></u>

**ECTOR COUNTY HOSPITAL DISTRICT**  
**TAX COLLECTIONS**  
**FISCAL 2020**

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>	<u>VARIANCE</u>
<b><u>AD VALOREM</u></b>					
OCTOBER	\$ 357,473	\$ 1,510,369	\$ (1,152,896)	\$ 347,199	\$ 10,274
NOVEMBER	1,151,010	1,510,369	(359,359)	863,534	287,476
DECEMBER	3,300,400	1,510,369	1,790,031	3,052,335	248,065
JANUARY	4,845,249	1,510,369	3,334,880	4,374,472	470,777
FEBRUARY	6,455,075	1,510,369	4,944,706	5,039,715	1,415,360
MARCH	1,361,450	1,510,369	(148,919)	1,683,658	(322,208)
APRIL	271,564	1,510,369	(1,238,805)	315,850	(44,285)
MAY	254,701	1,510,369	(1,255,668)	163,395	91,307
JUNE	177,064	1,510,369	(1,333,305)	122,536	54,528
JULY	106,473	1,510,369	(1,403,896)	117,348	(10,875)
AUGUST	90,659	1,510,369	(1,419,710)	76,544	14,115
SEPTEMBER	239,875	1,510,372	(1,270,497)	35,093	204,783
SUB TOTAL	<u>18,610,993</u>	<u>18,124,431</u>	<u>486,562</u>	<u>16,191,676</u>	<u>2,419,317</u>
ACCRUAL	(6,429)	-	(6,429)	41,729	(48,158)
TOTAL	<u>\$ 18,604,564</u>	<u>\$ 18,124,431</u>	<u>\$ 480,133</u>	<u>\$ 16,233,405</u>	<u>\$ 2,371,158</u>
<b><u>SALES</u></b>					
OCTOBER	\$ 4,204,814	\$ 4,083,969	\$ 120,845	\$ 4,584,041	\$ (379,228)
NOVEMBER	4,143,047	4,109,569	33,478	4,601,483	(458,436)
DECEMBER	4,251,049	4,166,072	84,977	4,814,865	(563,815)
JANUARY	3,763,912	4,205,740	(441,828)	4,940,411	(1,176,499)
FEBRUARY	3,771,703	4,566,473	(794,770)	4,702,958	(931,255)
MARCH	3,855,612	4,638,267	(782,655)	4,472,410	(616,798)
APRIL	4,710,736	4,803,821	(93,085)	4,682,192	28,545
MAY	4,055,799	5,327,102	(1,271,303)	4,727,670	(671,871)
JUNE	2,958,862	4,547,671	(1,588,809)	4,245,339	(1,286,478)
JULY	2,762,363	5,145,245	(2,382,882)	4,297,275	(1,534,912)
AUGUST	3,102,488	5,455,393	(2,352,905)	4,243,196	(1,140,709)
SEPTEMBER	2,965,034	4,724,218	(1,759,184)	3,327,479	(362,445)
SUB TOTAL	<u>44,545,418</u>	<u>55,773,540</u>	<u>(11,228,122)</u>	<u>53,639,320</u>	<u>(9,093,901)</u>
ACCRUAL	(3,805,887)	-	(3,805,887)	(27,953)	(3,777,934)
TOTAL	<u>\$ 40,739,531</u>	<u>\$ 55,773,540</u>	<u>\$ (15,034,009)</u>	<u>\$ 53,611,366</u>	<u>\$ (12,871,835)</u>
TAX REVENUE	<u>\$ 59,344,095</u>	<u>\$ 73,897,971</u>	<u>\$ (14,553,876)</u>	<u>\$ 69,844,772</u>	<u>\$ (10,500,677)</u>

**ECTOR COUNTY HOSPITAL DISTRICT  
MEDICAID SUPPLEMENTAL PAYMENTS  
FISCAL YEAR 2020**

<b>CASH ACTIVITY</b>	<b>TAX (IGT) ASSESSED</b>	<b>GOVERNMENT PAYOUT</b>	<b>NET INFLOW</b>
<b>DSH</b>			
1st Qtr	\$ (1,200,156)	\$ 3,056,849	\$ 1,856,693
2nd Qtr	(668,408)	1,709,047	1,040,639
3rd Qtr	(5,616,330)	17,060,305	11,443,975
4th Qtr	(74,295)	169,546	95,251
<b>DSH TOTAL</b>	<b>\$ (7,559,190)</b>	<b>\$ 21,995,747</b>	<b>\$ 14,436,557</b>
<b>UC</b>			
1st Qtr	\$ -	\$ -	-
2nd Qtr	(503,626)	1,287,716	784,090
3rd Qtr	(5,652,432)	17,132,821	11,480,389
4th Qtr	(28,342)	68,608	40,266
<b>UC TOTAL</b>	<b>\$ (6,184,399)</b>	<b>\$ 18,489,144</b>	<b>\$ 12,304,745</b>
<b>DSRIP</b>			
1st Qtr	\$ -	\$ -	\$ -
2nd Qtr	(1,803,212)	4,600,459	2,797,247
3rd Qtr	-	-	-
4th Qtr	(5,774,723)	18,900,424	13,125,701
<b>DSRIP UPL TOTAL</b>	<b>\$ (7,577,935)</b>	<b>\$ 23,500,884</b>	<b>\$ 15,922,949</b>
<b>UHRIP</b>			
1st Qtr	\$ (1,880,035)	\$ 1,978,942	\$ 98,907
2nd Qtr	-	513,321	513,321
3rd Qtr	(1,071,921)	-	(1,071,921)
4th Qtr	(931,869)	776,204	(155,665)
<b>UHRIP TOTAL</b>	<b>\$ (3,883,825)</b>	<b>\$ 3,268,466</b>	<b>\$ (615,359)</b>
<b>GME</b>			
1st Qtr	\$ -	\$ -	\$ -
2nd Qtr	(220,796)	564,552	343,756
3rd	-	-	-
4th Qtr	-	-	-
<b>GME TOTAL</b>	<b>\$ (220,796)</b>	<b>\$ 564,552</b>	<b>\$ 343,756</b>
<b>Blended Cash Activity</b>	<b>\$ (25,426,145)</b>	<b>\$ 67,818,793</b>	<b>\$ 42,392,648</b>

**INCOME STATEMENT ACTIVITY:**

**FY 2020 Accrued / (Deferred) Adjustments:**

	<b>BLENDED</b>
DSH Accrual	\$ 14,342,080
Uncompensated Care Accrual	12,304,745
URIP	(4,242,358)
GME	343,756
Regional UPL Benefit	-
<b>Medicaid Supplemental Payments</b>	<b>22,748,223</b>
DSRIP Accrual	13,421,652
<b>Total Adjustments</b>	<b>\$ 36,169,875</b>

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

<u>ITEM</u>	<u>CIP BALANCE AS OF 8/31/2020</u>	<u>SEPTEMBER "+" ADDITIONS</u>	<u>SEPTEMBER "- " ADDITIONS</u>	<u>SEPTEMBER TRANSFERS</u>	<u>CIP BALANCE AS OF 9/30/2020</u>	<u>ADD: AMOUNTS CAPITALIZED</u>	<u>PROJECT TOTAL</u>	<u>BUDGETED AMOUNT</u>	<u>UNDER/(OVER) APRVD/BUDGET</u>
<u>RENOVATIONS</u>									
IICU/CCU UPGRADES	405,455	-	-	(405,455)	-	-	-	500,000	500,000
IODP MOB UPGRADES	160,930	-	-	(160,930)	-	-	-	150,000	150,000
IREGIONAL LAB	11,853	-	-	-	11,853	-	11,853	150,000	138,148
ISUITE 250 CHW	426,574	6,386	-	(432,960)	-	-	-	442,500	442,500
IROCK HOUSE RENOVATIONS	14,231	50,821	-	-	65,052	-	65,052	48,500	(16,552)
<b>SUB-TOTAL</b>	<b>\$ 1,019,043</b>	<b>\$ 57,208</b>	<b>\$ -</b>	<b>\$ (999,345)</b>	<b>\$ 76,905</b>	<b>\$ -</b>	<b>\$ 76,905</b>	<b>\$ 1,291,000</b>	<b>\$ 1,214,095</b>
<u>MINOR BUILDING IMPROVEMENT</u>									
IREFRACTORY BOILER UPGRADE	-	-	-	-	-	-	-	30,000	30,000
IER TUBE STATION	-	55,775	-	-	55,775	-	55,775	48,000	(7,775)
IER TRIAGE	3,768	23,192	-	-	26,960	-	26,960	75,000	48,040
IRENTAL PROPERTY REPAIRS - CASA ORTIZ	4,039	30,338	-	-	34,377	-	34,377	25,000	(9,377)
ICT SCAN	-	38,073	-	-	38,073	-	38,073	175,000	136,927
<b>SUB-TOTAL</b>	<b>\$ 7,807</b>	<b>\$ 147,377</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,184</b>	<b>\$ -</b>	<b>\$ 155,184</b>	<b>\$ 353,000</b>	<b>\$ 197,816</b>
<u>EQUIPMENT &amp; SOFTWARE PROJECTS - CIP INCOMPLETE</u>									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 1,593,284	\$ 2,410,032	\$ (112,961)	\$ -	\$ 3,890,354	\$ -	\$ 3,890,354	\$ 3,500,000	\$ (390,354)
<b>SUB-TOTAL</b>	<b>\$ 1,593,284</b>	<b>\$ 2,410,032</b>	<b>\$ (112,961)</b>	<b>\$ -</b>	<b>\$ 3,890,354</b>	<b>\$ -</b>	<b>\$ 3,890,354</b>	<b>\$ 3,500,000</b>	<b>\$ (390,354)</b>
<b>TOTAL CONSTRUCTION IN PROGRESS</b>	<b>\$ 2,620,133</b>	<b>\$ 2,614,616</b>	<b>\$ (112,961)</b>	<b>\$ (999,345)</b>	<b>\$ 4,122,443</b>	<b>\$ -</b>	<b>\$ 4,122,443</b>	<b>\$ 5,144,000</b>	<b>\$ 1,021,557</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
CAPITAL PROJECT & EQUIPMENT EXPENDITURES  
SEPTEMBER 2020**

<u>ITEM</u>	<u>CLASS</u>	<u>BOOKED AMOUNT</u>
<b>TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS</b>		
ICU/CCU Upgrades	Building	\$ 405,455
ODP MOB Upgrades	Building	160,930
Suite 250 CHW	Building	432,960
<b>TOTAL PROJECT TRANSFERS</b>		<b>\$ 999,345</b>
<b>EQUIPMENT PURCHASES</b>		
None		\$ -
<b>TOTAL EQUIPMENT PURCHASES</b>		<b>\$ -</b>
<b>TOTAL TRANSFERS FROM CIP/EQUIPMENT PURCHASES</b>		<b>\$ 999,345</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
FISCAL 2020 CAPITAL EQUIPMENT  
CONTINGENCY FUND  
SEPTEMBER 2020**

<b>MONTH/ YEAR</b>	<b>DESCRIPTION</b>	<b>DEPT NUMBER</b>	<b>BUDGETED AMOUNT</b>	<b>P.O AMOUNT</b>	<b>ACTUAL AMOUNT</b>	<b>TO/(FROM) CONTINGENCY</b>
	<b>Available funds from budget</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
Oct-19	ER RENOVATION	6850	125,000	-	100,988	24,012
Oct-19	9C TELEMETRY UPGRADE	6190	45,000	-	33,964	11,036
Oct-19	Imaging (X-Ray)	7260	-	-	186,900	(186,900)
Oct-19	Anesthesia CareAware	7370	-	-	57,166	(57,166)
Oct-19	Cart	6620	-	-	4,876	(4,876)
Oct-19	Savi Scout Surgical Guidance System	7240	-	-	65,000	(65,000)
Oct-19	Walter Lorenz Surgical Assist Arm	6620	-	-	45,320	(45,320)
Oct-19	Portable Monitors	6850	-	-	20,744	(20,744)
Oct-19	Bio-Console 560 Speed Controller System	6620	-	-	15,000	(15,000)
Nov-19	Isolation Room Renovations	8200	151,650	-	179,298	(27,648)
Nov-19	Procure Administration Renovation	9300	298,800	-	300,245	(1,445)
Nov-19	Windows 2012 Server	9100	-	-	14,476	(14,476)
Nov-19	Ice Maker	8020	-	-	3,500	(3,500)
Nov-19	Monitor (Cardiac)	6090	-	-	176,453	(176,453)
Nov-19	Air Curtain Refrigerator	8020	-	-	10,075	(10,075)
Nov-19	Vital Signs Monitor	6630	-	-	7,399	(7,399)
Dec-19	Drainage Repairs	8200	45,000	-	15,315	29,685
Dec-19	ER Restrooms Renovation	8200	45,000	-	29,137	15,863
Dec-19	PeriFlux 6000 Stand Alone TCPO2 System	7460	-	-	10,174	(10,174)
Dec-19	Honda Odyssey	9300	-	-	29,500	(29,500)
Jan-20	3M 360 Encompass System	9180	-	-	237,638	(237,638)
Jan-20	Steamer	8020	-	-	6,937	(6,937)
Jan-20	RF Controller	6620	-	-	27,500	(27,500)
Jan-20	Hot Food Serving Table	8020	-	-	3,000	(3,000)
Jan-20	9 Central 4 Central Restrooms	8200	30,000	-	26,458	3,542
Feb-20	Pathology Renovation	7040	20,000	-	16,033	3,967
Feb-20	SQL Server	9100	-	-	44,941	(44,941)
Feb-20	Prime TC Swing - Away Model	7230	-	-	2,836	(2,836)
Feb-20	Fluent System	6620	-	-	27,000	(27,000)
Feb-20	AED Wall Mount Bracket for Lifepak	6850	-	-	2,791	(2,791)
Mar-20	Security Fencing - Family Health Clinic	8200	45,000	-	23,224	21,776
May-20	Imaging C-Arm	7260	-	-	279,876	(279,876)
Jun-20	Neptune 3 Rover	6620	-	-	83,030	(83,030)
Jun-20	Remote Display	6850	-	-	10,916	(10,916)
Jul-20	Hana Table	6620	-	-	86,088	(86,088)
Aug-20	Optimum UV Enlight Bundle	8270	-	-	49,650	(49,650)
Aug-20	i-STAT 1 Analyzer	7030	-	-	7,150	(7,150)
Aug-20	Ford Ecosport	7090	-	-	18,524	(18,524)
Aug-20	Power Edge R740	7230	-	-	4,907	(4,907)
Aug-20	NVIDIA Quadro	7230	-	-	858	(858)
Aug-20	Bedside SpO2 Monitor	7400	-	-	24,400	(24,400)
Aug-20	Airvo	7400	-	-	16,578	(16,578)
Aug-20	Lab & Pharmacy Freezer	7030	-	-	7,490	(7,490)
Aug-20	Lab & Pharmacy Freezer	7030	-	-	5,610	(5,610)
Aug-20	Control Unit	7400	-	-	14,985	(14,985)
Aug-20	L&D Sleep Room	6700	45,000	-	10,802	34,198
Aug-20	Diabetes Center	6370	150,000	-	234,954	(84,954)
Aug-20	Rehab Expansion	7430	25,000	-	40,139	(15,139)
Aug-20	Business Office Renovation	9030	75,000	-	81,546	(6,546)
Aug-20	Cath Lab #2 Replacement	7220	20,000	-	2,488	17,512
Aug-20	Loading Dock Improvements	6760	40,000	-	32,088	7,912
Sep-20	Ferralert Halo II Plus	7270	-	-	27,000	(27,000)
Sep-20	FNL Neoblue	6550	-	-	12,572	(12,572)
Sep-20	OBM Kit	6550	-	-	21,904	(21,904)
Sep-20	ICU/CCU Upgrades	8200	500,000	-	405,455	94,545
Sep-20	ODP MOB Upgrades	8200	150,000	-	160,930	(10,930)
Sep-20	Suite 250 CHW	8200	442,500	-	432,960	9,540
			<b>\$ 2,852,950</b>	<b>\$ -</b>	<b>\$ 3,796,788</b>	<b>\$ (943,838)</b>

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

	<b>CURRENT YEAR</b>	<b>PRIOR YEAR</b>		<b>CURRENT YEAR CHANGE</b>
		<b>HOSPITAL AUDITED</b>	<b>PRO CARE AUDITED</b>	
AR DISPRO/UPL	\$ -	\$ 94,477	\$ -	\$ (94,477)
AR UNCOMPENSATED CARE	-	-	-	-
AR DSRIP	670,031	3,171,328	-	(2,501,297)
AR NURSING HOME UPL	-	-	-	-
AR UHRIP	565,741	4,192,740	-	(3,626,999)
AR GME	-	-	-	-
AR BAB REVENUE	-	82,117	-	(82,117)
AR PHYSICIAN GUARANTEES	358,963	210,927	-	148,036
AR ACCRUED INTEREST	99,784	220,763	-	(120,980)
AR OTHER:	2,474,626	1,966,337	45,727	462,562
Procure On-Call Fees	-	-	-	-
Procure A/R - FHC	-	-	-	-
Other Misc A/R	2,474,626	1,966,337	45,727	462,562
AR DUE FROM THIRD PARTY PAYOR	<u>2,371,598</u>	<u>4,281,519</u>	<u>-</u>	<u>(1,909,921)</u>
<b>TOTAL ACCOUNTS RECEIVABLE - OTHER</b>	<u>\$ 7,340,580</u>	<u>\$ 12,414,472</u>	<u>\$ 45,727</u>	<u>\$ (5,119,620)</u>

