

ECHD Board Meeting

Medical Center Health System

January 10, 2017

5:30pm in the ECHD Board Room

500 W. 4th Street

Odessa, Texas 79761



**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR BOARD MEETING
January 10, 2017 – 5:30 p.m.
Board Room**

AGENDA (p. 2-3)

- I. CALL TO ORDER.....** David Dunn, President
- II. INVOCATION** Chaplain Farrell Ard
- III. MISSION/VISION/VALUES OF MEDICAL CENTER HEALTH SYSTEM** David Dunn, p. 4
- IV. 2016 EMPLOYEES OF THE YEAR.....**William Webster
 - Dr. H.E. Hestand Humanitarian Award: Liliana Ramirez, Special Imaging Tech, Radiology Diagnostics Department
 - Florence Nightingale Award: Robbin Herrington, RN, 4-East Unit
 - Chaplain Jimmy Wilson Service Excellence Award: Cynthia Hernandez, Divisional Secretary, Radiology Administration Department
- V. JANUARY 2017 EMPLOYEES OF THE MONTH** William Webster
 - Clinical: Claudia Cain, Speech Pathologist, Physical Medicine and Rehabilitation Dept.
 - Non-Clinical: Renee Culpepper, Performance Improvement Specialist, Performance Improvement Dept.
 - Nurse of the Month: Alan Pelopero, RN, 5-West Unit
- VI. RECOGNITION OF 4-EAST NURSING UNIT.....**Carol Evans
- VII. REVIEW OF MINUTES** David Dunn, p. 5-13
 - A. Regular Meeting – December 6, 2016**
- VIII. ECHD BOARD SUMMARY OF OBLIGATION FOR TAX SUPPORT.....** Virgil Trower, p. 14
- IX. COMMITTEE REPORTS**
 - A. Finance Committee** Virgil Trower, p. 15-86
 - 1. Financials for two months ended November 30, 2016

X. TTUHSC AT THE PERMIAN BASIN REPORT Gary Ventolini, MD

XI. PRESIDENT/CEO REPORTWilliam Webster

A. Investment Policy annual Review and Approval.....Jon Riggs, p. 87-97

XII. EXECUTIVE SESSION

Meeting held in closed session as to (1) consultation with attorney regarding legal matters pursuant to Section 551.071 of the Texas Open Meetings Act, and, (2) deliberation by the governing board of certain providers of health care services of the hospital pursuant to Section 551.085 of the Texas Open Meetings Act.

XIII. MCH PROCARE PROVIDER AGREEMENTSJulian Beseril

XIV. ADJOURNMENT David Dunn

If during the course of the meeting covered by this notice, the Board of Directors needs to meet in executive session, then such closed or executive meeting or session, pursuant to Chapter 551, Government Code of Texas, 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 in such closed or executive meeting or session concerning any and all subjects and for any and all purposes permitted by Chapter 551 of said Government Code.

MISSION

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

VISION

MCHS will be the premier source for health and wellness.

VALUES

I-ntegrity

C-ustomer centered

A-ccountability

R-espect

E-xcellence

**ECTOR COUNTY HOSPITAL DISTRICT
BOARD OF DIRECTORS
REGULAR BOARD MEETING
December 6, 2016**

MINUTES OF THE MEETING

MEMBERS PRESENT:

David Dunn, President
Judy Hayes, Vice President
Mary Lou Anderson
David Nelson
Mary Thompson
Virgil Trower

MEMBERS ABSENT:

Richard Herrera

OTHERS PRESENT:

William Webster, President/Chief Executive Officer
Tony Ruiz, Senior Vice President/Chief Operating Officer
Jon Riggs, Senior Vice President/Chief Financial Officer
Chad Dunavan, Vice President/Chief Nursing Officer
Matt Collins, Vice President, Support Services
Robbi Banks, Vice President, Human Resources
Ron Griffin, Chief Legal Counsel
Dr. Arun Mathews, CMO/CMIO (Acute)
Dr. Gregory Shipkey, Chief of Staff
Dr. Gary Ventolini, Regional Dean, TTUHSC Permian Basin
Virginia (Gingie) Sredanovich, ECHD Board Secretary
Various other interested members of the Media,
Medical Staff, Employees, Retirees and Citizens

I. CALL TO ORDER

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

II. INVOCATION

Chaplain Farrell Ard offered the invocation.

III. MISSION/VISION OF MEDICAL CENTER HEALTH SYSTEM

David Nelson presented the Mission, Vision and Values of Medical Center Health System.

IV. DECEMBER 2016 EMPLOYEES OF THE MONTH

Mr. Webster introduced the August 2016 Employees of the Month, as follows:

- Clinical: Eva Garcia, Director of Physical Therapy,
Physical Therapy Department
- Non-Clinical: Sherri Pickens, Director of Hospital Based Operations,
MCH ProCare
- Nurse of the Month: Leisha Sanchez, Director 8-Central and Dialysis

V. MCHS 2016 UNITED WAY CAMPAIGN UPDATE

Jacqui Gore, Vice Pres. Communications and Marketing, introduced the MCHS 2016 United Way Campaign team and Hank Herrick, Executive Director, United Way of Odessa. Mr. Herrick announced that MCHS held a very successful 2016 United Way campaign and for the sixth year in a row, MCHS employees have exceeded \$200,000.00 raised. The total donations made by MCHS Staff for the 2016 campaign is \$239,993.02.

VI. REVIEW OF MINUTES

A. Regular Meeting – November 1, 2016

David Dunn presented the minutes of the Regular ECHD Board meeting held on November 1, 2016 and asked if there were any additions or corrections.

Mary Thompson moved and Judy Hayes seconded the motion to accept the minutes of the Regular ECHD Board meeting held November 1, 2016. The motion carried.

VII. ECHD BOARD SUMMARY OF OBLIGATION FOR TAX SUPPORT

Virgil Trower presented the ECHD Summary of Obligation for Tax Support for informational purposes only.

VIII. COMMITTEE REPORTS

A. Finance Committee

1. Financials for the one month ended October 31, 2016

Virgil Trower moved and Mary Lou Anderson seconded the motion to approve the financial report for the one month ended October 31, 2016, as recommended to the ECHD Board by the Finance Committee. The motion carried.

2. CERs

- a. Trauma Ultrasound
- b. Stryker 1588 AIM Imaging and Integration
- c. Hardware for MCH1/Cerner

Judy Hayes moved and Mary Lou Anderson seconded the motion to approve the CERs: Trauma Ultrasound, Stryker 1588 AIM Imaging and Integration, and Hardware for MCH1/Cerner, as recommended to the ECHD board by the Finance Committee. The motion carried.

B. Joint Conference

Dr. Gregory Shipkey, Chief of Staff, presented the recommendation of the Joint Conference Committee to accept the following Medical Staff Recommendations:

1. **Medical Staff or AHP Initial Appointment/Reappointment**

Medical Staff

Applicant	Department	Specialty/ Privileges	Group	Dates
Eilers, Mark MD	Surgery	Orthopaedic Surgery	Basin Orthopedic Surgical Spec	12/06/2016- 11/30/2017
Guillen, Phillip MD	Surgery	Orthopaedic Surgery	West Texas Orthopedics	12/06/2016- 11/30/2017
Onyia, Barbara MD	Medicine	Internal Medicine / Hospitalists	Onyx	12/06/2016- 11/30/2017
Porter, Douglas MD	Medicine	Neurology/ Telemedicin c	RTNA	12/06/2016- 11/30/2017

Allied Health Professional (AHP) Staff Applicants

Applicant	Department	Specialty/ Privileges	Group	Sponsoring Physician(s)	Dates
*Gully, Emily	Surgery	Nurse Practitioner	Private	Dr. John Dorman	12/06/2016- 11/30/2018
*Marmolejo, Jeneva	Family Medicine	Physician Assistant	Procare	Dr. David Davison	12/06/2016- 11/30/2018

***Please grant temporary privileges*

Reappointment of the Medical Staff and Allied Health Professional Staff

Medical Staff/Or Allied Health Professional Staff

Applicant	Department	Staff Category	Specialty/ Privileges	Group	Change in Privileges	Appt Yrs.	Dates
Aderinboye, Omolara MD	Pediatrics	Associate	Pediatrics	Comphealth		1	02/01/2017 – 01/31/2018
Akins, Robin MD	Radiology	Associate	Radiology Oncology	TX Oncology		1	02/01/2017 – 01/31/2018
Banerjee, Sara MD	Radiology	Telemedicine	Teleradiology	VRAD		2	01/01/2017 – 12/31/2018
Braatz, Timothy MD	Radiology	Telemedicine	Teleradiology	VRAD		2	02/01/2017 – 1/31/2018
Brown, Justin DPM	Surgery	Associate to Active	Podiatry	Private		2	02/01/2017 – 01/31/2018
Caldemeyer, Karen MD	Radiology	Telemedicine	Teleradiology	VRAD		2	02/01/2017 – 01/31/2019
Dar, Khavar MD	Medicine	Active	Internal Medicine, Pulmonary Disease, Critical Care Medicine	Private	ADD: Arterial Line Placement	2	01/01/2017 – 12/31/2018
Dasari, Vivekanand	Pediatrics	Associate	Pediatrics	Permian Premier		1	02/01/2017 – 01/31/2018
Gallinghouse, Gerald MD	Cardiology	Associate	Electrophysiol ogy	Procare		1	02/01/2017 – 01/31/2018
Guru, Manaher MD	Medicine	Courtesy	Neurology	Private		1	01/01/2017 – 12/31/2017
Gutta, Rajesh	Surgery	Associate to Active	Oral & Maxillofacial Surgery	Private		2	02/01/2017 – 01/31/2018
Hird, Travis MD	Medicine	Telemedicine	Telemedicine /Electromonito ring	American Radiology		1	01/01/2017 – 12/31/2018
Jain, Shailesh MD	Medicine	Courtesy	Psychiatry	Texas Tech		1	01/01/2017 – 12/31/2017
Kubacak, Stephanie MD	Medicine	Active	Internal Medicine	Procare	DELETE: Hyperbaric Oxygen Therapy; IUD, insert/remo ve; Laryngosco	2	01/01/2017 – 12/31/2018

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 ECHD Board of Directors
 Minutes from: December 6, 2016

					py, Indirect; Percutaneous Liver Biopsy		
Lieser, Mark MD	Surgery	Active	General Surgery	Acute Surgical	ADD: Adhesiolysis; Cholecystectomy with common bile duct exploration; Ostomy Creation and Reversal; Hepatic resection major; Laparoscopic appendectomy; Laparoscopic inguinal hernia; Trauma Privilege Form	2	02/01/2017 – 01/31/2019
Mathews, Arun MD	Medicine	Active	Internal Medicine	Procure	DELETE: Elective cardioversion	2	01/01/2017 – 12/31/2018
Prasad, Kalpana MD	Medicine	Courtesy to Affiliate	Internal Medicine	Private		1	01/01/2017 – 12/31/2018
Rastogi, Ashutosh MD	Medicine	Courtesy	Oncology/Hematology	Tx Oncology		1	01/01/2017 – 12/31/2017
Sternick, Cary MD	Medicine	Associate to Active	Electromonitoring	Private		2	02/01/2017 – 01/31/2018
Vindhya, Premalatha MD	Surgery	Active	Dermatology	Private		2	01/01/2017 – 12/31/2018
Watkins, David MD	Medicine	Courtesy	Oncology	Tx Oncology		1	01/01/2017 – 12/31/2017
Wolinsky, Joel MD	Medicine	Associate	Neurology	Private		1	02/01/2017 – 01/31/2018
Bacani, Ronald FNP	Emergency Medicine	Allied Health Prof	Emergency Medicine	BEPO		2	01/01/2017 – 12/31/2018
Calderon, Edye PA	Emergency Medicine	Allied Health Prof.	Emergency Medicine	BEPO		2	01/01/2017 – 12/31/2018
Floyd, Robin APRN	Medicine	Allied Health Prof.	Medicine	Home Hospice		2	01/01/2017 – 12/31/2018
Lopez, Juanita PA	Cardiology	Allied Health Prof	Cardiology	ProCare		2	01/01/2017 – 12/31/2018
MacMurdo, Lee APRN	Medicine	Allied Health Prof	Medicine	Private		2	01/01/2017 – 12/31/2018

Blank Staff Category column signifies no change

2. Change in Clinical Privileges/or Scope of Practice/or Supervisor

Clinical/ Additional Privileges

Staff Member	Department	Privilege
Brindley, Michelle APRN	Pediatrics	DELETE: ACLS (advance cardiac life support) Required for all PA's/APN's in Emergency Medicine Department and CRNA's. PALS/NPR certification as appropriate
Dar, Khavar MD	Medicine	ADD: Arterial Line Placement
Kubacak, Stephanie MD	Medicine	DELETE: Hyperbaric Oxygen Therapy; IUD, insert/remove; Laryngoscopy, Indirect; Percutaneous Liver Biopsy
Lieser, Mark MD	Surgery	ADD: Adhesiolysis; Cholecystectomy with common bile duct exploration; Ostomy Creation and Reversal; Hepatic resection major; Laparoscopic appendectomy; Laparoscopic inguinal hernia; Trauma Privilege Form
Mathews, Arun MD	Medicine	DELETE: Elective cardioversion

3. Change in Medical Staff or AHP Staff Status

Resignation / Expiration of Privileges

Staff Member	Staff Category	Department	Effective Date	Action
Ackerman, Lani MD	Associate	Family Medicine	10/17/2016	Resigned
Cho, Parina MD	Telemedicine	Radiology	10/20/2016	Resigned
Dhindsa, Sandeep MD	Active	Medicine	10/24/2016	Resigned
Govea, Christopher, MD	Telemedicine	Radiology	03/01/2016	Resigned
Harris, Mary LVN	AHP	Medicine	12/31/2016	Lapse in Privilege
Johnston, Jennifer MD	Telemedicine	Radiology	11/08/2016	Resigned
Molland, John MD	Active	OB/GYN	12/31/2016	Lapse in privilege
Riddle, Jeremy CSFA	AHP	Surgery	10/24/2016	Deceased
Tinney, Irene APRN	AHP	Medicine	10/18/2016	Resigned
Woody, Courtney RN	Research Coordinator	Medicine	10/17/2016	Resigned

4. Change in Medical Staff or AHP Staff Category

Staff Category Changes

Staff Member	Department	Category
Brown, Justin DPM	Surgery	Associate to Active
Gutta, Rajesh DDS	Surgery	Associate to Active
Sternick, Cary MD	Medicine	Associate to Active
Prasad, Kalpana MD	Medicine	Courtesy to Affiliate
Graham, Catherine FNP	Family Medicine	Removal of Provisional Status
Zipparo, Jeffrey CRNA	Anesthesia	Removal of Provisional Status

5. Medical Staff Bylaws/Policy/Privilege Criteria

There were no Medical Staff Bylaw/Policy/Privilege Criteria items presented to the Joint Conference Committee.

Mary Thompson moved and Mary Thompson seconded the motion to approve the Medical Staff recommendations (Items VIII.B. 1-5) as presented, (there were no items presented under section VIII.B. 5). The motion carried.

IX. TTUHSC AT THE PERMIAN BASIN REPORT

Dr. Ventolini presented the TTUHSC at the Permian Basin report for informational purposes. No action was taken.

X. PRESIDENT/CHIEF EXECUTIVE OFFICERS REPORT

A. The Samantha Canady Center for Pediatric Care (5-West pediatric Unit) Naming Approval

Bridgette Meyers, Executive Director, MCHS Foundation, reported that the Medical Center Health System Foundation (MCHSF) is asking the Ector County Hospital District Board of Directors to review and approve the contract for the naming of the 5-West Pediatric Unit, "The Samantha Canady Center for Pediatric Care". The donor hereby pledges \$500,000.00 "Gift" to the MCHSF for the purpose of naming the Pediatric Unit of Medical Center Hospital, "The Samantha Canady Center for Pediatric Care". The Donor has made an initial payment of \$290,474.50. The remaining \$209,525.50 will be paid out over the next four (4) years.

Mary Lou Anderson moved and Mary Thompson seconded the motion to approve The Samantha Canady Center for Pediatric Care (5-West pediatric Unit) Naming agreement as presented. The motion carried.

B. HCC Group Medical Stop Loss Agreement Renewal

Robbi Banks, Vice President, Human Resources, presented the HCC Group Medical Stop Loss Agreement Renewal for approval by the ECHD Board. Ms. Banks reported that MCH's reinsurance policy provides protection from medical claims exceeding \$350,000 during the plan year for each person covered by the medical plan. Requests for quotes were sent to HM, Optum, Sun Life, Swiss Re, Symetra, Tru Services, Voya and HCC. HCC is offering a renewal with a 79% increase over 2016 rates. After reviewing the options offered to MCHS through HCC, it is recommend that the Board approve the three year renewal with HCC for stop loss coverage.

HCC is offering another 3 year rate protection with no more than a +10% in 2018 and no more than a +30% in 2019. In addition, they have not identified any lasers for the three (3) year period. This is not a three (3) year contract. It is only a maximum renewal guarantee for MCHS.

Virgil Trower moved and David Nelson seconded the motion to approve the HCC Group Medical Stop Loss Agreement Renewal as presented. The motion carried.

XI. EXECUTIVE SESSION

David Dunn stated that the Board would now go into Executive Session for consultation with attorney regarding legal matters pursuant to the Texas Open Meetings Act.

Executive Session began at 5:56 p.m.
Executive Session ended at 7:19 p.m.

No action was taken during Executive Session.

XII. MCH PROCARE PROVIDER AGREEMENTS

Julian Baseril, Vice President/MCH Professional Care, presented three (3) MCH ProCare provider agreements as follows:

- Bonnie C. Carter, MD, Family Practice. This is a three year full-time agreement. Employment effective no later than January 15, 2017.

Virgil Trower moved and Mary Thompson seconded the motion to approve the MCH ProCare Provider agreement with Bonnie C. Carter, MD, Family Medicine, as presented. The motion carried.

- Joshua Urteaga, MD, Hospitalist. This is a three year full-time employment agreement. Employment effective upon licensing, privileging, and credentialing after completion of residency July 1, 2018.

David Nelson moved and Mary Thompson seconded the motion to approve the MCH ProCare Provider agreement with Joshua Urteaga, MD, Hospitalist, as presented. The motion carried

- Felix Estoya Savellano, CRNA, MSNA, Anesthesia. This is a three year full-time employment agreement. Employment effective as soon as possible.

David Nelson moved and Virgil Trower seconded the motion to approve the MCH ProCare Provider agreement with Felix Estoya Savellano, CRNA, MSNA, Anesthesia, as presented. The motion carried

XIII. ADJOURNMENT

There being no further business to come before the Board, David Dunn adjourned the meeting at 7:26 p.m.

Respectfully Submitted,



Virginia Sredanovich, Secretary
Ector County Hospital District Board of Directors

FOOTNOTE: While there was no public forum posted on the agenda, a member of the public presented a written statement to the ECHD Board Secretary to be further delivered to the ECHD Board members.

ECHD Summary of Obligations for District Tax Support	
YTD Uncompensated Care Obligations	11-30-2016
Ector County Jail Inmates	\$ 176,228
Family Health Center	\$ 428,809
ECHDA Indigent/Charity @ Cost	\$ 4,269,458
Uncompensated Care @ Cost	\$ 7,233,242
Total Uncompensated Care Obligation	12,107,737
Tax Revenues	\$ 7,167,577
Short Fall between District Obligations	4,940,160
& District Tax Revenue	



DATE: January 6, 2017

TO: Board of Directors – Finance Committee
Ector County Hospital District

FROM: Jon E. Riggs 
Senior Vice President and Chief Financial Officer

Subject: Financial Report for the month ended November 30, 2016

Attached are the Financial Statements for the month ended November 30, 2016.

Operating Account - Cash Collections and Disbursements

The following summary is of operating cash receipts and disbursements for the month:

Deposits	Year to Date	November
A/R Payments FHC	377,327	196,452
A/R payments *	33,455,788	17,260,433
Non A/R pmts	6,045,958	979,813
Sales Tax	5,178,104	2,839,057
Ad Valorem	1,173,161	924,056
Total Deposits	46,230,338	22,199,811
Disbursements		
Accounts Payable & Payroll	47,538,036	24,800,555
Group Medical	3,642,205	1,801,643
Transfer to Foundation (LTAC)	-	-
Flex Benefit	57,397	36,751
Worker's Comp Claims	28,652	10,979
Total Disbursements	51,266,290	26,649,928
Transfer (To)/From Reserves	5,776,962	3,900,000
Net Increase/(Decrease) in Cash	741,010	(550,117)

* Includes Patient A/R, MCH Pro Fees and Bad Debt Collections.

Operating Results - Hospital Operations:

For the month ended November, earnings before interest depreciation and amortization (EBIDA) was a deficit of \$62K comparing unfavorably to the budget of \$776K by 108.0%. Inpatient (I/P) revenue was above budget by \$341K due to increased surgeries. Outpatient (O/P) revenue was above budget by \$1.2M due to increased surgeries and cath lab procedures. Net Patient Revenue was \$350K or 2.0% below the budget of \$17.4M. Net operating revenue was \$21.7M or 0.1% below budget due to decreased cash collections. On a year-to-date (YTD) basis net operating revenue was flat to budget at \$43.8M.

Operating expenses for the month were over budget by \$1.0M due to higher than budgeted staffing \$143K, benefits \$403K, temporary labor \$154K, supplies \$334K and repairs & maintenance \$142K that was partially offset by purchased services expense being under budget by \$143K. For the month ended November, EBIDA was a negative \$62K which is 108.0% unfavorable to the budgeted \$776K. For the two months ended November, EBIDA is a negative \$68K or 104.6% unfavorable to the budgeted \$1.5M.

Operating Results - ProCare (501a) Operations:

For the month of November the net loss from operations before capital contributions was \$403K compared to a budgeted loss of \$1.4M. Net operating revenue was above budget by \$696K. Total operating costs were under budget by \$291K. After MCH capital contributions of \$1.0M for the month and \$2.3M YTD, ProCare showed a positive contribution of \$610K for the month and \$1,134K YTD.

Operating Results - Family Health Center Operations:

For the month of November the net loss from operations by location:

- Clements: \$88K loss compared to a budgeted loss of \$130K. The favorable variance was due to decreased physician services expense of \$80K.
- West University: \$124K loss compared to a budgeted loss of \$116K. The negative variance was due to decreased net revenue by \$84K.

Blended Operating Results - Ector County Hospital District:

For the month of November EBIDA was \$577K compared to a budget of \$805K that was created by an accumulation of the variances previously described. On a YTD basis EBIDA was \$1.1M compared to a budget of \$1.5M.

Volume:

Total admissions for the month were 1,037 or 4.3% below budget and 13.1% above last year. YTD admissions were 2,147 or 2.0% below budget and 13.7% above last year. Patient days for the month were 5,085 or 3.0% below budget and 2.0% below last year. YTD patient days were 10,666, or 0.4% below budget and 0.4% above last year. Due to the preceding, total average length of stay (ALOS) was 4.9 for the month, and 5.0 YTD.

Emergency room visits totaled 3,706 or 0.7% above budget and a decrease as compared to last year by 9.6%. YTD emergency room visits were 7,832 or 3.2% above budget and 6.0% below prior year. Observation days were below budget by 9.5% and 0.6% above prior year. On a YTD basis, observation days are 16.6% below budget and 3.0% below prior year. Total O/P occasions of service were 2.2% below budget for the month and

5.4% below last year. YTD O/P occasions of service were 2.4% below budget and 7.1% below last year.

Revenues (Hospital Only):

I/P revenues were above budget for the month by \$341K due to increased IP surgeries. O/P revenues were above budget for the month by \$1.2M as a result of increased surgeries and cath lab procedures. Total patient revenue was above budget by \$1.5M and total revenue deductions were \$1.9M above budget, resulting in net patient revenue below budget by \$350K.

Operating Expenses (Hospital Only):

Total operating expenses for the month were 5.1% above budget. Major unfavorable variances include salaries and wages, benefits, temporary labor, supplies, and repairs & maintenance. The salaries, wages, and temporary labor variance was caused by unfavorable staffing by 19.1 FTEs that were made up by various departments. The benefits variance was due to \$364K in higher than budgeted group medical claims and \$144K in group medical administration fees. Supplies unfavorable variance caused by increased volumes in cath lab and surgical services. Repairs and maintenance unfavorable variance was caused by multiple unbudgeted repairs across various departments.

ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
NOVEMBER 2016

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
Hospital InPatient Admissions										
Acute / Adult	1,000	1,057	-5.4%	905	10.5%	2,074	2,136	-2.9%	1,859	11.6%
Neonatal ICU (NICU)	37	27	38.3%	12	208.3%	73	55	33.1%	29	151.7%
Total Admissions	1,037	1,084	-4.3%	917	13.1%	2,147	2,191	-2.0%	1,888	13.7%
Patient Days										
Adult & Pediatric	3,906	3,975	-1.7%	4,168	-6.3%	8,297	8,083	2.6%	8,326	-0.3%
ICU	354	426	-16.9%	451	-21.5%	767	873	-12.1%	923	-16.9%
CCU	326	423	-23.0%	396	-17.7%	670	868	-22.8%	916	-26.9%
NICU	499	418	19.4%	175	185.1%	932	881	5.8%	463	101.3%
Total Patient Days	5,085	5,242	-3.0%	5,190	-2.0%	10,666	10,706	-0.4%	10,628	0.4%
Observation (Obs) Days	673	744	-9.5%	669	0.6%	1,272	1,524	-16.6%	1,311	-3.0%
Nursery Days	215	222	-2.9%	54	298.1%	470	454	3.5%	165	184.8%
Total Occupied Beds / Bassinets	5,973	6,207	-3.8%	5,913	1.0%	12,408	12,684	-2.2%	12,104	2.5%
Average Length of Stay (ALOS)										
Acute / Adult & Pediatric	4.59	4.56	0.5%	5.54	-17.2%	4.69	4.60	2.0%	5.47	-14.2%
NICU	13.49	15.62	-13.7%	14.58	-7.5%	12.77	16.07	-20.5%	15.97	-20.0%
Total ALOS	4.90	4.84	1.4%	5.66	-13.4%	4.97	4.89	1.7%	5.63	-11.7%
Average Daily Census	169.5	174.7	-3.0%	173.0	-2.0%	174.9	175.5	-0.4%	174.2	0.4%
Hospital Case Mix Index (CMI)	1.5446	1.4974	3.2%	1.6353	-5.5%	1.4875	1.4974	-0.7%	1.4984	-0.7%
Medicare										
Admissions	393	410	-4.1%	410	-4.1%	825	840	-1.8%	795	3.8%
Patient Days	2,418	1,798	34.5%	2,333	3.6%	4,796	4,123	16.3%	4,660	2.9%
Average Length of Stay	6.15	4.39	40.3%	5.69	8.1%	5.81	4.91	18.4%	5.86	-0.8%
Case Mix Index	1.7943			1.7421	3.0%	1.7494			1.7595	-0.6%
Medicaid										
Admissions	123	129	-4.7%	88	39.8%	293	299	-2.0%	195	50.3%
Patient Days	700	722	-3.0%	483	44.9%	1,384	1,392	-0.6%	1,045	32.4%
Average Length of Stay	5.69	5.60	1.7%	5.49	3.7%	4.72	4.66	1.5%	5.36	-11.9%
Case Mix Index	1.0055			1.4053	-28.4%	0.9809			1.1496	-14.7%
Commercial										
Admissions	100	105	-4.8%	87	14.9%	213	218	-2.3%	191	11.5%
Patient Days	537	554	-3.1%	468	14.7%	1,116	1,121	-0.4%	1,047	6.6%
Average Length of Stay	5.37	5.28	1.8%	5.38	-0.2%	5.24	5.14	1.9%	5.48	-4.4%
Case Mix Index	1.7010			1.2897	31.9%	1.5283			1.3767	11.0%
Blue Cross										
Admissions	179	187	-4.3%	137	30.7%	325	333	-2.4%	270	20.4%
Patient Days	791	815	-2.9%	537	47.3%	1,396	1,407	-0.8%	1,128	23.8%
Average Length of Stay	4.42	4.36	1.4%	3.92	12.7%	4.30	4.23	1.7%	4.18	2.8%
Case Mix Index	1.3474			1.7923	-24.8%	1.4330			1.4304	0.2%
Exchange										
Admissions	-	-	0.0%	7	-100.0%	1	1	0.0%	11	-90.9%
Patient Days	-	-	0.0%	50	-100.0%	3	3	0.0%	64	-95.3%
Average Length of Stay	-	-	0.0%	7.14	-100.0%	3.00	3.00	0.0%	5.82	-48.4%
Case Mix Index	0.0000			2.0327	-100.0%	0.9980			1.7667	-43.5%
Self Pay										
Admissions	183	191	-4.2%	143	28.0%	375	382	-1.8%	342	9.6%
Patient Days	1,082	1,115	-3.0%	1,160	-6.7%	2,120	2,131	-0.5%	2,400	-11.7%
Average Length of Stay	5.91	5.84	1.3%	8.11	-27.1%	5.65	5.58	1.3%	7.02	-19.4%
Case Mix Index	1.5549			1.6213	-4.1%	1.4169			1.4512	-2.4%
All Other										
Admissions	59	62	-4.8%	51	15.7%	115	118	-2.5%	90	27.8%
Patient Days	231	238	-2.9%	209	10.5%	528	529	-0.2%	348	51.7%
Case Mix Index	1.9214			1.5442	24.4%	1.8045			1.6763	7.6%
Radiology										
InPatient	3,409	3,565	-4.4%	3,473	-1.8%	7,011	7,308	-4.1%	7,032	-0.3%
OutPatient	7,069	7,024	0.6%	7,108	-0.5%	14,529	14,399	0.9%	14,837	-2.1%
Cath Lab										
InPatient	253	258	-2.0%	257	-1.6%	574	529	8.5%	486	18.1%
OutPatient	329	247	33.0%	238	38.2%	659	507	29.9%	494	33.4%
Laboratory										
InPatient	54,212	56,754	-4.5%	54,719	-0.9%	110,698	116,345	-4.9%	111,907	-1.1%
OutPatient	34,127	35,690	-4.4%	35,151	-2.9%	68,828	73,164	-5.9%	73,408	-6.2%
NonPatient	8,056	6,597	22.1%	5,659	42.4%	15,848	13,523	17.2%	11,825	34.0%
Other										
Deliveries	138	133	3.8%	39	253.8%	292	272	7.2%	109	167.9%
Surgical Cases										
InPatient	321	294	9.2%	359	-10.6%	652	602	8.2%	696	-6.3%
OutPatient	572	558	2.5%	593	-3.5%	1,153	1,143	0.8%	1,233	-6.5%
Total Surgical Cases	893	852	4.8%	952	-6.2%	1,805	1,746	3.4%	1,929	-6.4%

**ECTOR COUNTY HOSPITAL DISTRICT
MONTHLY STATISTICAL REPORT
NOVEMBER 2016**

	CURRENT MONTH					YEAR-TO-DATE				
	ACTUAL	BUDGET		PRIOR YEAR		ACTUAL	BUDGET		PRIOR YEAR	
		AMOUNT	VAR.%	AMOUNT	VAR.%		AMOUNT	VAR.%	AMOUNT	VAR.%
OutPatient (O/P)										
Emergency Room Visits	3,706	3,681	0.7%	4,098	-9.6%	7,832	7,591	3.2%	8,332	-6.0%
Observation Days	673	744	-9.5%	669	0.6%	1,272	1,524	-16.6%	1,311	-3.0%
GI Procedures (Endo)	363	416	-12.7%	303	19.8%	707	852	-17.1%	668	5.8%
Other O/P Occasions of Service	22,618	23,148	-2.3%	23,847	-5.2%	46,230	47,454	-2.6%	49,985	-7.5%
Total O/P Occasions of Service	27,360	27,989	-2.2%	28,917	-5.4%	56,041	57,422	-2.4%	60,296	-7.1%
Hospital Operations										
Manhours Paid	273,480	271,111	0.9%	269,601	1.4%	556,613	549,583	1.3%	565,152	-1.5%
FTE's	1,595.3	1,581.5	0.9%	1,572.7	1.4%	1,596.8	1,576.7	1.3%	1,621.3	-1.5%
Adjusted Patient Days	9,557	8,724	9.5%	8,638	10.6%	19,838	18,251	8.7%	18,120	9.5%
Hours / Adjusted Patient Day	28.62	31.08	-7.9%	31.21	-8.3%	28.06	30.11	-6.8%	31.19	-10.0%
Occupancy - Actual Beds	48.6%	50.1%	-3.0%	61.1%	-20.6%	50.1%	50.3%	-0.4%	61.6%	-18.6%
FTE's per Adjusted Occupied Bed	5.0	5.4	-7.9%	5.5	-8.3%	4.9	5.3	-6.8%	5.5	-10.0%
InPatient Rehab Unit										
Admissions	42	29	44.8%	30	40.0%	77	61	26.2%	64	20.3%
Patient Days	459	364	25.9%	377	21.8%	852	729	16.9%	764	11.5%
Average Length of Stay	10.9	12.6	-13.0%	12.6	-13.0%	11.1	11.9	-7.4%	11.9	-7.3%
Manhours Paid	6,519	6,539	-0.3%	6,158	5.9%	12,442	13,324	-6.6%	13,325	-6.6%
FTE's	38.0	38.1	-0.3%	35.9	5.9%	35.7	38.2	-6.6%	38.2	-6.6%
Center for Primary Care - Clements										
Total Medical Visits	1,216	1,144	6.3%	1,088	11.8%	2,626	2,486	5.6%	2,319	13.2%
Total Dental Visits	649	585	10.9%	525	23.6%	1,300	1,259	3.3%	1,173	10.8%
Manhours Paid	893	1,730	-48.4%	1,299	-31.2%	1,836	1,747	5.1%	2,673	-31.3%
FTE's	5.2	5.4	-2.7%	7.6	-31.2%	5.3	5.0	5.1%	7.7	-31.3%
Center for Primary Care - West University										
Total Medical Visits	635	678	-6.3%	580	9.5%	1,428	1,598	-10.6%	1,181	20.9%
Total Optometry	209	234	-10.7%	183	14.2%	467	507	-7.9%	391	19.4%
Manhours Paid	164	215	-23.7%	166	-1.5%	331	385	-14.1%	395	-16.3%
FTE's	1.0	1.3	-23.7%	1.0	-1.5%	0.9	1.1	-14.1%	1.1	-16.3%
Caremobile										
Visits	-	-	0.0%	74	-100.0%	-	-	0.0%	185	-100.0%
Manhours Paid	-	-	0.0%	150	-100.0%	6	-	0.0%	332	-98.3%
FTE's	0.0	0.0	0.0%	0.9	-100.0%	0.0	0.0	0.0%	1.0	-98.3%
Total ECHD Operations										
Total Admissions	1,079	1,113	-3.1%	947	13.9%	2,224	2,252	-1.2%	1,952	13.9%
Total Patient Days	5,544	5,607	-1.1%	5,567	-0.4%	11,518	11,434	0.7%	11,392	1.1%
Total Patient and Obs Days	6,217	6,350	-2.1%	6,236	-0.3%	12,790	12,959	-1.3%	12,703	0.7%
Total FTE's	1,639.5	1,626.2	0.8%	1,618.0	1.3%	1,638.8	1,621.0	1.1%	1,669.3	-1.8%
Total FTE's per Adj Occupied Bed	4.7	4.7	0.9%	4.6	2.2%	4.7	4.6	0.6%	4.7	-0.8%
Total Adjusted Patient Days	10,420	10,423	0.0%	10,504	-0.8%	21,424	21,314	0.5%	21,656	-1.1%
Hours / Adjusted Patient Day	26.97	26.75	0.9%	26.41	2.2%	26.66	26.51	0.6%	26.87	-0.8%
Outpatient Factor	1.8794	1.8592	1.1%	1.8869	-0.4%	1.8604	1.8640	-0.2%	1.9010	-2.1%
Blended O/P Factor	2.1982	2.0803	5.7%	2.1131	4.0%	2.1526	2.0808	3.5%	2.1192	1.6%
Total Adjusted Admissions	2,028	2,062	-1.6%	1,787	13.5%	4,137	4,172	-0.8%	3,711	11.5%
Hours / Adjusted Admisssion	138.59	135.21	2.5%	155.23	-10.7%	138.07	135.44	1.9%	156.81	-11.9%
FTE's - Hospital Contract	62.7	48.6	29.2%	40.4	55.3%	64.3	48.9	31.4%	40.2	59.8%
FTE's - Mgmt Services	52.8	62.2	-15.0%	44.5	18.7%	53.4	62.2	-14.1%	47.7	11.9%
Total FTE's (including Contract)	1,755.0	1,737.0	1.0%	1,702.9	3.1%	1,756.5	1,732.1	1.4%	1,757.3	0.0%
Total FTE'S per Adjusted Occupied Bed (including Contract)	5.1	5.0	1.1%	4.9	3.9%	5.0	5.0	0.9%	4.9	1.0%
Urgent Care Visits										
Health & Wellness	-	-	0.0%	594	-100.0%	396	589	-32.8%	1,187	-66.6%
Golder	439	725	-39.4%	716	-38.7%	850	1,407	-39.6%	1,386	-38.7%
JBS Clinic	887	937	-5.3%	1,054	-15.8%	1,585	1,847	-14.2%	2,043	-22.4%
West University	501	522	-4.0%	534	-6.2%	924	1,049	-11.9%	1,061	-12.9%
42nd Street	206	252	-18.3%	-	0.0%	206	252	-18.3%	-	0.0%
Total Urgent Care Visits	2,033	2,436	-16.5%	2,898	-29.8%	3,961	5,144	-23.0%	5,677	-30.2%
Wal-Mart Clinic Visits										
East Clinic	294	325	-9.5%	340	-13.5%	558	559	-0.2%	548	1.8%
West Clinic	174	150	16.0%	144	20.8%	314	306	2.6%	298	5.4%
Total Wal-Mart Visits	468	475	-1.5%	484	-3.3%	872	865	0.8%	846	3.1%
Mission Fitness										
Memberships	2,250	2,172	3.6%	2,332	-3.5%	2,250	2,172	3.6%	2,332	-3.5%
Visits	6,834	7,000	-2.4%	7,204	-5.1%	14,220	14,750	-3.6%	15,181	-6.3%