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

TEMPORARY LABOR DEPARTMENT	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET		PRIOR		ACTUAL	BUDGET		PRIOR	
		BUDGET	VAR	PRIOR YR	YR VAR		BUDGET	VAR	PRIOR YR	YR VAR
9 CENTRAL	3.1	2.2	42.5%	4.3	-27.5%	2.9	2.2	32.1%	3.1	-6.5%
5 CENTRAL	3.1	0.3	1136.2%	1.9	67.4%	2.5	0.2	917.9%	0.9	166.2%
CARDIOPULMONARY	3.3	-	0.0%	3.6	-8.6%	2.3	-	0.0%	0.7	251.1%
INTENSIVE CARE UNIT 4 (CCU)	7.9	0.3	2285.6%	2.2	257.2%	2.0	0.3	515.0%	1.0	98.9%
6 Central	1.2	0.3	288.6%	2.7	-54.2%	1.8	0.3	418.6%	1.0	69.5%
OPERATING ROOM	0.9	-	0.0%	2.1	-57.9%	1.5	-	0.0%	0.3	322.9%
8 CENTRAL	3.1	0.1	2724.0%	0.6	415.9%	1.4	0.1	1063.7%	0.4	216.3%
PM&R - PHYSICAL	-	1.9	-100.0%	3.4	-100.0%	1.4	2.0	-29.1%	1.1	33.5%
7 CENTRAL	2.5	-	0.0%	3.1	-17.7%	1.3	0.0	14159.4%	0.7	82.1%
LABOR AND DELIVERY	2.1	0.1	3941.9%	0.3	538.8%	1.2	0.0	2531.5%	0.1	1824.8%
STERILE PROCESSING	-	-	0.0%	3.9	-100.0%	1.0	-	0.0%	3.9	-72.9%
IMAGING - DIAGNOSTICS	-	-	0.0%	2.4	-100.0%	1.0	-	0.0%	0.3	285.9%
4 CENTRAL	1.4	0.1	2297.8%	1.0	40.9%	1.0	0.1	1723.8%	0.4	139.2%
4 EAST	-	0.3	-100.0%	0.9	-100.0%	0.7	0.3	102.2%	0.7	3.2%
NURSING ORIENTATION	1.2	-	0.0%	-	0.0%	0.5	-	0.0%	-	0.0%
LABORATORY - CHEMISTRY	-	-	0.0%	-	0.0%	0.4	-	0.0%	-	0.0%
MEDICAL STAFF	-	0.5	-100.0%	0.9	-100.0%	0.3	0.5	-48.8%	0.3	-9.8%
IMAGING - ULTRASOUND	-	0.2	-100.0%	-	0.0%	0.2	0.2	-5.0%	0.5	-49.2%
6 West	0.2	0.2	29.9%	1.0	-77.2%	0.2	0.2	12.5%	0.4	-50.7%
INTENSIVE CARE UNIT 2	1.1	0.2	372.0%	0.2	623.6%	0.2	0.2	-19.4%	0.2	-14.0%
DISASTER AND EMERGENCY OPERATIONS	0.1	-	0.0%	-	0.0%	0.2	-	0.0%	-	0.0%
RAD MCH CVI	-	-	0.0%	-	0.0%	0.1	-	0.0%	-	0.0%
IMAGING - NUCLEAR MEDICINE	-	-	0.0%	-	0.0%	0.1	-	0.0%	0.5	-87.7%
EMERGENCY DEPARTMENT	-	-	0.0%	1.1	-100.0%	0.1	-	0.0%	0.1	-61.6%
INPATIENT REHAB	0.2	-	0.0%	-	0.0%	0.0	-	0.0%	0.3	-86.0%
PM&R - SPEECH	-	0.3	-100.0%	0.8	-100.0%	0.0	0.2	-90.3%	0.4	-94.2%
IMAGING - CT SCAN	-	-	0.0%	-	0.0%	0.0	-	0.0%	-	0.0%
2 Central	0.1	-	0.0%	-	0.0%	0.0	-	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%	0.4	-100.0%
NEO-NATAL INTENSIVE CARE	-	0.2	-100.0%	-	0.0%	-	0.2	-100.0%	0.1	-100.0%
PM&R - OCCUPATIONAL	-	1.0	-100.0%	-	0.0%	-	1.0	-100.0%	0.5	-100.0%
TRAUMA SERVICE	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.6	-100.0%
FOOD SERVICE	-	-	0.0%	-	0.0%	-	-	0.0%	0.3	-100.0%
FINANCIAL ACCOUNTING	-	-	0.0%	0.9	-100.0%	-	-	0.0%	1.3	-100.0%
PATIENT ACCOUNTING	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
IT OPERATIONS	-	-	0.0%	-	0.0%	-	-	0.0%	0.6	-100.0%
ADMINISTRATION	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
<b>SUBTOTAL</b>	<b>31.7</b>	<b>8.1</b>	<b>290.3%</b>	<b>37.2</b>	<b>-14.8%</b>	<b>24.3</b>	<b>8.2</b>	<b>195.6%</b>	<b>21.6</b>	<b>12.6%</b>
<b>TRANSITION LABOR</b>										
LABORATORY - CHEMISTRY	3.2	2.9	10.4%	3.6	-10.6%	3.1	3.0	2.1%	4.3	-28.1%
INTENSIVE CARE UNIT 4 (CCU)	-	-	0.0%	2.7	-100.0%	0.6	-	0.0%	2.7	-79.7%
INPATIENT REHAB - THERAPY	-	1.0	-100.0%	0.9	-100.0%	0.5	1.0	-51.6%	1.0	-47.9%
7 CENTRAL	-	0.1	-100.0%	2.0	-100.0%	0.4	0.1	413.1%	3.2	-86.5%
NEO-NATAL INTENSIVE CARE	-	0.1	-100.0%	1.1	-100.0%	0.3	0.1	340.1%	4.9	-93.8%
PM&R - OCCUPATIONAL	-	1.0	-100.0%	0.9	-100.0%	0.2	1.0	-77.4%	0.9	-76.3%
INTENSIVE CARE UNIT 2	-	0.1	-100.0%	1.1	-100.0%	0.2	0.1	235.8%	1.7	-87.5%
4 EAST	-	0.0	-100.0%	0.9	-100.0%	0.0	0.0	4200.5%	2.0	-97.9%
9 CENTRAL	-	-	0.0%	0.2	-100.0%	0.0	-	0.0%	0.1	-95.2%
8 CENTRAL	-	-	0.0%	0.1	-100.0%	-	-	0.0%	1.3	-100.0%
INPATIENT REHAB	-	1.0	-100.0%	0.6	-100.0%	-	1.0	-100.0%	1.1	-100.0%
OPERATING ROOM	-	2.0	-100.0%	-	0.0%	-	2.0	-100.0%	1.1	-100.0%
6 Central	-	-	0.0%	-	0.0%	-	-	0.0%	0.7	-100.0%
LABORATORY - HEMATOLOGY	-	-	0.0%	-	0.0%	-	-	0.0%	0.7	-100.0%
EMERGENCY DEPARTMENT	-	-	0.0%	-	0.0%	-	-	0.0%	0.3	-100.0%
5 CENTRAL	-	-	0.0%	-	0.0%	-	-	0.0%	0.2	-100.0%
4 CENTRAL	-	-	0.0%	0.1	-100.0%	-	-	0.0%	0.0	-100.0%
LABOR AND DELIVERY	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
6 West	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
5 WEST	-	-	0.0%	-	0.0%	-	-	0.0%	0.0	-100.0%
<b>SUBTOTAL</b>	<b>3.2</b>	<b>8.1</b>	<b>-60.0%</b>	<b>14.3</b>	<b>-77.4%</b>	<b>5.3</b>	<b>8.2</b>	<b>-35.1%</b>	<b>26.3</b>	<b>-79.7%</b>
<b>GRAND TOTAL</b>	<b>34.9</b>	<b>16.2</b>	<b>115.8%</b>	<b>51.5</b>	<b>-32.1%</b>	<b>29.6</b>	<b>16.4</b>	<b>80.2%</b>	<b>47.9</b>	<b>-38.2%</b>

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

	CURRENT MONTH						YEAR TO DATE					
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	% VAR
RT TEMPORARY LABOR	\$ 53,646	\$ -	\$ 53,646	100.0%	\$ 51,572	4.0%	\$ 452,566	\$ -	\$ 452,566	100.0%	\$ 102,548	341.3%
5C TEMPORARY LABOR	41,802	2,882	38,720	1343.5%	25,185	65.2%	397,058	35,454	361,604	1019.9%	146,403	171.2%
OR TEMPORARY LABOR	31,786	-	31,786	100.0%	32,232	-1.4%	361,068	-	361,068	100.0%	61,873	483.6%
ICU4 TEMPORARY LABOR	162,768	5,027	157,741	3137.9%	31,793	412.0%	407,565	62,273	345,292	554.5%	173,877	134.4%
6C TEMPORARY LABOR	17,897	4,097	13,800	336.8%	36,779	-51.3%	288,462	52,572	235,890	448.7%	163,686	76.2%
L & D TEMPORARY LABOR	35,195	627	34,568	5513.2%	4,499	682.3%	236,614	7,144	229,470	3212.1%	9,197	2472.6%
7C TEMPORARY LABOR	44,163	126	44,037	34950.1%	39,982	10.5%	224,958	1,466	223,492	15245.0%	114,828	95.9%
8C TEMPORARY LABOR	53,290	1,358	51,932	3824.2%	6,829	680.3%	231,975	16,294	215,681	1323.7%	69,482	233.9%
IMCU9 TEMPORARY LABOR	48,170	26,024	22,146	85.1%	64,759	-25.6%	500,675	319,166	181,509	56.9%	490,085	2.2%
DIAG TEMPORARY LABOR	-	-	-	100.0%	31,079	-100.0%	163,083	-	163,083	100.0%	48,248	238.0%
IMCU4 TEMPORARY LABOR	26,608	1,251	25,357	2026.9%	13,237	101.0%	166,713	14,756	151,957	1029.8%	72,232	130.8%
SP Temporary Labor	-	-	-	100.0%	39,011	-100.0%	146,352	-	146,352	100.0%	534,649	-72.6%
Temp Labor - Productive Salaries	21,155	-	21,155	100.0%	-	100.0%	87,673	-	87,673	100.0%	-	100.0%
4E TEMPORARY LABOR	-	4,192	(4,192)	-100.0%	12,706	-100.0%	121,369	51,733	69,636	134.6%	109,572	10.9%
ICU2 TEMPORARY LABOR	34,275	3,381	30,894	913.7%	2,114	1521.3%	56,582	42,694	13,888	32.5%	41,385	36.7%
PT TEMPORARY LABOR	-	27,844	(27,844)	-100.0%	68,192	-100.0%	285,849	348,360	(62,511)	-17.9%	226,106	26.4%
MED STAFF TEMPORARY LABOR	-	15,010	(15,010)	-100.0%	25,840	-100.0%	92,183	180,142	(87,960)	-48.8%	100,598	-8.4%
ALL OTHER	24,224	67,923	(43,699)	-64.3%	79,641	-69.6%	276,999	359,358	(82,359)	-22.9%	1,022,143	-72.9%
<b>TOTAL TEMPORARY LABOR</b>	<b>\$ 594,779</b>	<b>\$ 159,742</b>	<b>\$ 435,037</b>	<b>272.3%</b>	<b>\$ 565,450</b>	<b>5.2%</b>	<b>\$ 4,497,744</b>	<b>\$ 1,491,412</b>	<b>\$ 3,006,332</b>	<b>201.6%</b>	<b>\$ 3,486,914</b>	<b>29.0%</b>
ICU4 TRANSITION LABOR	\$ -	\$ -	\$ -	100.0%	\$ 22,667	-100.0%	\$ 72,021	\$ -	\$ 72,021	100.0%	\$ 321,825	-77.6%
CHEM TRANSITION LABOR	16,470	18,405	(1,935)	-10.5%	30,608	-46.2%	293,153	230,333	62,820	27.3%	397,097	-26.2%
7C TRANSITION LABOR	-	1,006	(1,006)	-100.0%	16,234	-100.0%	57,798	11,787	46,011	390.4%	405,321	-85.7%
REHAB TRANSITION LABOR	-	11,288	(11,288)	-100.0%	9,013	-100.0%	63,920	142,517	(78,597)	-55.1%	103,636	-38.3%
ALL OTHER	-	35,874	(35,874)	-100.0%	39,921	-100.0%	90,096	448,128	(358,032)	-79.9%	2,044,270	-85.6%
<b>TOTAL TRANSITION LABOR</b>	<b>\$ 16,470</b>	<b>\$ 66,573</b>	<b>\$ (50,103)</b>	<b>-75.3%</b>	<b>\$ 118,443</b>	<b>-86.1%</b>	<b>\$ 576,988</b>	<b>\$ 832,765</b>	<b>\$ (255,777)</b>	<b>-30.7%</b>	<b>\$ 3,272,149</b>	<b>-82.4%</b>
<b>GRAND TOTAL TEMPORARY LABOR</b>	<b>\$ 611,250</b>	<b>\$ 226,315</b>	<b>\$ 384,935</b>	<b>170.1%</b>	<b>\$ 683,893</b>	<b>-10.6%</b>	<b>\$ 5,074,731</b>	<b>\$ 2,324,177</b>	<b>\$ 2,750,554</b>	<b>118.3%</b>	<b>\$ 6,759,063</b>	<b>-24.9%</b>
PA OTHER PURCH SVCS	\$ 990,423	\$ 147,001	\$ 843,422	573.8%	\$ 255,841	287.1%	\$ 8,048,889	\$ 1,793,445	\$ 6,255,444	348.8%	\$ 1,970,770	308.4%
HIM CODING SERVICES	24,029	23,250	779	3.4%	464,324	-94.8%	2,762,173	570,354	2,191,819	384.3%	4,600,569	-40.0%
OTHER PURCH SVCS	20,053	-	20,053	100.0%	-	100.0%	318,083	-	318,083	100.0%	-	100.0%
ADMIN LEGAL FEES	43,792	39,587	4,205	10.6%	87,537	-50.0%	773,213	475,000	298,213	62.8%	554,376	39.5%
AMBULANCE FEES	22,683	10,812	11,871	109.8%	(821)	-2862.4%	350,787	131,914	218,873	165.9%	83,324	321.0%
DIET OTHER PURCH SVCS	9,659	9,750	(91)	-0.9%	14,776	-34.6%	291,039	116,956	174,083	148.8%	132,763	119.2%
COMPLIANCE CONSULTING FEES	8,418	10,107	(1,689)	-16.7%	21,523	-60.9%	292,470	121,339	171,131	141.0%	177,739	64.5%
PA ELIGIBILITY FEES	3,560	33,725	(30,165)	-89.4%	71,726	-95.0%	568,840	411,411	157,429	38.3%	473,710	20.1%
ADM PHYS RECRUITMENT	(48,920)	4,292	(53,212)	-1239.8%	2,684	-1922.7%	173,638	51,515	122,123	237.1%	49,502	250.8%
CREDIT CARD FEES	39,778	18,732	21,046	112.4%	26,013	52.9%	334,206	228,506	105,700	46.3%	289,128	15.6%
MED ASSETS CONTRACT	24,622	25,150	(528)	-2.1%	2,722	804.5%	384,777	301,778	82,999	27.5%	84,563	355.0%
NSG OTHER PURCH SVCS	6,036	5,735	301	5.2%	35,451	-83.0%	137,396	68,831	68,565	99.6%	96,261	42.7%
OR FEES ( PERFUSSION SERVICES )	37,011	28,139	8,872	31.5%	53,558	-30.9%	405,667	337,624	68,043	20.2%	395,085	2.7%
ADMIN OTHER FEES	9,361	19,122	(9,761)	-51.0%	40,545	-76.9%	274,625	229,442	45,183	19.7%	308,502	-11.0%
ADM APPRAISAL DIST FEE	23,101	17,571	5,530	31.5%	50,731	-54.5%	252,577	210,896	41,681	19.8%	210,922	19.7%
PH CONTRACT PURCH SVC	9,039	7,276	1,763	24.2%	9,424	-4.1%	117,538	87,334	30,204	34.6%	93,137	26.2%
NSG ED OTHER PURCH SVCS	8,332	7,865	467	5.9%	6,663	25.0%	121,241	94,380	26,861	28.5%	121,565	-0.3%
LAB ADMIN OTHER PURCH SVCS	2,044	4,299	(2,255)	-52.4%	2,422	-15.6%	78,045	51,632	26,413	51.2%	47,414	64.6%
MM OTHER PURCH SVCS	5,772	5,663	109	1.9%	6,142	-6.0%	91,315	68,000	23,315	34.3%	67,062	36.2%
4E OTHER PURCH SVCS	5,414	11,663	(6,249)	-53.6%	6,425	-15.7%	163,207	140,000	23,207	16.6%	131,946	23.7%
ENGINEERING OTHER PURCH SVCS	6,577	7,348	(771)	-10.5%	3,852	70.7%	108,104	88,165	19,939	22.6%	84,756	27.5%
MED STAFF REVIEW FEES	8,558	8,052	506	6.3%	6,180	38.5%	80,959	96,690	(15,731)	-16.3%	68,233	18.7%
TS OTHER PURCH SVCS	3,227	7,834	(4,607)	-58.8%	12,181	-73.5%	59,056	94,052	(34,996)	-37.2%	101,422	-41.8%
ADM CONTRACT STRYKER	(59,992)	24,217	(84,209)	-347.7%	24,417	-345.7%	176,818	295,446	(118,628)	-40.2%	352,414	-49.8%
REHAB OTHER PURCH SVCS	9,237	11,554	(2,317)	-20.1%	7,440	24.1%	98,352	138,626	(40,274)	-29.1%	124,123	-20.8%
COMM REL MEDIA PLACEMENT	-	8,750	(8,750)	-100.0%	-	100.0%	50,072	105,000	(54,928)	-52.3%	55,808	-10.3%
MISSION FITNESS OTHER PURCH SVCS	10,277	14,632	(4,355)	-29.8%	12,012	-14.4%	111,759	181,751	(69,992)	-38.5%	148,272	-24.6%
FA AUDIT FEES - INTERNAL	7,040	13,994	(6,954)	-49.7%	-	100.0%	97,230	167,972	(70,742)	-42.1%	63,760	52.5%
ECHD POLICE DEPT OTHER PURCH SVCS	350	17,779	(17,429)	-98.0%	17,971	-98.1%	128,989	213,403	(84,415)	-39.6%	219,372	-41.2%
FIN ACCT COST REPORT/CONSULTANT FEES	10,730	14,641	(3,911)	-26.7%	12,687	-15.4%	89,434	175,714	(86,280)	-49.1%	169,199	-47.1%
COMM REL MEDIA PLACEMENT	111,715	50,000	61,715	123.4%	19,114	484.5%	497,506	600,000	(102,494)	-17.1%	215,656	130.7%
PHARMACY SERVICES	10,684	23,550	(12,866)	-54.6%	24,342	-56.1%	138,843	282,545	(143,703)	-50.9%	290,619	-52.2%
IT INFORMATION SOLUTIONS SVCS	17,765	45,955	(28,190)	-61.3%	160,855	-89.0%	399,869	551,427	(151,558)	-27.5%	438,322	-8.8%
COMM REL ADVERTISEMENT PURCH SVCS	16,395	50,000	(33,605)	-67.2%	61,928	-73.5%	443,345	600,000	(156,655)	-26.1%	433,613	2.2%
PRIMARY CARE WEST OTHER PURCH SVCS	-	58,597	(58,597)	-100.0%	31,949	-100.0%	477,147	727,000	(249,853)	-34.4%	483,558	-1.3%
FHC OTHER PURCH SVCS	90,847	108,618	(17,771)	-16.4%	92,603	-1.9%	1,013,317	1,341,500	(328,183)	-24.5%	1,221,668	-17.1%
SERV EXC SURVEY SERVICES	14,863	85,402	(70,539)	-82.6%	76,586	-80.6%	674,878	1,024,879	(350,001)	-34.2%	998,677	-32.4%
ADM CONSULTANT FEES	13,250	85,413	(72,163)	-84.5%	140,959	-90.6%	629,042	1,025,000	(395,958)	-38.6%	1,541,595	-59.2%
CERNER OTHER PURCH SVCS	(220,379)	1,226,736	(1,447,115)	-118.0%	2,091,583	-110.5%	12,076,501	14,720,843	(2,644,342)	-18.0%	15,260,390	-20.9%
PT ACCTS COLLECTION FEES	82,997	982,144	(899,147)	-91.5%	743,266	-88.8%	2,502,554	11,982,178	(9,479,624)	-79.1%	6,197,353	-59.6%
ALL OTHERS	1,215,895	1,488,743	(272,848)	-18.3%	1,417,390	-14.2%	16,111,586	17,960,835	(1,849,249)	-10.3%	16,834,687	-4.3%
<b>TOTAL PURCHASED SERVICES</b>	<b>\$ 2,594,244</b>	<b>\$ 4,763,698</b>	<b>\$ (2,169,454)</b>	<b>-45.5%</b>	<b>\$ 6,115,002</b>	<b>-57.6%</b>	<b>\$ 51,905,086</b>	<b>\$ 57,863,383</b>	<b>\$ (5,958,297)</b>	<b>-10.3%</b>	<b>\$ 55,191,839</b>	<b>-6.0%</b>