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
TWO MONTHS ENDED NOVEMBER 30, 2016**

	<u>HOSPITAL</u>	<u>PRO CARE</u>	<u>ECTOR COUNTY HOSPITAL DISTRICT</u>
ASSETS			
CURRENT ASSETS:			
Cash and Cash Equivalents	\$ 45,151,806	\$ 5,278,287	\$ 50,430,092
Investments	34,639,623	-	34,639,623
Patient Accounts Receivable - Gross	158,378,656	19,240,588	177,619,243
Less: 3rd Party Allowances	(64,665,301)	(9,599,032)	(74,264,333)
Bad Debt Allowance	(62,515,521)	(3,611,691)	(66,127,212)
Net Patient Accounts Receivable	31,197,833	6,029,865	37,227,699
Taxes Receivable	5,442,492	-	5,442,492
Accounts Receivable - Other	23,353,438	1,485,973	24,839,411
Inventories	6,527,824	230,652	6,758,476
Prepaid Expenses	2,852,837	265,285	3,118,123
	<u>149,165,854</u>	<u>13,290,062</u>	<u>162,455,915</u>
CAPITAL ASSETS:			
Property and Equipment	412,192,767	597,374	412,790,141
Construction in Progress	21,638,953	-	21,638,953
	<u>433,831,720</u>	<u>597,374</u>	<u>434,429,094</u>
Less: Accumulated Depreciation and Amortization	<u>(237,796,065)</u>	<u>(311,098)</u>	<u>(238,107,164)</u>
Total Capital Assets	<u>196,035,655</u>	<u>286,276</u>	<u>196,321,930</u>
INTANGIBLE ASSETS / GOODWILL - NET	188,491	419,122	607,614
RESTRICTED ASSETS:			
Restricted Assets Held by Trustee	4,661,597	-	4,661,597
Restricted Assets Held in Endowment	6,351,234	-	6,351,234
Restricted Corner Escrow	2,390,231	-	2,390,231
Restricted MCH West Texas Services	1,775,938	-	1,775,938
Pension, Deferred Outflows of Resources	37,828,652	-	37,828,652
Assets whose use is Limited	-	59,534	59,534
	<u>49,637,712</u>	<u>59,534</u>	<u>49,637,712</u>
TOTAL ASSETS	<u>\$ 398,397,652</u>	<u>\$ 14,054,994</u>	<u>\$ 412,452,646</u>
LIABILITIES AND FUND BALANCE			
CURRENT LIABILITIES:			
Current Maturities of Long-Term Debt	\$ 4,594,799	\$ -	\$ 4,594,799
Self-Insurance Liability - Current Portion	4,613,821	-	4,613,821
Accrued Interest	624,846	-	624,846
Accrued Salaries and Wages	4,527,552	6,032,764	10,560,316
Accrued Compensated Absences	4,610,483	261,573	4,872,056
Due to Third Party Payors	2,746,818	-	2,746,818
Deferred Revenue	(792,554)	1,163,742	371,188
	<u>50,862,802</u>	<u>11,226,012</u>	<u>62,088,814</u>
Total Current Liabilities	<u>50,862,802</u>	<u>11,226,012</u>	<u>62,088,814</u>
ACCRUED POST RETIREMENT BENEFITS	72,713,883	-	72,713,883
SELF-INSURANCE LIABILITIES - Less Current Portion	1,602,280	-	1,602,280
LONG-TERM DEBT - Less Current Maturities	54,217,214	-	54,217,214
	<u>128,533,377</u>	<u>11,226,012</u>	<u>139,759,389</u>
Total Liabilities	<u>179,396,179</u>	<u>11,226,012</u>	<u>190,622,191</u>
FUND BALANCE	<u>219,001,473</u>	<u>2,828,982</u>	<u>221,830,455</u>
TOTAL LIABILITIES AND FUND BALANCE	<u>\$ 398,397,652</u>	<u>\$ 14,054,994</u>	<u>\$ 412,452,646</u>

**ECTOR COUNTY HOSPITAL DISTRICT
BALANCE SHEET - BLENDED
TWO MONTHS ENDED NOVEMBER 30, 2016**

	CURRENT YEAR	PRIOR FISCAL YEAR END		CURRENT YEAR CHANGE
		HOSPITAL UNAUDITED	PRO CARE UNAUDITED	
ASSETS				
CURRENT ASSETS:				
Cash and Cash Equivalents	\$ 50,430,092	\$ 45,297,774	\$ 4,227,339	\$ 904,979
Investments	34,639,623	35,050,242	-	(410,619)
Patient Accounts Receivable - Gross	177,619,243	148,876,893	16,584,930	12,157,421
Less: 3rd Party Allowances	(74,264,333)	(60,195,113)	(6,708,166)	(7,361,053)
Bad Debt Allowance	(66,127,212)	(58,888,563)	(5,103,621)	(2,135,028)
Net Patient Accounts Receivable	37,227,699	29,793,217	4,773,143	2,661,339
Taxes Receivable	5,442,492	4,907,422	-	535,069
Accounts Receivable - Other	24,839,411	23,250,504	2,482,086	(893,179)
Inventories	6,758,476	6,694,960	230,652	(167,135)
Prepaid Expenses	3,118,123	2,769,408	391,597	(42,883)
Total Current Assets	162,455,915	147,763,526	12,104,817	2,587,572
CAPITAL ASSETS:				
Property and Equipment	412,790,141	407,780,650	597,374	4,412,116
Construction in Progress	21,638,953	20,242,037	-	1,396,916
	434,429,094	428,022,687	597,374	5,809,032
Less: Accumulated Depreciation and Amortization	(238,107,164)	(233,951,234)	(299,182)	(3,856,747)
Total Capital Assets	196,321,930	194,071,453	298,192	1,952,285
INTANGIBLE ASSETS / GOODWILL - NET	607,614	203,049	439,873	(35,309)
RESTRICTED ASSETS:				
Restricted Assets Held by Trustee	4,661,597	4,661,597	-	-
Restricted Assets Held in Endowment	6,351,234	6,351,234	-	-
Restricted Cerner Escrow	2,390,231	2,390,231	-	-
Restricted MCH West Texas Services	1,775,938	1,759,115	-	16,823
Pension, Deferred Outflows of Resources	37,828,652	37,828,652	-	-
Assets whose use is Limited	59,534	-	19,273	40,261
TOTAL ASSETS	\$ 412,452,646	\$ 395,028,857	\$ 12,862,156	\$ 4,561,632
LIABILITIES AND FUND BALANCE				
CURRENT LIABILITIES:				
Current Maturities of Long-Term Debt	\$ 4,594,799	\$ 4,594,799	\$ -	\$ -
Self-Insurance Liability - Current Portion	4,613,821	2,924,832	-	1,688,989
Accounts Payable	33,704,969	21,198,690	3,332,924	9,173,355
Accrued Interest	624,846	96,889	-	527,958
Accrued Salaries and Wages	10,560,316	6,086,566	6,490,031	(2,016,281)
Accrued Compensated Absences	4,872,056	4,239,710	239,077	393,270
Due to Third Party Payors	2,746,818	4,127,372	-	(1,380,554)
Deferred Revenue	371,188	425,824	1,105,510	(1,160,146)
Total Current Liabilities	62,088,814	43,694,682	11,167,542	7,226,591
ACCRUED POST RETIREMENT BENEFITS	72,713,883	72,191,533	-	522,349
SELF-INSURANCE LIABILITIES - Less Current Portion	1,602,280	1,602,280	-	-
LONG-TERM DEBT - Less Current Maturities	54,217,214	54,724,037	-	(506,823)
Total Liabilities	190,622,191	172,212,532	11,167,542	7,242,116
FUND BALANCE	221,830,455	222,816,324	1,694,614	(2,680,483)
TOTAL LIABILITIES AND FUND BALANCE	\$ 412,452,646	\$ 395,028,857	\$ 12,862,156	\$ 4,561,634

**ECTOR COUNTY HOSPITAL DISTRICT
BLENDED OPERATIONS SUMMARY
TWO MONTHS ENDED NOVEMBER 30, 2016**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Routine Revenue	\$ 7,999,007	\$ 8,353,996	-4.2%	\$ 7,612,834	5.1%	\$ 16,605,455	\$ 17,085,035	-2.8%	\$ 15,796,479	5.1%
Inpatient Ancillary Revenue	34,812,665	34,116,709	2.0%	30,128,153	15.5%	70,821,596	69,792,016	1.5%	59,784,643	18.5%
Outpatient Revenue	51,296,545	45,879,431	11.8%	42,008,142	22.1%	100,771,320	93,897,222	7.3%	84,588,511	19.1%
TOTAL PATIENT REVENUE	\$94,108,217	\$88,350,136	6.5%	\$79,749,129	18.0%	\$ 188,198,371	\$ 180,774,273	4.1%	\$ 160,169,632	17.5%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 56,798,159	\$ 49,995,743	13.6%	\$ 44,597,254	27.4%	\$ 111,520,914	\$ 102,653,855	8.6%	\$ 87,410,037	27.6%
Policy Adjustments	6,320,785	6,709,218	-5.8%	5,489,292	15.1%	11,949,260	13,685,175	-12.7%	11,299,134	5.8%
Uninsured Discount	3,321,552	4,115,502	-19.3%	4,196,166	-20.8%	5,483,040	8,415,353	-34.8%	8,639,827	-36.5%
Indigent	2,779,860	1,915,507	45.1%	620,784	347.8%	4,373,289	3,926,690	11.4%	2,302,070	90.0%
Provision for Bad Debts	4,654,695	5,733,448	-18.8%	5,367,571	-13.3%	13,742,184	11,708,002	17.4%	12,393,020	10.9%
TOTAL REVENUE DEDUCTIONS	\$73,875,052	\$68,469,418	7.9%	\$60,271,066	22.6%	\$ 147,068,687	\$ 140,389,074	4.8%	\$ 122,044,088	20.5%
	78.50%	77.50%		75.58%		78.15%	77.66%		76.20%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ 297,632	\$ 297,632	0.0%	\$ 541,667	-45.1%	\$ 595,264	595,264	0.0%	\$ 1,083,333	-45.1%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	2,000,000	2,000,000	0.0%	2,000,000	0.0%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	-	-	-	0.0%	-	-
TOTAL OTHER PATIENT REVENUE	\$ 1,297,632	\$ 1,297,632	0.0%	\$ 1,541,667	-15.8%	\$ 2,595,264	\$ 2,595,264	0.0%	\$ 3,083,333	-15.8%
NET PATIENT REVENUE	\$21,530,797	\$21,178,350	1.7%	\$21,019,729	2.4%	\$ 43,724,948	\$ 42,980,463	1.7%	\$ 41,208,878	6.1%
	22.9%									
OTHER REVENUE										
Tax Revenue	\$ 3,833,793	\$ 3,548,463	8.0%	\$ 3,928,098	-2.4%	\$ 7,167,577	\$ 6,906,171	3.8%	\$ 7,690,097	-6.8%
Other Revenue	921,787	893,012		1,315,882	-29.9%	1,734,765	1,795,929	-3.4%	2,706,044	-35.9%
TOTAL OTHER REVENUE	\$ 4,755,581	\$ 4,441,475	7.1%	\$ 5,243,980	-9.3%	\$ 8,902,343	\$ 8,702,100	2.3%	\$ 10,396,141	-14.4%
NET OPERATING REVENUE	\$26,286,378	\$25,619,825	2.6%	\$26,263,709	0.1%	\$ 52,627,290	\$ 51,682,563	1.8%	\$ 51,605,019	2.0%
OPERATING EXPENSES										
Salaries and Wages	\$ 12,244,179	\$ 12,613,451	-2.9%	\$ 12,106,162	1.1%	\$ 25,175,882	\$ 25,485,858	-1.2%	\$ 24,708,906	1.9%
Benefits	3,086,630	2,730,294	13.1%	2,673,084	15.5%	6,621,805	5,662,953	16.9%	5,692,549	16.3%
Temporary Labor	822,789	601,676	36.7%	682,536	20.5%	1,795,168	1,227,732	46.2%	1,441,217	24.6%
Physician Fees	365,572	374,224	-2.3%	389,274	-6.1%	732,885	733,468	-0.1%	780,411	-6.1%
Texas Tech Support	-	-		16,696	-100.0%	-	-		33,392	-100.0%
Purchased Services	2,395,618	2,421,724	-1.1%	2,379,252	0.7%	4,550,344	4,680,258	-2.8%	4,331,017	5.1%
Supplies	4,912,470	4,562,226	7.7%	4,666,059	5.3%	9,059,966	9,274,751	-2.3%	9,090,440	-0.3%
Utilities	367,153	314,241	16.8%	266,177	37.9%	666,166	605,263	10.1%	608,440	9.5%
Repairs and Maintenance	917,896	774,923	18.4%	942,189	-2.6%	1,965,631	1,595,766	23.2%	1,839,931	6.8%
Leases and Rent	272,374	148,880	82.9%	129,702	110.0%	399,517	294,182	35.8%	266,599	49.9%
Insurance	122,124	106,418	14.8%	116,101	5.2%	230,023	212,492	8.3%	277,560	-17.1%
Interest Expense	263,627	263,979	-0.1%	268,440	-1.8%	527,255	527,958	-0.1%	536,880	-1.8%
ECHDA	28,860	67,109	-57.0%	30,709	-6.0%	67,234	134,218	-49.9%	61,145	10.0%
Other Expense	152,789	238,051	-35.8%	222,661	-31.4%	352,955	511,681	-31.0%	480,523	-26.5%
TOTAL OPERATING EXPENSES	\$25,952,080	\$25,217,196	2.9%	\$24,889,044	4.3%	\$ 52,144,832	\$ 50,946,580	2.4%	\$ 50,149,010	4.0%
Depreciation/Amortization	\$ 1,638,982	\$ 1,638,408	0.0%	\$ 1,730,456	-5.3%	\$ 3,313,973	\$ 3,318,223	-0.1%	\$ 3,493,839	-5.1%
(Gain) Loss on Sale of Assets	-	-	-100.0%	(40)	-100.0%	-	-	-100.0%	(6,540)	-100.0%
TOTAL OPERATING COSTS	\$27,591,063	\$26,855,604	2.7%	\$26,619,460	3.6%	\$ 55,458,805	\$ 54,264,803	2.2%	\$ 53,636,309	3.4%
NET GAIN (LOSS) FROM OPERATIONS	\$ (1,304,684)	\$ (1,235,779)	5.6%	\$ (355,751)	266.7%	\$ (2,831,515)	\$ (2,582,240)	9.7%	\$ (2,031,291)	39.4%
Operating Margin	-4.96%	-4.82%	2.9%	-1.35%	266.4%	-5.38%	-5.00%	7.7%	-3.94%	36.7%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 31,920	\$ 33,011	-3.3%	\$ 18,294	74.5%	\$ 65,018	\$ 67,123	-3.1%	\$ 50,815	28.0%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-		-	
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	4,625	7,243	-36.1%	10,290	-55.1%	6,575	14,651	-55.1%	20,962	-68.6%
Build America Bonds Subsidy	84,233	81,320	3.6%	83,781	0.5%	168,465	162,639	3.6%	167,561	0.5%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (1,183,907)	\$ (1,114,205)	6.3%	\$ (243,386)	386.4%	\$ (2,591,456)	\$ (2,337,827)	10.8%	\$ (1,791,952)	44.6%
Unrealized Gain/(Loss) on Investments	\$ (140,650)	\$ -	0.0%	\$ (19)	75284.3%	\$ (140,650)	\$ -	0.0%	\$ -	
Investment in Subsidiaries	(1,266)	16,373	-107.7%	(6,265)	-79.8%	13,527	32,746	-58.7%	9,663	40.0%
CHANGE IN NET POSITION	\$ (1,325,823)	\$ (1,097,832)	20.8%	\$ (249,670)	431.0%	\$ (2,718,579)	\$ (2,305,081)	17.9%	\$ (1,782,289)	52.5%
EBIDA	\$ 576,786	\$ 804,554	-28.3%	\$ 1,749,226	-67.0%	\$ 1,122,649	\$ 1,541,100	-27.2%	\$ 2,248,430	-50.1%

**ECTOR COUNTY HOSPITAL DISTRICT
HOSPITAL OPERATIONS SUMMARY
TWO MONTHS ENDED NOVEMBER 30, 2016**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Inpatient Routine Revenue	\$ 7,999,007	\$ 8,353,996	-4.2%	\$ 7,612,834	5.1%	\$ 16,605,455	\$ 17,085,035	-2.8%	\$ 15,796,479	5.1%
Inpatient Ancillary Revenue	34,812,665	34,116,709	2.0%	30,128,153	15.5%	70,821,596	69,792,016	1.5%	59,784,643	18.5%
Outpatient Revenue	37,649,524	36,488,733	3.2%	33,472,568	12.5%	75,220,271	75,062,688	0.2%	68,096,113	10.5%
TOTAL PATIENT REVENUE	\$ 80,461,196	\$ 78,959,438	1.9%	\$ 71,213,555	13.0%	\$ 162,647,322	\$ 161,939,738	0.4%	\$ 143,677,235	13.2%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 47,847,505	\$ 46,372,212	3.2%	\$ 41,399,447	15.6%	\$ 94,817,515	\$ 95,372,965	-0.6%	\$ 81,201,616	16.8%
Policy Adjustments	6,285,700	5,225,687	20.3%	4,188,258	50.1%	12,021,036	10,715,485	12.2%	8,909,310	34.9%
Uninsured Discount	2,842,892	3,713,529	-23.4%	3,742,630	-24.0%	4,374,418	7,612,735	-42.5%	7,886,543	-44.5%
Indigent Care	2,631,464	1,871,037	40.6%	565,034	365.7%	4,044,921	3,836,638	5.4%	2,230,772	81.3%
Provision for Bad Debts	4,217,767	4,790,767	-12.0%	4,400,797	-4.2%	13,018,807	9,821,072	32.6%	10,247,376	27.0%
TOTAL REVENUE DEDUCTIONS	\$ 63,825,329	\$ 61,973,231	3.0%	\$ 54,296,165	17.6%	\$ 128,276,696	\$ 127,358,896	0.7%	\$ 110,475,617	16.1%
	79.32%	78.49%		76.24%		78.87%	78.65%		76.89%	
OTHER PATIENT REVENUE										
Medicaid Supplemental Payments	\$ (577,368)	\$ (577,368)	0.0%	\$ (333,333)	73.2%	\$ (1,154,736)	\$ (1,154,736)	0.0%	\$ (666,667)	73.2%
DSRIP	1,000,000	1,000,000	0.0%	1,000,000	0.0%	2,000,000	2,000,000	0.0%	2,000,000	0.0%
Medicaid Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Medicare Meaningful Use Subsidy	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
TOTAL OTHER PATIENT REVENUE	\$ 422,632	\$ 422,632	0.0%	\$ 666,667	-36.6%	\$ 845,264	\$ 845,264	0.0%	\$ 1,333,333	-36.6%
NET PATIENT REVENUE	\$ 17,058,499	\$ 17,408,839	-2.0%	\$ 17,584,057	-3.0%	\$ 35,215,890	\$ 35,426,106	-0.6%	\$ 34,534,951	2.0%
OTHER REVENUE										
Tax Revenue	\$ 3,833,793	\$ 3,548,463	8.0%	\$ 3,928,098	-2.4%	\$ 7,167,577	\$ 6,906,171	3.8%	\$ 7,690,097	-6.8%
Other Revenue	778,239	742,555	4.8%	1,191,700	-34.7%	1,445,556	1,486,476	-2.8%	2,415,860	-40.2%
TOTAL OTHER REVENUE	\$ 4,612,032	\$ 4,291,018	7.5%	\$ 5,119,798	-9.9%	\$ 8,613,134	\$ 8,392,647	2.6%	\$ 10,105,957	-14.8%
NET OPERATING REVENUE	\$ 21,670,530	\$ 21,699,858	-0.1%	\$ 22,703,855	-4.6%	\$ 43,829,023	\$ 43,818,753	0.0%	\$ 44,640,908	-1.8%
OPERATING EXPENSE										
Salaries and Wages	\$ 8,756,337	\$ 8,613,584	1.7%	\$ 8,454,125	3.6%	\$ 17,994,503	\$ 17,490,784	2.9%	\$ 17,677,585	1.8%
Benefits	2,664,355	2,260,721	17.9%	2,295,607	16.1%	5,739,168	4,732,149	21.3%	4,920,897	16.6%
Temporary Labor	640,381	486,846	31.5%	350,121	82.9%	1,370,962	998,072	37.4%	784,076	74.9%
Physician Fees	86,856	71,636	21.2%	95,356	-8.9%	165,311	141,179	17.1%	190,482	-13.2%
Texas Tech Support	-	-	0.0%	16,696	-100.0%	-	-	-	33,392	-100.0%
Purchased Services	2,361,778	2,504,426	-5.7%	2,519,012	-6.2%	4,706,472	4,804,780	-2.0%	4,607,316	2.2%
Supplies	4,764,060	4,429,981	7.5%	4,547,431	4.8%	8,782,684	9,007,883	-2.5%	8,827,481	-0.5%
Utilities	360,832	310,141	16.3%	264,227	36.6%	657,292	596,703	10.2%	603,592	8.9%
Repairs and Maintenance	916,561	774,123	18.4%	941,296	-2.6%	1,963,976	1,594,166	23.2%	1,834,121	7.1%
Leases and Rentals	(34,930)	(32,593)	7.2%	(38,804)	-10.0%	(68,778)	(56,986)	20.7%	(65,845)	4.5%
Insurance	75,040	60,992	23.0%	71,078	5.6%	135,067	121,985	10.7%	187,596	-28.0%
Interest Expense	263,627	263,979	-0.1%	268,440	-1.8%	527,255	527,958	-0.1%	536,880	-1.8%
ECHDA	28,860	67,109	-57.0%	30,709	-6.0%	67,234	134,218	-49.9%	61,145	10.0%
Other Expense	77,542	124,007	-37.5%	143,880	-46.1%	217,162	303,293	-28.4%	309,018	-29.7%
TOTAL OPERATING EXPENSES	\$ 20,961,299	\$ 19,934,953	5.1%	\$ 19,959,173	5.0%	\$ 42,258,308	\$ 40,396,184	4.6%	\$ 40,507,737	4.3%
(Gain)/Loss on Disposal of Assets	-	-	0.0%	-	0.0%	-	-	100.0%	(6,500)	-100.0%
TOTAL OPERATING COSTS	\$ 22,572,138	\$ 21,544,924	4.8%	\$ 21,661,505	4.2%	\$ 45,515,995	\$ 43,657,534	4.3%	\$ 43,938,796	3.6%
NET GAIN (LOSS) FROM OPERATIONS	\$ (901,607)	\$ 154,934	-681.9%	\$ 1,042,350	-186.5%	\$ (1,686,972)	\$ 161,219	-1146.4%	\$ 702,112	-340.3%
Operating Margin	-4.16%	0.71%	-682.7%	4.59%	-190.6%	-3.85%	0.37%	-1146.1%	1.57%	-344.7%
NONOPERATING REVENUE/EXPENSE										
Interest Income	\$ 31,920	\$ 33,011	-3.3%	\$ 18,294	74.5%	\$ 65,018	\$ 67,123	-3.1%	\$ 50,815	28.0%
Tobacco Settlement	-	-	0.0%	-	0.0%	-	-	-	-	0.0%
Trauma Funds	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Donations	4,625	7,243	-36.1%	10,290	-55.1%	6,575	14,651	-55.1%	20,962	-68.6%
Build America Bonds Subsidy	84,233	81,320	3.6%	83,781	0.5%	168,465	162,639	3.6%	167,561	0.5%
CHANGE IN NET POSITION BEFORE CAPITAL CONTRIBUTION	\$ (780,830)	\$ 276,507	-382.4%	\$ 1,154,715	-167.6%	\$ (1,446,914)	\$ 405,632	-456.7%	\$ 941,450	-253.7%
Procure Capital Contribution	(1,013,477)	(1,390,712)	-27.1%	(1,337,603)	-24.2%	(2,278,910)	(2,743,459)	-16.9%	(2,440,065)	-6.6%
CHANGE IN NET POSITION BEFORE INVESTMENT ACTIVITY	\$ (1,794,307)	\$ (1,114,205)	61.0%	\$ (182,888)	881.1%	\$ (3,725,824)	\$ (2,337,826)	59.4%	\$ (1,498,615)	148.6%
Unrealized Gain/(Loss) on Investments	\$ (140,650)	\$ -	0.0%	\$ (19)	752844.3%	\$ (140,650)	\$ -	0.0%	\$ -	0.0%
Investment in Subsidiaries	(1,266)	16,373	-107.7%	(6,265)	-79.8%	13,527	32,746	-58.7%	9,663	40.0%
CHANGE IN NET POSITION	\$ (1,936,224)	\$ (1,097,832)	76.4%	\$ (189,172)	923.5%	\$ (3,852,947)	\$ (2,305,081)	67.2%	\$ (1,488,952)	158.8%
EBIDA	\$ (61,757)	\$ 776,118	-108.0%	\$ 1,781,600	-103.5%	\$ (68,004)	\$ 1,484,227	-104.6%	\$ 2,485,486	-102.7%

**ECTOR COUNTY HOSPITAL DISTRICT
PROCARE OPERATIONS SUMMARY
TWO MONTHS ENDED NOVEMBER 30, 2016**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 13,647,021	\$ 9,390,698	45.3%	\$ 8,535,574	59.9%	\$ 25,551,050	\$ 18,834,535	35.7%	\$ 16,492,398	54.9%
TOTAL PATIENT REVENUE	\$ 13,647,021	\$ 9,390,698	45.3%	\$ 8,535,574	59.9%	\$ 25,551,050	\$ 18,834,535	35.7%	\$ 16,492,398	54.9%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 8,950,654	\$ 3,623,531	147.0%	\$ 3,197,807	179.9%	\$ 16,703,400	\$ 7,280,889	129.4%	\$ 6,208,421	169.0%
Policy Adjustments	35,085	1,483,532	-97.6%	1,301,034	-97.3%	(71,775)	2,969,690	-102.4%	2,389,824	-103.0%
Uninsured Discount	478,660	401,973	19.1%	453,536	5.5%	1,108,622	802,618	38.1%	753,284	47.2%
Indigent	148,396	44,471	233.7%	55,750	166.2%	328,368	90,052	264.6%	71,298	360.6%
Provision for Bad Debts	436,928	942,681	-53.7%	966,774	-54.8%	723,377	1,886,929	-61.7%	2,145,644	-66.3%
TOTAL REVENUE DEDUCTIONS	\$ 10,049,722	\$ 6,496,187	54.7%	\$ 5,974,902	68.2%	\$ 18,791,992	\$ 13,030,178	44.2%	\$ 11,568,471	62.4%
	73.64%	69.18%		70.00%		73.55%	69.18%		70.14%	
Medicaid Supplemental Payments	\$ 875,000	\$ 875,000	0.0%	\$ 875,000	0.0%	1,750,000	1,750,000	0.0%	\$ 1,750,000	0.0%
NET PATIENT REVENUE	\$ 4,472,299	\$ 3,769,511	18.6%	\$ 3,435,672	30.2%	\$ 8,509,058	\$ 7,554,356	12.6%	\$ 6,673,927	27.5%
OTHER REVENUE										
Other Income	\$ 143,549	\$ 150,457	-4.6%	\$ 124,182	15.6%	\$ 289,209	\$ 309,453	-6.5%	\$ 290,184	-0.3%
TOTAL OTHER REVENUE	\$ 143,549	\$ 150,457	-4.6%	\$ 124,182	15.6%	\$ 289,209	\$ 309,453	-6.5%	\$ 290,184	-0.3%
NET OPERATING REVENUE	\$ 4,615,848	\$ 3,919,968	17.8%	\$ 3,559,854	29.7%	\$ 8,798,267	\$ 7,863,810	11.9%	\$ 6,964,111	26.3%
OPERATING EXPENSE										
Salaries and Wages	\$ 3,487,842	\$ 3,999,868	-12.8%	\$ 3,652,037	-4.5%	\$ 7,181,379	\$ 7,995,073	-10.2%	\$ 7,031,321	2.1%
Benefits	422,275	469,574	-10.1%	377,477	11.9%	882,637	930,804	-5.2%	771,652	14.4%
Temporary Labor	182,409	114,830	58.9%	332,415	-45.1%	424,206	229,660	84.7%	657,140	-35.4%
Physician Fees	278,716	302,588	-7.9%	293,918	-5.2%	567,574	592,289	-4.2%	589,929	-3.8%
Purchased Services	33,839	(82,702)	-140.9%	(139,760)	-124.2%	(156,128)	(124,521)	25.4%	(276,300)	-43.5%
Supplies	148,410	132,244	12.2%	118,628	25.1%	277,282	266,868	3.9%	262,959	5.4%
Utilities	6,322	4,100	54.2%	1,951	224.0%	8,874	8,560	3.7%	4,849	83.0%
Repairs and Maintenance	1,335	800	66.8%	893	49.5%	1,655	1,600	3.4%	5,810	-71.5%
Leases and Rentals	307,304	181,473	69.3%	168,506	82.4%	468,295	351,168	33.4%	332,444	40.9%
Insurance	47,084	45,426	3.7%	45,024	4.6%	94,956	90,507	4.9%	89,964	5.5%
Other Expense	75,247	114,044	-34.0%	78,781	-4.5%	135,794	208,388	-34.8%	171,505	-20.8%
TOTAL OPERATING EXPENSES	\$ 4,990,782	\$ 5,282,244	-5.5%	\$ 4,929,871	1.2%	\$ 9,886,524	\$ 10,550,396	-6.3%	\$ 9,641,273	2.5%
Depreciation/Amortization	\$ 28,143	\$ 28,436	-1.0%	\$ 28,124	0.1%	\$ 56,286	\$ 56,873	-1.0%	\$ 56,281	0.0%
(Gain)/Loss on Sale of Assets	-	-	-100.0%	(40)	0.0%	-	-	-100.0%	(40)	0.0%
TOTAL OPERATING COSTS	\$ 5,018,925	\$ 5,310,680	-5.5%	\$ 4,957,955	1.2%	\$ 9,942,809	\$ 10,607,269	-6.3%	\$ 9,697,514	2.5%
NET GAIN (LOSS) FROM OPERATIONS	\$ (403,077)	\$ (1,390,712)	-71.0%	\$ (1,398,101)	-71.2%	\$ (1,144,543)	\$ (2,743,459)	-58.3%	\$ (2,733,403)	-58.1%
Operating Margin	-8.73%	-35.48%	-75.4%	-39.27%	-77.8%	-13.01%	-34.89%	-62.7%	-39.25%	-66.9%
MCH Contribution	\$ 1,013,477	\$ 1,390,712	-27.1%	\$ 1,337,603	-24.2%	\$ 2,278,911	\$ 2,743,459	-16.9%	\$ 2,440,065	-6.6%
CAPITAL CONTRIBUTION	\$ 610,400	\$ -	-100.0%	\$ (60,498)	-1109.0%	\$ 1,134,368	\$ -	-100.0%	\$ (293,338)	-486.7%
EBIDA	\$ 638,543	\$ 28,436	2145.5%	\$ (32,374)	-2072.4%	\$ 1,190,654	\$ 56,873	1993.5%	\$ (237,057)	-602.3%
PERFORMANCE METRICS										
	CURRENT MONTH					YEAR TO DATE				
Total Office Visits	8,936	8,893	0.48%	8,409	6.27%	8,409	17,388	-51.64%	16,832	-50.04%
Total Hospital Visits	4,267	4,286	-0.44%	3,968	7.54%	3,972	8,881	-55.28%	8,069	-50.77%
Total Procedures	54,671	58,287	-6.20%	59,799	-8.58%	59,799	117,024	-48.90%	112,431	-46.81%
Total Surgeries	796	667	19.34%	580	37.24%	580	1,337	-56.62%	1,240	-53.23%
Total Provider FTE's	88.2	91.8	-3.92%	83.3	5.88%	81.3	89.7	-9.38%	80.8	0.62%
Total Staff FTE's	129.9	134.3	-3.28%	109.6	18.52%	109.6	129.5	-15.35%	109.4	0.18%
Total Administrative FTE's	35.9	39.5	-9.11%	36.0	-0.28%	36.0	35.5	1.41%	34.9	3.15%
Total FTE's	254.0	265.6	-4.37%	228.9	10.97%	226.9	254.7	-10.91%	225.1	0.80%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE CLEMENTS - OPERATIONS SUMMARY
TWO MONTHS ENDED NOVEMBER 30, 2016**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 232,708	\$ 318,176	-26.9%	\$ 253,062	-8.0%	\$ 654,847	\$ 688,765	-4.9%	\$ 633,559	3.4%
TOTAL PATIENT REVENUE	\$ 232,708	\$ 318,176	-26.9%	\$ 253,062	-8.0%	\$ 654,847	\$ 688,765	-4.9%	\$ 633,559	3.4%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 162,706	\$ 96,888	67.9%	\$ 100,915	61.2%	\$ 354,548	\$ 198,672	78.5%	\$ 131,246	170.1%
Self Pay Adjustments	(24,710)	18,952	-230.4%	38,591	-164.0%	(14,727)	38,861	-137.9%	152,334	-109.7%
Bad Debts	(47,335)	36,157	-230.9%	7,703	-714.5%	25,170	74,121	-66.0%	15,286	64.7%
TOTAL REVENUE DEDUCTIONS	\$ 90,661	\$ 151,996	-40.4%	\$ 147,209	-38.4%	\$ 364,991	\$ 311,654	17.1%	\$ 298,866	22.1%
	39.0%	47.8%		58.2%		55.7%	45.2%		47.2%	
NET PATIENT REVENUE	\$ 142,047	\$ 166,180	-14.5%	\$ 105,853	34.2%	\$ 289,856	\$ 377,111	-23.1%	\$ 334,693	-13.4%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ 8,802	0.0%	\$ -	0.0%	\$ -	\$ 17,605	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ 8,802	-100.0%	\$ -	0.0%	\$ -	\$ 17,605	-100.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 142,047	\$ 174,983	-18.8%	\$ 105,853	34.2%	\$ 289,856	\$ 394,716	-26.6%	\$ 334,693	-13.4%
OPERATING EXPENSE										
Salaries and Wages	\$ 33,092	\$ 34,435	-3.9%	\$ 40,364	-18.0%	\$ 71,525	\$ 65,548	9.1%	\$ 86,987	-17.8%
Benefits	10,069	9,038	11.4%	10,960	-8.1%	22,812	17,734	28.6%	24,214	-5.8%
Physician Services	154,191	234,000	-34.1%	178,328	-13.5%	380,372	472,774	-19.5%	356,810	6.6%
Cost of Drugs Sold	2,593	5,087	-49.0%	7,279	-64.4%	4,052	10,981	-63.1%	18,253	-77.8%
Supplies	12,104	10,494	15.3%	7,424	63.0%	22,370	22,657	-1.3%	15,270	46.5%
Utilities	11,723	3,393	245.5%	2,516	366.0%	15,393	5,625	173.6%	6,111	151.9%
Repairs and Maintenance	1,843	1,303	41.4%	600	207.1%	6,343	3,483	82.1%	(915)	-793.2%
Leases and Rentals	477	541	-11.8%	539	-11.4%	948	1,093	-13.2%	1,088	-12.9%
Other Expense	(1,068)	1,137	-193.9%	1,200	-189.0%	2,679	2,085	28.5%	2,200	21.8%
TOTAL OPERATING EXPENSES	\$ 225,023	\$ 299,428	-24.8%	\$ 249,208	-9.7%	\$ 526,493	\$ 601,979	-12.5%	\$ 510,018	3.2%
Depreciation/Amortization	\$ 5,336	\$ 5,336	0.0%	\$ 5,482	-2.7%	\$ 10,671	\$ 10,671	0.0%	\$ 11,066	-3.6%
TOTAL OPERATING COSTS	\$ 230,359	\$ 304,764	-24.4%	\$ 254,691	-9.6%	\$ 537,165	\$ 612,651	-12.3%	\$ 521,084	3.1%
NET GAIN (LOSS) FROM OPERATIONS	\$ (88,312)	\$ (129,781)	-32.0%	\$ (148,837)	-40.7%	\$ (247,309)	\$ (217,934)	13.5%	\$ (186,391)	32.7%
Operating Margin	-62.17%	-74.17%	-16.2%	-140.61%	-55.8%	-85.32%	-55.21%	54.5%	-55.69%	53.2%
EBIDA	\$ (82,976)	\$ (124,446)	-33.3%	\$ (143,355)	-42.1%	\$ (236,638)	\$ (207,263)	14.2%	\$ (175,325)	35.0%