**ECTOR COUNTY HOSPITAL DISTRICT  
BLENDED RATIO ANALYSIS  
SEPTEMBER 30, 2020**

		YTD SEPTEMBER 2020	2018 S&P Comparison**	YTD September 2019	YTD September 2018	YTD September 2017
<b><u>Statement of Operations:</u></b>						
Salaries & Benefits/Net Pt Rev (%)	↓	65.9	57.5	67.4	69.1	68.6
Bad Debt Exp/Total Operating Revenue (%)	↑	43.5	N/A	41.1	34.6	19.2
Maximum Debt Service Coverage (x)	↓	0.3	2.6	5.3	7.1	7.9
Maximum Debt Service/Total Operating Reve	↑	1.3	N/A	1.3	1.7	1.8
Interest Coverage (x) <sup>1</sup>						
EBITDA Margin (%) <sup>1</sup>	↓	0.3	8.7	5.6	74.3	51.7
Operating Margin (%)	↓	-7.1	0.7	-2.0	-0.7	0.7
Profit Margin (%)	↓	-5.7	2.3	-1.1	-8.4	47.4
<b><u>Balance Sheet:</u></b>						
Average Age Net Fixed Assets (years)	↑	16.6	12.4	13.2	13.8	12.7
Cushion Ratio (x)	↑	32.6	13.3	15.5	15.0	11.3
Days' Cash on Hand	↑	134.4	159.1	65.5	71.4	58.9
Days in Accounts Receivable	↑	54.4	46.8	44.5	53.6	54.6
Cash Flow/Total Liabilities (%)	↓	-0.8	9.9	9.9	-0.3	190.2
Unrestricted Cash/Long-Term Debt (%)	↑	178.3	131.3	130.6	177.7	193.1
Long-Term Debt/Capitalization (%)	↑	28.2	34.3	19.7	18.0	18.6
Payment Period (days)	↓	55.6	N/A	63.1	57.9	51.0
<b><u>Other Ratios:</u></b>						
Inventory Turnover <sup>2</sup>	↑	9.9	17.0	9.4	12.0	5.5

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

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

Note 2: Inventory Turnover - this ratio is not reported by Standard & Poor's, Moodys or Fitch. The median of 17 was obtained by contacting several like size facilities within the VHA-SW group resulting in a range of 15 to 18.



# Financial Presentation

For the Month Ended

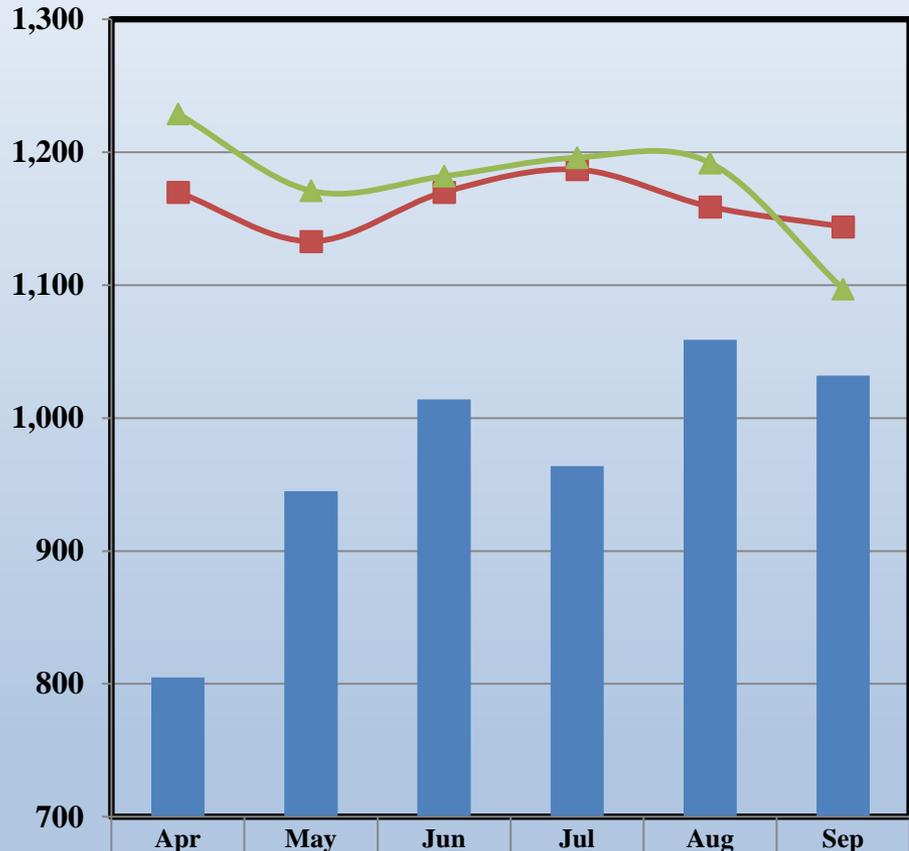
September 30, 2020

# Volume



# Admissions

## *Total – Adults and NICU*

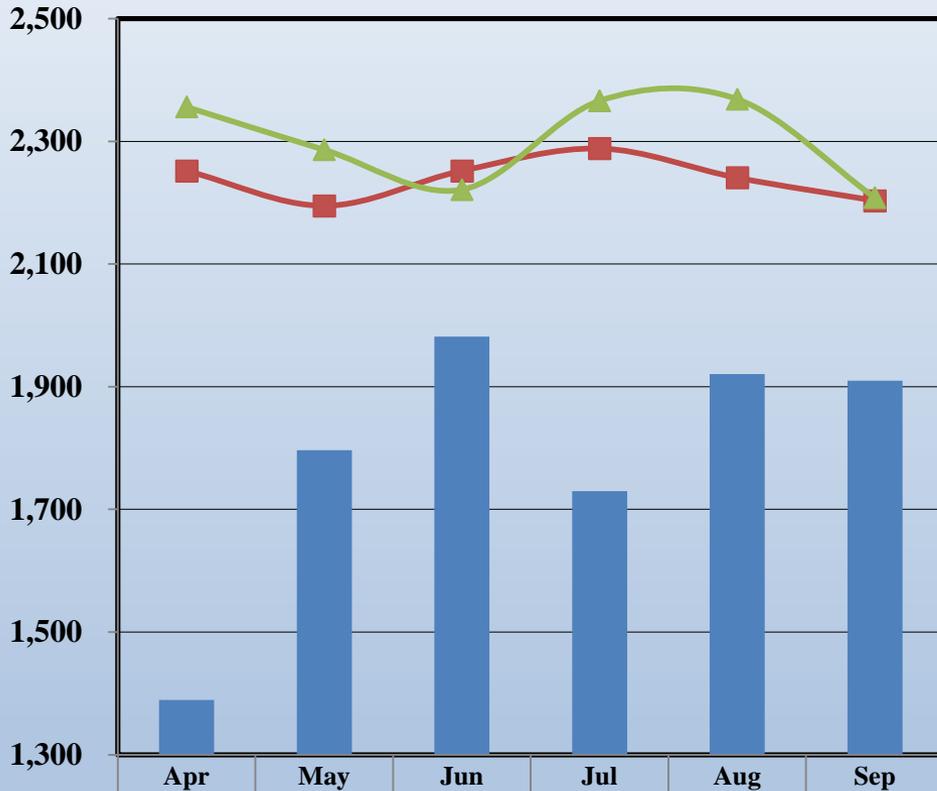


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,032	1,144	1,097
Var %		-9.8%	-5.9%
Year-To-Date	12,888	14,273	14,102
Var %		-9.7%	-8.6%
Annualized	12,888	14,273	14,102
Var %		-9.7%	-8.6%

	Apr	May	Jun	Jul	Aug	Sep
Act	805	945	1,014	964	1,059	1,032
Bud	1,170	1,133	1,170	1,187	1,159	1,144
Prior	1,229	1,171	1,182	1,196	1,192	1,097

# Adjusted Admissions

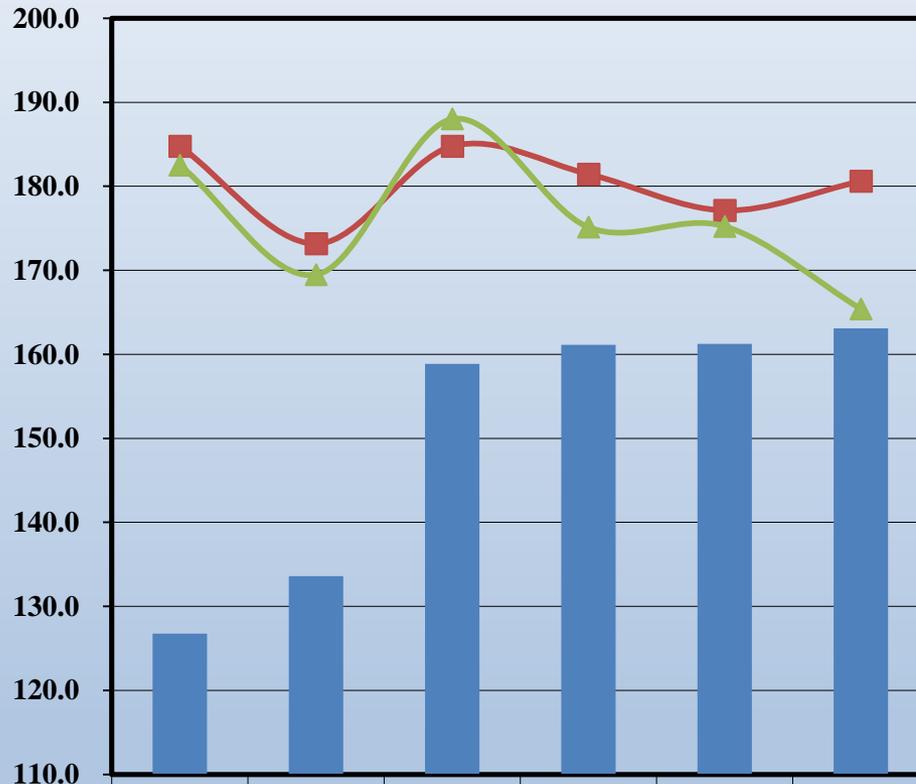
*Including Acute & Rehab Unit*



Act	1,389	1,796	1,982	1,730	1,921	1,910
Bud	2,252	2,195	2,252	2,288	2,241	2,203
Prior	2,356	2,286	2,221	2,366	2,369	2,208

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,910	2,203	2,208
Var %		-13.3%	-13.5%
Year-To-Date	24,422	27,291	27,233
Var %		-10.5%	-10.3%
Annualized	24,422	27,291	27,253
Var %		-10.5%	-10.4%

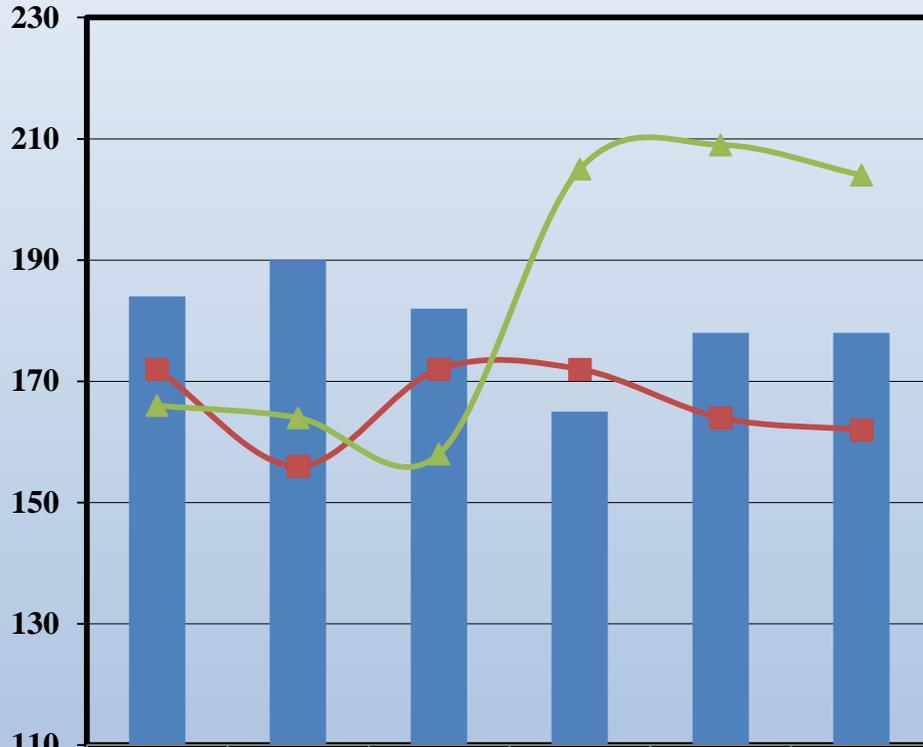
# Average Daily Census



	Apr	May	Jun	Jul	Aug	Sep
Act	126.8	133.6	158.9	161.1	161.2	163.1
Bud	184.8	173.2	184.8	181.5	177.1	180.6
Prior	182.5	169.5	188.0	175.1	175.2	165.4

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	163.1	180.6	165.4
Var %		-9.7%	-1.4%
Year-To-Date	164.9	186.9	181.5
Var %		-11.8%	-9.2%
Annualized	164.9	186.9	181.5
Var %		-11.8%	-9.2%

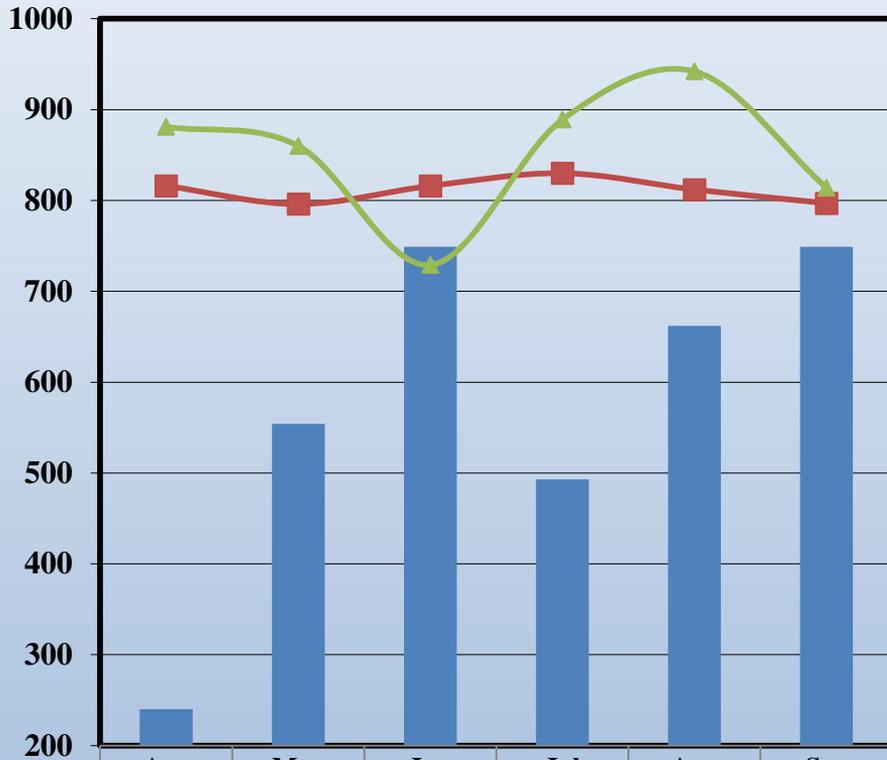
# Deliveries



	Apr	May	Jun	Jul	Aug	Sep
Act	184	190	182	165	178	178
Bud	172	156	172	172	164	162
Prior	166	164	158	205	209	204