	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	1,216	1,144	6.3%	1,088	11.8%	2,626	2,486	5.6%	2,319	13.2%
Dental Visits	649	585	10.9%	525	23.6%	1,300	1,259	3.3%	1,173	10.8%
Total Visits	1,865	1,729	7.8%	1,613	15.6%	3,926	3,745	4.8%	3,492	12.4%
Average Revenue per Office Visit	124.78	183.98	-32.2%	156.89	-20.5%	166.80	183.93	-9.3%	181.43	-8.1%
Hospital FTE's (Salaries and Wages)	5.2	5.4	-2.7%	7.6	-31.2%	5.3	5.0	5.1%	7.7	-31.3%
Clinic FTE's - (Physician Services)	24.0	28.6	-15.9%	14.7	64.0%	23.9	28.6	-16.5%	15.1	58.1%

**ECTOR COUNTY HOSPITAL DISTRICT
CENTER FOR PRIMARY CARE WEST UNIVERSITY - OPERATIONS SUMMARY
TWO MONTHS ENDED NOVEMBER 30, 2016**

	CURRENT MONTH					YEAR TO DATE				
	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR	ACTUAL	BUDGET	BUDGET VAR	PRIOR YR	PRIOR YR VAR
PATIENT REVENUE										
Outpatient Revenue	\$ 175,737	\$ 217,837	-19.3%	\$ 166,996	5.2%	\$ 438,741	\$ 502,725	-12.7%	\$ 351,380	24.9%
TOTAL PATIENT REVENUE	\$ 175,737	\$ 217,837	-19.3%	\$ 166,996	5.2%	\$ 438,741	\$ 502,725	-12.7%	\$ 351,380	24.9%
DEDUCTIONS FROM REVENUE										
Contractual Adjustments	\$ 6,521	\$ 36,759	-82.3%	\$ 15,049	-56.7%	\$ 78,247	\$ 75,376	3.8%	\$ 44,226	76.9%
Self Pay Adjustments	(1,034)	26,044	-104.0%	52,186	-102.0%	2,382	53,404	-95.5%	161,602	-98.5%
Bad Debts	152,500	42,118	262.1%	71,585	113.0%	313,799	86,341	263.4%	78,879	297.8%
TOTAL REVENUE DEDUCTIONS	\$ 157,987	\$ 104,920	50.6%	\$ 138,820	13.8%	\$ 394,428	\$ 215,120	83.4%	\$ 284,707	38.5%
	89.90%	48.16%		83.13%		89.90%	42.79%		81.03%	
NET PATIENT REVENUE	\$ 17,749	\$ 112,917	-84.3%	\$ 28,176	-37.0%	\$ 44,313	\$ 287,605	-84.6%	\$ 66,673	-33.5%
OTHER REVENUE										
FHC Other Revenue	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
TOTAL OTHER REVENUE	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	\$ -	0.0%	\$ -	0.0%
NET OPERATING REVENUE	\$ 17,749	\$ 112,917	-84.3%	\$ 28,176	-37.0%	\$ 44,313	\$ 287,605	-84.6%	\$ 66,673	-33.5%
OPERATING EXPENSE										
Salaries and Wages	\$ 3,142	\$ 4,014	-21.7%	\$ 3,095	1.5%	\$ 6,241	\$ 7,196	-13.3%	\$ 7,373	-15.3%
Benefits	956	1,053	-9.2%	840	13.8%	1,991	1,947	2.3%	2,052	-3.0%
Physician Services	105,181	173,503	-39.4%	130,415	-19.3%	259,995	348,594	-25.4%	352,739	-26.3%
Cost of Drugs Sold	79	2,075	-96.2%	4,943	-98.4%	339	4,788	-92.9%	6,100	-94.4%
Supplies	3,105	4,617	-32.8%	6,683	-53.5%	9,050	10,450	-13.4%	10,957	-17.4%
Utilities	2,694	2,392	12.6%	272	890.5%	5,444	4,442	22.6%	4,884	11.5%
Repairs and Maintenance	(3,471)	366	-1049.2%	(612)	467.3%	4,353	722	503.2%	2,172	100.4%
Leases and Rentals	-	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%
Other Expense	-	-	0.0%	-	100.0%	-	-	0.0%	-	100.0%
TOTAL OPERATING EXPENSES	\$ 111,685	\$ 188,019	-40.6%	\$ 145,636	-23.3%	\$ 287,414	\$ 378,138	-24.0%	\$ 386,277	-25.6%
Depreciation/Amortization	\$ 41,241	\$ 41,241	0.0%	\$ 41,241	0.0%	\$ 82,482	\$ 82,482	0.0%	\$ 82,482	0.0%
TOTAL OPERATING COSTS	\$ 152,926	\$ 229,260	-33.3%	\$ 186,877	-18.2%	\$ 369,896	\$ 460,620	-19.7%	\$ 468,759	-21.1%
NET GAIN (LOSS) FROM OPERATIONS	\$ (135,177)	\$ (116,343)	16.2%	\$ (158,701)	-14.8%	\$ (325,583)	\$ (173,015)	88.2%	\$ (402,086)	-19.0%
Operating Margin	-761.59%	-103.03%	639.2%	-563.25%	35.2%	-734.73%	-60.16%	1121.4%	-603.07%	21.8%
EBIDA	\$ (93,936)	\$ (75,102)	25.1%	\$ (117,460)	-20.0%	\$ (243,101)	\$ (90,533)	168.5%	\$ (319,604)	-23.9%

	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	635	678	-6.3%	580	9.5%	1,428	1,598	-10.6%	1,181	20.9%
Optometry Visits	209	234	-10.7%	183	14.2%	467	507	-7.9%	391	19.4%
Total Visits	844	912	-7.5%	763	10.6%	1,895	2,105	-10.0%	1,572	20.5%
Average Revenue per Office Visit	208.22	238.86	-12.8%	218.87	-4.9%	231.53	238.87	-3.1%	223.52	3.6%
Hospital FTE's (Salaries and Wages)	1.0	1.3	-23.7%	1.0	-1.5%	0.9	1.1	-14.1%	1.1	-16.3%
Clinic FTE's - (Physician Services)	13.1	14.6	-10.4%	13.8	-5.2%	13.2	14.6	-9.7%	18.4	-28.4%

**ECTOR COUNTY HOSPITAL DISTRICT
NOVEMBER 2016**

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	\$ 32,387,436	40.3%	\$ 30,101,466	42.3%	\$ 66,551,931	41.0%	\$ 58,463,975	40.8%
Medicaid	6,878,266	8.5%	5,593,688	7.9%	14,780,227	9.1%	13,068,855	9.1%
Blue Cross	10,488,387	13.0%	7,827,855	11.0%	21,338,271	13.1%	17,168,638	11.9%
Commercial	12,928,740	16.1%	12,351,425	17.3%	25,273,562	15.5%	24,764,366	17.2%
Self Pay	11,584,327	14.4%	10,496,652	14.7%	21,502,829	13.2%	20,954,628	14.6%
Other	6,194,040	7.7%	4,842,469	6.8%	13,200,501	8.1%	9,256,773	6.4%
TOTAL	\$ 80,461,196	100.0%	\$ 71,213,555	100.0%	\$ 162,647,322	100.0%	\$ 143,677,235	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 5,443,542	31.1%	\$ 5,149,450	32.1%	\$ 10,293,531	30.5%	\$ 10,120,293	30.1%
Medicaid	1,425,480	8.2%	1,314,965	8.2%	3,528,329	10.4%	2,835,064	8.4%
Blue Cross	3,330,398	19.1%	3,402,496	21.2%	6,531,945	19.3%	7,613,605	22.6%
Commercial	4,613,314	26.4%	3,992,061	24.9%	8,462,841	25.0%	8,849,494	26.2%
Self Pay	1,392,661	8.0%	1,339,422	8.4%	2,638,554	7.8%	2,563,408	7.6%
Other	1,251,490	7.2%	827,793	5.2%	2,377,915	7.0%	1,734,577	5.1%
TOTAL	\$ 17,456,885	100.0%	\$ 16,026,188	100.0%	\$ 33,833,115	100.0%	\$ 33,716,441	100.0%

* Includes patient A/R, MCH ProFees and Bad Debt Collections.
MCH Pro Fees, Bad Debt Collections & CareMobile are shown in "Self Pay".

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC CLEMENTS
NOVEMBER 2016**

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%						
Medicare	\$ 22,016	9.5%	\$ 17,427	6.9%	\$ 73,358	11.2%	\$ 50,640	8.0%
Medicaid	65,217	27.9%	74,895	29.6%	184,795	28.2%	197,899	31.3%
PHC	82,406	35.4%	(211)	-0.1%	221,680	33.9%	27,870	4.4%
Commercial	33,457	14.4%	70,725	27.9%	96,869	14.8%	114,889	18.1%
Self Pay	22,021	9.5%	85,754	33.9%	61,870	9.4%	227,468	35.9%
Other	7,592	3.3%	4,472	1.8%	16,275	2.5%	14,792	2.3%
TOTAL	\$ 232,708	100.0%	\$ 253,062	100.0%	\$ 654,847	100.0%	\$ 633,559	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 16,573	9.2%	\$ 12,317	12.2%	\$ 34,480	10.2%	\$ 33,808	12.8%
Medicaid	107,173	59.6%	21,942	21.7%	161,452	47.9%	97,628	37.0%
PHC	18,247	10.2%	98	0.1%	43,956	13.0%	3,465	1.3%
Commercial	17,916	10.0%	32,266	31.9%	47,402	14.1%	52,884	20.1%
Self Pay	19,782	11.0%	34,222	33.9%	49,889	14.8%	75,531	28.7%
Other	54	0.0%	173	0.2%	59	0.0%	267	0.1%
TOTAL	\$ 179,744	100.0%	\$ 101,018	100.0%	\$ 337,237	100.0%	\$ 263,582	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
FAMILY HEALTH CLINIC WEST UNIVERSITY
NOVEMBER 2016**

REVENUE BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	GROSS REVENUE	%						
Medicare	\$ 30,575	17.4%	\$ 15,119	9.1%	\$ 80,014	18.2%	\$ 47,444	13.5%
Medicaid	71,091	40.4%	45,191	27.1%	175,863	40.1%	102,752	29.2%
PHC	29,836	17.0%	3,532	2.1%	69,947	15.9%	11,934	3.4%
Commercial	21,911	12.5%	76,561	45.8%	61,451	14.0%	136,981	39.0%
Self Pay	14,968	8.5%	19,017	11.4%	36,279	8.3%	38,463	10.9%
Other	7,356	4.2%	7,575	4.5%	15,187	3.5%	13,806	3.9%
TOTAL	\$ 175,737	100.0%	\$ 166,996	100.0%	\$ 438,741	100.0%	\$ 351,380	100.0%

PAYMENTS BY PAYOR

	CURRENT MONTH				YEAR TO DATE			
	CURRENT YEAR		PRIOR YEAR		CURRENT YEAR		PRIOR YEAR	
	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%	PAYMENTS	%
Medicare	\$ 2,056	12.3%	\$ 338	2.1%	\$ 5,559.96	13.9%	\$ 1,285	3.3%
Medicaid	5,274	31.6%	5,824	35.7%	15,160	37.8%	19,167	49.1%
PHC	1,502	9.0%	128	0.8%	2,815	7.0%	301	0.8%
Commercial	4,045	24.2%	5,248	32.2%	8,938	22.3%	9,420	24.1%
Self Pay	3,827	22.9%	4,748	29.1%	7,592	18.9%	8,756	22.4%
Other	4	0.0%	35	0.2%	25	0.1%	103	0.3%
TOTAL	\$ 16,708	100.0%	\$ 16,320	100.0%	\$ 40,091	100.0%	\$ 39,032	100.0%

**ECTOR COUNTY HOSPITAL DISTRICT
SCHEDULE OF CASH AND INVESTMENTS - HOSPITAL ONLY
TWO MONTHS ENDED NOVEMBER 30, 2016**

<u>Cash and Cash Equivalents</u>	<u>CASH</u>	<u>Frost</u>	<u>Hilltop</u>	<u>Total</u>
Operating	\$ 2,165,147		\$ -	\$ 2,165,147
Payroll	8,540		-	8,540
Worker's Comp Claims	256,920		-	256,920
UMR Group Medical	33,916		-	33,916
Flex Benefits	55,410		-	55,410
Mission Fitness	386,482		-	386,482
Petty Cash	9,420		-	9,420
Dispro	1,741,206		15,068,218	16,809,424
Debt Service	1,273,160		-	1,273,160
Tobacco Settlement	422		-	422
General Liability	-		1,891,554	1,891,554
Professional Liability	-		1,969,397	1,969,397
Funded Worker's Compensation	-		1,979,199	1,979,199
Funded Depreciation	-		17,207,668	17,207,668
Designated Funds	-		1,105,148	1,105,148
		<hr/>	<hr/>	<hr/>
Total Cash and Cash Equivalents	\$ 5,930,621		\$ 39,221,185	\$ 45,151,806
<hr/>				
<u>Investments</u>		<u>Other</u>	<u>Hilltop</u>	<u>Total</u>
Dispro	\$ -		\$ 10,000,000	\$ 10,000,000
Funded Depreciation	-		19,000,141	19,000,141
Funded Worker's Compensation	-		2,000,000	2,000,000
General Liability	-		1,000,000	1,000,000
Professional Liability	-		1,000,000	1,000,000
Designated Funds	90,510		1,966,032	2,056,542
Allowance for Change in Market Values	-		(417,060)	(417,060)
		<hr/>	<hr/>	<hr/>
Total Investments	\$ 90,510		\$ 34,549,113	\$ 34,639,623
<hr/>				
<u>Restricted Assets</u>		<u>Reserves</u>	<u>Prosperity</u>	<u>Total</u>
Assets Held By Trustee - Bond Reserves	\$ 4,659,204		\$ -	\$ 4,659,204
Assets Held By Trustee - Debt Payment Reserves	2,393		-	2,393
Assets Held In Endowment	-		6,351,234	6,351,234
Escrow Account - Cerner Financing	2,390,231		-	2,390,231
MCH West TX Services	-		1,775,938	1,775,938
		<hr/>	<hr/>	<hr/>
Total Restricted Assets	\$ 7,051,828		\$ 8,127,172	\$ 15,179,000
<hr/>				
Total Cash & Investments				<u><u>\$ 94,970,430</u></u>

**ECTOR COUNTY HOSPITAL DISTRICT
STATEMENT OF CASH FLOW
TWO MONTHS ENDED NOVEMBER 30, 2016**

	Hospital	Procare	Blended
Cash Flows from Operating Activities and Nonoperating Revenue:			
Excess of Revenue over Expenses	\$ (3,852,947)	\$ 1,134,368	\$ (2,718,578)
Noncash Expenses:			
Depreciation and Amortization	3,859,389	32,667	3,892,056
Unrealized Gain/Loss on Investments	(140,650)	-	(140,650)
Accretion (Bonds)	(703)	-	(703)
Changes in Assets and Liabilities			
Patient Receivables, Net	(1,404,617)	(1,256,722)	(2,661,339)
Taxes Receivable/Deferred	(1,571,668)	58,232	(1,513,435)
Inventories, Prepays and Other	(19,227)	1,122,425	1,103,197
Accounts Payable	10,425,169	435,009	10,860,178
Accrued Expenses	(620,021)	(475,032)	(1,095,053)
Due to Third Party Payors	(1,380,554)	-	(1,380,554)
Accrued Post Retirement Benefit Costs	522,349	-	522,349
	<hr/>	<hr/>	<hr/>
Net Cash Provided by Operating Activities	\$ 5,816,521	\$ 1,050,947	\$ 6,867,468
Cash Flows from Investing Activities:			
Investments	\$ 369,489	\$ -	\$ 369,489
Acquisition of Property and Equipment	\$ (5,012,014)	\$ -	\$ (5,012,014)
Cerner Project Costs	\$ (797,019)	\$ -	\$ (797,019)
	<hr/>	<hr/>	<hr/>
Net Cash used by Investing Activities	\$ (5,439,544)	\$ -	\$ (5,439,544)
Cash Flows from Financing Activities:			
Net Repayment of Long-term Debt/Bond Issuance	\$ (506,120)	\$ -	\$ (506,120)
	<hr/>	<hr/>	<hr/>
Net Cash used by Financing Activities	\$ (506,120)	\$ -	\$ (506,120)
	<hr/>	<hr/>	<hr/>
Net Increase (Decrease) in Cash	\$ (129,143)	\$ 1,050,947	\$ 921,804
Beginning Cash & Cash Equivalents @ 9/30/2016	\$ 60,459,951	\$ 4,227,339	\$ 64,687,290
Ending Cash & Cash Equivalents @ 11/30/2016	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	\$ 60,330,806	\$ 5,278,286	\$ 65,609,093
Balance Sheet			
Cash and Cash Equivalents	\$ 45,151,806	\$ 5,278,287	\$ 50,430,092
Restricted Assets	15,179,000	-	15,179,000
	<hr/>	<hr/>	<hr/>
Ending Cash & Cash Equivalents @ 11/30/2016	\$ 60,330,806	\$ 5,278,287	\$ 65,609,093

ECTOR COUNTY HOSPITAL DISTRICT
TAX COLLECTIONS
FISCAL 2017

	<u>ACTUAL COLLECTIONS</u>	<u>BUDGETED COLLECTIONS</u>	<u>VARIANCE</u>	<u>PRIOR YEAR COLLECTIONS</u>
<u>AD VALOREM</u>				
OCTOBER	\$ 249,105	\$ 994,737	\$ (745,632)	\$ 124,292
NOVEMBER	924,056	994,737	(70,681)	658,003
SUB TOTAL	<u>\$ 1,173,161</u>	<u>\$ 1,989,473</u>	<u>\$ (816,313)</u>	<u>\$ 782,295</u>
ACCRUAL	-	-	-	-
TOTAL	<u>\$ 1,173,161</u>	<u>\$ 1,989,473</u>	<u>\$ (816,313)</u>	<u>\$ 782,295</u>
<u>SALES</u>				
OCTOBER	\$ 2,339,047	\$ 2,362,971	\$ (23,924)	\$ 2,887,145
NOVEMBER	<u>\$ 2,839,057</u>	<u>2,553,727</u>	<u>285,330</u>	<u>3,053,244</u>
SUB TOTAL	<u>\$ 5,178,104</u>	<u>\$ 4,916,698</u>	<u>\$ 261,406</u>	<u>\$ 5,940,389</u>
ACCRUAL	-	-	-	-
TOTAL	<u>\$ 5,178,104</u>	<u>\$ 4,916,698</u>	<u>\$ 261,406</u>	<u>\$ 5,940,389</u>
 TAX REVENUE	 <u><u>\$ 6,351,265</u></u>	 <u><u>\$ 6,906,171</u></u>	 <u><u>\$ (554,906)</u></u>	 <u><u>\$ 6,722,684</u></u>

**ECTOR COUNTY HOSPITAL DISTRICT
MEDICAID SUPPLEMENTAL PAYMENTS
FISCAL YEAR 2017**

CASH ACTIVITY	TAX (IGT) ASSESSED	GOVERNMENT PAYOUT	BURDEN ALLEVIATION	NET INFLOW
DSH				
1st Qtr	\$ (2,597,000)	\$ 5,926,518		\$ 3,329,518
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSH TOTAL	\$ (2,597,000)	\$ 5,926,518		\$ 3,329,518
UC				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
UC TOTAL	\$ -	\$ -		\$ -
Regional UPL (Community Benefit)				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
REGIONAL UPL TOTAL	\$ -	\$ -		\$ -
DSRIP				
1st Qtr	\$ -	\$ -		\$ -
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
DSRIP UPL TOTAL	\$ -	\$ -		\$ -
Nursing Home MPAP				
1st Qtr	\$ (18,941)	\$ 167,089		\$ 148,147
2nd Qtr	-	-		-
3rd Qtr	-	-		-
4th Qtr	-	-		-
Nursing Home MPAP TOTAL	\$ (18,941)	\$ 167,089		\$ 148,147
MCH Cash Activity	\$ (2,615,941)	\$ 6,093,606		\$ 3,477,665
ProCare Cash Activity			\$ 1,750,000	\$ 1,750,000
Blended Cash Activity	\$ (2,615,941)	\$ 6,093,606	\$ 1,750,000	\$ 5,227,665

INCOME STATEMENT ACTIVITY:	MCH	PROCARE	BLENDED
FY 2017 Accrued / (Deferred) Adjustments:			
DSH Accrual	\$ 654,197	\$ -	\$ 654,197
Uncompensated Care Accrual	1,857,733	-	1,857,733
Regional UPL Accrual	(3,666,667)	-	(3,666,667)
Nursing Home UPL	-	-	-
Regional UPL Benefit	-	1,750,000	1,750,000
Medicaid Supplemental Payments	(1,154,736)	1,750,000	595,264
DSRIP Accrual	2,000,000	-	2,000,000
Total Adjustments	\$ 845,264	\$ 1,750,000	\$ 2,595,264

ECTOR COUNTY HOSPITAL DISTRICT
CONSTRUCTION IN PROGRESS
AS OF NOVEMBER 30, 2016

	A	B	C	D	E=A+B+C+D	F	G=E+F	H	H-G
ITEM	CIP BALANCE AS OF 11/1/2016	NOV "+" ADDITIONS	NOV "-." ADDITIONS	NOV TRANSFERS	CIP BALANCE AS OF 11/30/2016	ADD: AMOUNTS CAPITALIZED	PROJECT TOTAL	BUDGETED AMOUNT	UNDER/(OVER) BOARD APRVD/BUDGET
RENOVATIONS									
6C RENOVATION	\$ 423,484	\$ -	\$ -	\$ -	\$ 423,484	\$ -	\$ 423,484	425,000	\$ 1,516
CHW TT ENDOCRONOLOGY SUITE	781,118	59,947	-	-	841,065	-	841,065	850,000	8,935
WOMEN'S CLINIC	2,288,715	309,570	-	-	2,598,285	-	2,598,285	5,000,000	2,401,715
42ND CLINIC RENOVATIONS	431,579	257,448	-	-	689,027	-	689,027	700,000	10,974
SUB-TOTAL	\$ 3,924,896	\$ 626,965	\$ -	\$ -	\$ 4,551,860	\$ -	\$ 4,551,860	\$ 6,975,000	\$ 2,423,140
MINOR BUILDING IMPROVEMENT									
FAMILY HEALTH CLINIC IMPROVEMENT	\$ 15,781	\$ -	\$ -	\$ -	\$ 15,781	\$ -	\$ 15,781	\$ 45,000	\$ 29,219
UPS OR (UNINTERRUPTED POWER SUPPLY)	20,422	-	-	-	20,422	-	20,422	25,000	4,578
PBX - FLOORING REMEDIATION (MAIN HOSPITAL 1ST FLOOR)	6,247	-	-	-	6,247	-	6,247	45,000	38,753
GARAGE PROJECT	5,388	-	-	-	5,388	-	5,388	10,000	4,612
PROCARE ENT	4,342	12,057	-	-	16,399	-	16,399	45,000	28,601
WEST CLINIC CHECK IN	31,253	5,825	-	-	37,078	-	37,078	40,000	2,922
MRI REGULATORY UPGRADES	13,723	-	-	-	13,723	-	13,723	45,000	31,277
DISCHARGE LOUNGE	185	12,803	-	-	12,988	-	12,988	25,000	12,012
SUITE 401 WSMP	59,044	-	-	-	59,044	-	59,044	75,000	15,956
DR ELAM OFFICE RENOVATION	5,779	379	-	-	6,158	-	6,158	25,000	18,842
CHRIS KYLE MEMORIAL	42,976	(21,488)	-	-	21,488	-	21,488	45,000	23,512
REPAIR AIR HANDLER UNIT 40	1,496	10,232	-	-	11,728	-	11,728	45,000	33,272
BUSINESS OFFICE RENOVATION	-	285	-	-	285	-	285	10,000	9,715
SUB-TOTAL	\$ 206,636	\$ 20,094	\$ -	\$ -	\$ 226,730	\$ -	\$ 226,730	\$ 480,000	\$ 253,270
WORK IN PROGRESS - CERNER									
CERNER	\$ 17,010,221	\$ 439,200	\$ -	\$ -	\$ 16,572,416	\$ -	\$ 16,572,416	\$ 25,867,367	\$ 9,294,951
SUB-TOTAL	\$ 17,010,221	\$ 439,200	\$ -	\$ -	\$ 16,572,416	\$ -	\$ 16,572,416	\$ 25,867,367	\$ 9,294,951
EQUIPMENT & SOFTWARE PROJECTS - CIP INCOMPLETE									
VARIOUS CAPITAL EXPENDITURE PROJECTS	\$ 287,947	\$ -	\$ -	\$ -	\$ 287,947	\$ -	\$ 287,947	\$ 16,091,971	\$ 15,804,024
SUB-TOTAL	\$ 287,947	\$ -	\$ -	\$ -	\$ 287,947	\$ -	\$ 287,947	\$ 16,091,971	\$ 15,804,024
TOTAL CONSTRUCTION IN PROGRESS	\$ 21,429,700	\$ 1,086,259	\$ -	\$ -	\$ 21,638,953	\$ -	\$ 21,638,953	\$ 49,414,338	\$ 27,775,385

ECTOR COUNTY HOSPITAL DISTRICT
 CAPITAL PROJECT & EQUIPMENT EXPENDITURES
 NOVEMBER 2016

DEPT	ITEM	CLASS	BOOKED AMOUNT
TRANSFERRED FROM CONSTRUCTION IN PROGRESS/RENOVATION PROJECTS			
	None		
		TOTAL PROJECT TRANSFERS	\$ -
TRANSFERRED FROM CONSTRUCTION IN PROGRESS/EQUIPMENT			
	None		
		TOTAL EQUIPMENT TRANSFERS	\$ -
		TOTAL TRANSFERS FROM CIP	\$ -

ECTOR COUNTY HOSPITAL DISTRICT
FISCAL 2017 CAPITAL EQUIPMENT
CONTINGENCY FUND
TWO MONTHS ENDED NOVEMBER 30, 2016

MONTH/ YEAR	DESCRIPTION	DEPT NUMBER	BUDGETED AMOUNT	P.O AMOUNT	ACTUAL AMOUNT	TO/(FROM) CONTINGENCY
	Available funds from budget		\$ 600,000			\$ 600,000
Nov-16	Reach-in Refrigerator	8020	-	-	3,910	(3,910)
Nov-16	Boilerless Steamer	8020	13,491	-	13,653	(162)
			<u>\$ 613,491</u>	<u>\$ -</u>	<u>\$ 17,563</u>	<u>\$ 595,928</u>

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF ACCOUNTS RECEIVABLE - OTHER
TWO MONTHS ENDED NOVEMBER 30, 2016**

	<u>CURRENT YEAR</u>	<u>PRIOR YEAR</u>		<u>CURRENT YEAR CHANGE</u>
		<u>HOSPITAL AUDITED</u>	<u>PRO CARE AUDITED</u>	
AR DISPRO/UPL	\$ (2,675,320)	\$ -	\$ -	\$ (2,675,320)
AR UNCOMPENSATED CARE	1,857,733	-	-	1,857,733
AR DSRIP	12,000,000	10,000,000	-	2,000,000
AR NURSING HOME UPL	435,452	583,599	-	(148,147)
AR BAB REVENUE	252,698	84,233	-	168,465
AR PHYSICIAN GUARANTEES	44,796	-	-	44,796
AR ACCRUED INTEREST	132,933	79,286	-	53,647
AR OTHER:	5,383,857	5,206,867	2,482,086	(2,305,096)
Procure On-Call Fees	64,090	-	46,500	17,590
Procure A/R - FHC	258,163	-	391,968	(133,805)
Other Misc A/R	5,061,604	5,206,867	2,043,618	(2,188,881)
AR DUE FROM THIRD PARTY PAYOR	5,841,380	5,841,380	-	-
PROCARE-INTERCOMPANY RECEIVABLE	<u>1,565,883</u>	<u>1,455,140</u>	<u>-</u>	<u>110,743</u>
TOTAL ACCOUNTS RECEIVABLE - OTHER	<u>\$ 24,839,411</u>	<u>\$ 23,250,504</u>	<u>\$ 2,482,086</u>	<u>\$ (893,179)</u>
PROCARE-INTERCOMPANY LIABILITY	\$ (1,565,883)	\$ -	\$ (1,455,140)	\$ (110,743)

**ECTOR COUNTY HOSPITAL DISTRICT
SUPPLEMENTAL SCHEDULE OF TEMPORARY LABOR, TRANSITION LABOR & PURCHASED SERVICES - HOSPITAL ONLY
NOVEMBER 2016**

	CURRENT MONTH							YEAR TO DATE						
	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	PRIOR YR % VAR	ACTUAL	BUDGET	\$ VAR	% VAR	PRIOR YR	PRIOR YR % VAR		
7C TEMPORARY LABOR	\$ 49,890	\$ 2,143.67	\$ 47,747	2227.3%	\$ 40,430	23.4%	\$ 101,179	\$ 4,524	\$ 96,656	2136.7%	\$ 76,943	31.5%		
REHAB TEMPORARY LABOR	49,379	9,837	39,543	402.0%	19,831	149.0%	104,016	20,044	83,972	418.9%	30,081	245.8%		
OR TEMPORARY LABOR	51,847	20,560	31,286	152.2%	50,914	1.8%	120,467	41,420	79,048	190.8%	220,383	-45.3%		
NICU TEMPORARY LABOR	42,520	-	42,520	100.0%	4,988	752.5%	99,064	-	99,064	100.0%	13,450	636.5%		
4E TEMPORARY LABOR	41,177	-	41,177	100.0%	-	100.0%	91,316	-	91,316	100.0%	-	100.0%		
6C TEMPORARY LABOR	21,575	-	21,575	100.0%	3,257	562.4%	55,727	-	55,727	100.0%	3,257	1611.0%		
OP PM&R-CHW TEMPORARY LABOR	20,289	-	20,289	100.0%	24,259	-16.4%	53,051	-	53,051	100.0%	58,376	-9.1%		
ALL OTHER	175,164	82,922	92,242	111.2%	206,442	-15.2%	334,449	170,084	164,366	96.6%	381,585	-12.4%		
TOTAL TEMPORARY LABOR	\$ 451,842	\$ 115,463	\$ 336,379	291.3%	\$ 350,121	29.1%	\$ 959,270	\$ 236,071	\$ 723,199	306.3%	\$ 784,076	22.3%		
ICU4 TRANSITION LABOR	\$ 38,649	\$ 7,694	\$ 30,955	402.3%	\$ -	100.0%	\$ 170,377	\$ 16,033	\$ 154,344	962.7%	\$ -	100.0%		
ALL OTHER	149,889	363,689	(213,800)	-58.8%	-	100.0%	241,315	745,968	(504,653)	-67.7%	-	100.0%		
TOTAL TRANSITION LABOR	\$ 188,539	\$ 371,383	\$ (182,845)	-49.2%	\$ -	0.0%	\$ 411,692	\$ 762,001	\$ (350,309)	-46.0%	\$ -	0.0%		
GRAND TOTAL TEMPORARY LABOR	\$ 640,381	\$ 486,846	\$ 153,535	31.5%	\$ 350,121	82.9%	\$ 1,370,962	\$ 998,072	\$ 372,890	37.4%	\$ 784,076	74.9%		
ADM OTHER	\$ 195,210	\$ -	\$ 195,210	100.0%	\$ -	100.0%	\$ 195,210	\$ -	\$ 195,210	100.0%	\$ -	100.0%		
IT INFORMATION SOLUTIONS SVCS	14,346	84,583	(70,238)	-83.0%	21,638	-33.7%	283,813	169,167	114,646	67.8%	36,210	683.8%		
LD OTHER PURCH SVCS	78,217	76,268	1,949	2.6%	82,168	-4.8%	160,471	83,690	76,781	91.7%	90,164	78.0%		
PI FEES (TRANSITION NURSE PROGRAM)	47,759	2,262	45,497	2011.4%	3,880	1130.8%	76,452	11,457	64,995	567.3%	19,654	289.0%		
ADMIN LEGAL FEES	61,641	42,184	19,458	46.1%	41,587	48.2%	114,976	55,244	59,732	108.1%	54,462	111.1%		
HK SVC CONTRACT PURCH SVC	63,760	5,928	57,832	975.5%	5,928	975.5%	99,930	43,159	56,771	131.5%	43,159	131.5%		
MISSION FITNESS CONTRACT PURCH SVC	81,214	60,020	21,194	35.3%	55,074	47.5%	144,653	121,669	22,984	18.9%	115,388	25.4%		
ADM CONSULTANT FEES	18,421	63,202	(44,781)	-70.9%	45,686	-59.7%	148,393	126,404	21,988	17.4%	90,291	64.4%		
HISTOLOGY SERVICES	35,625	26,871	8,754	32.6%	30,814	15.6%	63,023	52,683	10,340	19.6%	60,414	4.3%		
PT ACCTS COLLECTION FEES	100,353	134,849	(34,496)	-25.6%	120,204	-16.5%	152,675	180,922	(28,247)	-15.6%	161,274	-5.3%		
REF LAB ARUP PURCH SVCS	73,539	72,938	601	0.8%	74,710	-1.6%	125,381	156,410	(31,029)	-19.8%	160,208	-21.7%		
SERV EXC SURVEY SERVICES	54,042	74,528	(20,486)	-27.5%	84,637	-36.1%	111,964	149,056	(37,092)	-24.9%	138,354	-19.1%		
CERNER OTHER PURCH SVCS	50,139	102,080	(51,941)	-50.9%	-	100.0%	163,933	204,161	(40,228)	-19.7%	-	100.0%		
PRIMARY CARE WEST OTHER PURCH SVCS	105,181	173,503	(68,322)	-39.4%	120,415	-12.7%	259,995	348,594	(88,599)	-25.4%	311,459	-16.5%		
FHC OTHER PURCH SVCS	152,616	234,000	(81,384)	-34.8%	178,328	-14.4%	377,597	472,774	(95,177)	-20.1%	356,808	5.8%		
ALL OTHERS	1,229,716	1,351,210	(121,494)	-9.0%	1,653,943	-25.6%	2,228,008	2,629,390	(401,381)	-15.3%	2,969,471	-25.0%		
TOTAL PURCHASED SERVICES	\$ 2,361,778	\$ 2,504,426	\$ (142,648)	-5.7%	\$ 2,519,012	-6.2%	\$ 4,706,472	\$ 4,804,780	\$ (98,308)	-2.0%	\$ 4,607,316	2.2%		

*Only departments with an expense of \$50,000 or more and +/-15% YTD budget variance are presented in this schedule.