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	178	162	204
Var %		9.9%	-12.7%
Year-To-Date	2,134	1,989	2,047
Var %		7.3%	4.3%
Annualized	2,134	1,989	2,047
Var %		7.3%	4.3%

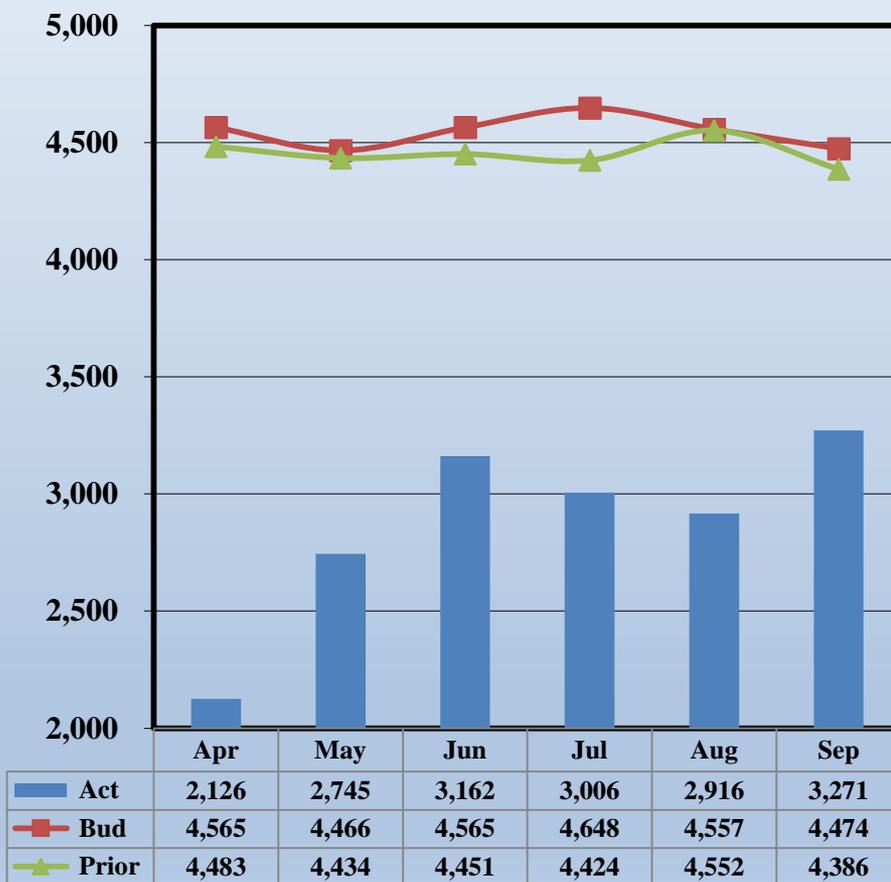
# Total Surgical Cases



	Apr	May	Jun	Jul	Aug	Sep
Act	240	554	749	493	662	749
Bud	816	796	816	830	812	797
Prior	881	860	729	889	942	814

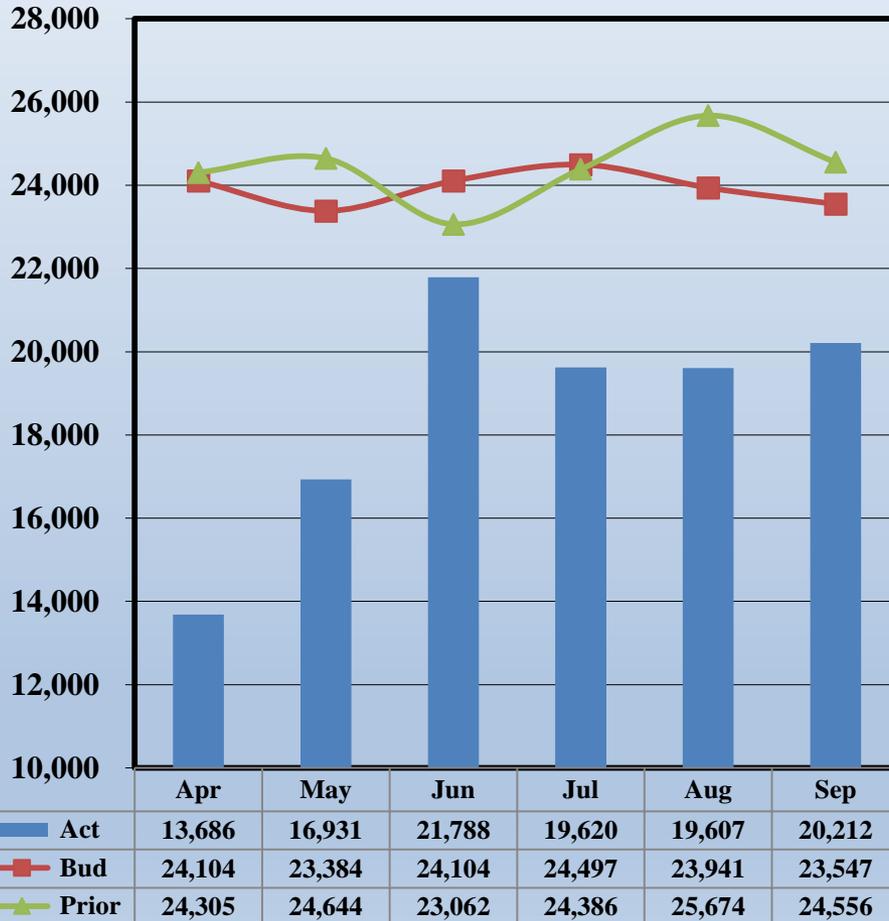
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	749	797	814
Var %		-6.0%	-8.0%
Year-To-Date	8,153	9,902	10,129
Var %		-17.7%	-19.5%
Annualized	8,153	9,902	10,129
Var %		-17.7%	-19.5%

# Emergency Room Visits



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	3,271	4,474	4,386
Var %		-26.9%	-25.4%
Year-To-Date	45,118	55,467	54,502
Var %		-18.7%	-17.2%
Annualized	45,118	55,467	54,502
Var %		-18.7%	-17.2%

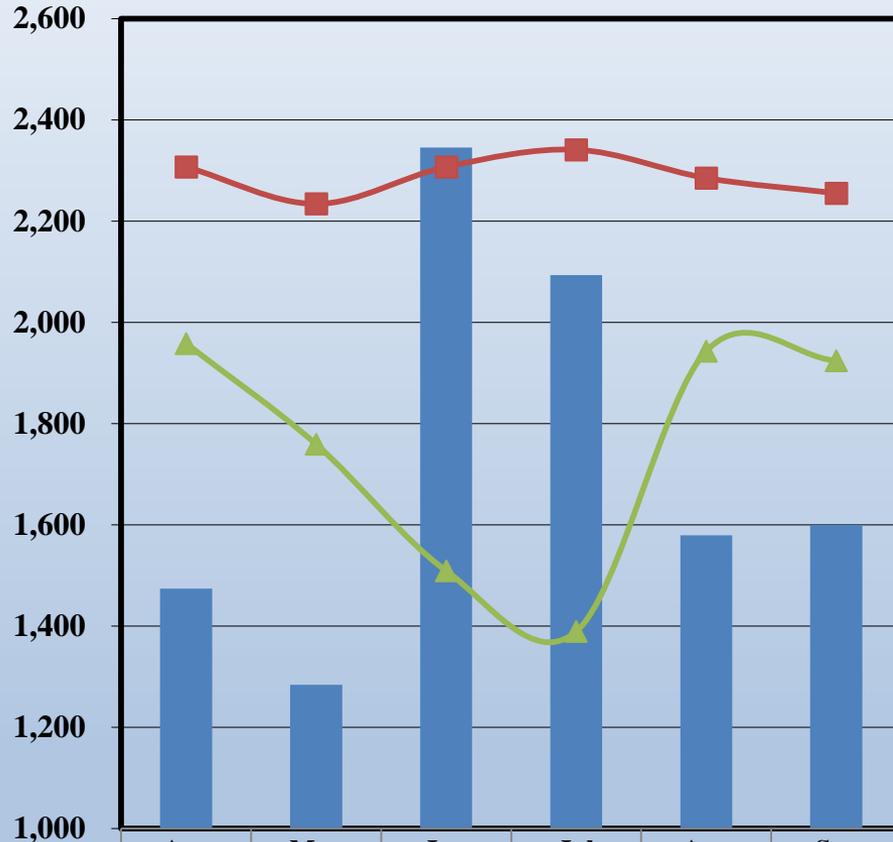
# Total Outpatient Occasions of Service



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	20,212	23,547	24,556
Var %		-14.2%	-17.7%
Year-To-Date	262,582	290,938	294,982
Var %		-9.7%	-11.0%
Annualized	262,582	290,938	294,982
Var %		-9.7%	-11.0%

# Urgent Care Visits

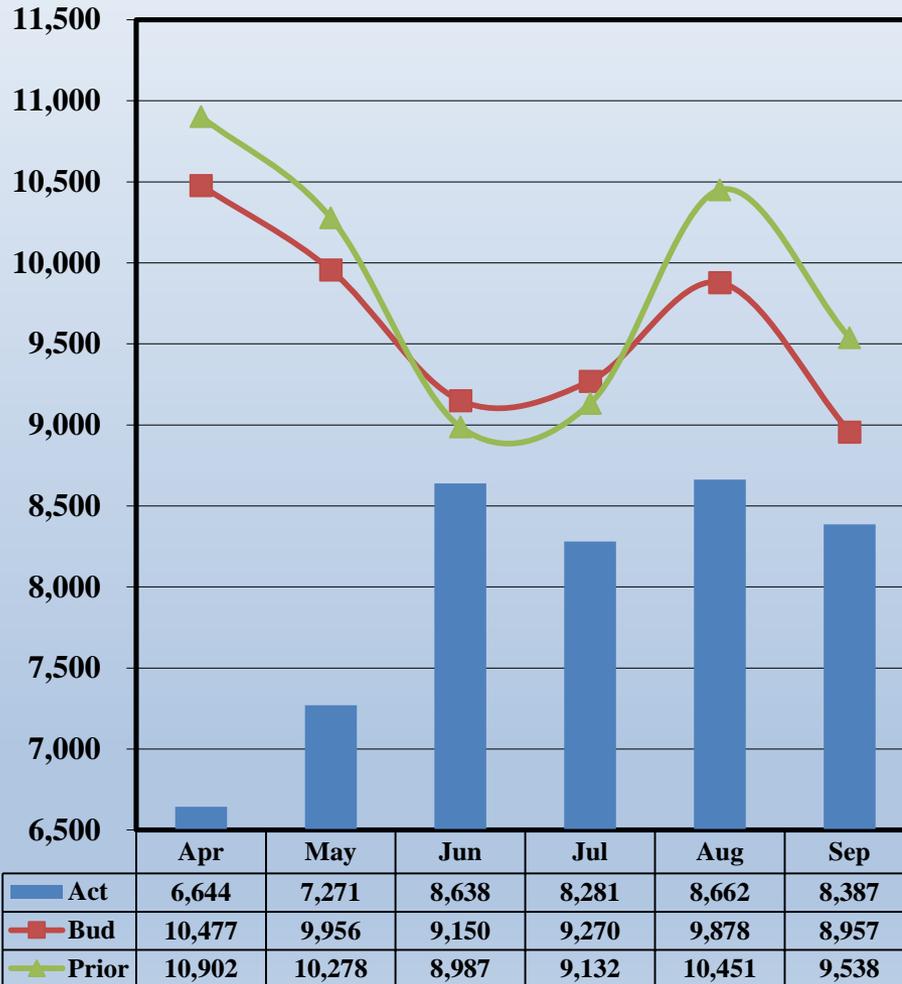
*(JBS Clinic, West University & 42<sup>nd</sup> Street)*



■ Act	1,474	1,284	2,345	2,093	1,579	1,600
■ Bud	2,307	2,234	2,307	2,341	2,285	2,255
▲ Prior	1,958	1,759	1,509	1,389	1,943	1,924

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,600	2,255	1,924
Var %		-29.0%	-16.8%
Year-To-Date	25,266	28,471	25,521
Var %		-11.3%	-1.0%
Annualized	25,266	28,471	25,521
Var %		-11.3%	-1.0%

# Total ProCare Office Visits



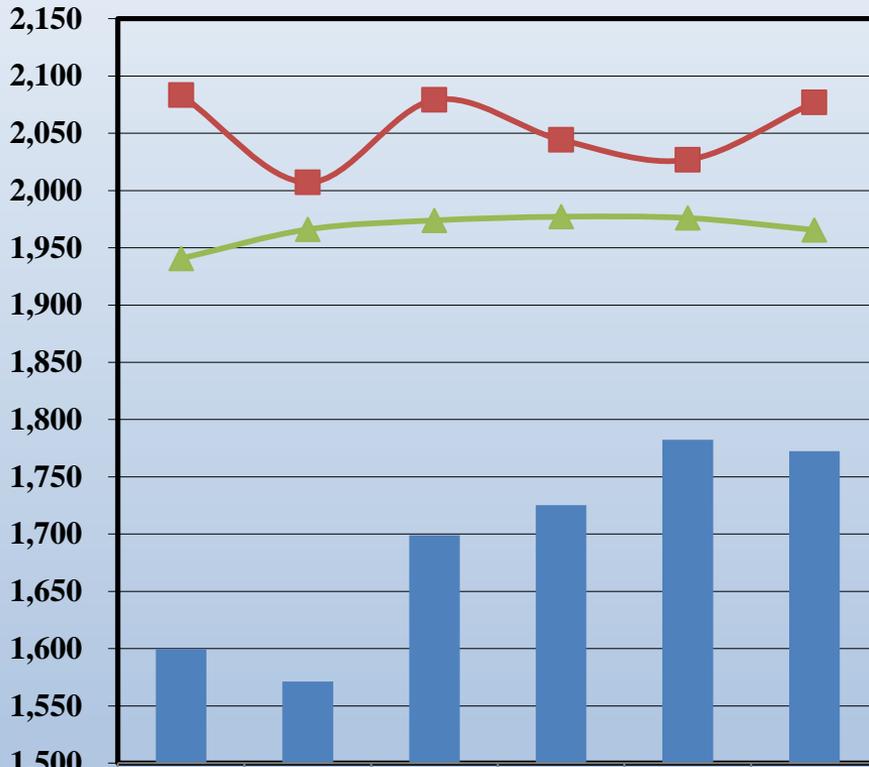
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	8,387	8,957	9,538
Var %		-6.4%	-12.1%
Year-To-Date	105,123	116,757	119,230
Var %		-10.0%	-11.8%
Annualized	105,123	116,757	119,230
Var %		-10.0%	-11.8%

# Staffing



# Blended FTE's

*Including Contract Labor and Management Services*

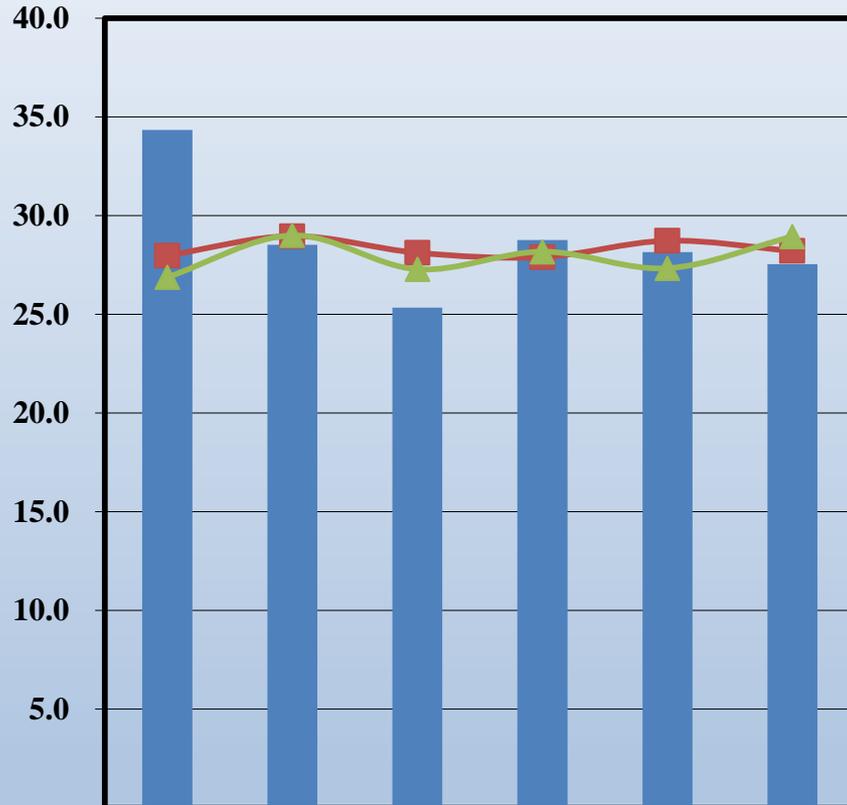


	Apr	May	Jun	Jul	Aug	Sep
Act	1,599	1,571	1,699	1,725	1,782	1,773
Bud	2,083	2,007	2,079	2,044	2,027	2,077
Prior	1,941	1,966	1,974	1,977	1,976	1,966