Financial Presentation

For the Month Ended

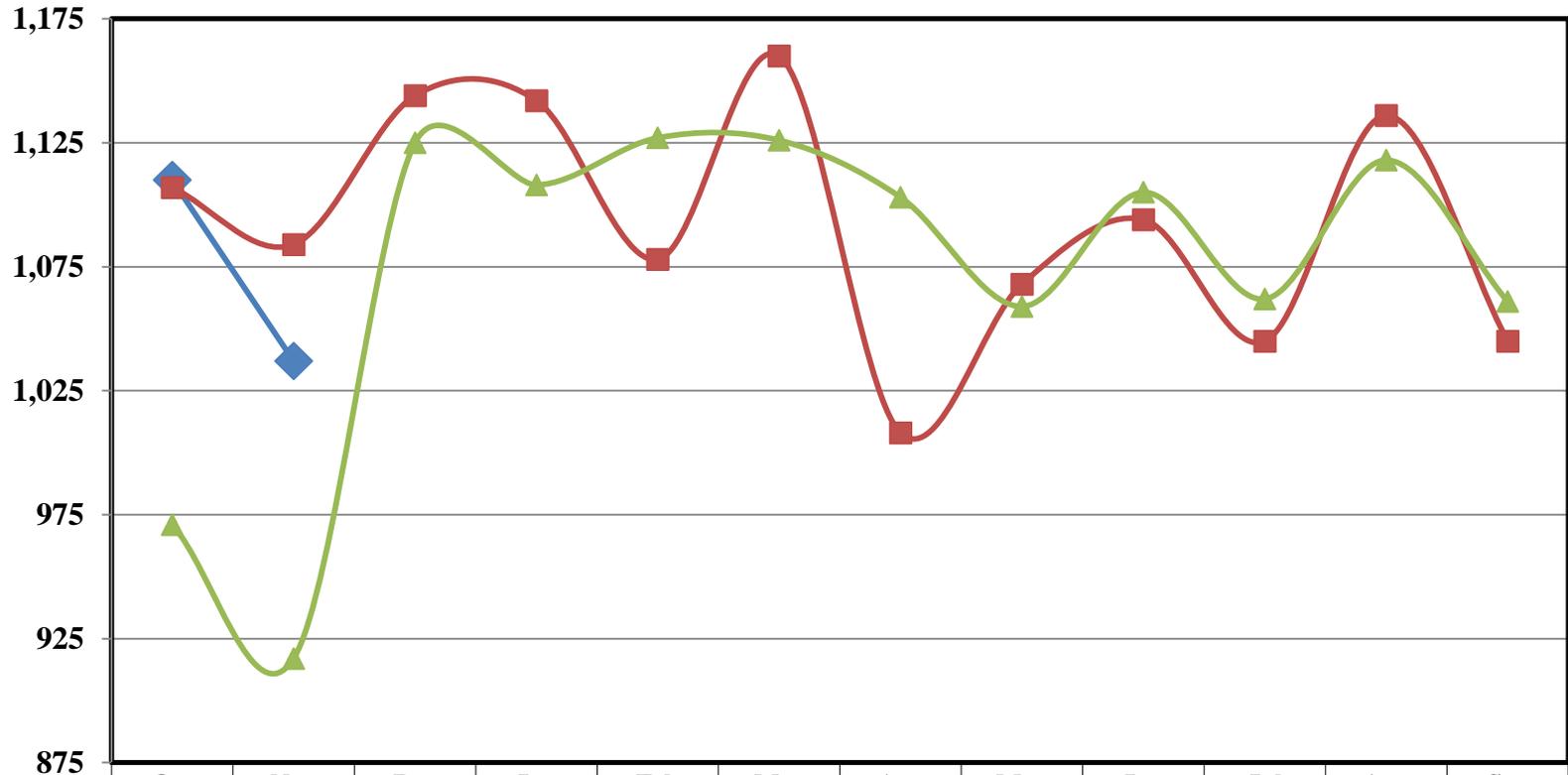
November 30, 2016

Volume



Admissions

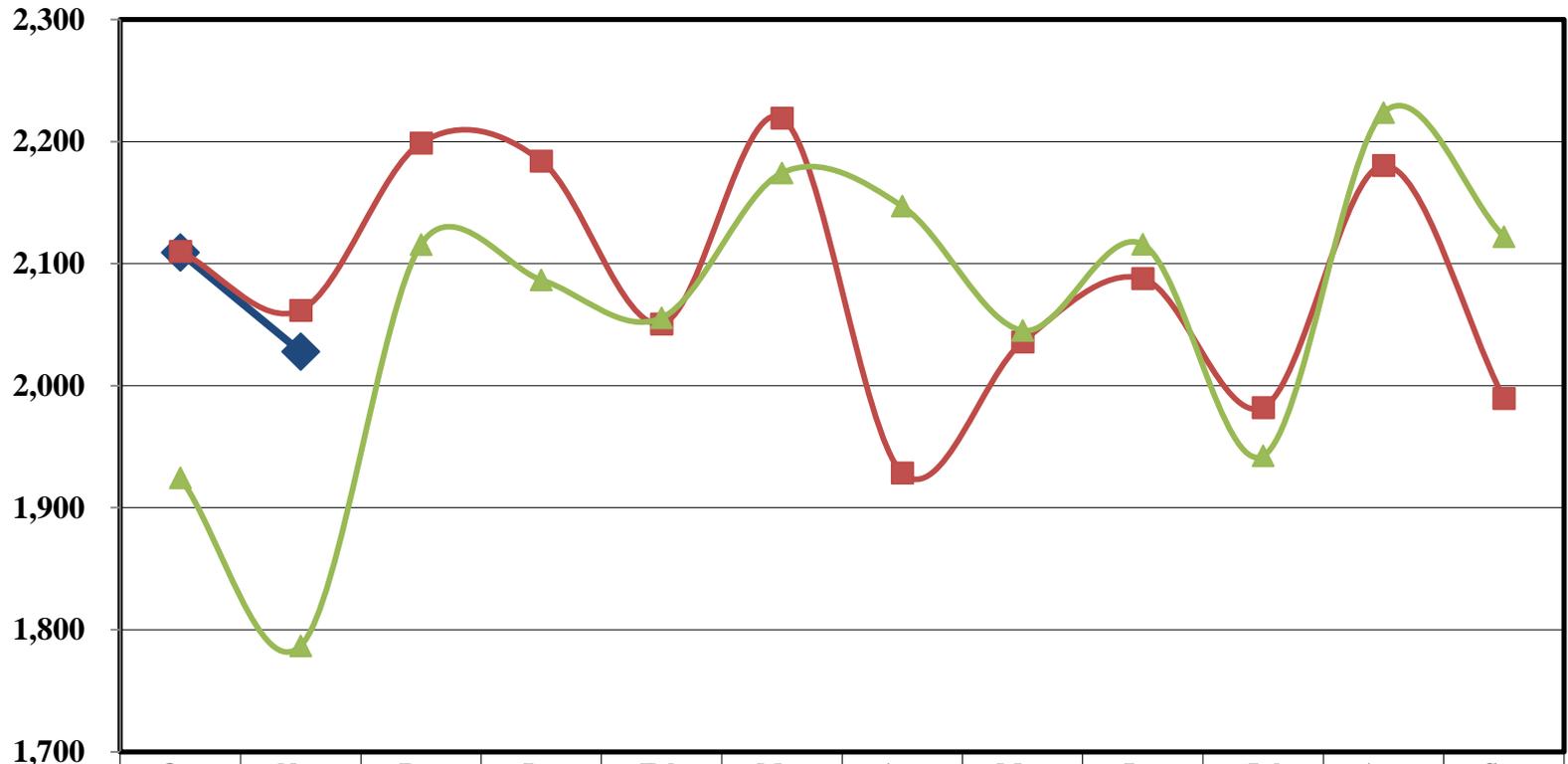
Total – Adults and NICU



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	1,110	1,037										
■ FY 2017 Budget	1,107	1,084	1,144	1,142	1,078	1,160	1,008	1,068	1,094	1,045	1,136	1,045
▲ FY 2016	971	917	1,125	1,108	1,127	1,126	1,103	1,059	1,105	1,062	1,118	1,061

Adjusted Admissions

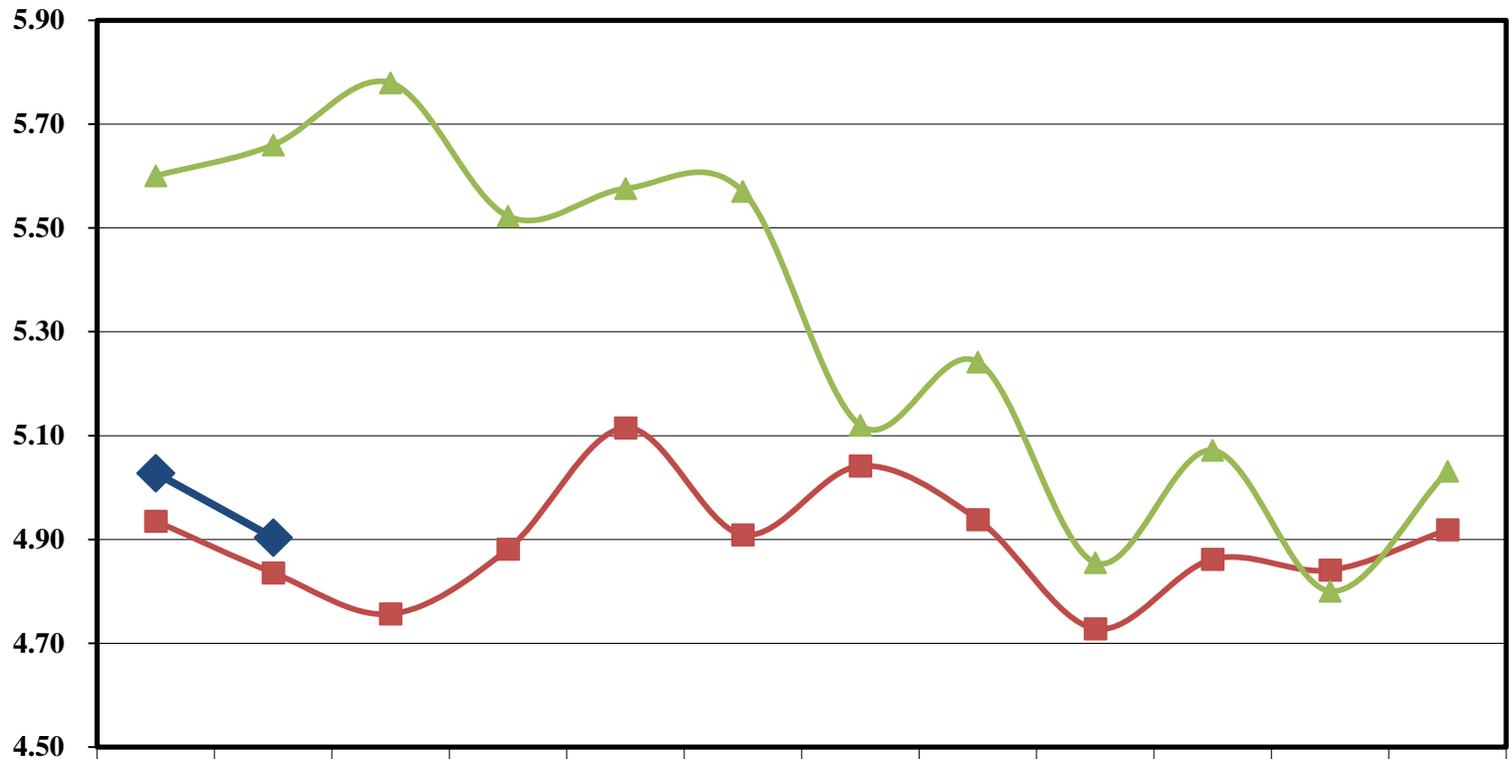
Including Acute & Rehab Unit



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2017	2,109	2,028										
FY 2017 Budget	2,110	2,062	2,199	2,184	2,051	2,219	1,929	2,036	2,088	1,982	2,180	1,990
FY 2016	1,925	1,787	2,116	2,087	2,056	2,174	2,147	2,045	2,116	1,942	2,224	2,122

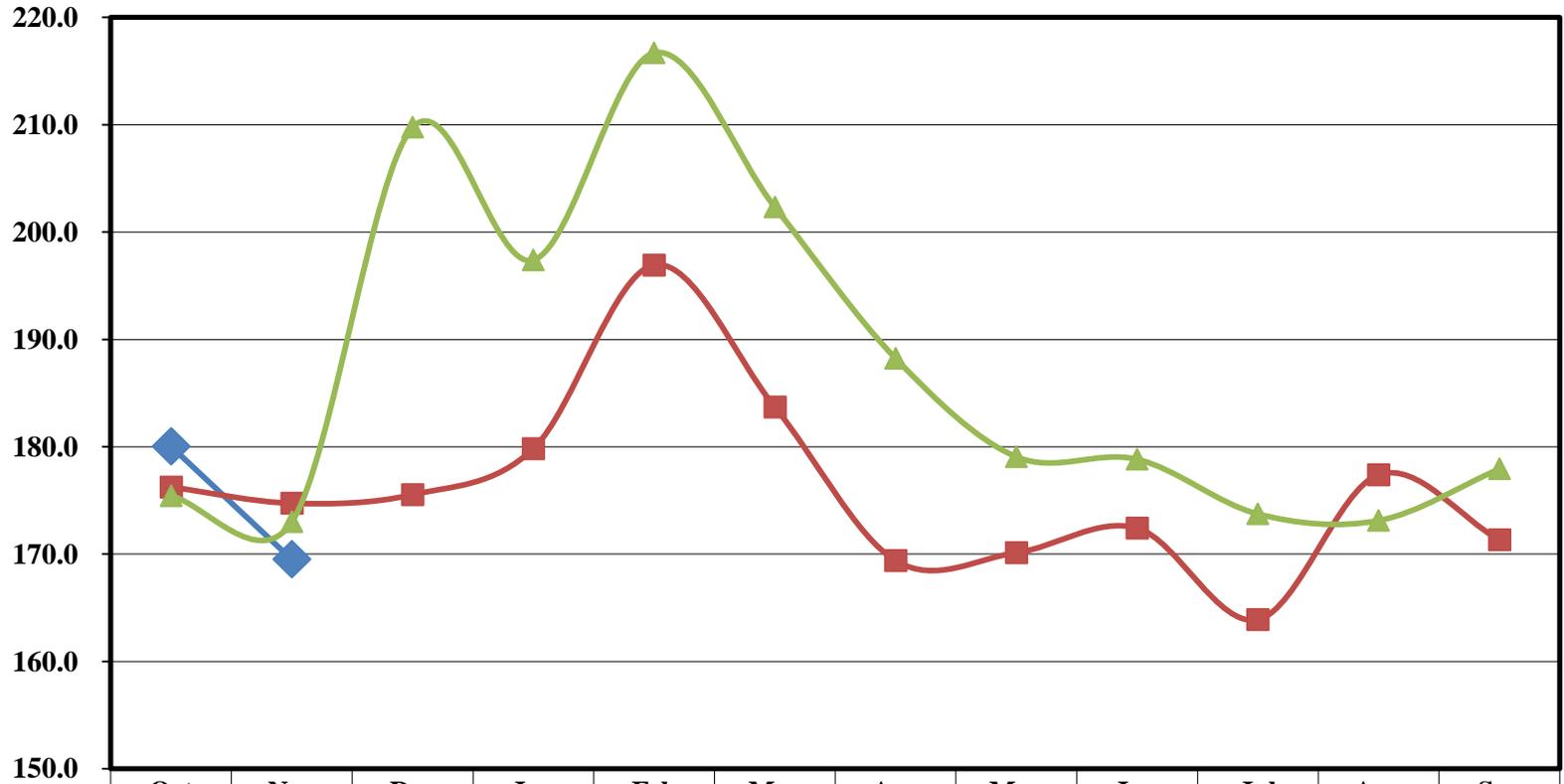
Average Length of Stay

Total – Adults and NICU



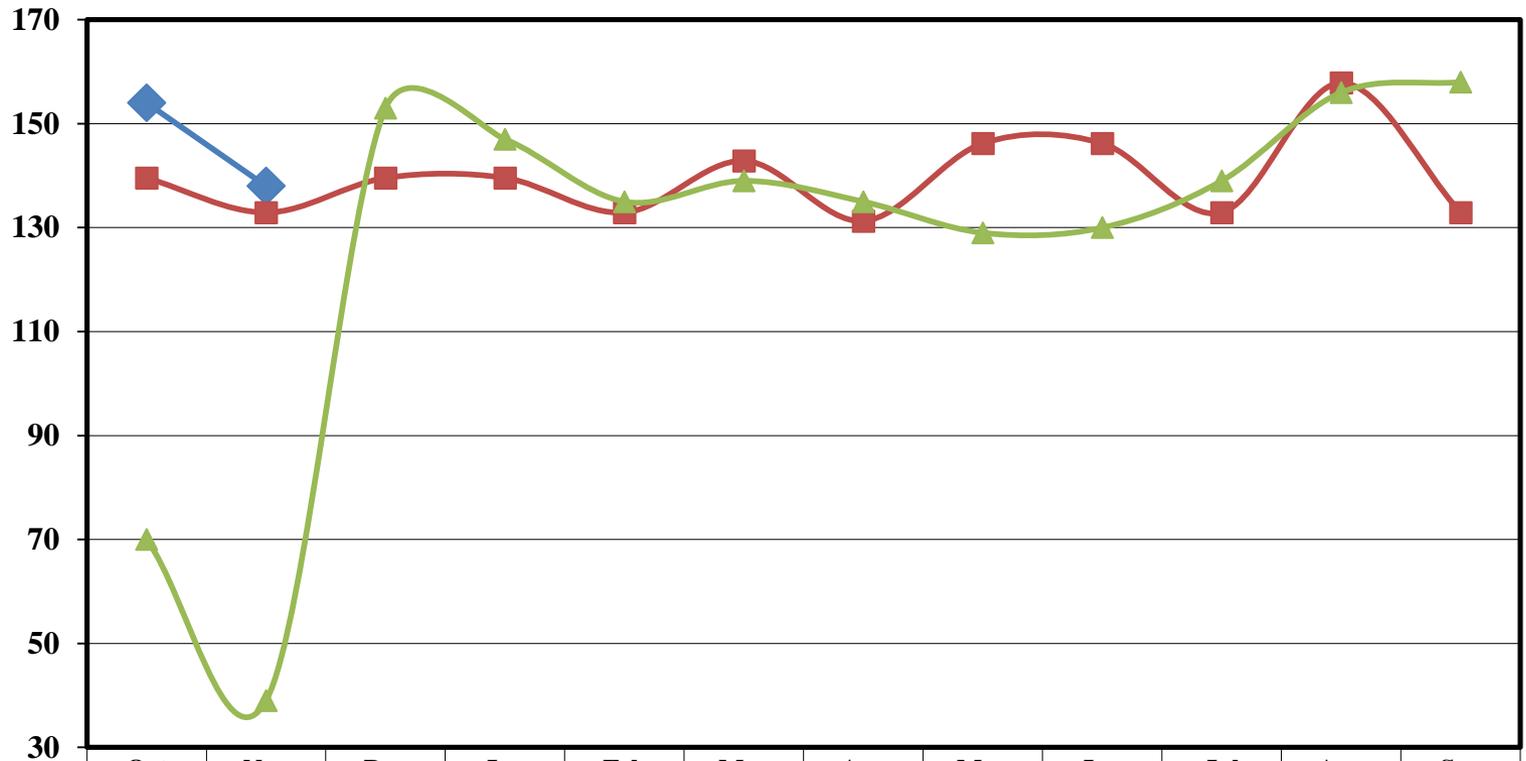
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	5.03	4.90										
■ FY 2017 Budget	4.94	4.84	4.76	4.88	5.12	4.91	5.04	4.94	4.73	4.86	4.84	4.92
▲ FY 2016	5.60	5.66	5.78	5.52	5.58	5.57	5.12	5.24	4.86	5.07	4.80	5.03

Average Daily Census



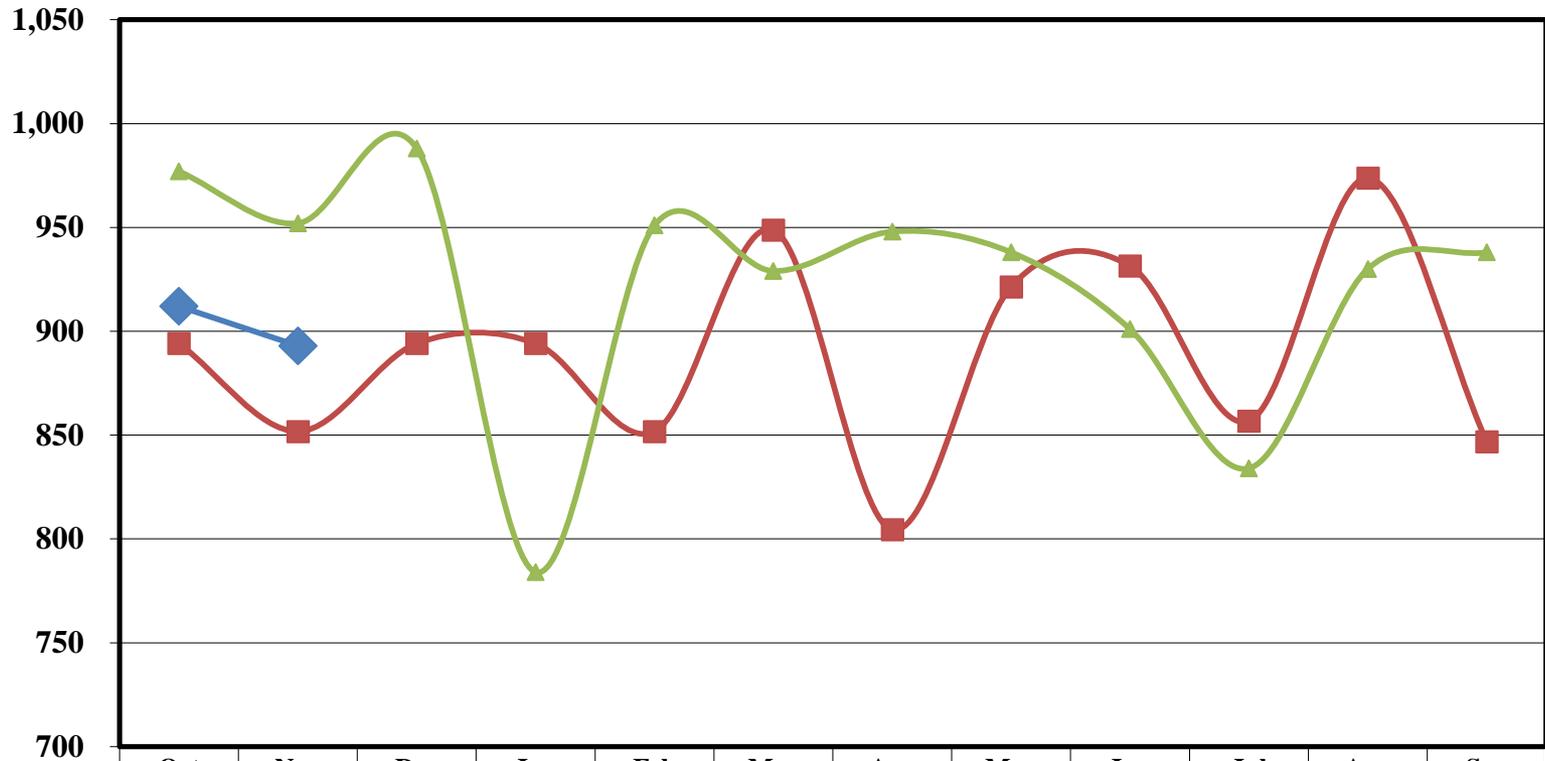
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	180.0	169.5										
■ FY 2017 Budget	176.2	174.7	175.5	179.8	196.9	183.7	169.4	170.1	172.4	163.9	177.4	171.3
▲ FY 2016	175.4	173.0	209.7	197.4	216.7	202.3	188.2	179.1	178.8	173.7	173.1	177.9

Deliveries



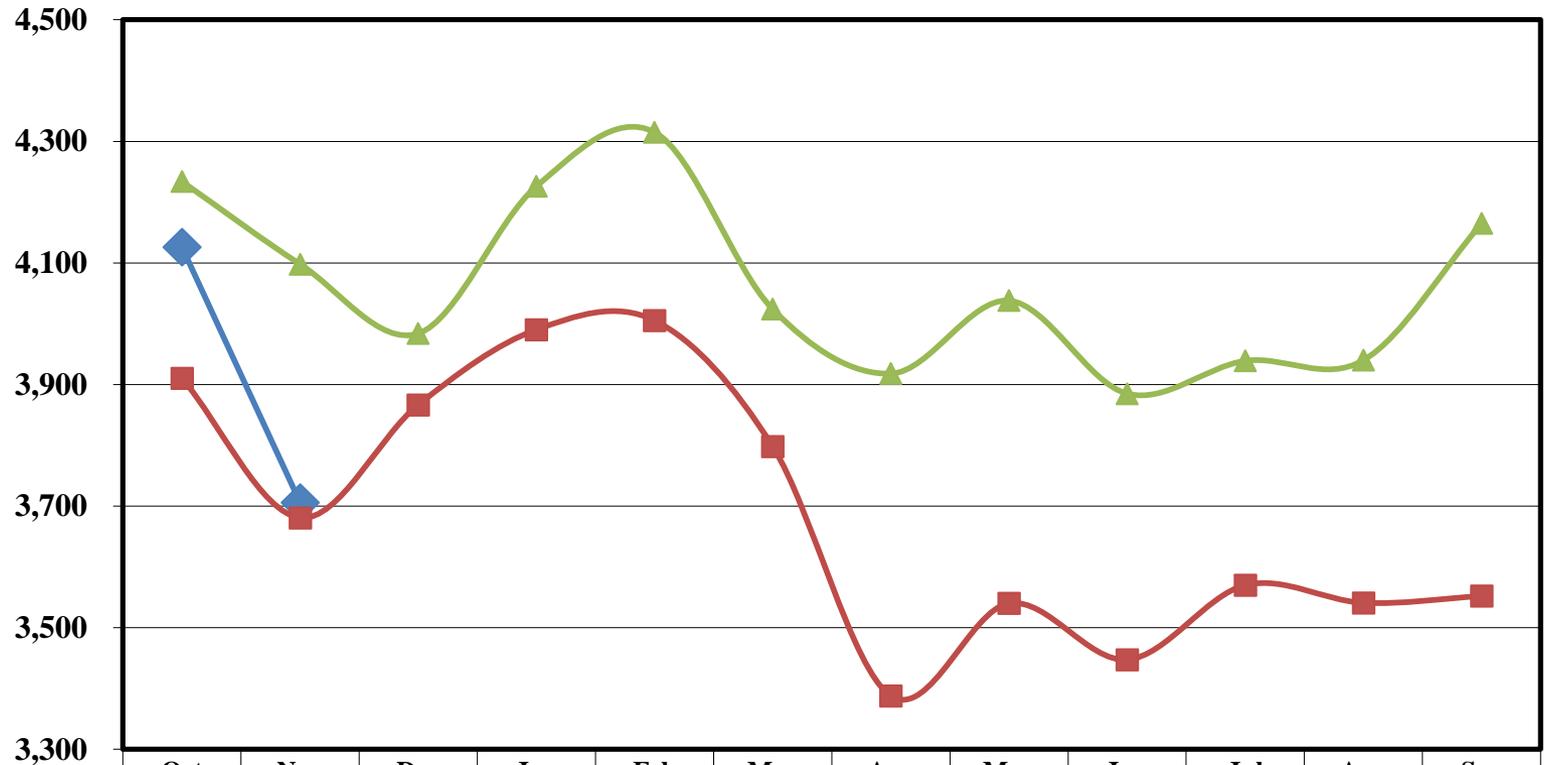
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	154	138										
■ FY 2017 Budget	140	133	140	140	133	143	131	146	146	133	158	133
▲ FY 2016	70	39	153	147	135	139	135	129	130	139	156	158