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	1,773	2,077	1,966
Var %		-14.7%	-9.8%
Year-To-Date	1,848	2,082	1,962
Var %		-11.2%	-5.8%
Annualized	1,848	2,082	1,962
Var %		-11.2%	-5.8%

# *Paid Hours per Adjusted Patient Day*

## *(Ector County Hospital District)*



	Apr	May	Jun	Jul	Aug	Sep
Act	34.3	28.5	25.3	28.8	28.2	27.5
Bud	28.0	29.0	28.1	27.9	28.7	28.2
Prior	26.9	29.0	27.3	28.2	27.3	28.9

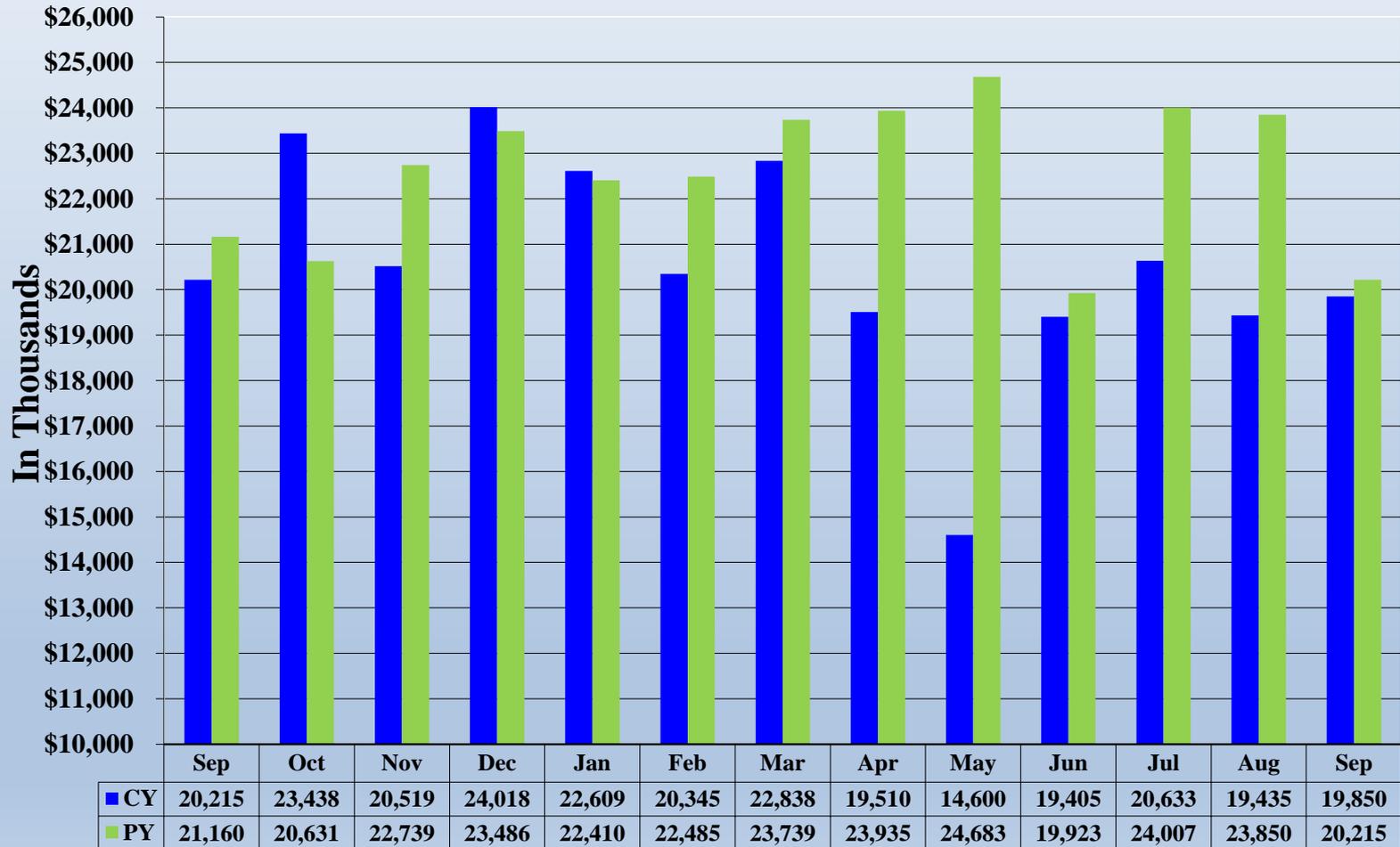
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	27.5	28.2	28.9
Var %		-2.4%	-4.8%
Year-To-Date	28.6	28.1	27.3
Var %		1.8%	4.8%
Annualized	28.6	28.1	27.3
Var %		1.8%	4.8%

# Accounts Receivable



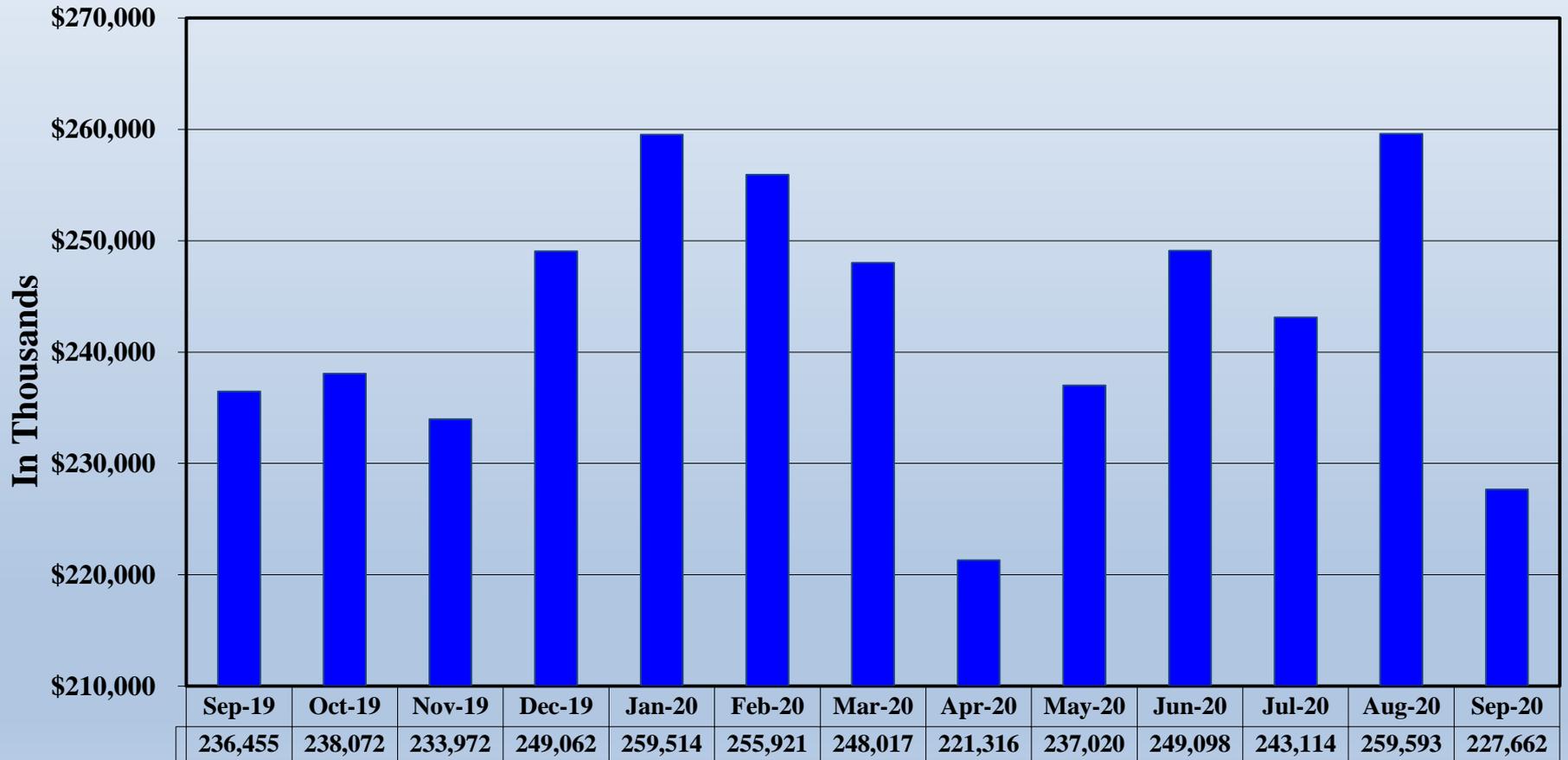
# Total AR Cash Receipts

## *13 Month Trending*



# Total Accounts Receivable – Gross

## Thirteen Month Trending

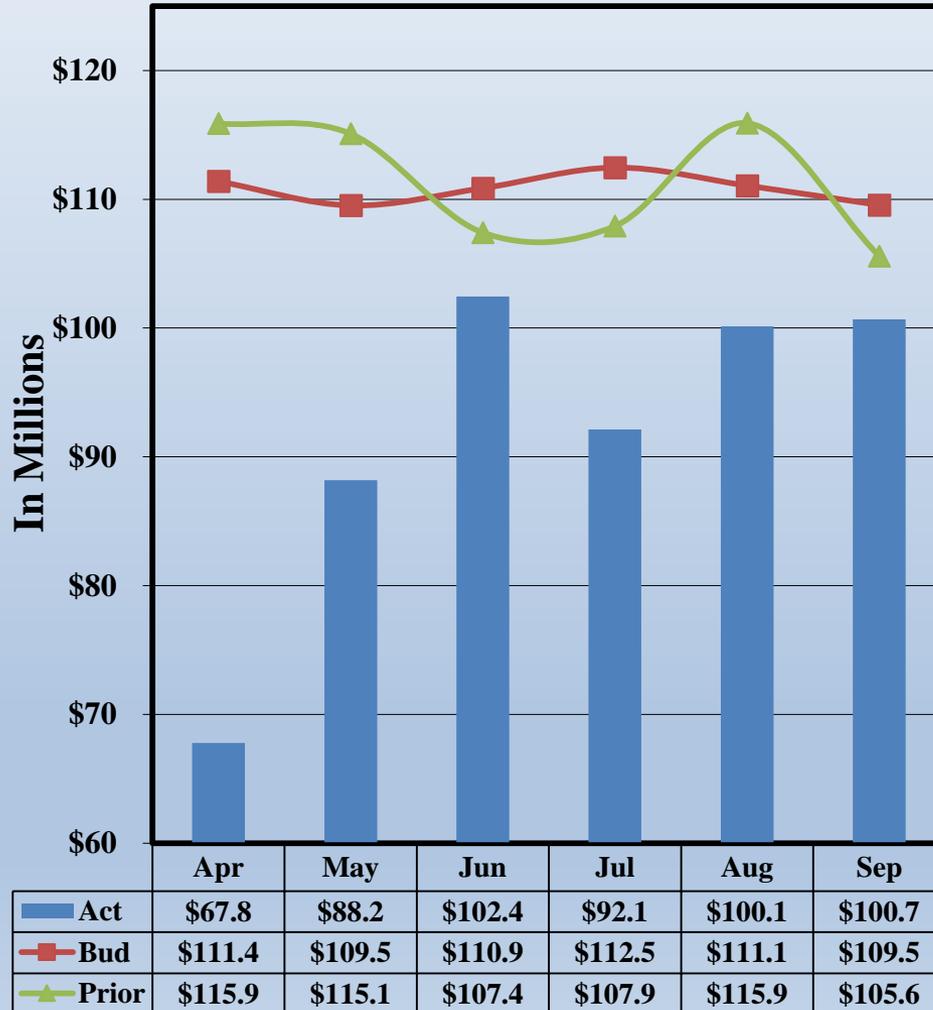


# Revenues & Revenue Deductions



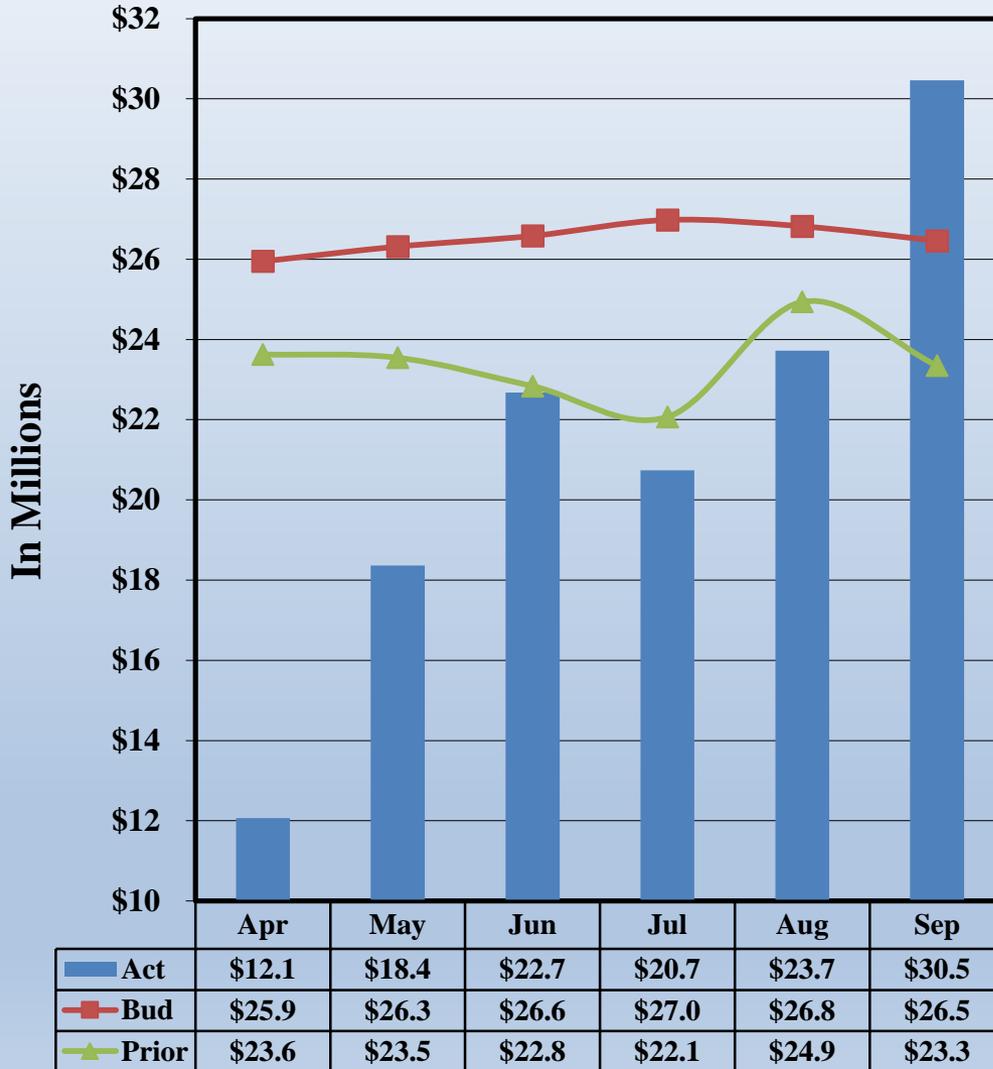
# Total Patient Revenues

## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 100.7	\$ 109.5	\$ 105.6
Var %		-8.1%	-4.7%
Year-To-Date	\$ 1,210.0	\$ 1,355.3	\$ 1,336.1
Var %		-10.7%	-9.4%
Annualized	\$ 1,210.0	\$ 1,355.3	\$ 1,336.1
Var %		-10.7%	-9.4%

# Total Net Patient Revenues

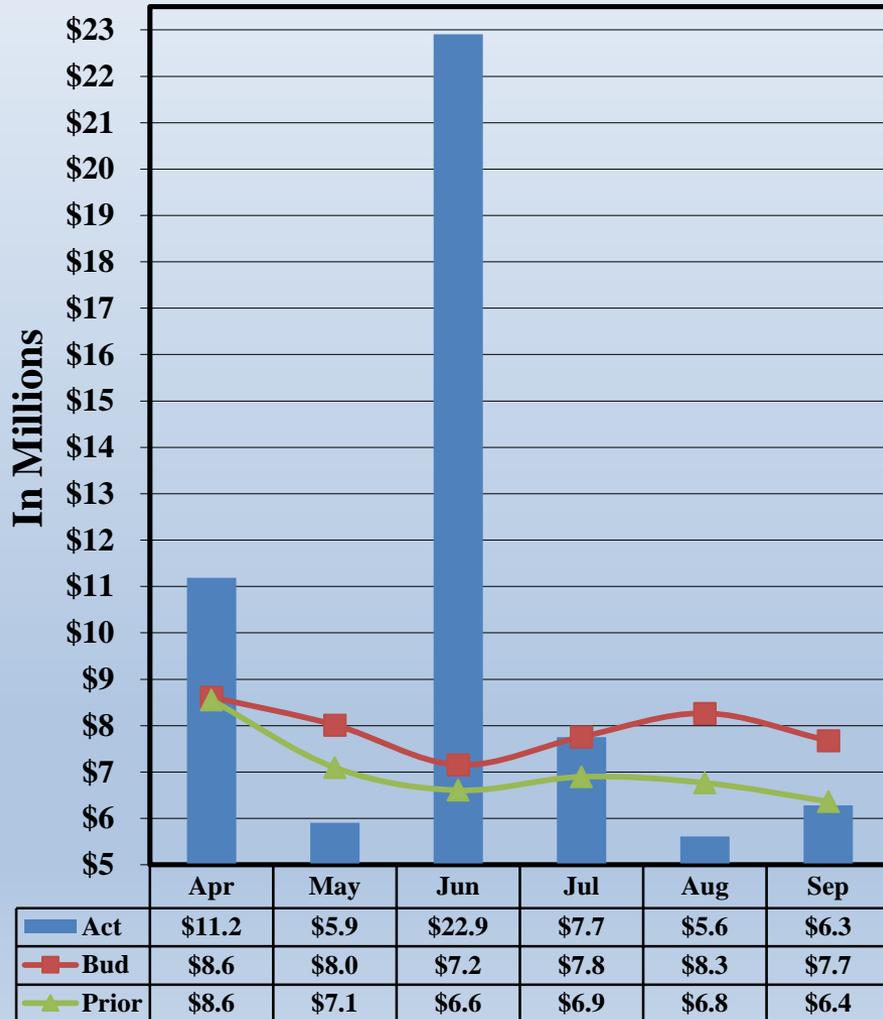


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 30.5	\$ 26.5	\$ 23.3
Var %		15.1%	30.5%
Year-To-Date	\$ 279.9	\$ 324.4	\$ 291.0
Var %		-13.7%	-3.8%
Annualized	\$ 279.9	\$ 324.4	\$ 291.0
Var %		-13.7%	-3.8%