Total Surgical Cases



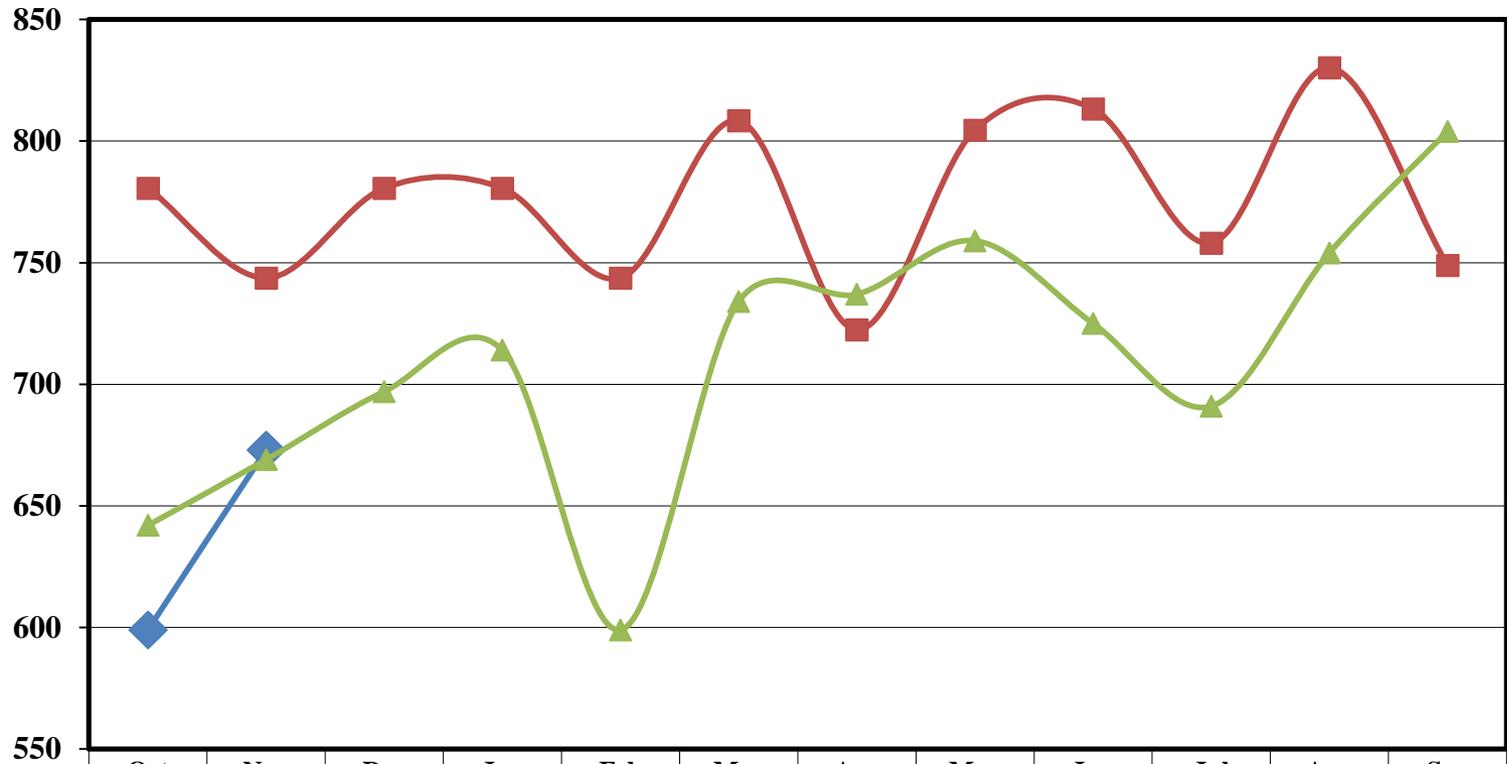
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	912	893										
■ FY 2017 Budget	894	852	894	894	852	949	804	921	931	857	974	847
▲ FY 2016	977	952	988	784	951	929	948	938	901	834	930	938

Emergency Room Visits



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	4,126	3,706										
■ FY 2017 Budget	3,911	3,681	3,867	3,990	4,005	3,798	3,388	3,540	3,447	3,570	3,541	3,552
▲ FY 2016	4,234	4,098	3,984	4,226	4,315	4,024	3,918	4,038	3,885	3,939	3,940	4,165

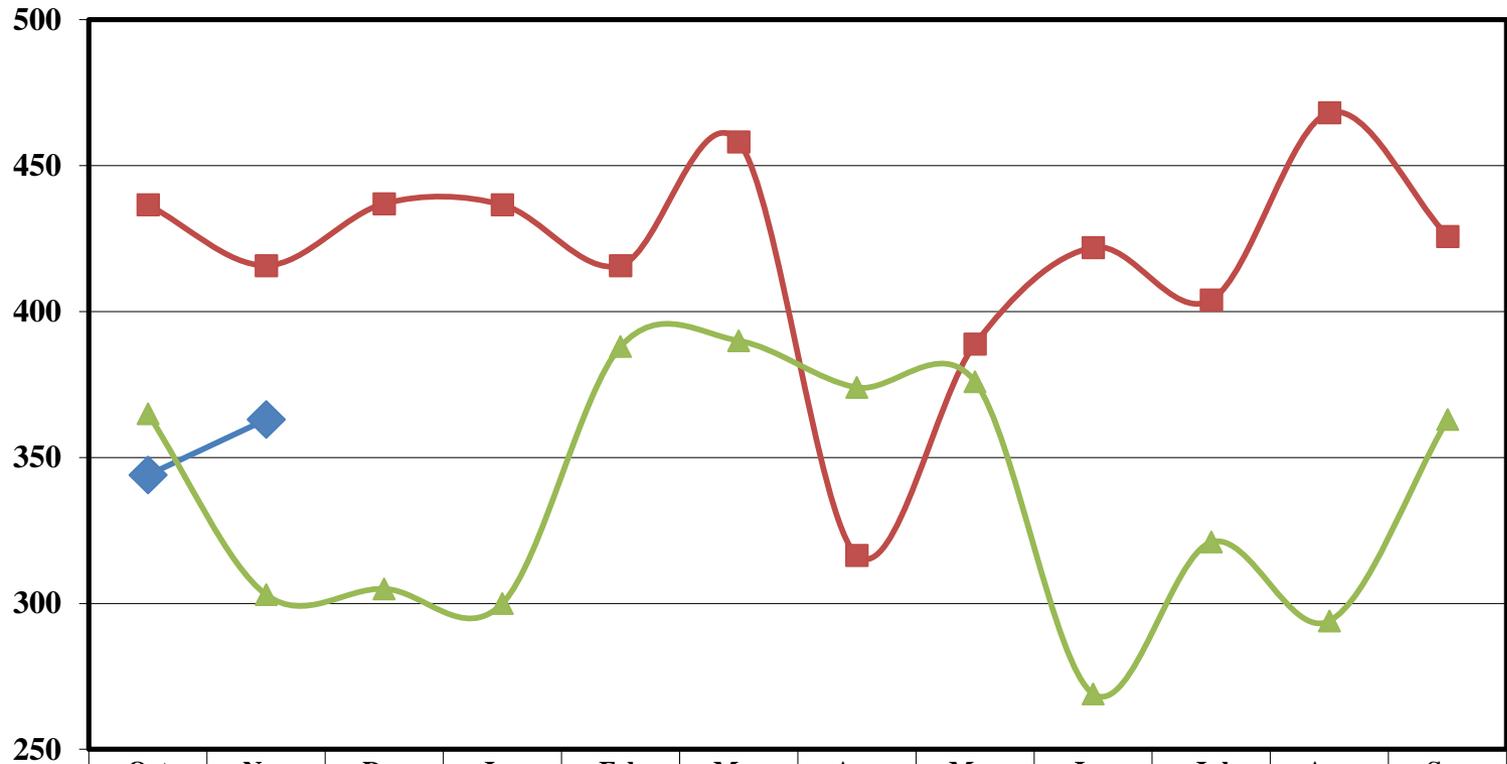
Observation Days



◆ FY 2017
■ FY 2017 Budget
▲ FY 2016

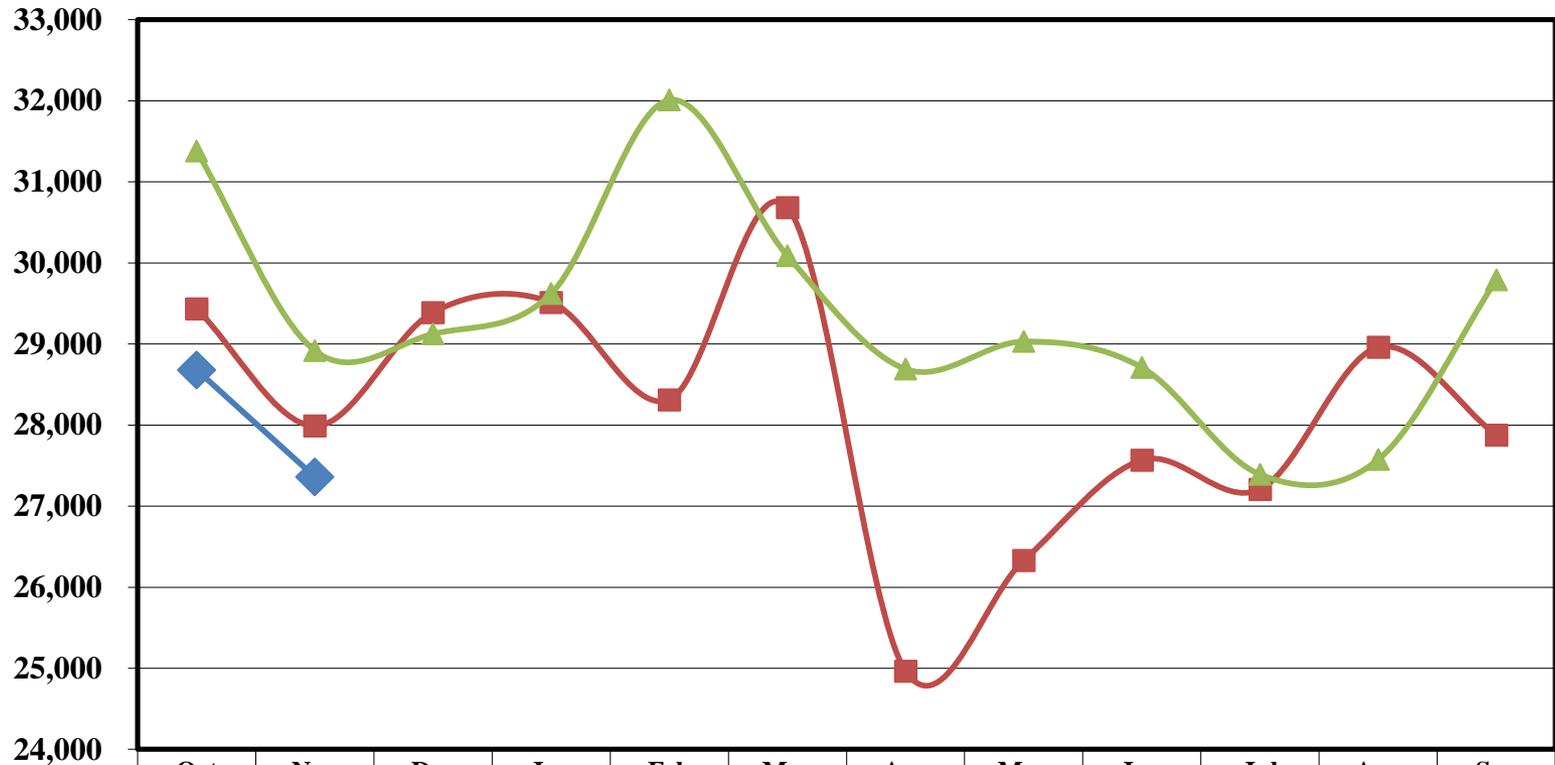
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2017	599	673										
FY 2017 Budget	781	744	781	781	744	808	722	805	813	758	830	749
FY 2016	642	669	697	714	599	734	737	759	725	691	754	804

Endoscopy Visits



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	344	363										
■ FY 2017 Budget	437	416	437	437	416	458	316	389	422	404	468	426
▲ FY 2016	365	303	305	300	388	390	374	376	269	321	294	363

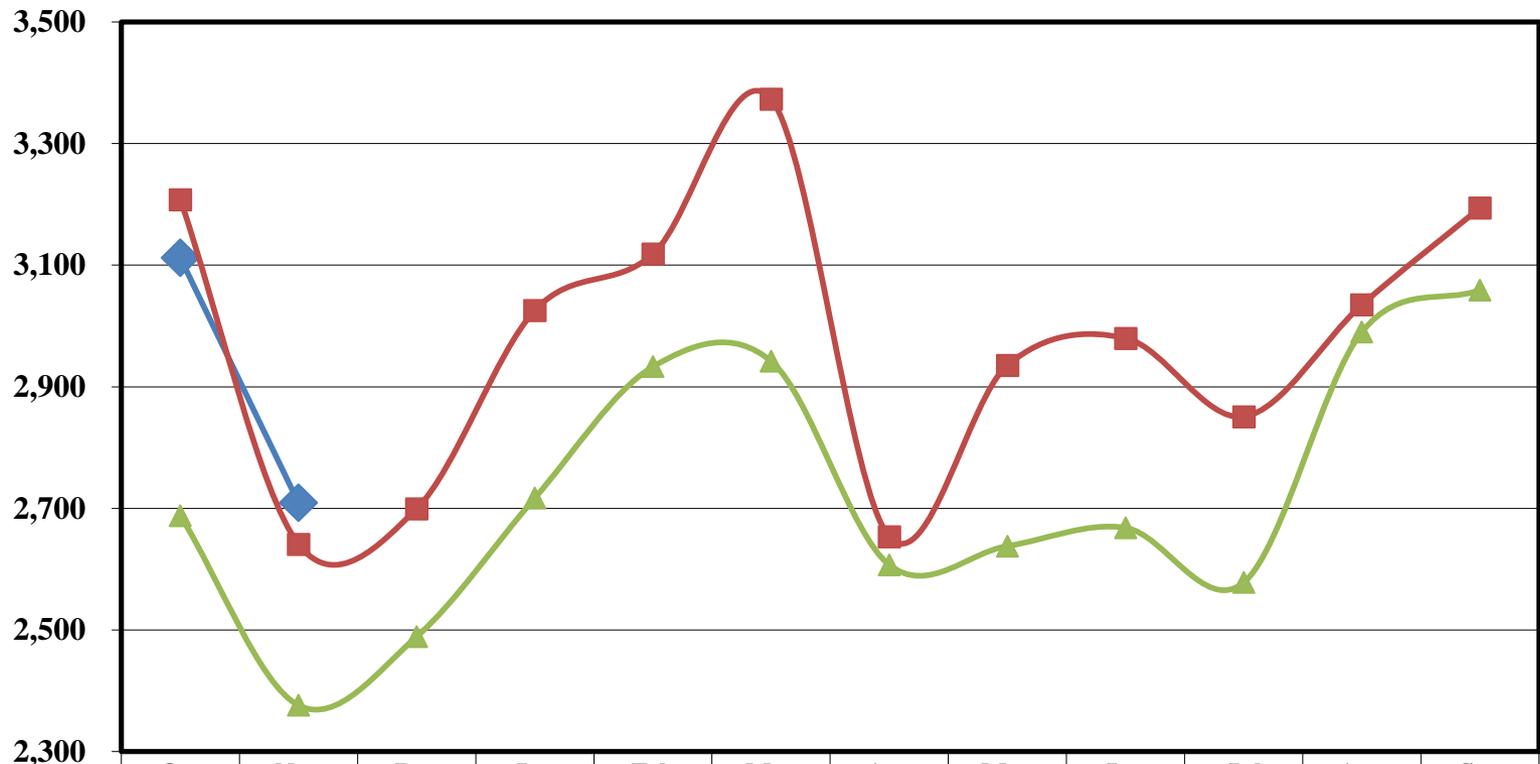
Total Outpatient Occasions of Service



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	28,681	27,360										
■ FY 2017 Budget	29,434	27,989	29,390	29,513	28,313	30,685	24,965	26,330	27,568	27,209	28,960	27,875
▲ FY 2016	31,379	28,917	29,124	29,622	32,010	30,087	28,690	29,030	28,710	27,390	27,574	29,793

Center for Primary Care Total Visits

(FQHC - Clements & West University)

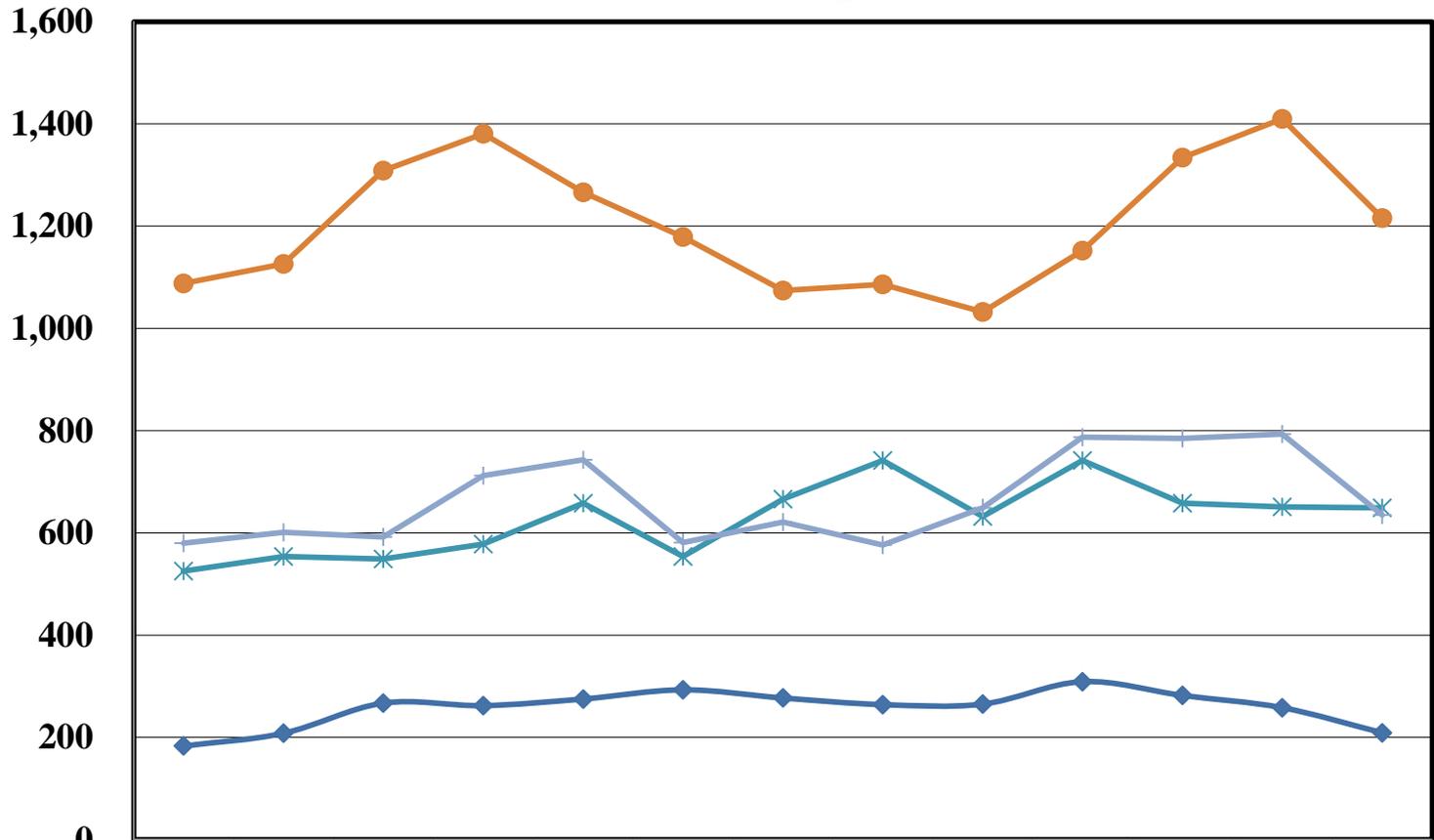


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
—◆— FY 2017	3,112	2,709										
—■— FY 2017 Budget	3,208	2,641	2,700	3,026	3,118	3,373	2,653	2,935	2,980	2,851	3,035	3,194
—▲— FY 2016	2,688	2,376	2,489	2,717	2,933	2,942	2,607	2,638	2,668	2,578	2,990	3,059

Center for Primary Care Visits

(FQHC - Clements and West University)

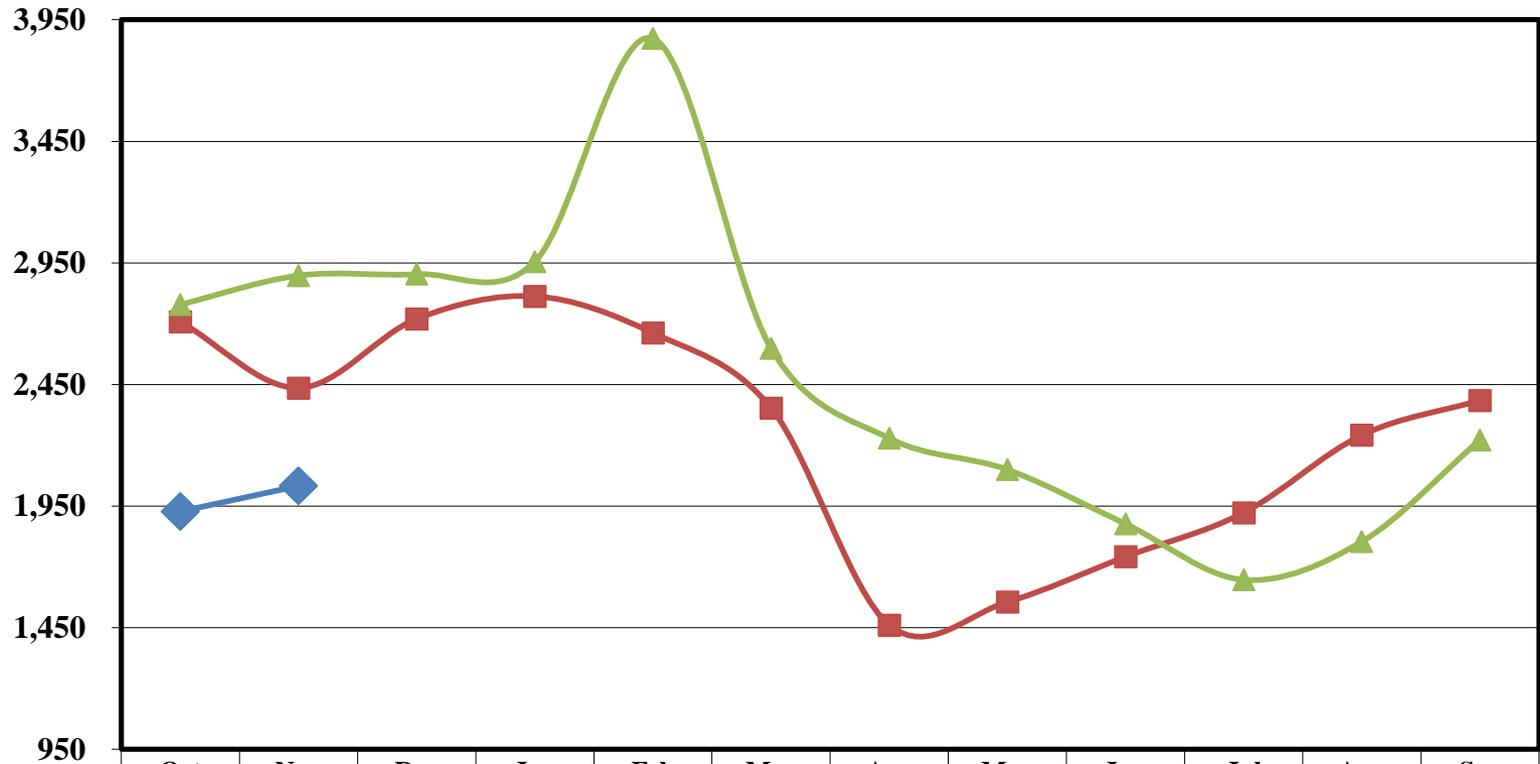
Thirteen Month Trending



	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
✱ Clements Dental	525	554	549	578	658	554	666	742	632	742	658	651	649
● Clements Medical	1,088	1,126	1,309	1,381	1,266	1,179	1,074	1,086	1,032	1,152	1,334	1,410	1,216
+ W. University Medical	580	601	592	712	743	581	621	576	649	787	785	793	635
◆ W. University Optometry	183	208	267	262	275	293	277	264	265	309	282	258	209

Urgent Care Visits

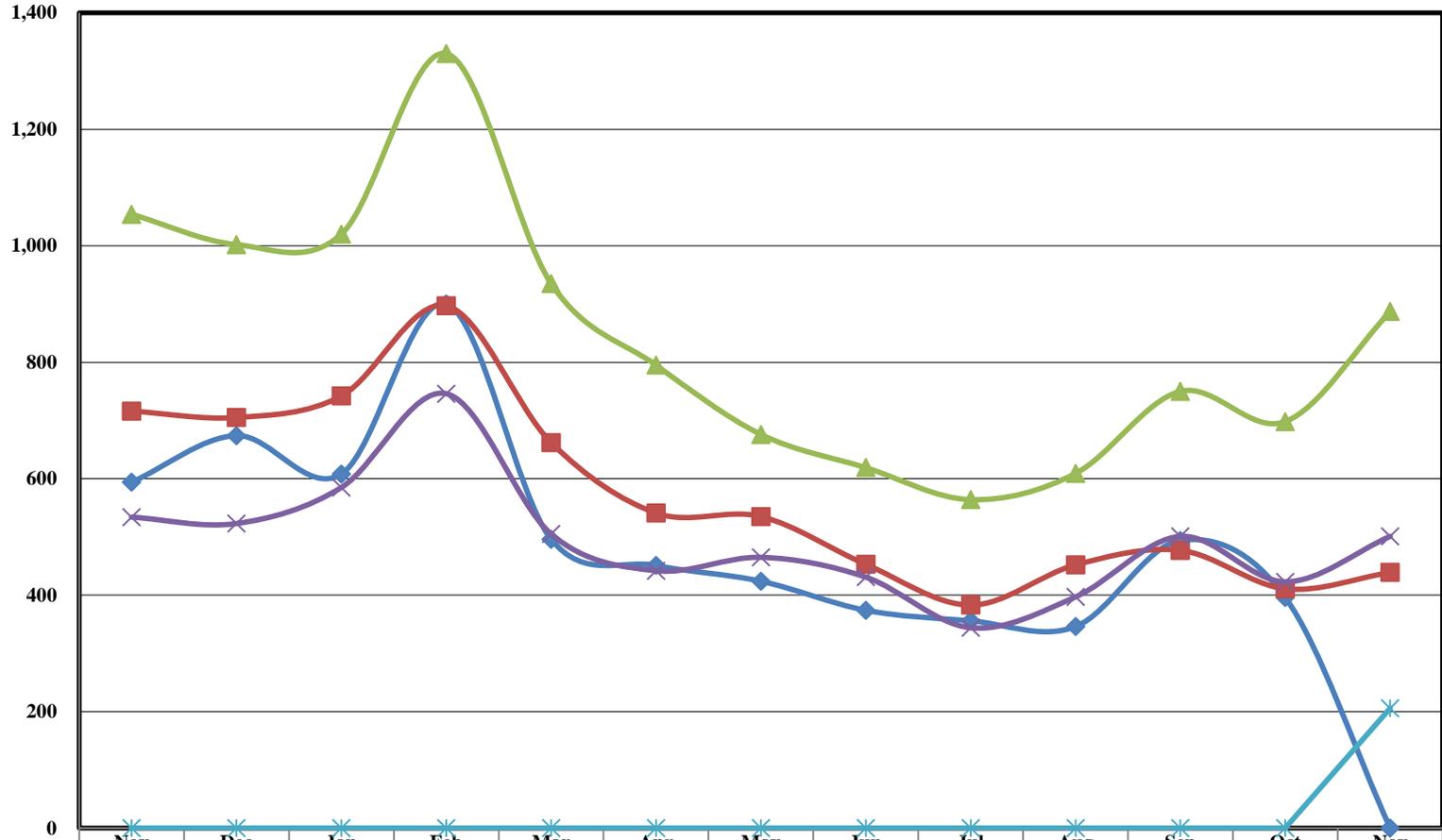
(Health and Wellness, Golder, JBS Clinic, West University & 42nd Street)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	1,928	2,033										
■ FY 2017 Budget	2,708	2,436	2,720	2,813	2,662	2,353	1,461	1,556	1,742	1,923	2,242	2,385
▲ FY 2016	2,779	2,898	2,904	2,955	3,873	2,598	2,229	2,100	1,877	1,647	1,804	2,222

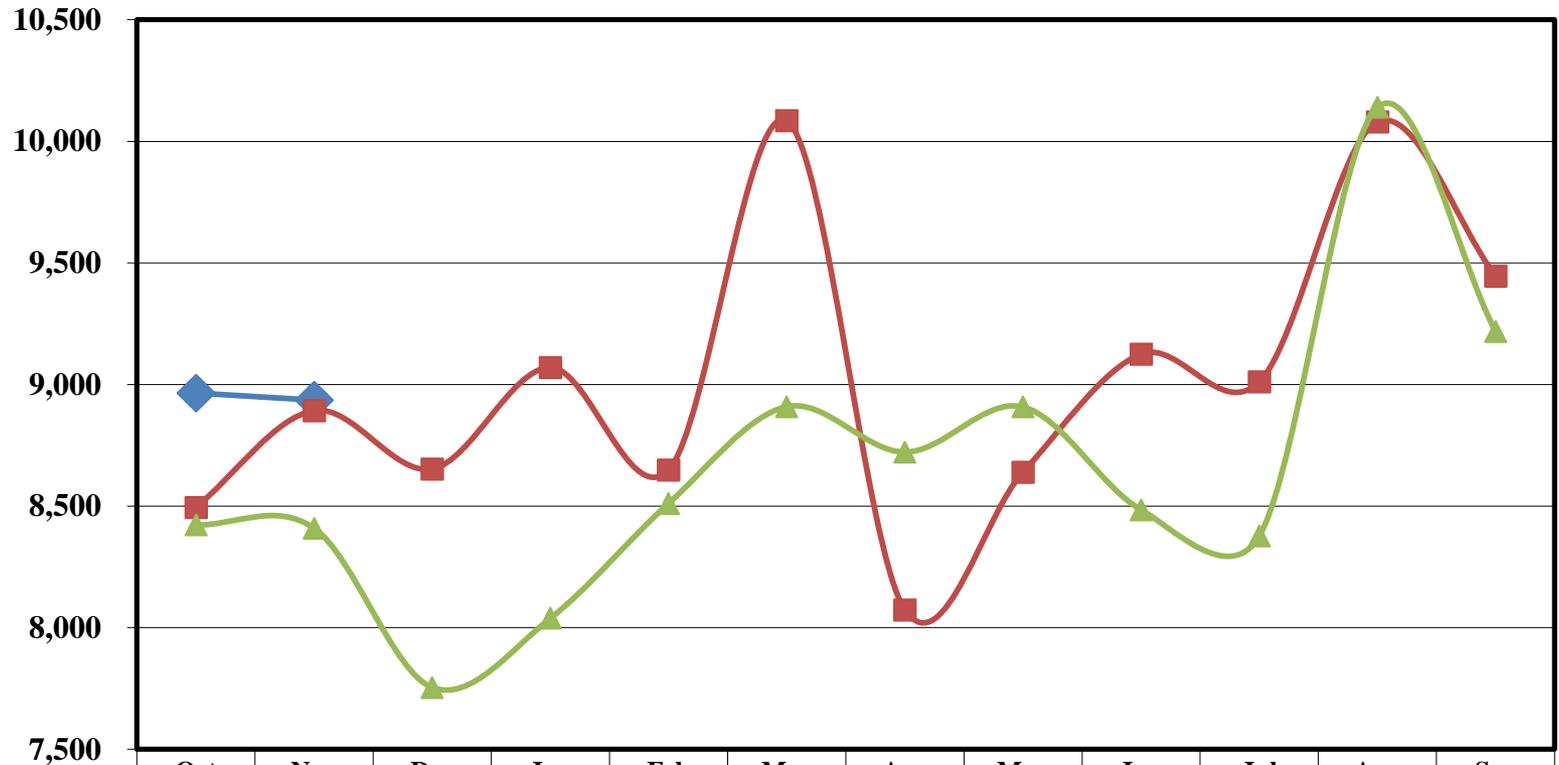
Urgent Care Visits

(Health and Wellness, Golder, JBS Clinic, West University & 42nd Street)
Thirteen Month Trending



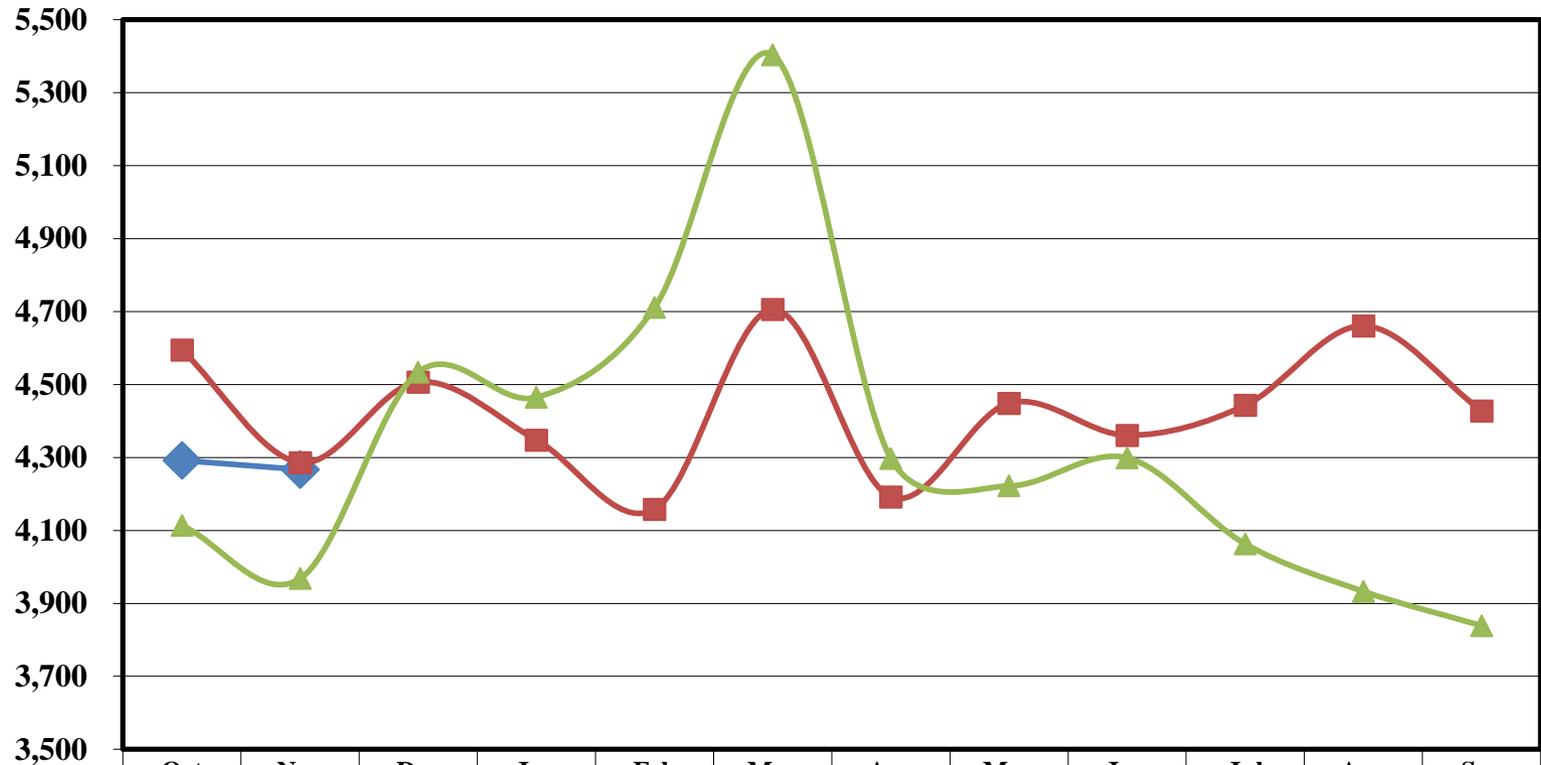
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Health & Wellness	594	674	608	900	496	451	424	374	356	346	494	396	0
Golder	716	705	742	897	662	541	535	453	383	452	477	411	439
JBS Clinic	1,054	1,002	1,020	1,330	935	795	676	619	564	609	750	698	887
West University	534	523	585	746	505	442	465	431	344	397	501	423	501
42nd Street	0	0	0	0	0	0	0	0	0	0	0	0	206

Total ProCare Office Visits



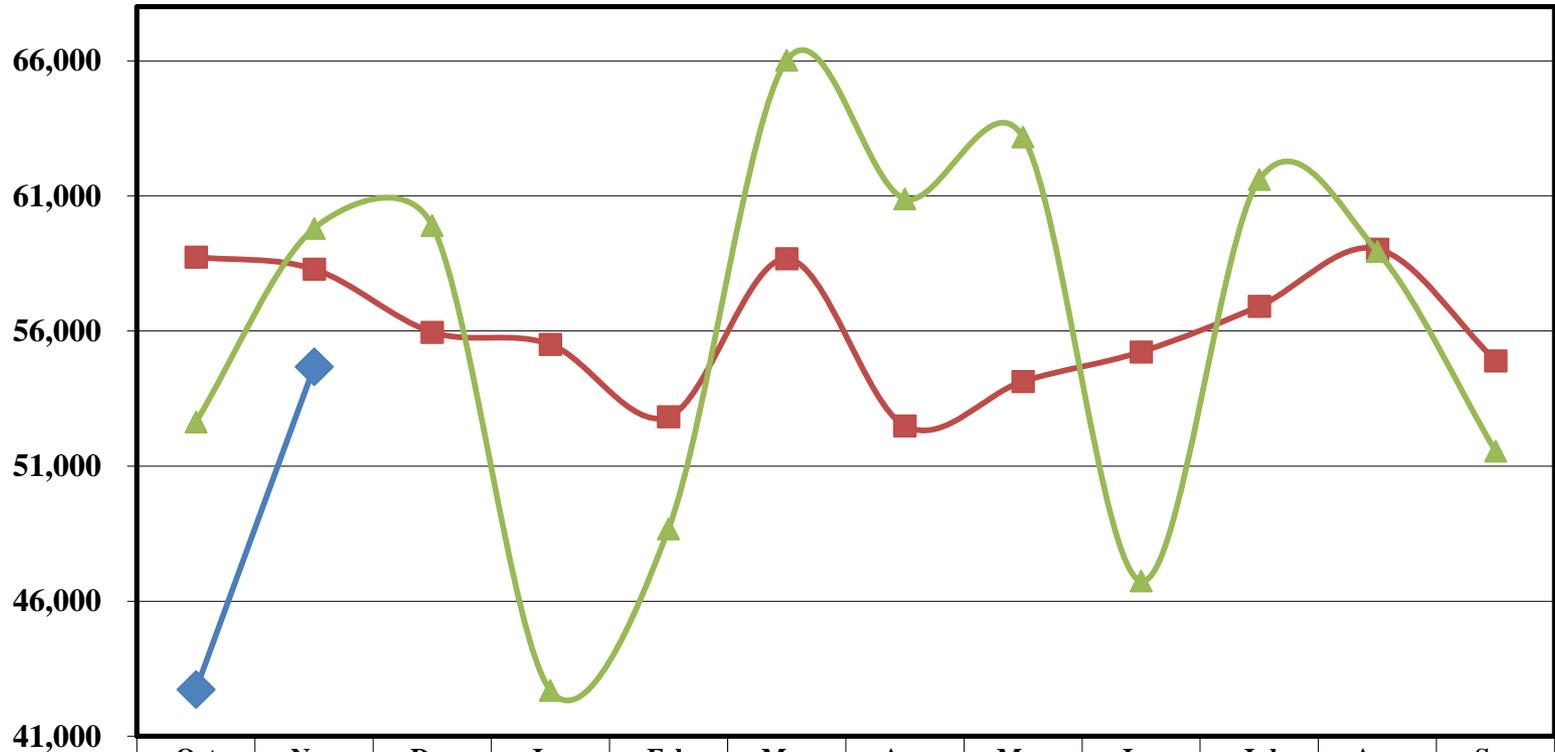
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	8,965	8,936										
■ FY 2017 Budget	8,495	8,893	8,653	9,070	8,649	10,085	8,074	8,640	9,125	9,011	10,080	9,446
▲ FY 2016	8,423	8,409	7,754	8,039	8,511	8,909	8,722	8,908	8,485	8,377	10,140	9,218

Total ProCare Hospital Visits



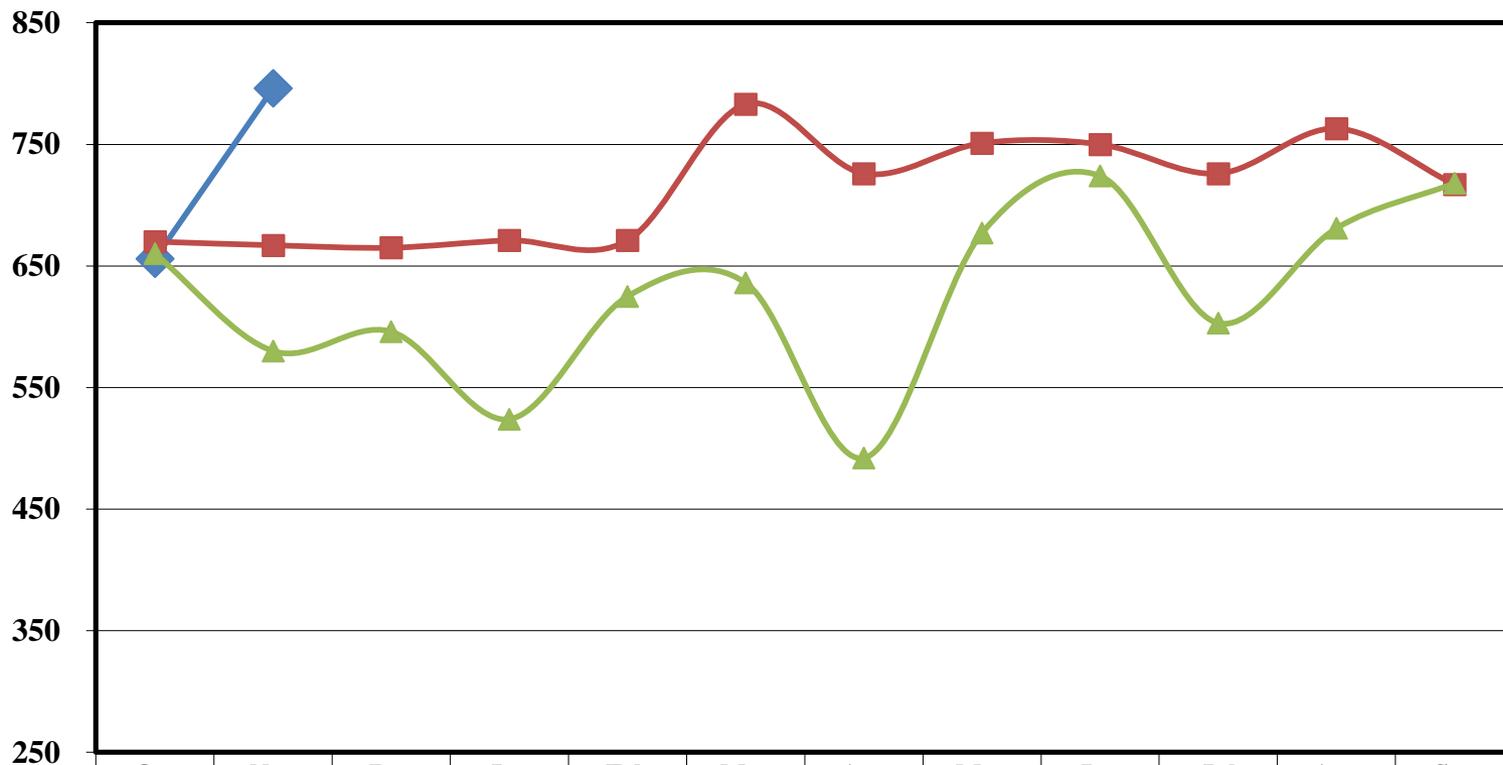
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	4,292	4,267										
■ FY 2017 Budget	4,595	4,286	4,507	4,348	4,158	4,706	4,192	4,449	4,361	4,443	4,661	4,428
▲ FY 2016	4,114	3,968	4,534	4,465	4,711	5,404	4,297	4,222	4,299	4,063	3,933	3,839

Total ProCare Procedures



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	42,734	54,671										
■ FY 2017 Budget	58,737	58,287	55,958	55,504	52,829	58,677	52,491	54,137	55,231	56,922	59,037	54,902
▲ FY 2016	52,632	59,799	59,902	42,701	48,679	66,015	60,891	63,182	46,743	61,601	58,941	51,547

Total ProCare Surgeries

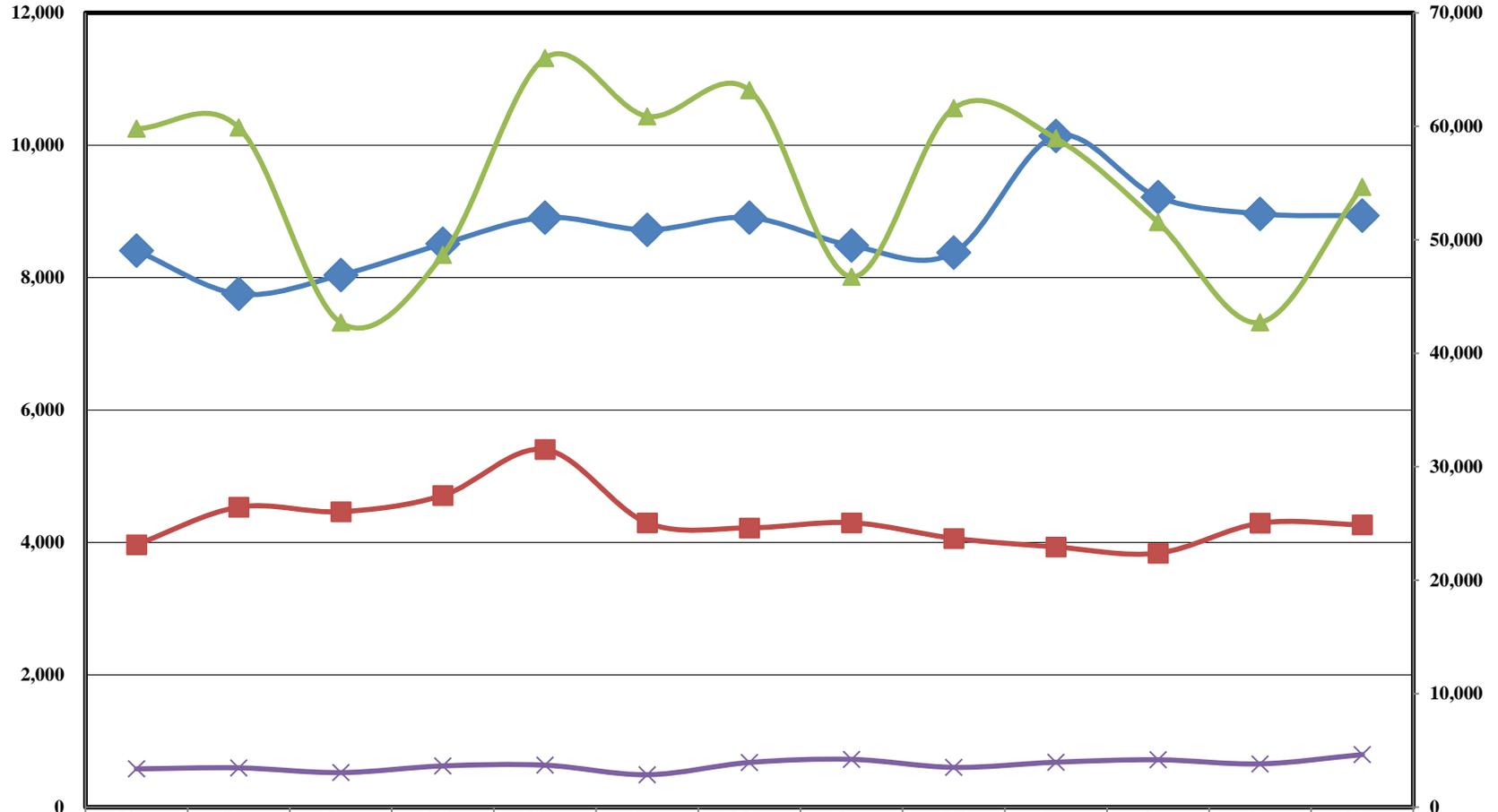


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	656	796										
■ FY 2017 Budget	670	667	665	671	671	783	726	751	750	726	763	717
▲ FY 2016	660	580	596	524	625	636	492	677	724	603	681	718

ProCare Statistics

(Office Visits, Hospital Visits, Procedures & Surgeries)

Thirteen Month Trending



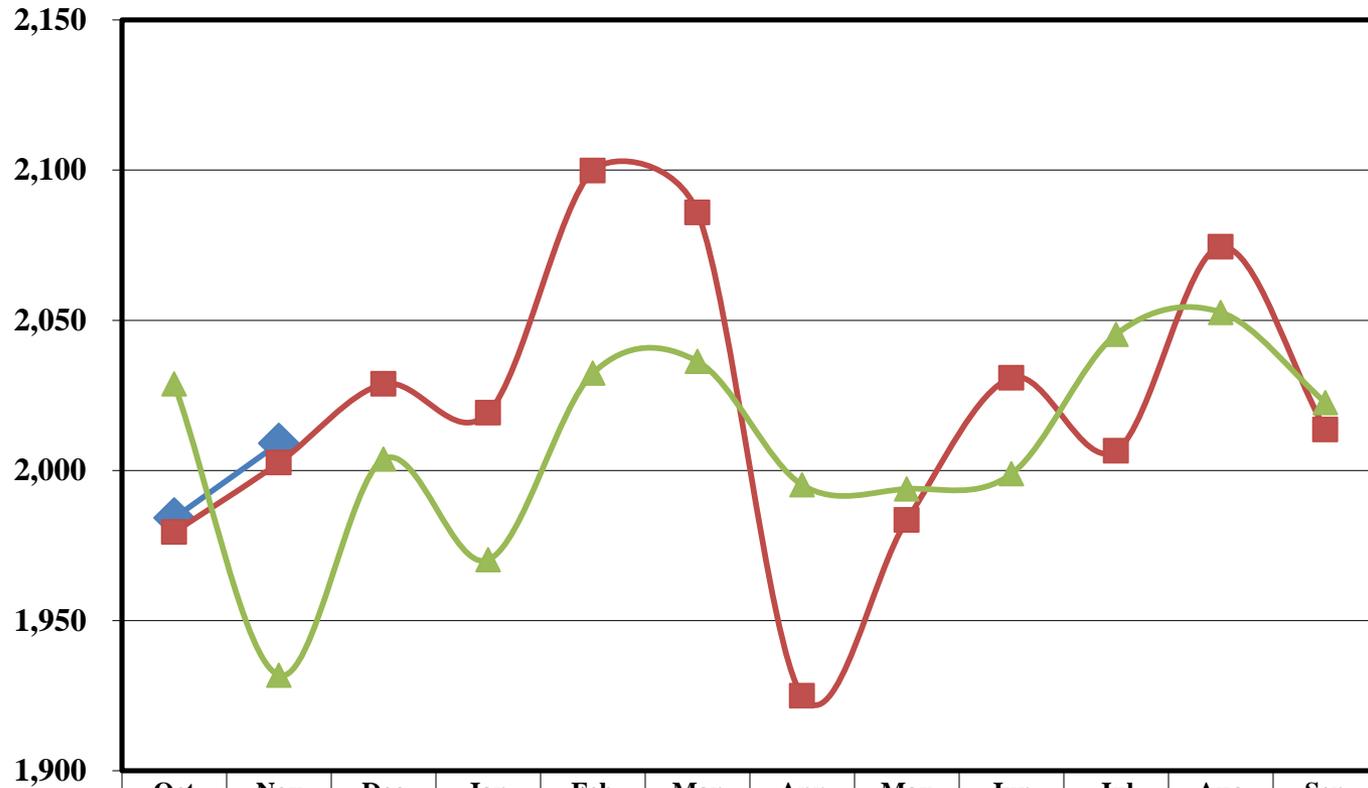
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Office Visits	8,409	7,754	8,039	8,511	8,909	8,722	8,908	8,485	8,377	10,140	9,218	8,965	8,936
Hospital Visits	3,968	4,534	4,465	4,711	5,404	4,297	4,222	4,299	4,063	3,933	3,839	4,292	4,267
Surgeries	580	596	524	625	636	492	677	724	603	681	718	656	796
Procedures	59,799	59,902	42,701	48,679	66,015	60,891	63,182	46,743	61,601	58,941	51,547	42,734	54,671

Staffing



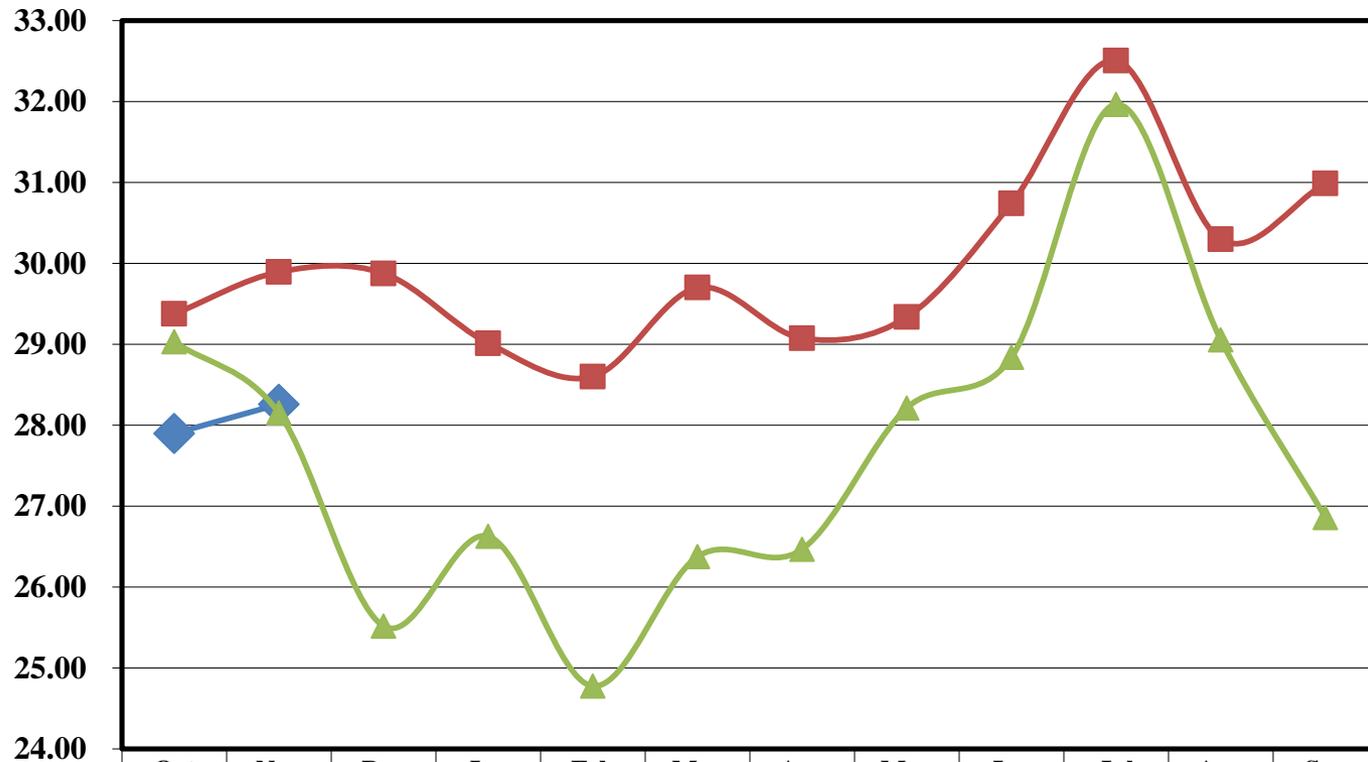
Blended FTE's

Including Contract Labor and Management Services



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2017	1,984	2,009										
FY 2017 Budget	1,979	2,003	2,029	2,019	2,100	2,086	1,925	1,983	2,031	2,007	2,074	2,014
FY 2016	2,029	1,932	2,004	1,970	2,032	2,036	1,995	1,994	1,999	2,045	2,053	2,023

Paid Hours per Adjusted Patient Day (Blended)



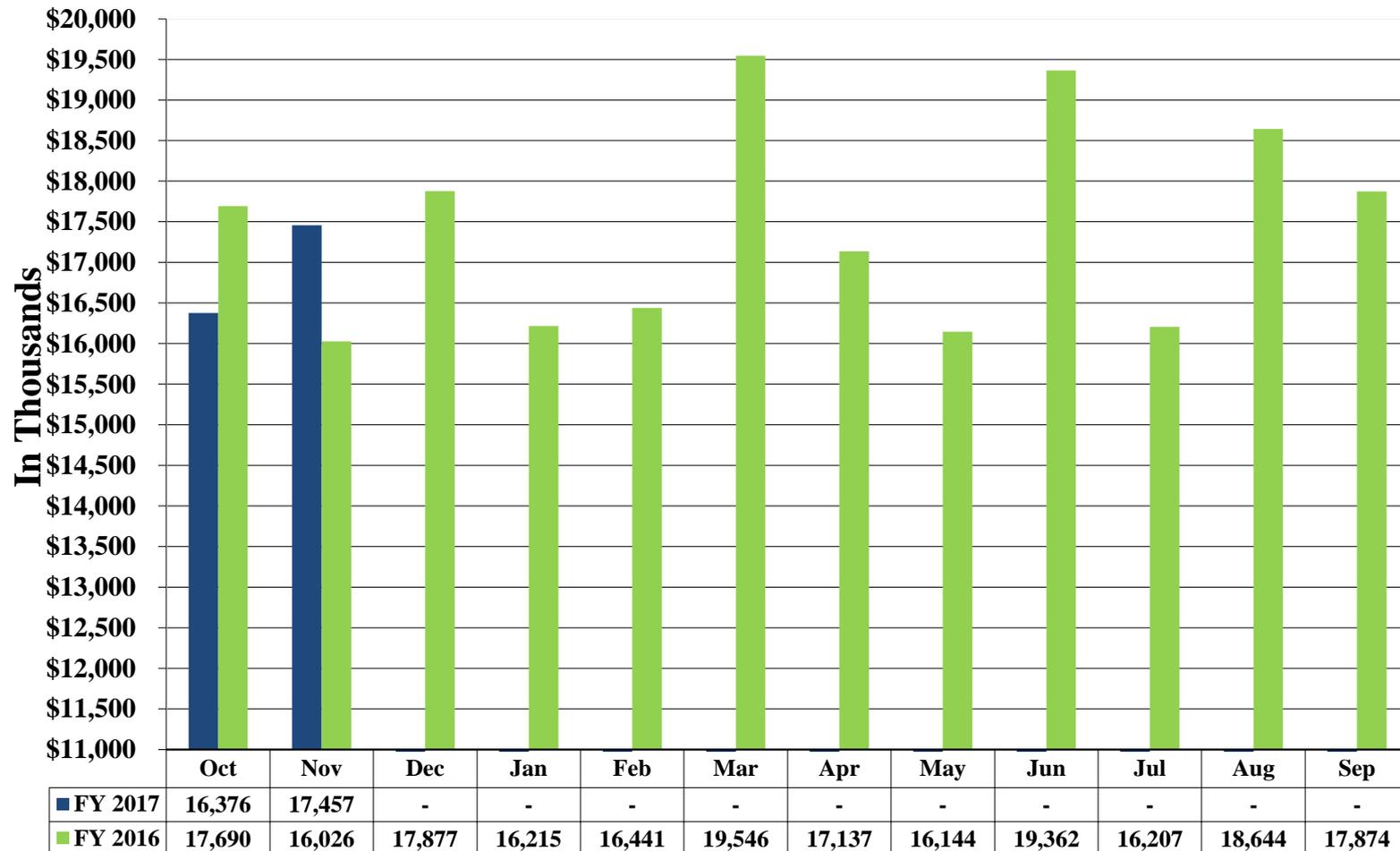
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	27.90	28.26										
■ FY 2017 Budget	29.38	29.89	29.88	29.01	28.60	29.70	29.07	29.34	30.74	32.51	30.30	30.99
▲ FY 2016	29.03	28.15	25.52	26.63	24.78	26.38	26.47	28.21	28.84	31.97	29.06	26.86

Accounts Receivable

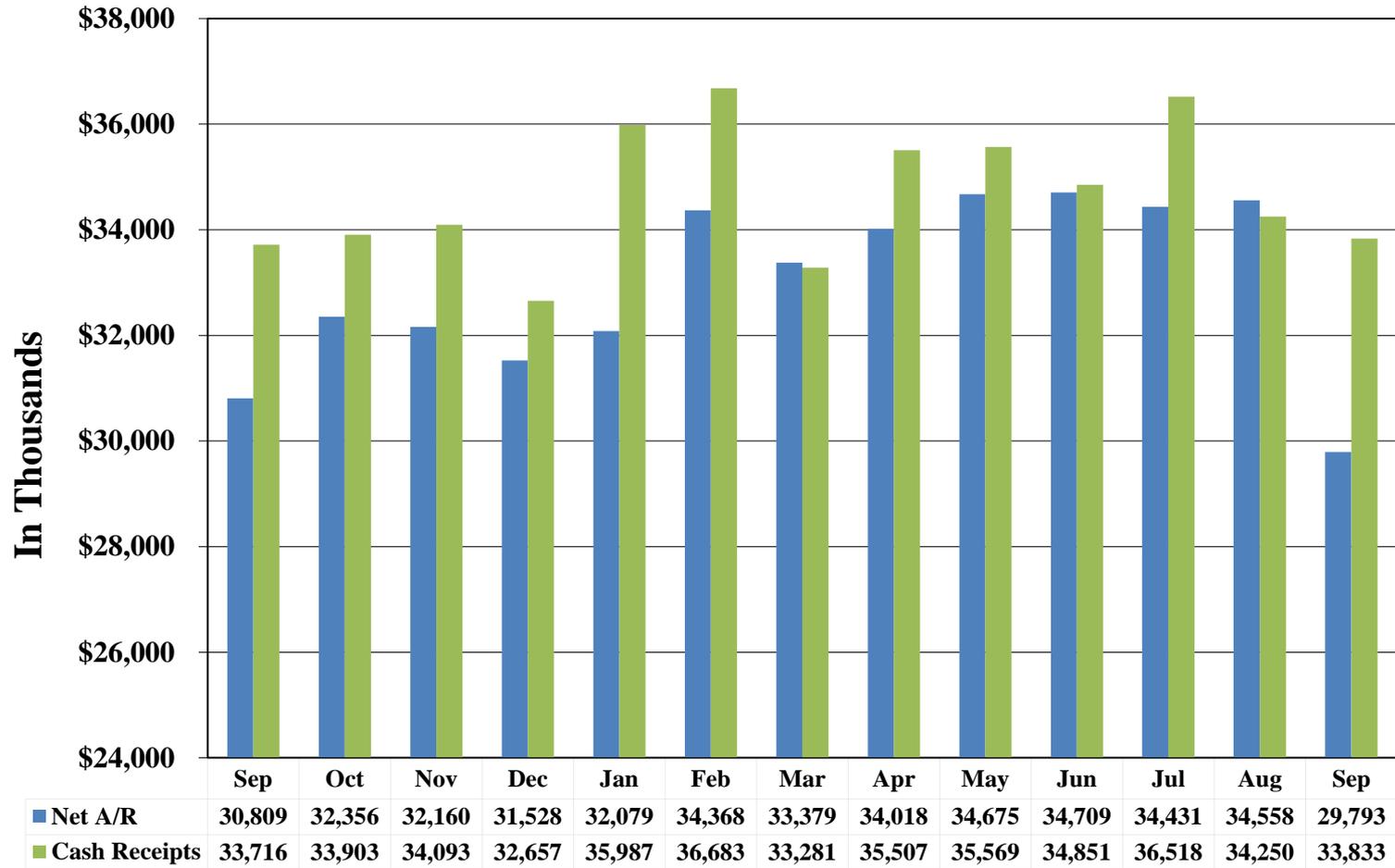


AR Cash Receipts

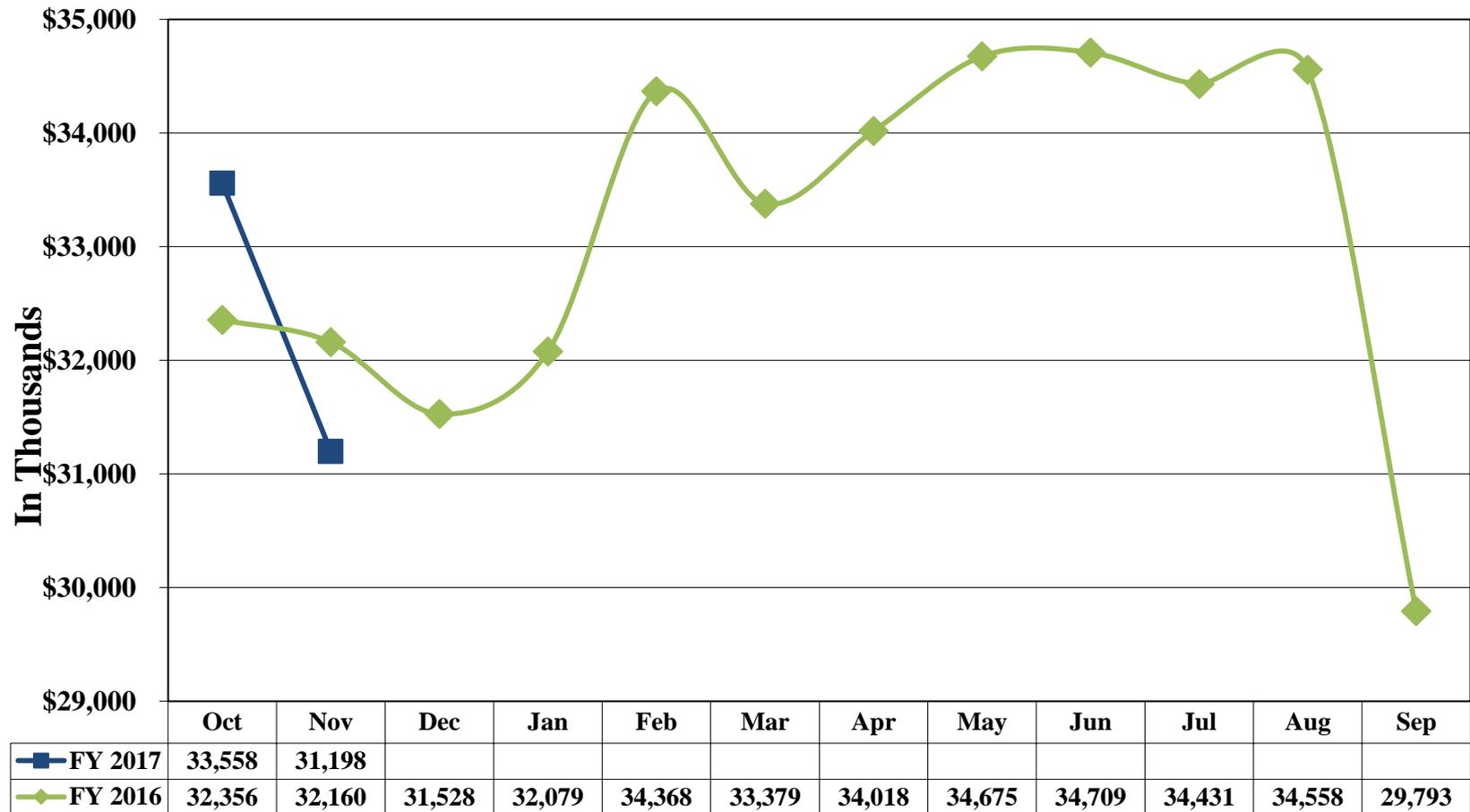
Compared to Prior Year



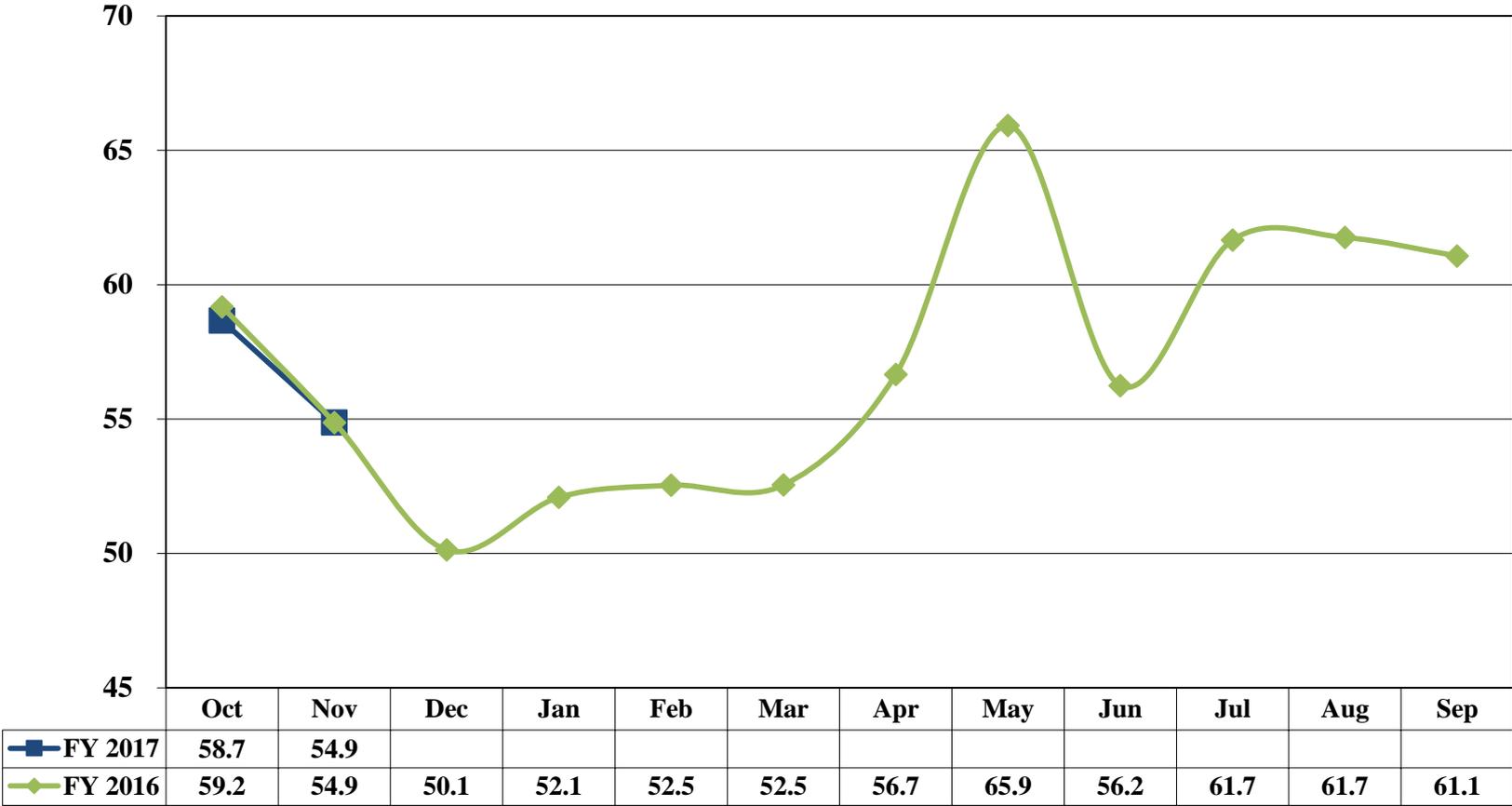
Net AR compared to 60 Days Subsequent Cash Receipts