# Other Revenue

*(Ector County Hospital District)*

*Including Tax Receipts, Interest & Other Operating Income*



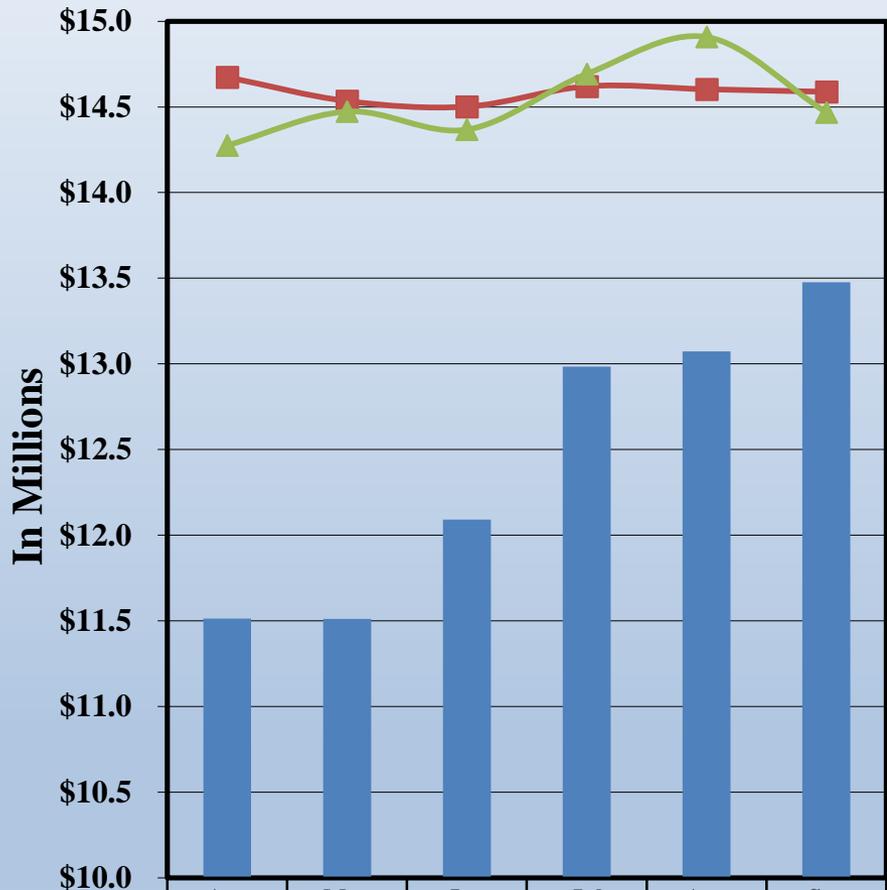
	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 6.3	\$ 7.7	\$ 6.4
Var %		-18.2%	-1.3%
Year-To-Date	\$ 98.5	\$ 89.0	\$ 84.8
Var %		10.7%	16.2%
Annualized	\$ 98.5	\$ 89.0	\$ 84.8
Var %		10.7%	16.2%

# Operating Expenses



# Salaries, Wages & Contract Labor

## *(Ector County Hospital District)*



	Apr	May	Jun	Jul	Aug	Sep
Act	\$11.5	\$11.5	\$12.1	\$13.0	\$13.1	\$13.5
Bud	\$14.7	\$14.5	\$14.5	\$14.6	\$14.6	\$14.6
Prior	\$14.3	\$14.5	\$14.4	\$14.7	\$14.9	\$14.5

	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 13.5	\$ 14.6	\$ 14.5
Var %		-7.5%	-6.9%
Year-To-Date	\$ 164.0	\$ 176.7	\$ 172.5
Var %		-7.2%	-4.9%
Annualized	\$ 164.0	\$ 176.7	\$ 172.5
Var %		-7.2%	-4.9%

# Employee Benefit Expense

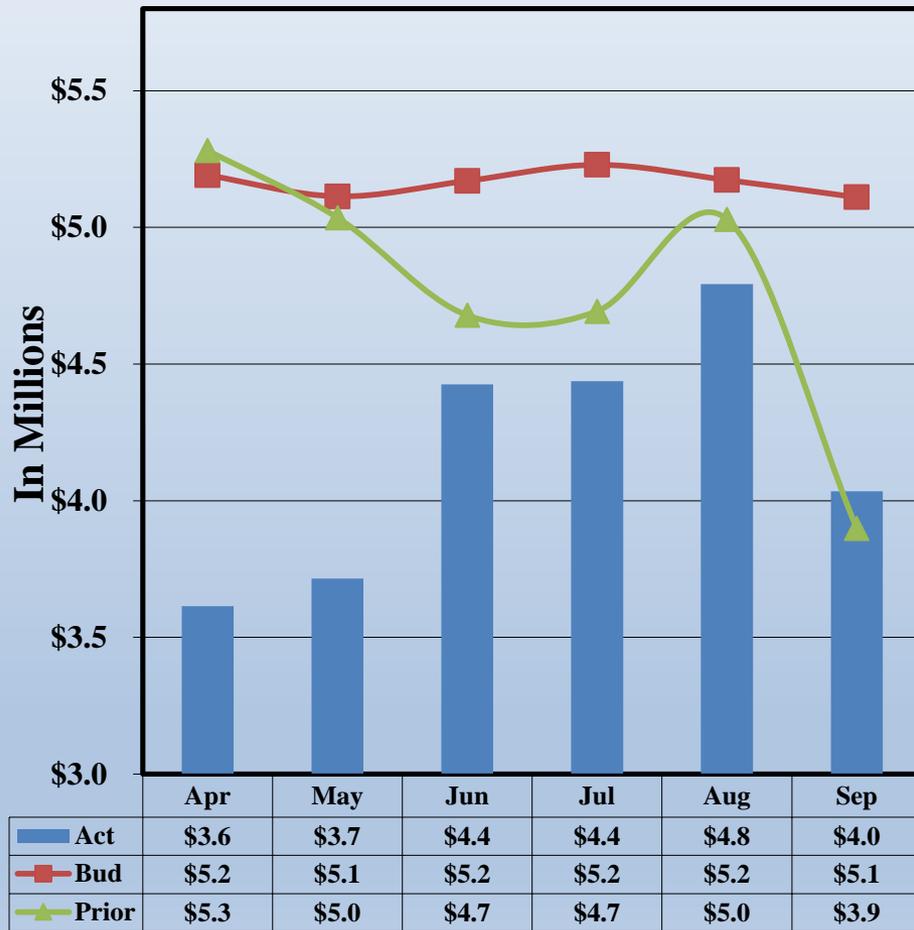
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 2.0	\$ 3.0	\$ 2.9
Var %		-34.1%	-33.1%
Year-To-Date	\$ 30.2	\$ 36.2	\$ 37.5
Var %		-16.6%	-19.4%
Annualized	\$ 30.2	\$ 36.2	\$ 37.5
Var %		-16.6%	-19.5%

# *Supply Expense*

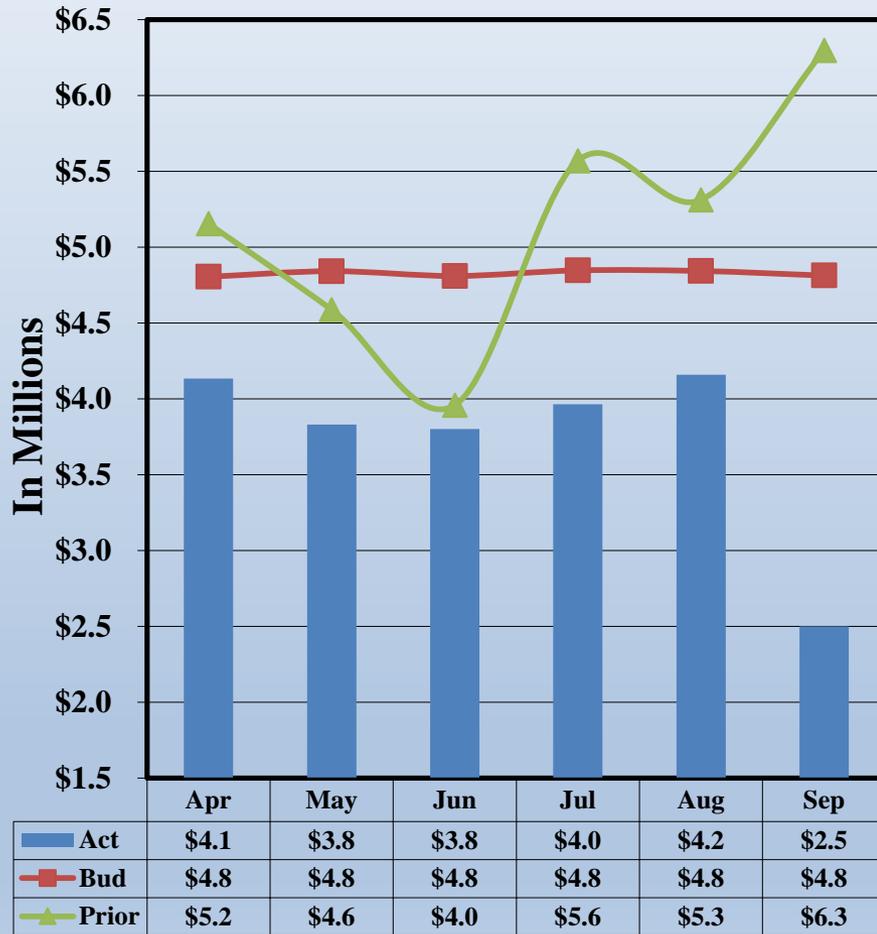
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 4.0	\$ 5.1	\$ 3.9
Var %		-21.1%	3.5%
Year-To-Date	\$ 54.4	\$ 62.8	\$ 58.4
Var %		-13.4%	-6.8%
Annualized	\$ 54.4	\$ 62.8	\$ 58.4
Var %		-13.4%	-6.8%

# Purchased Services

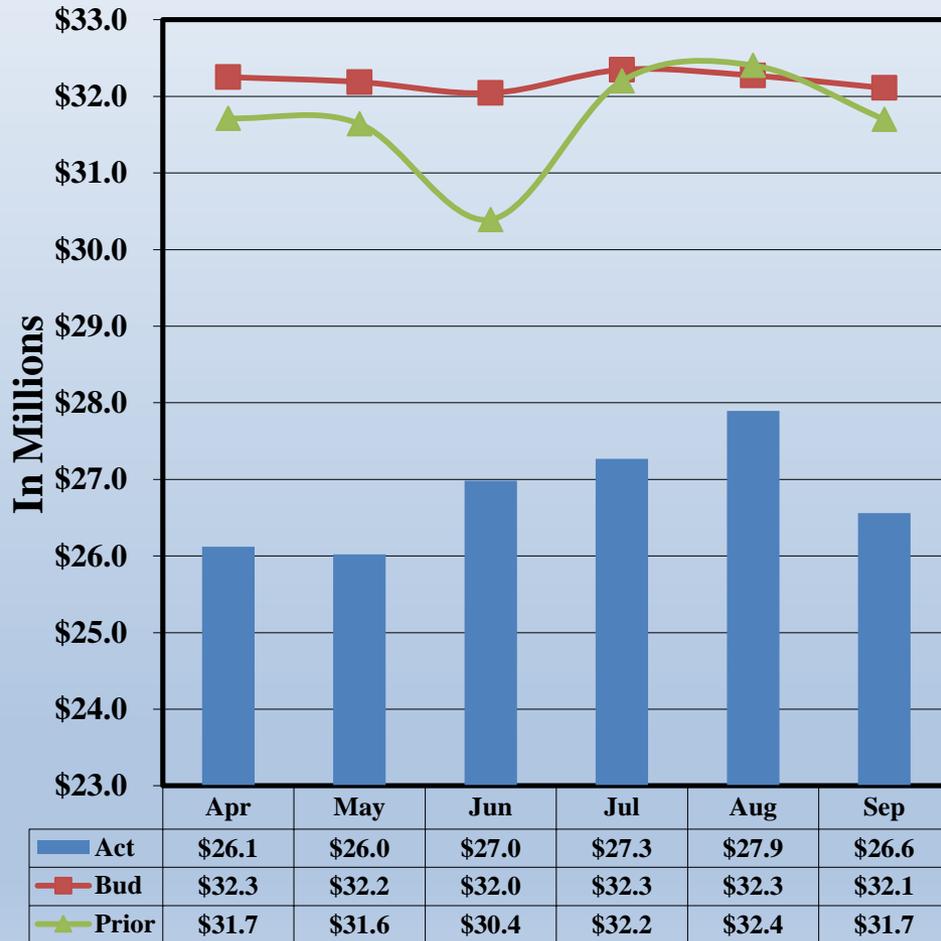
## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 2.5	\$ 4.8	\$ 6.3
Var %		-48.1%	-60.3%
Year-To-Date	\$ 53.2	\$ 59.7	\$ 58.1
Var %		-11.0%	-8.4%
Annualized	\$ 53.2	\$ 59.7	\$ 58.1
Var %		-10.9%	-8.4%

# Total Operating Expense

## *(Ector County Hospital District)*



	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 26.6	\$ 32.1	\$ 31.7
Var %		-17.3%	-16.2%
Year-To-Date	\$ 355.5	\$ 391.1	\$ 378.9
Var %		-9.1%	-6.2%
Annualized	\$ 355.5	\$ 391.1	\$ 378.9
Var %		-9.1%	-6.2%

# Operating EBIDA

## *Ector County Hospital District Operations*

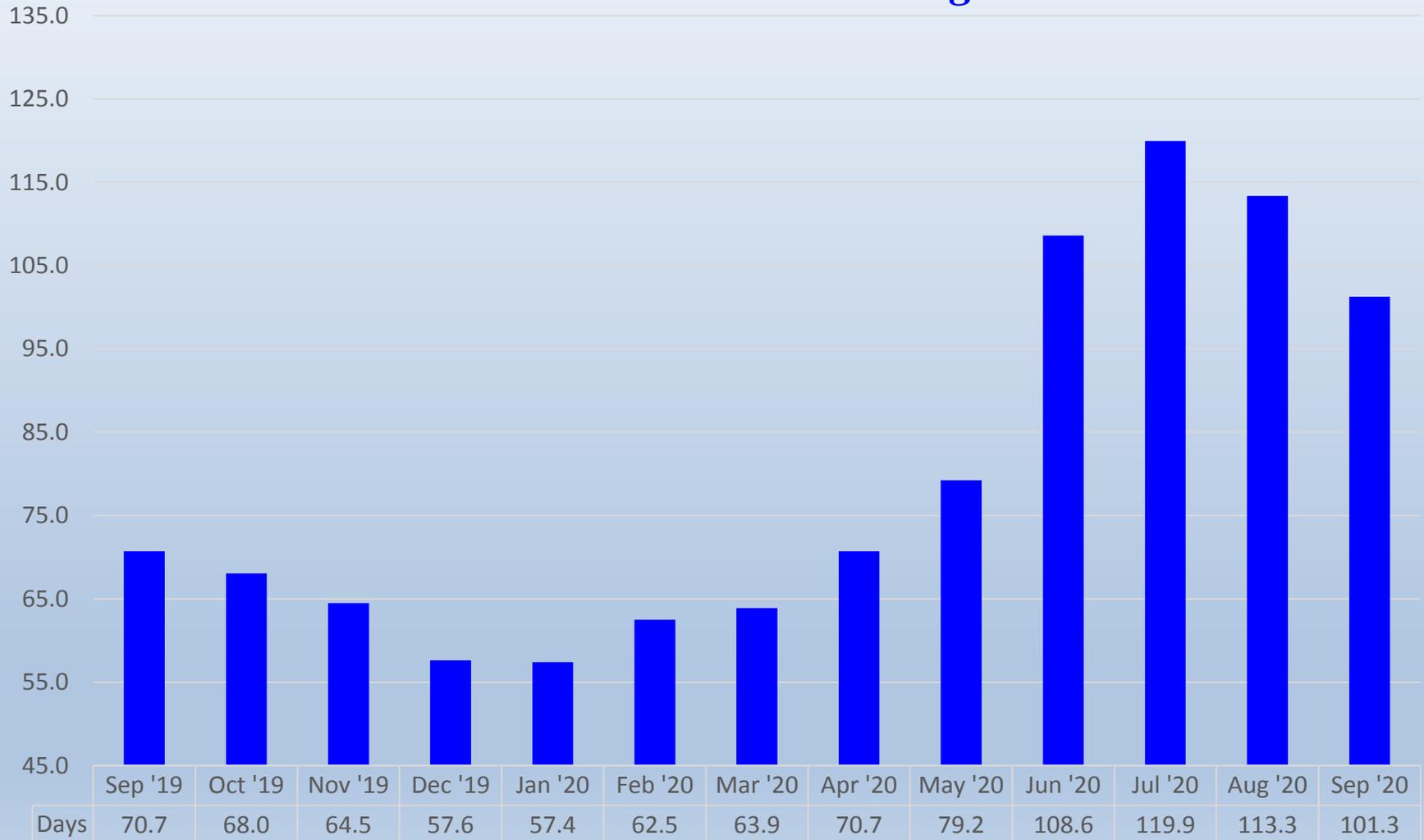


	<u>Actual</u>	<u>Budget</u>	<u>Prior Year</u>
Month	\$ 10.0	\$ 2.1	\$ (2.3)
Var %		376.2%	-534.8%
Year-To-Date	\$ (2.9)	\$ 21.9	\$ (4.6)
Var %		-113.2%	-37.0%
Annualized	\$ (2.9)	\$ 21.9	\$ (4.6)
Var %		-113.2%	-37.0%

	Apr	May	Jun	Jul	Aug	Sep
Act	\$(9.4)	\$(1.6)	\$0.8	\$(0.7)	\$1.5	\$10.0
Bud	\$1.2	\$2.2	\$1.8	\$2.4	\$2.9	\$2.1
Prior	\$(0.8)	\$(1.0)	\$(0.9)	\$(3.4)	\$(0.6)	\$(2.3)

# Days Cash on Hand

## Thirteen Month Trending



mch



mch

mch  
HOSPITALITY

**MEMORANDUM**

TO: ECHD Board of Directors

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

SUBJECT: CVA Advertising and Marketing Contract Renewal

DATE: October 23, 2020

**Cost:**

MCHS Marketing/Advertising Contract 2020-2021	<b>\$456,440.00</b>
Contingency for Website Updates through March 2021	<b><u>\$5,000.00</u></b>
(Contract Total)	<b>\$461,440.00</b>

**Background:**

This is a one (1) year contract renewal. Agency service provided on an annual basis with a provision for ninety (90) day notice of termination on either side for all project work and media programs in accordance with accepted practices of the industry.

CVA places our media buys and helps with creative design and production.

**Staffing:**

No additional FTE's required.

**Disposition of Existing Equipment:**

N/A

**Implementation Time Frame:**

Four-month development cycle

**Funding:**

\$40,536 budgeted monthly for full scope of service for FY21 as approved in MCH budget.



To: ECHD Board of Directors  
Through: Russell Tippin, President & CEO  
Through: Matt Collins, COO  
From: Carol Evans, Divisional Director of Radiology  
Date: October 15, 2020  
RE: Contract Renewal – Hologic SecurView

Operational Cost: \$31,425/yr/4yr term/Total = \$125,700 - Budgeted  
Term: 8/22/2020-8/21/2024

**REQUEST**

The Department of Radiology is requesting approval to renew a service agreement with Hologic for our SecurView system. Total cost for a 4 year agreement is \$125,700.

**PURPOSE OF CONTRACT**

The SecurView system is utilized by the radiologist to electronically view and interpret mammography images. This is a critical system and timely service for this software/hardware is essential to providing timely mammography reports to physicians/patients.

**FINANCIAL CONSIDERATIONS**

Contract has been reviewed by TractManager. TractManager negotiated savings of \$14,695/yr, dependent upon signing a 4yr agreement, for a total savings of \$58,780. Hologic did agree to add a non-appropriations clause to the contract.

**RECOMMENDATION**

Recommendation is to enter a 4 year agreement to obtain additional savings and ensure service for a critical system.



To: ECHD Board of Directors  
Through: Russell Tippin, President & CEO  
Through: Matt Collins, COO  
From: Carol Evans, Divisional Director of Radiology  
Date: October 14, 2020  
RE: Pricing Agreement Renewal - SOFIE

Operational Cost: \$175,000 -Budgeted  
Term: 11/1/20 – 10/31/21

**REQUEST**

The Department of Radiology is requesting approval to renew a pricing agreement for term stated above with SOFIE for the provision of radiopharmaceuticals utilized in PET/CT.

**PURPOSE OF CONTRACT**

SOFIE supplies radiopharmaceuticals for utilization in PET/CT procedures.

**FINANCIAL CONSIDERATIONS**

Pricing is \$195/dose and did not increase over the previous year. Total cost depends on volume of studies performed.

**RECOMMENDATION**

Recommend approval of pricing agreement so that PET/CT services can continue.

**MEMORANDUM**

TO: ECHD Board of Directors

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

SUBJECT: Scorpion – New Contract

DATE: October 23, 2020

**Cost:**

Initial Charge	<b>\$86,000.00</b>
Monthly Charge beginning on date Website(s) Launch	<b>\$5,000.00</b>

**Background:**

This will be a three (3) year contract.

Website development and implementation

- One time not-to-exceed fee
- Complete design, development and launch of new website
- Free website refresh every 36 months
- All-inclusive annual support
- Vizient member rate

Technology:

- Full access to all CMS functionality
- Full Access Scorpion Marketing System Analytics Suite
- Hosting & Website Support
- 99.999% guaranteed site uptime and system availability
- Security validation & ongoing monitoring
- 24/7 website health monitoring
- Service Level Technical & Marketing Service
- Unlimited technical / marketing support requests
- <24-hour response to all support requests guaranteed

- <60-minute response to all urgent requests guaranteed
- Support requests may include content and system updates, creative support, etc.
- Digital Marketing Manager assigned to your account
- SEO monitoring and support
- Digital marketing campaign development, execution and reporting within Scorpion platform

**Staffing:**

No additional FTE's required.

**Disposition of Existing Equipment:**

N/A

**Implementation Time Frame:**

Four-month development cycle

**Funding:**

\$86,000 for website overhaul and then \$5,000 monthly maintenance

# COVID PARTNERSHIPS

# ODESSA COLLEGE PARTNERSHIP



Nurse Navigation service  
24/7



On call for health  
direction of students  
and staff



Pricing agreements



Opportunity to direct  
care for “other  
conditions” to ProCare  
offices



**A CALL AWAY FROM FEELING AT HOME.**

Medical Center Health System is excited to announce the MCH OnCall program, a nurse navigator service to help facilitate care. MCH OnCall provides nurse communication to listen to symptoms, to help navigate care, and to follow-up through your recovery.

MCH OnCall has partnered with Odessa College (OC) and is here to provide care for their employees and students 24/7, 365.

**LET US KNOW HOW MCH ONCALL CAN PARTNER WITH YOU!**

Email [mchoncall@echd.org](mailto:mchoncall@echd.org) for more information.



500 West 4th Street • Odessa, Texas 79761 • (432) 640-4000 • [mchodessa.com](http://mchodessa.com)



Odessa College students and employees now have 24/7/365 access to the MCH OnCall system. Your questions will be answered at no charge. Coronavirus testing is just \$15 for OC students and \$25 for OC employees. MCH professional staff will help you navigate your care, and will follow-up with you as your needs change.

**Call: (432) 640-6262**  
**email: [mchoncall@echd.org](mailto:mchoncall@echd.org)**



# CITY OF ODESSA PARTNERSHIP

- ▶ FREE COVID testing and FLU shots
- ▶ \$1,000,000 approval from City Council
- ▶ Nov 1-Dec 31st
- ▶ Two locations: 42<sup>nd</sup> and west urgent care
  - ▶ Mon – Fri 9:00 a.m. – 8:30 p.m.
  - ▶ Sat & Sun 10:00 a.m. to – 5:30 p.m.
- ▶ 4 additional Saturday events in various locations



**IV.**  
**Consideration Furnished by CITY and Limit of CITY'S Disbursement**

The CITY shall pay \$150 for each COVID-19 PCR test and \$50 for every flu vaccine administered, up to an amount not to exceed \$666,666.67 (six hundred sixty six thousand six hundred sixty six and 67/100), to be paid upon submission to CITY of appropriate documentation and invoices as stipulated by CITY'S City Manager's Office. CITY may adjust the amount of funds allocated based on the number of test and vaccines administered.

**V.**  
**Reporting**

SUBRECIPIENT shall provide a bi-weekly report to CITY containing the number of tests administered and relevant non-identifying statistical and demographic information for each patient.

SUBRECIPIENT shall provide an invoice of COVID-19 tests and flu vaccinations to be administered as part of PROJECT to CITY **on or before December 4, 2020**.

In the event that a SUBRECIPIENT fails to provide bi-weekly reports or invoices for services rendered, funds are subject to be withheld by the CITY.

Upon completion of PROJECT, SUBRECIPIENT shall provide a final accounting of all COVID-19 tests and flu vaccinations administered during the term of the contract.

**VI.**  
**Nonperformance and Termination**

In the event that the CITY makes a determination that the provisions of this contract have not been performed by either SUBRECIPIENT or PROJECT, CITY may terminate this contract by notice in writing to SUBRECIPIENT.

In the event that the SUBRECIPIENT fails to be consistent with the conditions of paragraphs II. Scope and Objectives of Work Contemplated by Project, V. Reporting, or fails to expend or encumber CRF funds, the CITY may terminate this contract by written notice to the SUBRECIPIENT. The failure of SUBRECIPIENT to resolve compliance issues will result in disqualification from any additional funding in the future.

**In the event that the contract is terminated, the CITY shall recapture all funds that were utilized in a manner inconsistent with federal or state regulations. The recaptured funds shall revert to the CITY to be allocated to other CRF approved activities. Any or all equipment, furnishings, supplies purchased with CRF funds shall revert to the CITY unless the items retained are being used for the same qualified purpose for which they were purchased.**

**VII.**  
**Notices**

All notices, communications, and invoices required or permitted under this agreement shall be personally delivered or mailed to the respective parties by depositing same in the United States mail, postage prepaid, at the addresses shown below.

If intended for City, to:  
Mr. Michael Marrero  
City of Odessa  
411 W. 8<sup>th</sup> Street  
Odessa, Texas 79761

If intended for Medical Center Hospital, to:  
<Company>  
Attn: <Contact>  
<Address>  
<City, State, Zip>

### **VIII. Depository and Record Keeping**

Disbursed funds must be deposited in a depository having federal depository insurance. SUBRECIPIENT understands and acknowledges that the CITY, Texas Division of Emergency Management (TDEM), the State Auditor's Office (SAO), and the United States Department of Treasury's Inspector General (DOTIG), or any of their duly authorized representatives, shall have access to any books, documents, papers and records of PROJECT, for the purpose of making audit examinations, excerpts and transcriptions. This contract and all records pertaining to such contract shall be maintained by both SUBRECIPIENT and CITY for a period of seven (7) years after final payment is made and all other pending matters are finalized.

**SUBRECIPIENTS receiving \$750,000 or more in federal funds in a fiscal year may be subject to Single Audit Requirements in 2 CFR, Part 200, Subpart F – Audit Requirements. SUBRECIPIENTS receiving more than \$750, 000 in state funds in a fiscal year are subject to the requirements in the Texas Single Audit Circular. SUBRECIPIENTS shall submit a copy of its annual independent audit performed during the contract period to the CITY's City Manager's.** SUBRECIPIENTS that are institutions of higher education or other nonprofit organizations shall be subject to the audit requirements contained in OMB Circular A-133, "Audits of Institutions of Higher Education and Other Nonprofit Institutions."

### **IX. Equal Opportunity and Affirmative Action**

In performing under this contract, SUBRECIPIENT will require that any person or entity shall neither discriminate against any worker, employee or applicant for employment, on the basis of race, color, creed, religion, age, sex, national origin, handicap status, nor otherwise commit an unfair employment practice.

SUBRECIPIENT understands and acknowledges that PROJECT shall take legal affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, creed, religion, age, sex, national origin or handicap status. Such action shall include, but not be limited to the following: employment,

promotion, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, selection for training, as well as access to all facilities necessary for any of the above. SUBRECIPIENT agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause. This clause will be incorporated into all contracts entered into with suppliers of materials or services, and all labor organizations furnishing skilled, unskilled and craft union skilled labor who may perform any such labor or services in connection with this contract.

**X.  
Minority and Women-Owned Business Enterprises**

The SUBRECIPIENT will use its best efforts to afford minority and women-owned business enterprises, the maximum practicable opportunity to participate in the performance of this contract. As used in this contract, the term “minority and female business enterprise” means a business at least fifty-one (51) percent owned and controlled by minority group members or women. For the purpose of this definition, “minority group members” are African-Americans, Spanish-speaking Americans, Spanish surnamed or Spanish-heritage Americans, Asian-Americans, and American Indians. The SUBRECIPIENT may rely on written representations by businesses regarding their status as minority and female business enterprises in lieu of an independent investigation.

**XI.  
Labor Standards**

The SUBRECIPIENT agrees to comply with the requirements of the Secretary of Labor in accordance with the Davis-Bacon Act as amended, the provisions of the Contract Work Hours and Safety Standards Act, the Copeland “Anti-Kickback” Act (40 U.S.C. 276a-5; 40 USC 327 and 40 USC 276c) and all other applicable Federal, state and local laws and regulations pertaining to labor standards insofar as those acts apply to the performance of this Agreement. The SUBRECIPIENT shall maintain documentation that demonstrates compliance with hour and wage requirements of this part. Such documentation shall be made available to the CITY for review upon request.

**XII.  
Assignment**

No assignment or delegation of duties under this contract shall be effective without the written consent of CITY.

**XIII.  
Indemnification**

SUBRECIPIENT, to the extent allowed by law, agrees to and shall indemnify and hold harmless the City of Odessa, its officials, officers, agents, and employees from and against any and all claims, liabilities, losses, damages, causes of action, suits, and liability of every kind, including all expenses of litigation, court costs, and attorney’s fees arising out of or in any manner connected with this Agreement or for injury to or death of any person, or for damage to any property arising out of or in connection with SUBRECIPIENT’S operation, the PROJECT, or the expenditure of funds authorized by this contract, or any services provided by SUBRECIPIENT, fully funded or partially funded by this contract.

**XIV.**  
**Independent Contractor Status**

CITY and SUBRECIPIENTS shall be in the relationship of an Independent Contractor, and the relationship shall not be that of a joint venture. A party's employees, officers, and subcontractors shall in no way be considered as employees, officers, or subcontractors of any other Party.

**XV.**  
**Worker's Compensation**

The SUBRECIPIENT shall provide Worker's Compensation Insurance coverage for all of its employees involved in the performance of this Agreement.

**XVI.**  
**Insurance and Bonding**

The SUBRECIPIENT shall comply with the bonding and insurance requirements of OMB Circular A-110 and 24 CFR Part §85.36, Bonding and Insurance.

The SUBRECIPIENT shall carry sufficient insurance coverage to protect contract assets from loss due to theft, fraud, and/or undue physical damage and at a minimum, shall purchase a blanket fidelity bond covering all employees in an amount equal to cash advances from the CITY. A copy of insurance covering all employees will be submitted to the CITY.

**XVII.**  
**Conflict of Interest**

The SUBRECIPIENT agrees to abide by the provisions of 24 CFR 570.611 with respect to conflicts of interest, and covenants that it presently has no financial interest and shall not acquire any financial interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under this Agreement. The SUBRECIPIENT further covenants that in the performance of this Agreement no person having such a financial interest shall be employed by the SUBRECIPIENT hereunder. These conflict of interest provisions apply to any person who is an employee, agent, consultant, officer, or elected official of the CITY, or of any designated public agencies or of SUBRECIPIENTS which are receiving CRF funds.

**XVIII.**  
**Drug Free Work Place**

SUBRECIPIENT shall comply with the Drug Free Workplace Act of 1988 including any amendments and administrative regulations, if required by federal law. Even if not required by law, CITY strongly recommends compliance with the provisions of such law on a voluntary basis by SUBRECIPIENT and approves a ban on the use and possession of illegal drugs and alcohol in the workplace of the SUBRECIPIENT. Such policy should also include some mechanism for enforcement of such prohibition. In future contracts, CITY may require the adoption of a drug

free workplace policy, which includes drug testing, as a condition for the payment by the CITY of public funds.

## **XIX. Religious Provisions**

SUBRECIPIENT will not discriminate against any person applying for such public services on the basis of religion or religious belief or limit such services or give preference to persons on the basis of religion or religious belief.

**SUBRECIPIENT will provide no religious instruction or counseling, conduct no religious worship or services, engage in no religious proselytizing, and exert no other religious influence in providing the public services, which are the basis of this contract. If SUBRECIPIENT conducts such activities, the activities must be offered separately, in time or location, from the programs or services funded under contract, and participation must be voluntary for the beneficiaries of the CRF funded programs or services.**

## **XX. Lobbying**

The SUBRECIPIENT hereby certifies that:

- (a) No federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;
- (b) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standards Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;
- (c) It will require that the language of paragraph (d) of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all SUBRECIPIENTS shall certify and disclose accordingly; and
- (d) **LOBBYING CERTIFICATION - PARAGRAPH D**  
This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000.00 and not more than \$100,000.00 for each such failure.

MEDICAL CENTER HOSPITAL

---

CONTACT NAME

---

CONTACT TITLE

---

Date

**XXI.  
Modifications of Agreement**

This instrument contains the entire agreement, including any attachments and schedules hereto, between the parties relating to the rights herein granted and the obligations herein assumed. Any oral representations or modifications concerning this agreement shall be of no force or effect and all prior agreements relating to this subject are hereby rescinded. However, this instrument can subsequently be amended in writing by agreement of the parties.

WITNESS WHEREOF, the parties have hereunto set their hands by their representatives duly authorized on the day and year first written above.

MEDICAL CENTER HOSPITAL

\_\_\_\_\_ Date  
Contact Name, Contact Title

CITY OF ODESSA, TEXAS

BY: \_\_\_\_\_  
Michael Marrero, City Manager

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_ Norma Aguilar-Grimaldo, City Secretary

\_\_\_\_\_ Natasha L. Brooks, City Attorney

(CITY OF ODESSA)

THE STATE OF TEXAS §  
COUNTY OF ECTOR §

This instrument was acknowledged before me on the \_\_\_\_\_ day of \_\_\_\_\_, 2020, by Michael Marrero, City Manager, by and for the City of Odessa.

**GIVEN UNDER MY HAND AND SEAL** of office this \_\_\_\_\_ day of \_\_\_\_\_, A.D., 2020.

\_\_\_\_\_  
Notary Public in and for State of Texas

(MEDICAL CENTER HOSPITAL)

THE STATE OF TEXAS §  
COUNTY OF ECTOR §

This instrument was acknowledged before me on the \_\_\_\_\_ day of \_\_\_\_\_, 2020, by NAME, TITLE, by and for Medical Center Hospital.