Accounts Receivable - Net



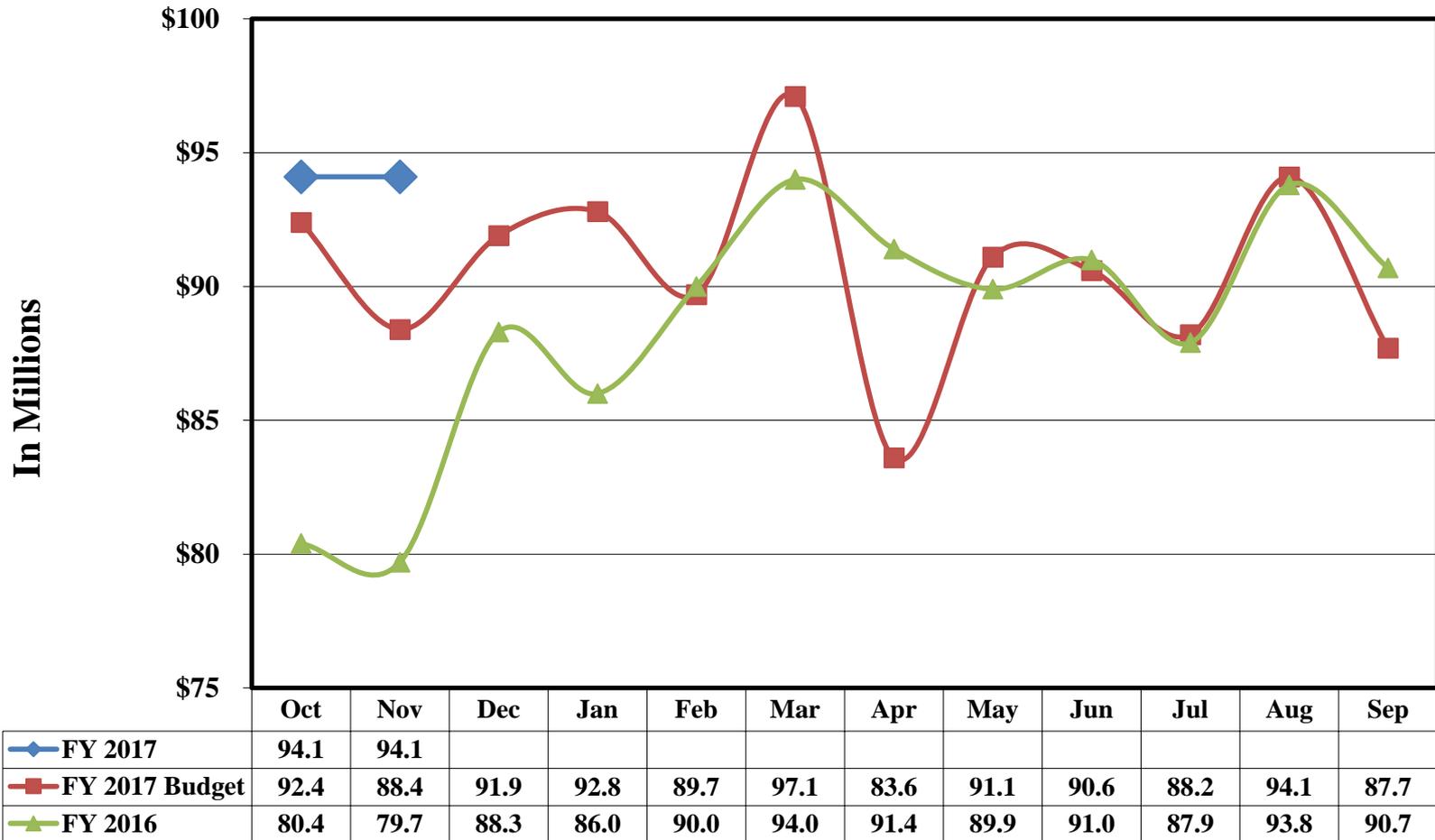
Net Days in Accounts Receivable



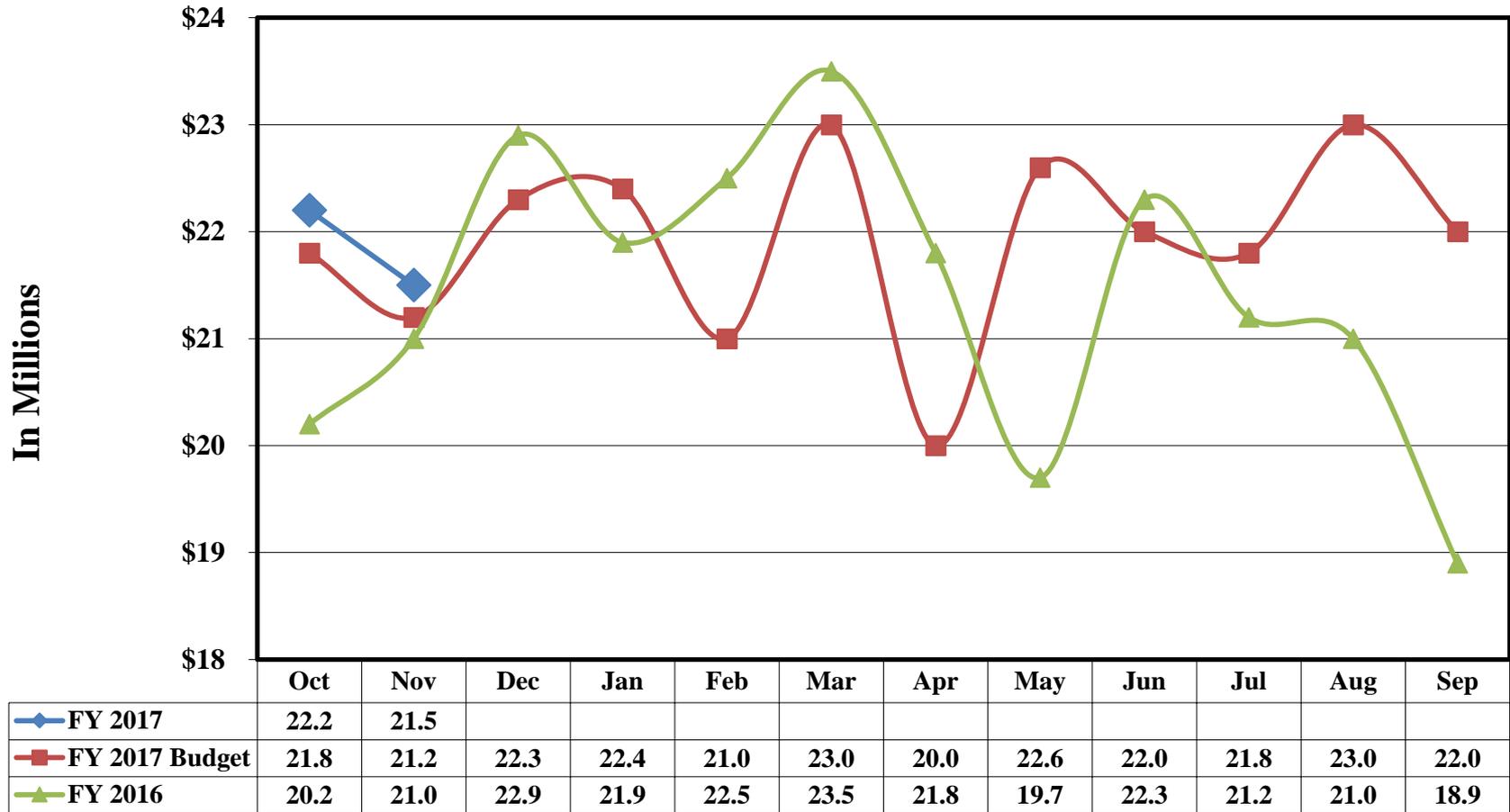
Revenues & Revenue Deductions



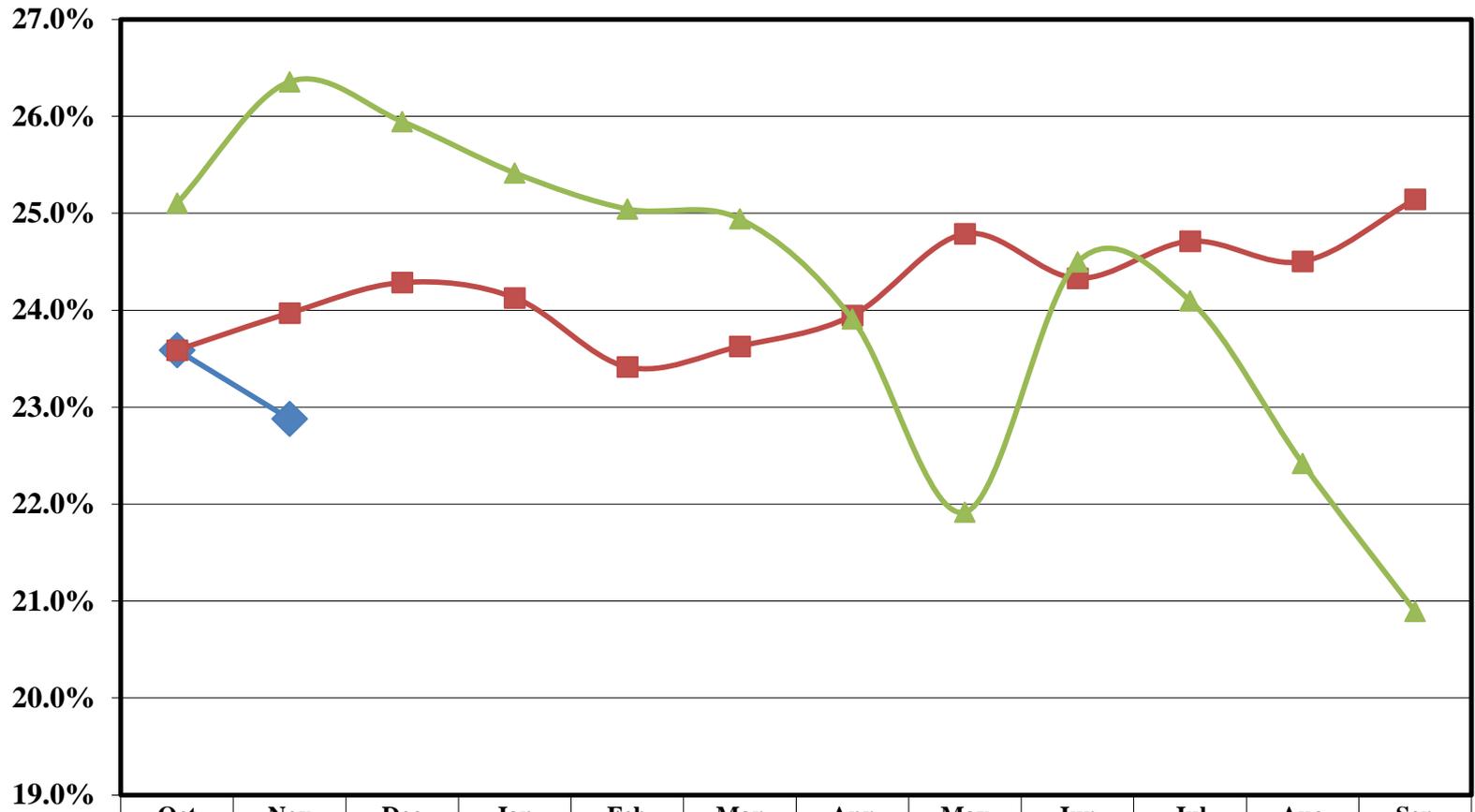
Total Patient Revenues (Blended)



Net Patient Revenues (Blended)



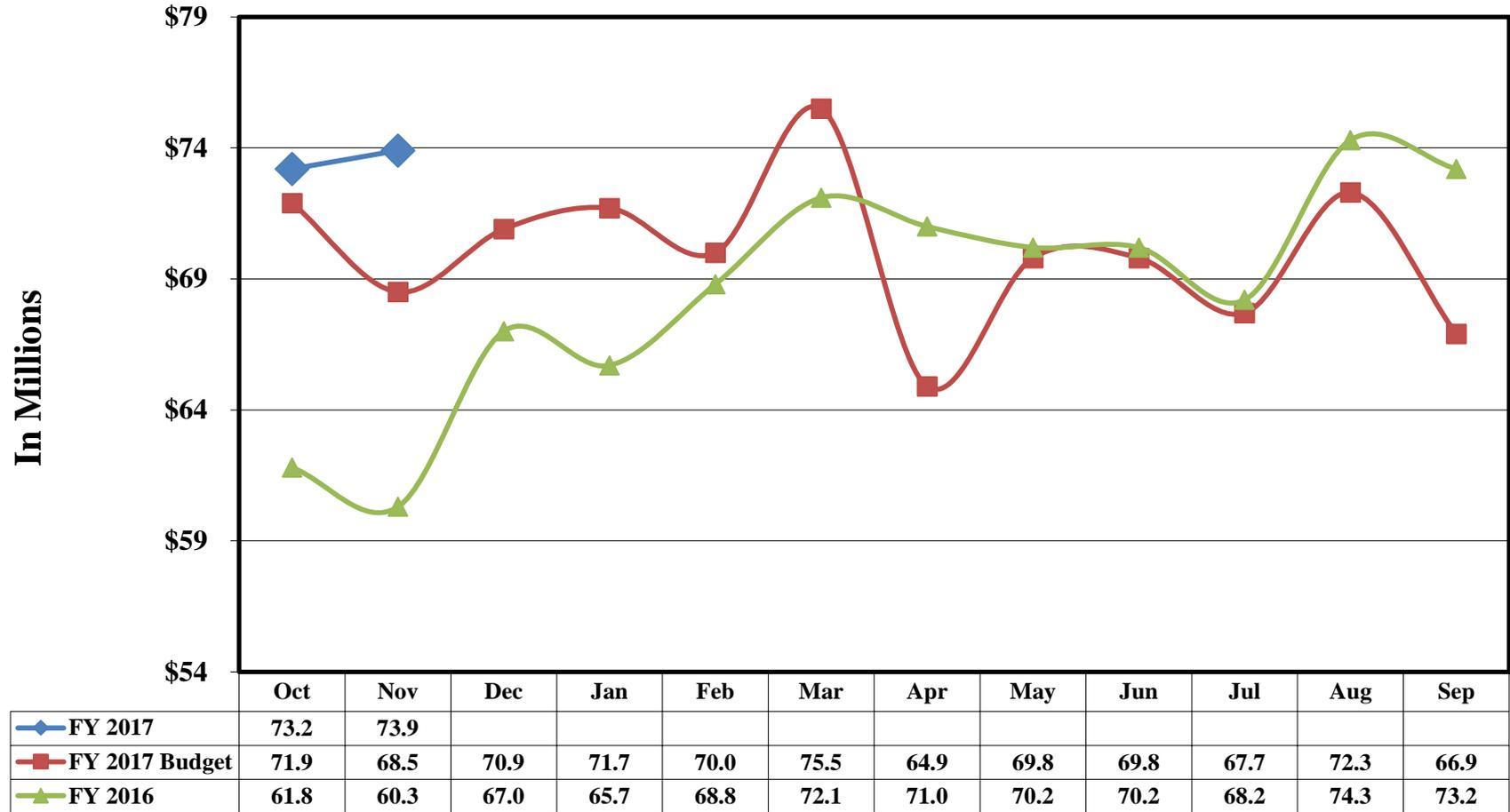
Net Revenue as a Percent of Gross Charges (Blended)



◆ FY 2017	23.6%	22.9%										
■ FY 2017 Budget	23.6%	24.0%	24.3%	24.1%	23.4%	23.6%	23.9%	24.8%	24.3%	24.7%	24.5%	25.1%
▲ FY 2016	25.1%	26.4%	25.9%	25.4%	25.0%	24.9%	23.9%	21.9%	24.5%	24.1%	22.4%	20.9%

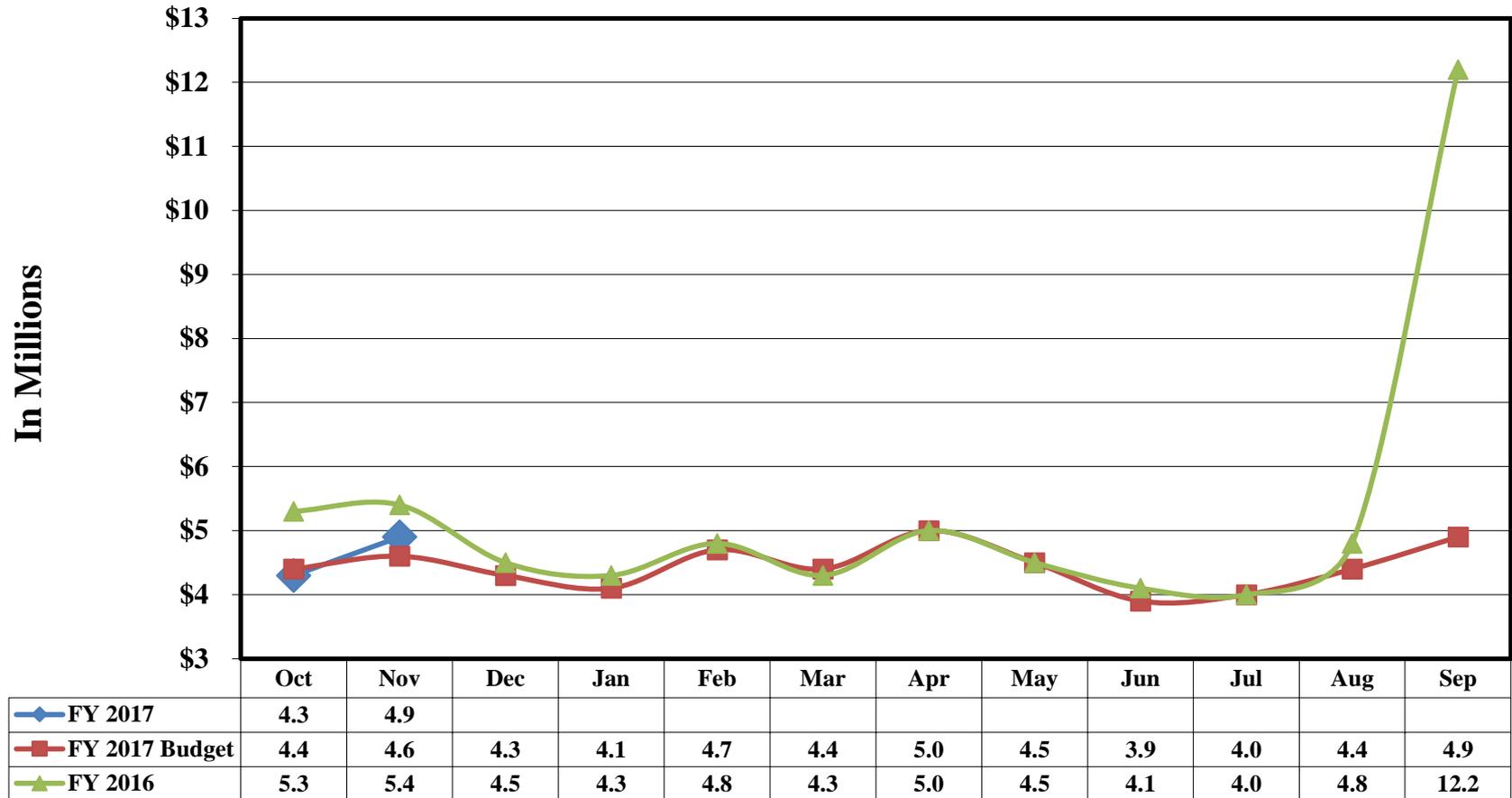
Revenue Deductions

(Blended)

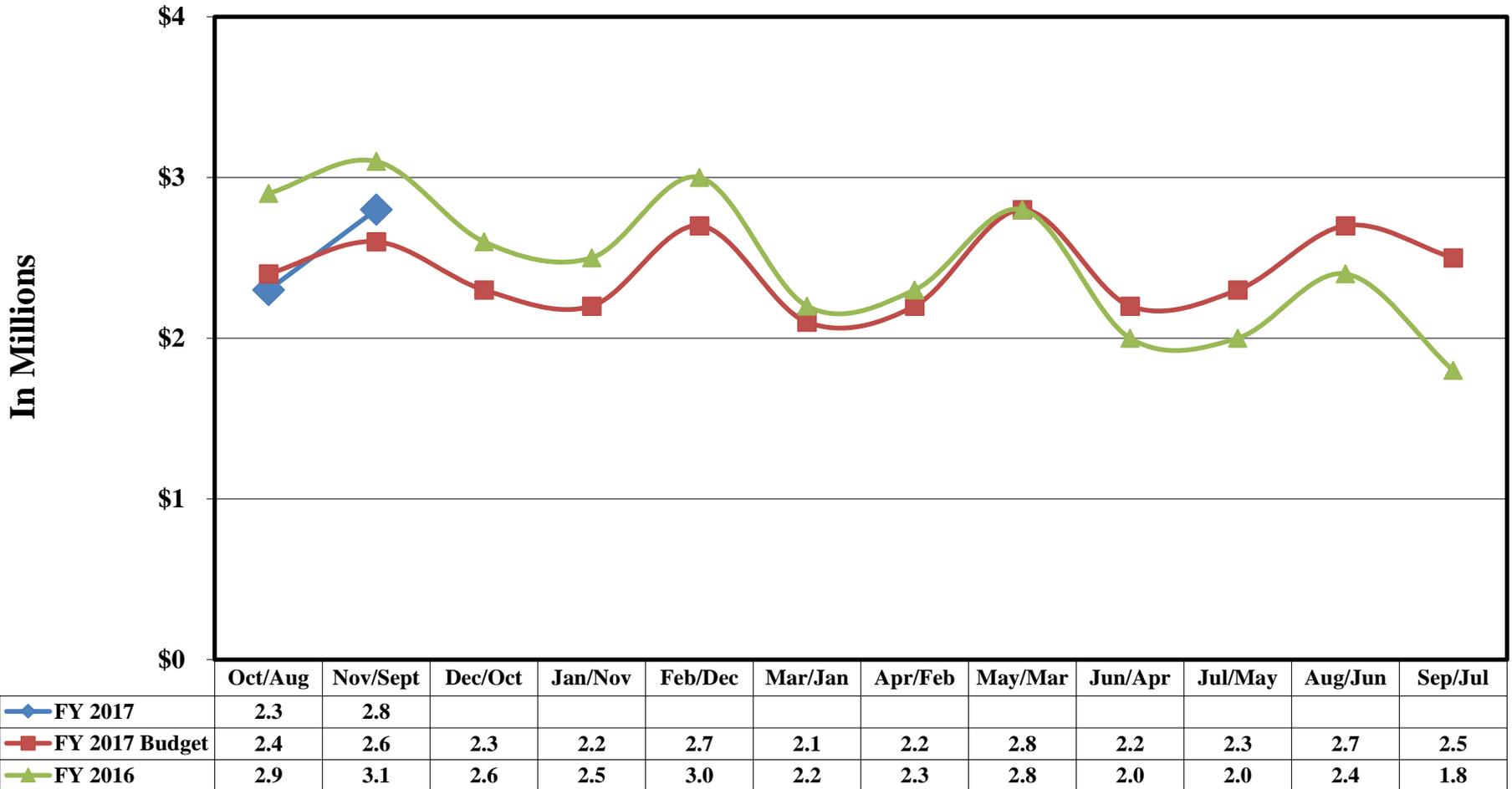


Other Revenue - Blended

Including Tax Receipts, Interest & Other Operating Income



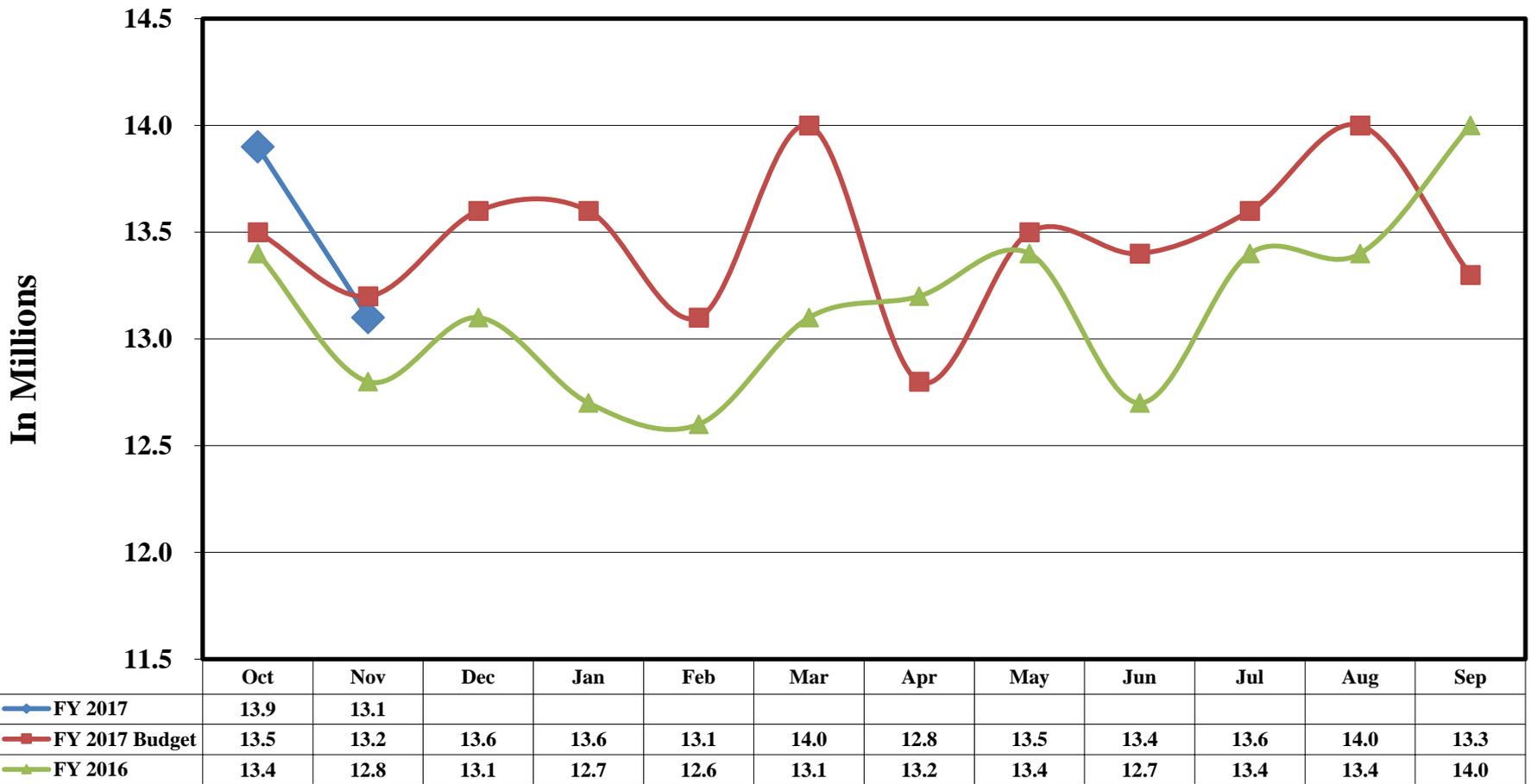
Sales Tax Receipts



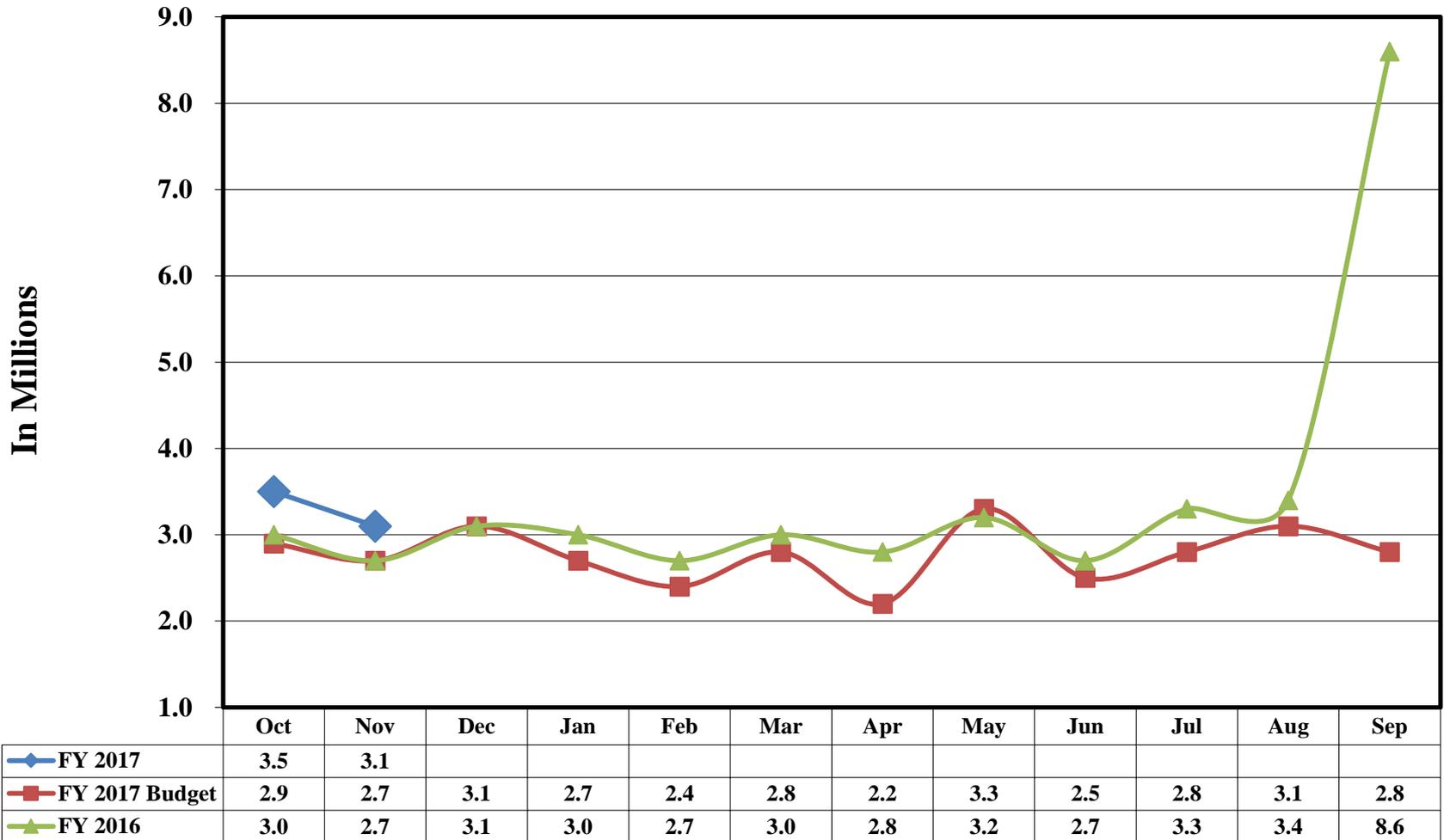
Operating Expenses



Salaries, Wages & Contract Labor (Blended)

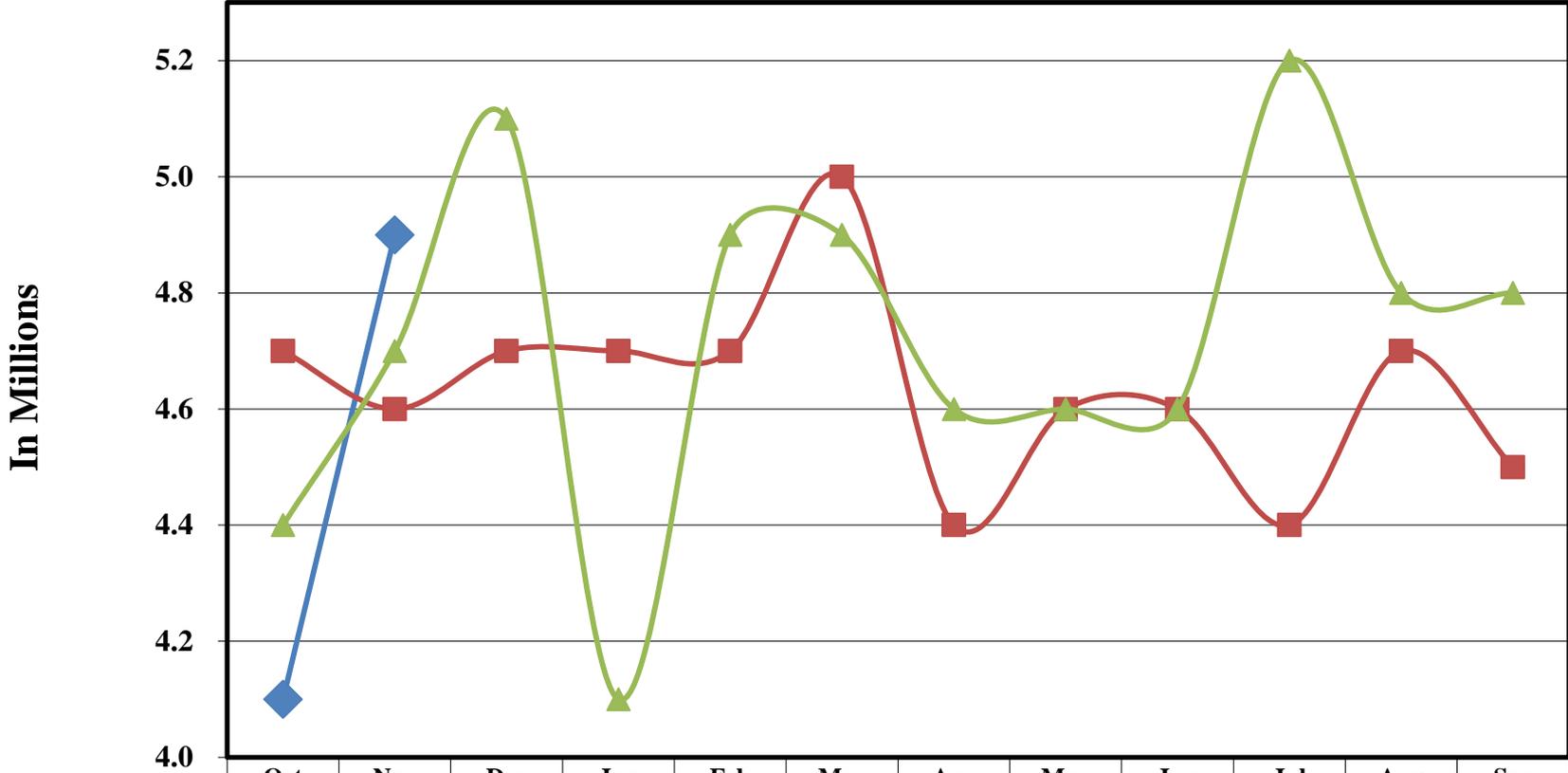


Employee Benefit Expense (Blended)