**GIVEN UNDER MY HAND AND SEAL OF OFFICE** this \_\_\_\_\_ day of \_\_\_\_\_, A.D. 2020.

\_\_\_\_\_  
Notary Public in and for State of Texas



## **FY 2021 CAPITAL EQUIPMENT REQUEST**

Date: 10/22/2020

To: Ector County Hospital District Board of Directors

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

From: David Graham MSN, RN Divisional Director of Emergency Services  
Sadie Bagwell MSN, RN, CEN, Emergency Department Unit Director

Re: Emergency Department Belmont Rapid Infuser

**Total Cost... (Unbudgeted) \$28,260**

### **OBJECTIVE**

Replace and upgrade the current Belmont rapid infuser that is past its service life and malfunctioning in the ED

### **HISTORY**

The ED must have 2 functioning rapid infusers to safely resuscitate patients needing massive blood transfusion (traumas, GI bleeds). One of our devices is malfunctioning and outside of its service life. One of our currently devices will not pass minimum requirements when unplugged and will prematurely die. This could cause patient harm or even death during patient transport.

### **PURCHASE CONSIDERATIONS**

No other purchase considerations as Belmont is our current rapid infuser device that we use house wide.

### **FTE IMPACT**

No additional FTE(s) will be required.

### **INSTALLATION & TRAINING**

None needed.

### **WARRANTY AND SERVICE CONTRACT**

1-year warranty

**DISPOSITION OF EXISTING EQUIPMENT**

Trade in

**LIFE EXPECTANCY OF EQUIPMENT**

10 years

**MD BUYLINE INFORMATION**

Meets MD Buyline recommended pricing

**COMMITTEE APPROVAL**

FCC	Pending
MEC	Pending
Joint Conference	Pending
ECHD Board	Pending

## November Board Report

### Site Visits

**Ward Memorial** – AIDET session, provided by Deanna from MCH quality. Visited with CEO and CNO both were very excited to hear about our new pediatric nephrologist. They will let their providers know of this information. Letecia asked about physician view access. I have let her know I will keep her updated and that it has become quite a large project. We talked about the upcoming winter months and communication/ transfer of patients and how key it will be moving forward. We will follow up with AIDET validation tools to assure the teams have no questions after implementation.

Received call from Letecia about a patient in their swing bed with unhealing wounds, our dermatology team was able to consult with their docs to avoid readmission.

**Reeves County-** Rounded on all clinics, provided updates about pediatric nephrology. Received feedback they are having issues getting Medicaid patients into any clinics. I have let them know we have some providers seeing patients in our FQHC and to please call before to assure moving forward.

**Rankin-** AIDET session, provided by Deanna from MCH Quality. Met with CEO and CNO, no issues with transfers in patients, their COVID counts remain low. They stated they have had low volume in general and would be glad to help with transfers if needed. Their problem is oxygen demands, they are only able to take up to 5-6L, and they do have concentrators now. Updated both on new providers we have at MCH.

Met with Dr. Brandon Sue and Dr. Robert Baldree, both stated they do not ever have issues with transfers to MCH. Provided them with MCH provider list. Also met with nurses in clinic, provided list and cards as well.

Tiana was very pleased with AIDET training, MCH team will come back to help validate.

### Upcoming site visits this month:

McCamey- AIDET training 10/28

Andrews- meeting with Clinic Manager, Chris Dillaire 10/29

### Other updates:

- Mix and mingle planned for 11/12 for MCH and community providers. We have had several new providers join since January
- Andrews ICA in process
- Introduction of Dr Poudel to all Odessa/ Midland clinics, great feedback and referrals seen already. Also met with Lubbock Covenant Urologist. Introduced to ORMC and MMH as well.
- MCH continuing to work on virtual education. Maternal videos completed, not posted at this time
- Regional calls resumed to weekly/ biweekly as we see numbers rise in community and region

**MCH Telehealth:**

**MCH Telecare (MCH employee on demand application):**

80 total visits

October 16 visits

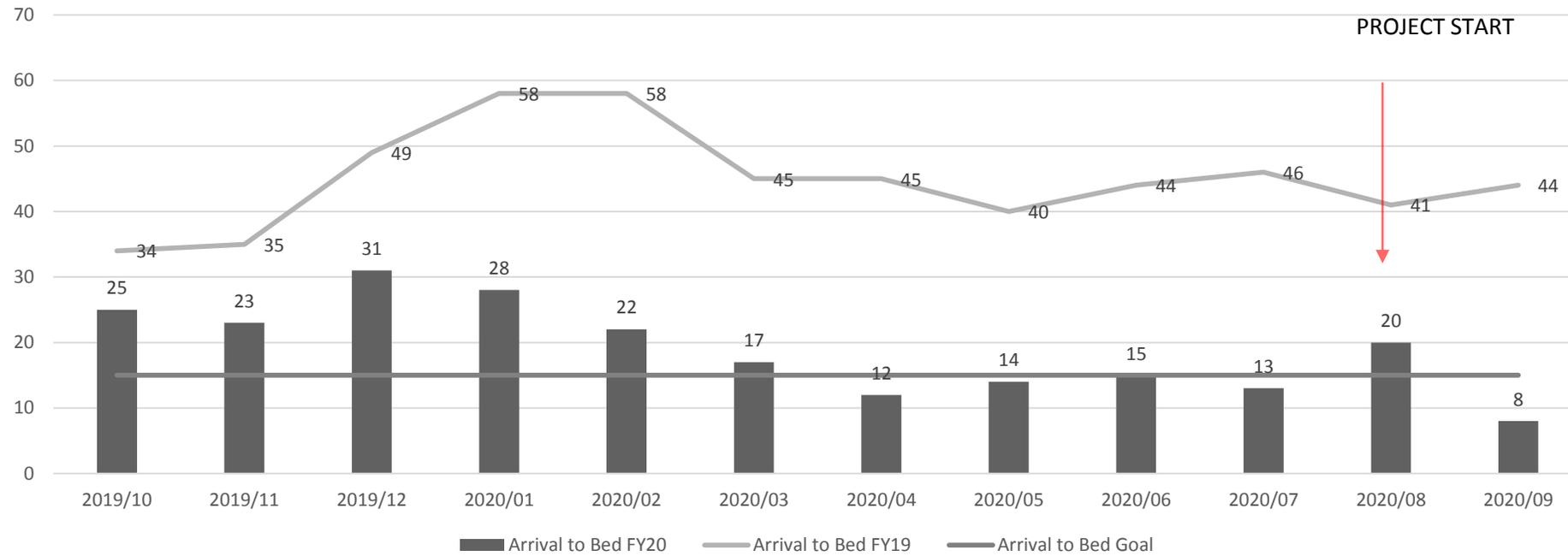
**DoxyMe (application being used by MCH Procure Providers to see their patients)**

610 visits for month of September

EMERGENCY  
ROOM  
EFFICIENCY

*Journey to a wait less  
ER*

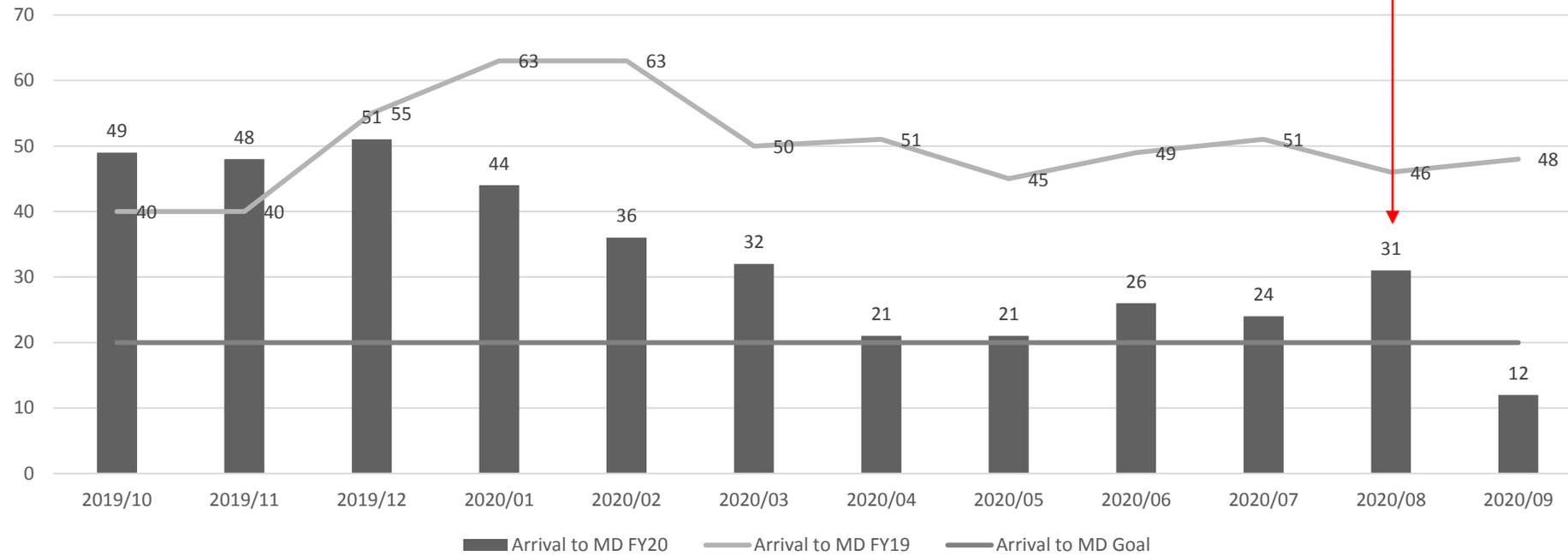
### Arrival to Bed



# ARRIVAL TO BED

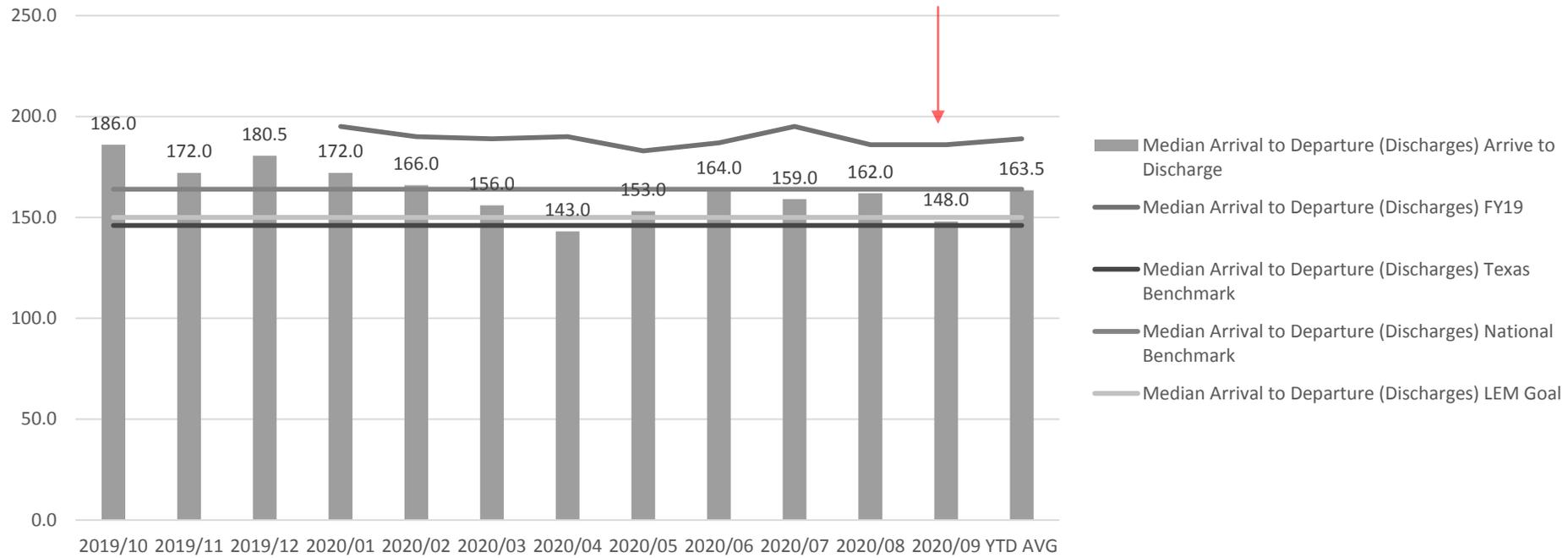
Arrival to MD

Project start



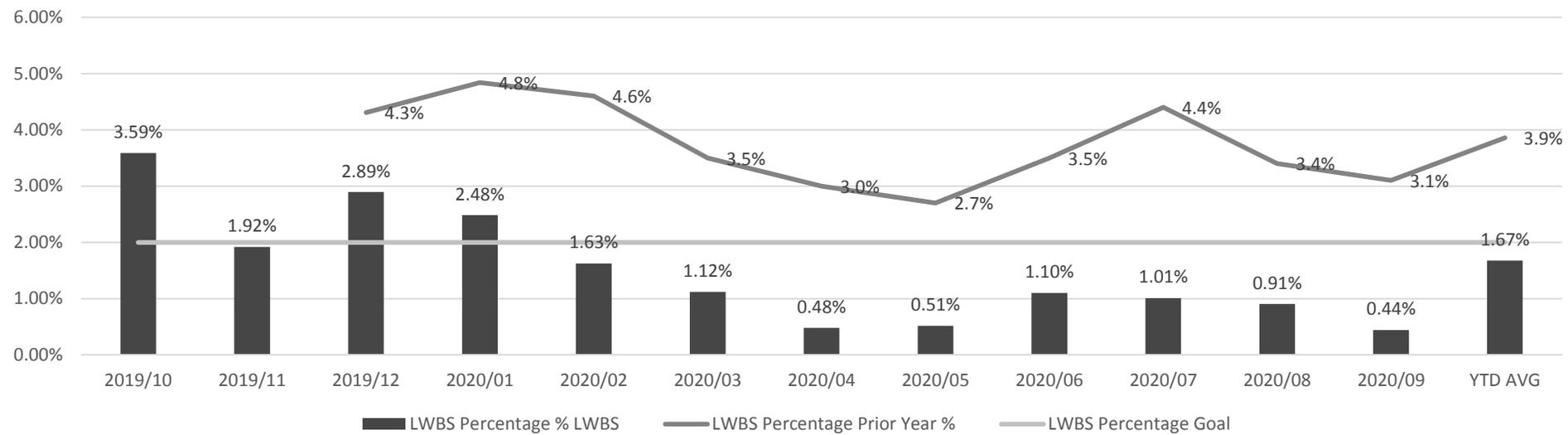
# ARRIVAL TO MD

### Median Arrival to Departure (Discharges)



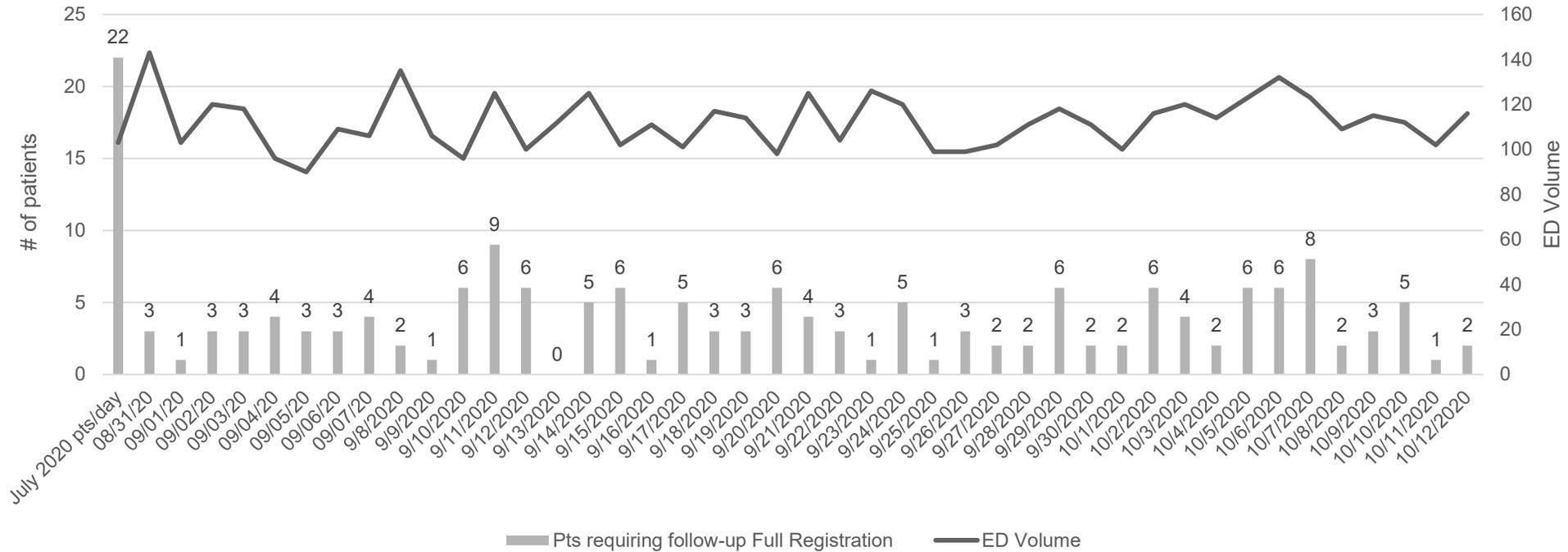
# ARRIVAL TO DISCHARGE

LWBS Year Over Year Data



LEFT WITHOUT BEING SEEN

## Patients requiring follow-up to complete Full Registration



# REGISTRATION



**SORTING**

# TRIAGE





## NEW FAST TRACK ROOMS



# Movement of Tube System

Larger Lab Space

“

GREAT THINGS IN BUSINESS ARE NEVER DONE  
BY ONE PERSON. THEY ARE DONE BY A TEAM  
OF PEOPLE

”

**THANK YOU** to the

*ER physician group, ER Leadership, ER clinical and non-clinical  
staff, registration, housekeeping, engineering*