Supply Expense

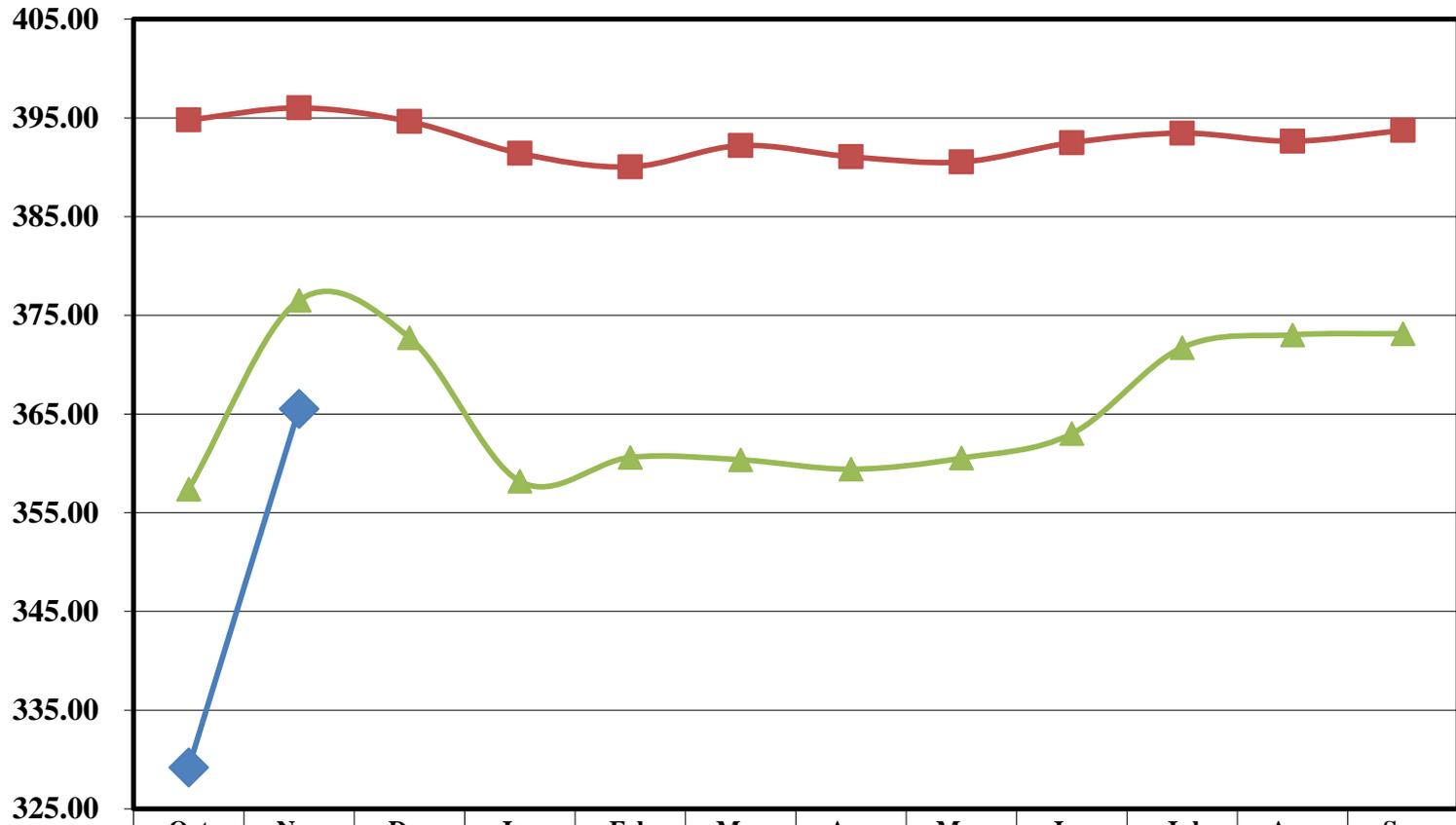
(Blended)



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2017	4.1	4.9										
FY 2017 Budget	4.7	4.6	4.7	4.7	4.7	5.0	4.4	4.6	4.6	4.4	4.7	4.5
FY 2016	4.4	4.7	5.1	4.1	4.9	4.9	4.6	4.6	4.6	5.2	4.8	4.8

Supply Expense per APD - Blended

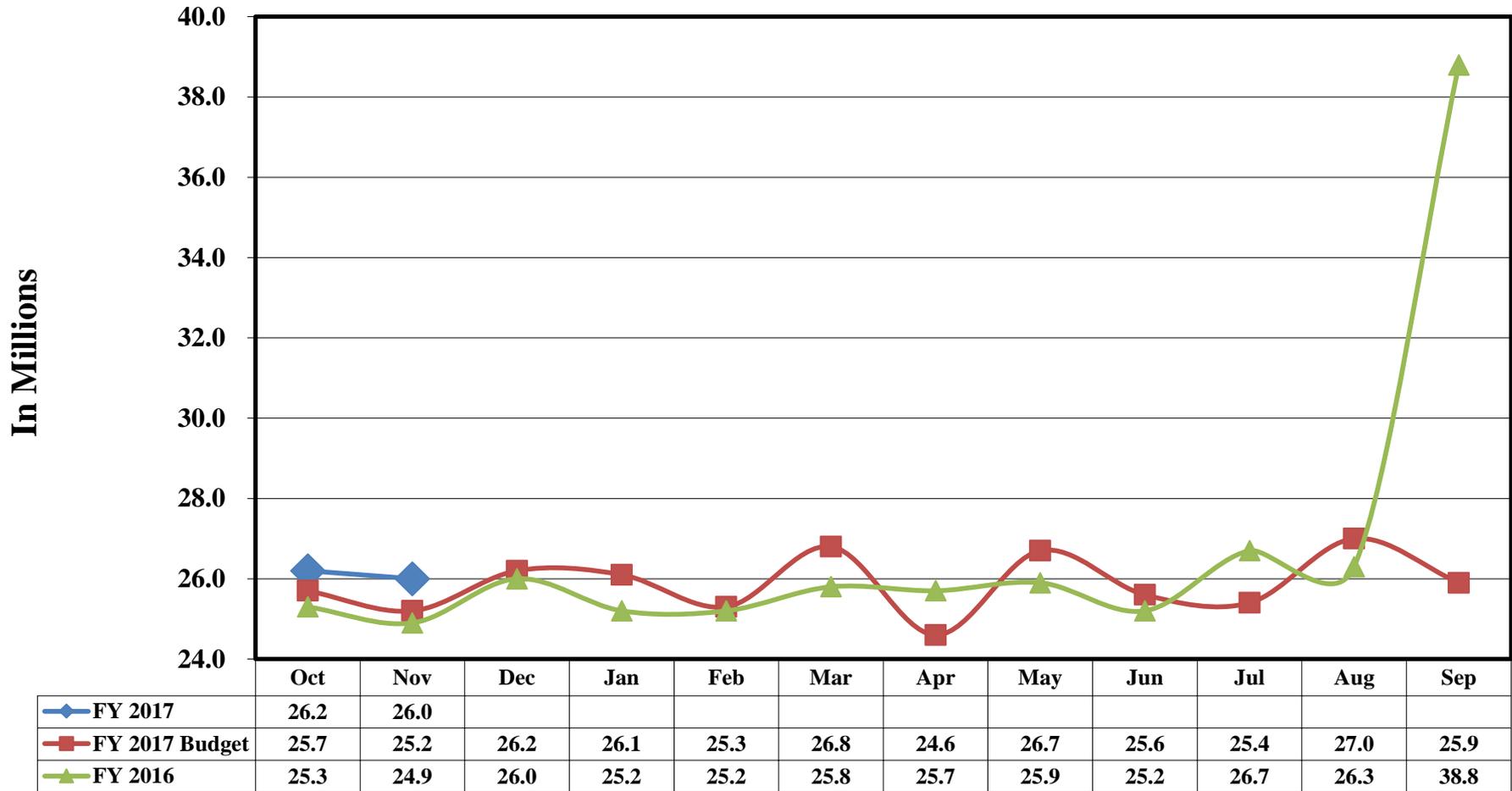
Year to Date



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2017	329.20	365.54										
FY 2017 Budget	394.79	396.01	394.64	391.42	390.05	392.20	391.07	390.54	392.50	393.46	392.64	393.75
FY 2016	357.39	376.52	372.74	358.19	360.61	360.37	359.41	360.53	363.01	371.74	373.02	373.15

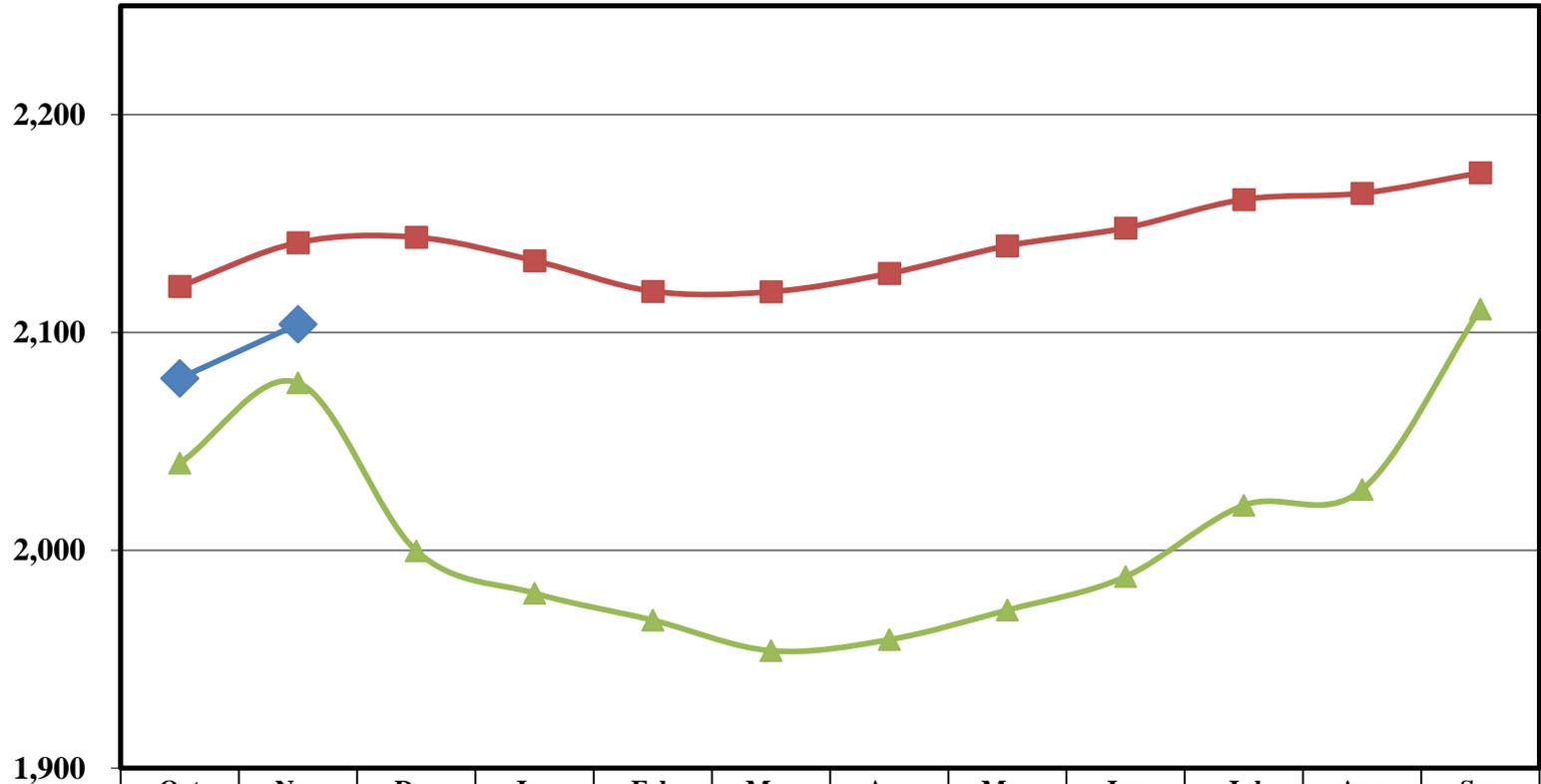
Total Operating Expense

(Blended)



Total Operating Expense per APD - Blended

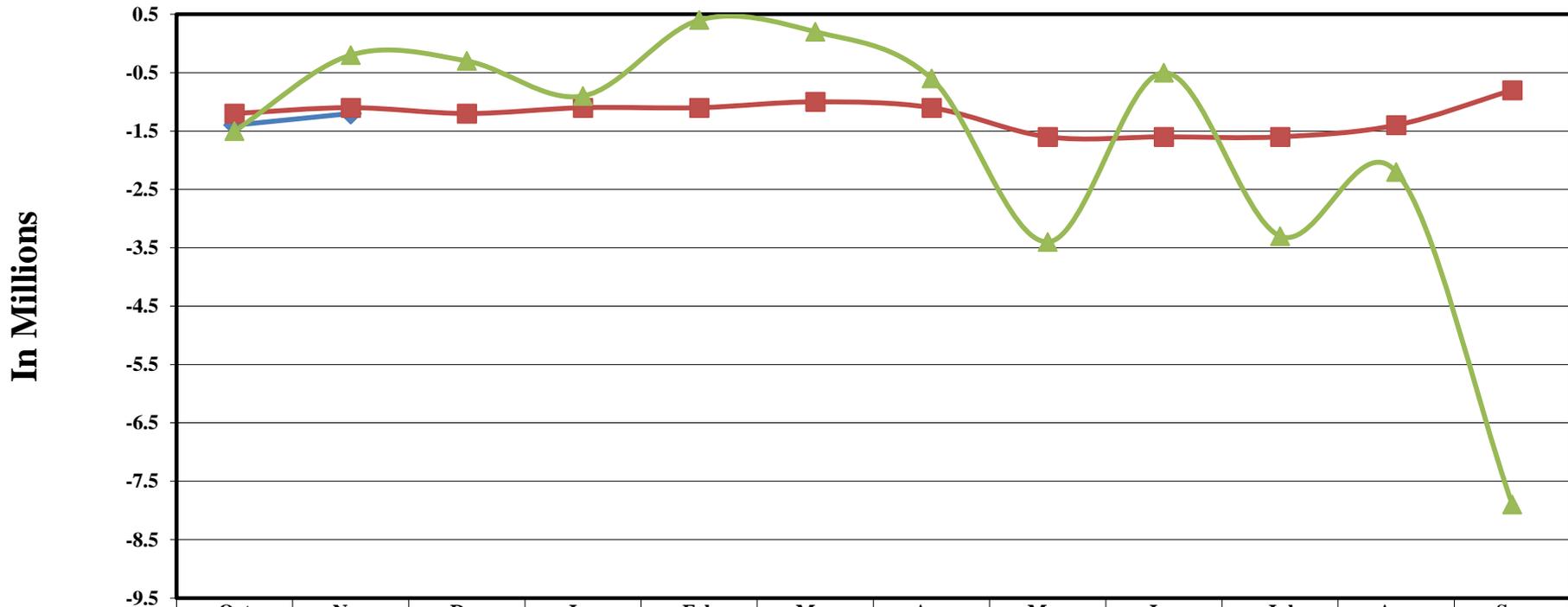
Year to Date



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
FY 2017	2,079	2,104										
FY 2017 Budget	2,121	2,141	2,144	2,133	2,119	2,119	2,127	2,140	2,148	2,161	2,164	2,173
FY 2016	2,040	2,077	2,000	1,980	1,968	1,954	1,959	1,973	1,988	2,021	2,028	2,111

Excess of Revenue over Expense – Blended Operations

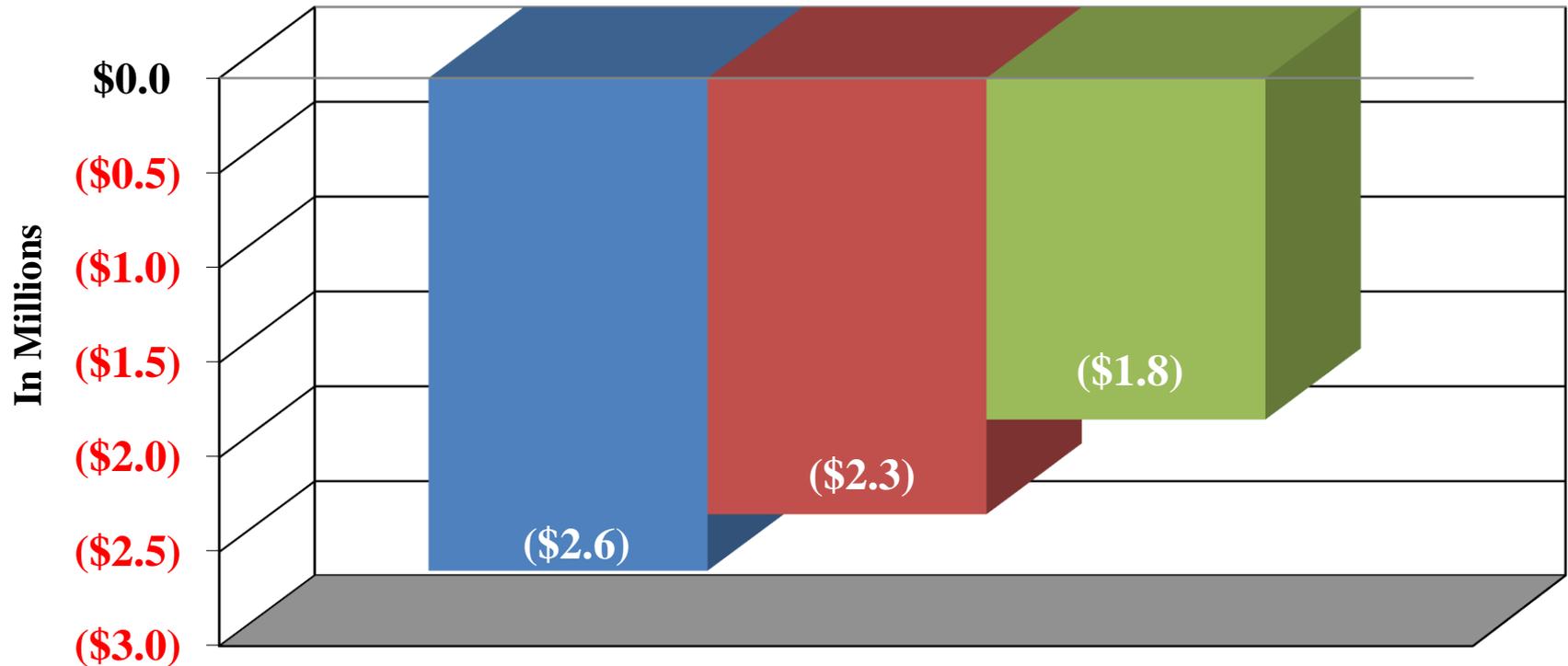
Before Investment Activity



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
◆ FY 2017	(1.4)	(1.2)										
■ FY 2017 Budget	(1.2)	(1.1)	(1.2)	(1.1)	(1.1)	(1.0)	(1.1)	(1.6)	(1.6)	(1.6)	(1.4)	(0.8)
▲ FY 2016	(1.5)	(0.2)	(0.3)	(0.9)	0.4	0.2	(0.6)	(3.4)	(0.5)	(3.3)	(2.2)	(7.9)

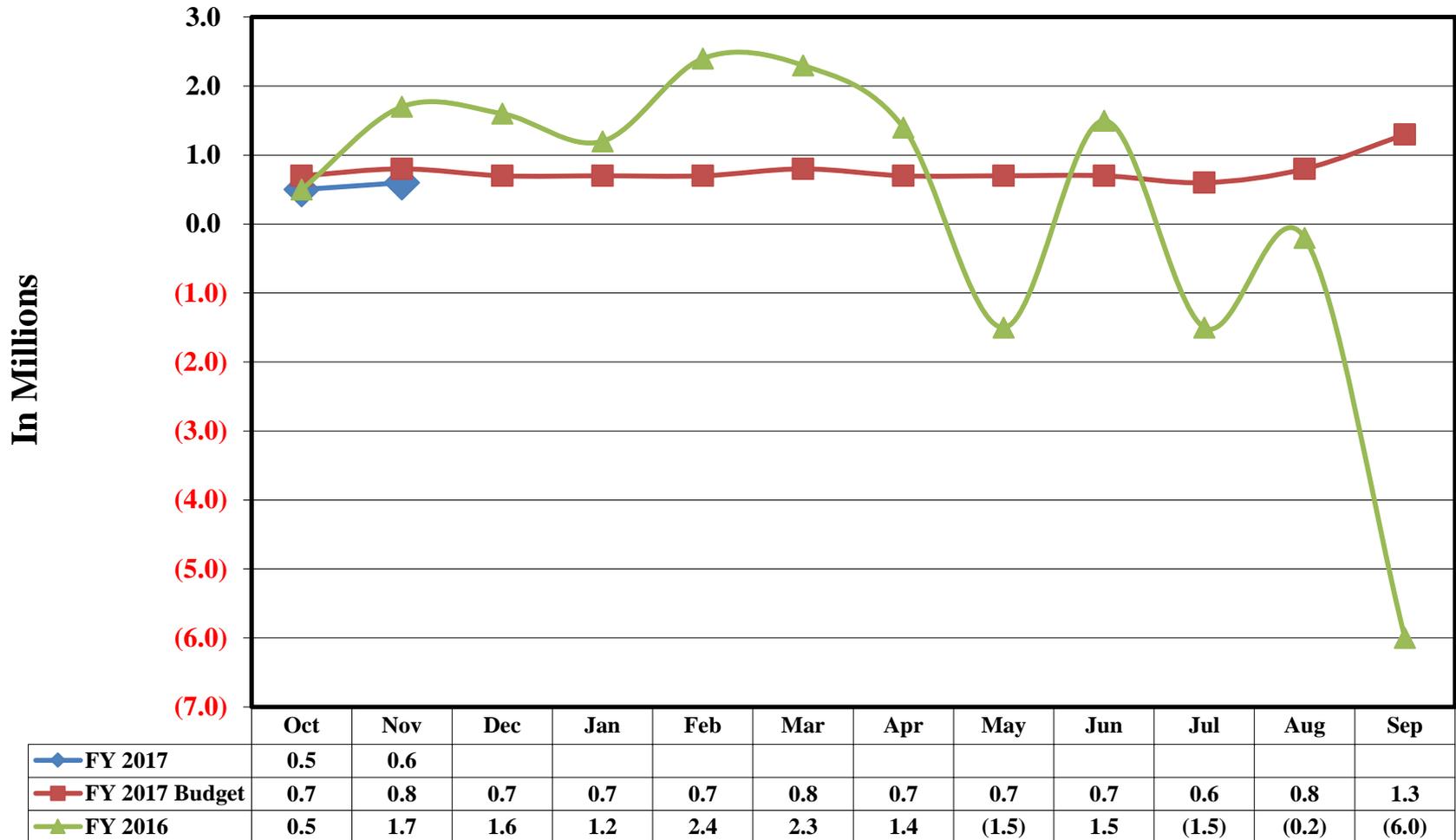
Excess of Revenue over Expense – Blended Operations

Before Investment Activity – Year to Date



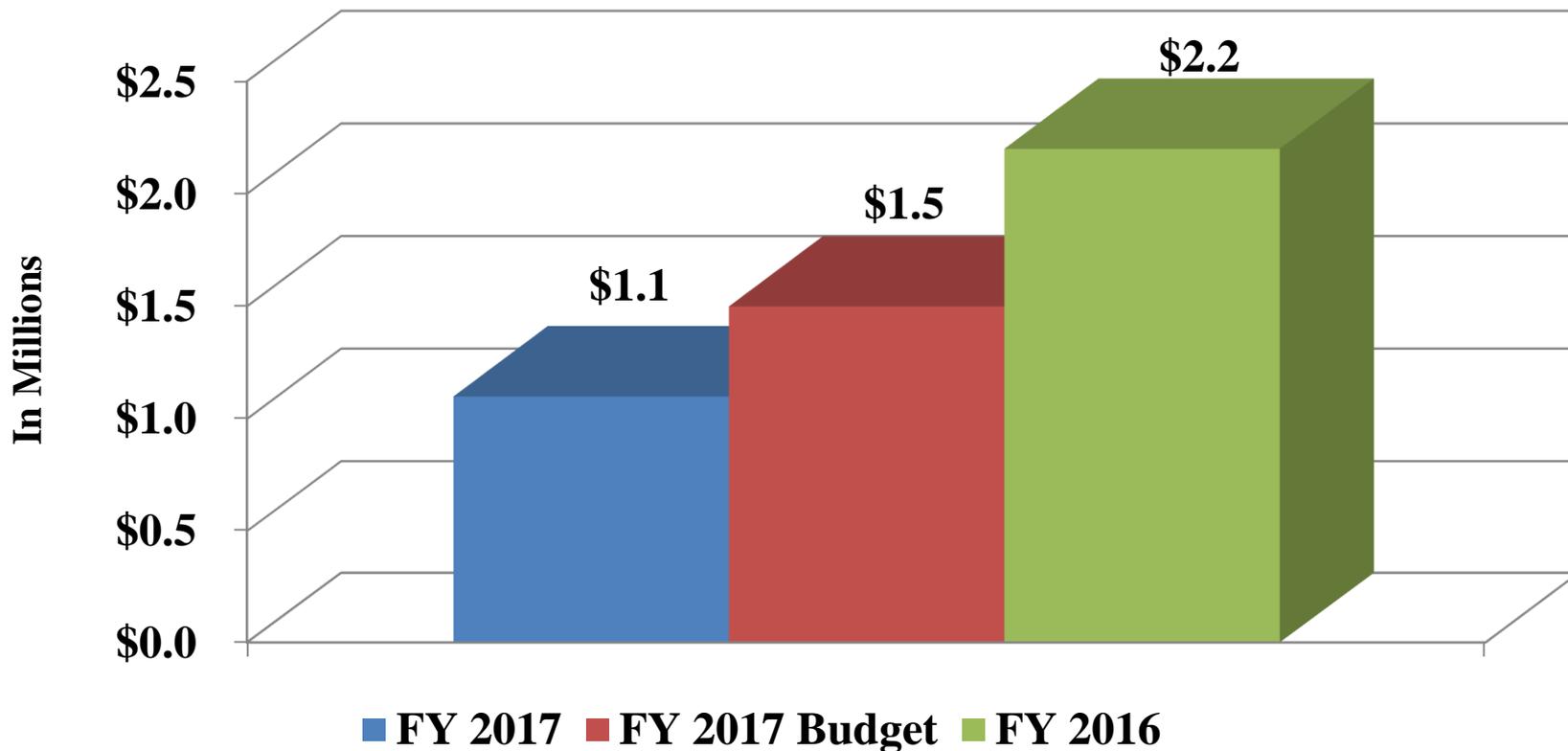
Earnings Before Interest, Depreciation & Amortization (EBIDA)

Blended Operations



Earnings Before Interest, Depreciation & Amortization (EBIDA)

Blended Operations – Year to Date





DATE: January 6, 2017

TO: Board of Directors and Finance Committee
Ector County Hospital District

FROM: Jon E. Riggs 
Senior Vice President / Chief Financial Officer

SUBJECT: Review, Revision and Re-Adoption of Ector County Hospital District
Investment Policy

Attached is the District's Investment Policy for annual review and re-adoption.

There are no changes proposed to the Investment Policy and it remains in compliance with the Public Funds Investment Act. The Board will also approve the reappointment of the following Broker/Dealers (page 10):

- Wells Fargo Bank N. A. (Debt Reserve funds)
- Hilltop Securities Independent Network (name change from SWS Securities due to merger [Long Term Investment funds])
- Prosperity Bank (Endowments)
- Frost Bank (Operating, Payroll, and Money Market accounts)

Please give me a call if you have questions.

**ECTOR COUNTY HOSPITAL DISTRICT
(Medical Center Health System)
INVESTMENT POLICY**

**EFFECTIVE: December, 1999
Revised: January 10, 2017**

POLICY STATEMENT

The Ector County Hospital District seeks to optimize the rate of return on available cash reserves while emphasizing safety of principal and retaining sufficient liquidity to meet projected financial needs. The investment portfolio shall be designed to attain a reasonable rate of return throughout budgetary and economic cycles, taking into account the District's investment risk constraints, cash flow requirements and state and federal laws that may restrict the placement of District funds.

STANDARD OF CARE

Investments shall be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of the person's own affairs, not for speculation, but for investment, considering the probable safety of capital and the probable income to be derived.

POLICY OBJECTIVES

Investment of funds shall be governed by the following objectives in order of priority:

A. Safety of Principal

1. Safety of principal and compliance with applicable state laws (Public Funds Investment Act [PFIA]) are the foremost objectives of the District. Each investment transaction shall seek to ensure that potential capital losses are avoided.
2. The District will not make investments for the purpose of trading or speculation.

B. Liquidity

1. The District's portfolio will maintain sufficient liquidity through structuring maturities that enable it to meet all financial requirements which might reasonably be anticipated.

C. Diversification

1. In accordance with applicable laws, the District will diversify its investments to avoid incurring unreasonable and avoidable risks regarding specific security types or concentrations within individual financial institutions. Investment decisions should not incur unreasonable investment risks in order to obtain current or long term investment income.
2. Maturities will be structured to allow for continued liquidity and investment opportunities. Selected maturities shall provide for income, stability and liquidity.
3. The District may solicit bids in determining which investment opportunities to consider. Bids or offers may be solicited orally, in writing or electronically.

INVESTMENT STRATEGIES

A written investment strategy must be developed for each of the District's Funds. These strategies should include the following:

1. The investment objective for that particular fund.
2. An understanding of the suitability of the investment to the District's financial requirements.
3. Preservation and safety of principal.
4. Liquidity.
5. Marketability of investment if need arises to liquidate prior to maturity.
6. Diversification.
7. Yield.

The investment strategies are an integral part of the District's investment policy and are attached as addendum "A".

AUTHORIZED INVESTMENTS

All investments must be restricted to the following:

1. Obligations of the United States or its agencies and instrumentalities.
2. Direct obligations of the state of Texas or its agencies and instrumentalities.
3. Obligations of states, agencies, counties, cities and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent.
4. Collateralized Mortgage Obligations directly issued by a Federal Agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States.
5. Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, this state or the United States or their respective instrumentalities.
6. Certificates of Deposit and Share Certificates are Authorized Investments:
 - a) A certificate of deposit or share certificate is an authorized investment if the certificate is issued by a depository institution and is:
 - 1) guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor;
 - 2) secured by obligations that are described by this policy (including mortgage backed securities directly issued by a federal agency or instrumentality that have a market value of not less than the principal amount of the certificates, but excluding those mortgage backed securities of the nature described in "investments not allowed" in this policy); or,
 - 3) secured in any other manner and amount provided by law for deposits of ECHD.
 - b) In addition to the authority to invest funds in certificates of deposit under Subsection (a), an investment in certificates of deposit made in accordance with the following conditions is an authorized investment under this subchapter:
 - 1) the funds are invested by ECHD through a depository institution that is selected by ECHD;
 - 2) the depository institution selected by ECHD under subdivision (1) arranges for the deposit of the funds in certificates of deposit in one or

more federally insured depository institutions, wherever located, for the account of ECHD;

- 3) the full amount of the principal and accrued interest of each of the certificates of deposit is insured by the United States or an instrumentality of the United States;
 - 4) the depository institution selected by ECHD under Subdivision (1) acts as custodian for ECHD with respect to the certificates of deposit issued for the account of ECHD;
 - 5) at the same time that the funds are deposited and the certificates of deposit are issued for the account of ECHD, the depository institution selected under subdivision (1) receives an amount of deposits from customers of other federally insured depository institutions, wherever located, that is equal to or greater than the amount of the funds invested by ECHD through the depository institution selected under subdivision (1).
7. Repurchase agreement if the repurchase agreement:
- a) has a defined termination date;
 - b) is secured by obligations of the United States or its agencies and instrumentalities, as described by 2256.009(a)(1) of the PFIA;
 - c) is pledged to the District, held in the District's name and deposited at the time the investment is made with the District or with a third party selected and approved by the District; and
 - d) is placed through a primary government securities dealer, as defined by the Federal Reserve, or a financial institution doing business in this state.
 - e) notwithstanding any other law, the term of any reverse security purchase agreement may not exceed ninety (90) days after the date the reverse security repurchase agreement is delivered;
 - f) money received by the District under the terms of a reverse security repurchase agreement shall be used to acquire additional authorized investments, but the terms of the authorized investments acquired must mature not later than the expiration date stated in the reverse security repurchase agreement.

The term "repurchase agreement" shall mean a simultaneous agreement to buy, hold for a specified time, and sell back at a future date obligations of the United States or its agencies and instrumentalities, as described by 2256.009(a)(1) of the PFIA, at a market value at the time the funds are disbursed of not less than the principal amount of the funds dispersed. The term includes a direct security repurchase agreement and a reverse security repurchase agreement.

8. A no-load money market mutual fund if the mutual fund:
 - a) is registered with and regulated by the Securities and Exchange Commission;
 - b) provides the District a prospectus and other information required by the Securities Exchange Act of 1934 or the Investment Company Act of 1940;
 - c) has a dollar-weighted average stated maturity of 90 days or fewer;
 - d) includes in its investment objectives the maintenance of a stable net asset value of \$1.00 for each share.
9. A no-load mutual Fund if the mutual Fund:
 - a) is registered with the Securities and Exchange Commission;
 - b) has an average weighted maturity of less than two years;

- c) is invested exclusively in obligations which are authorized investments under the Ector County Hospital District Investment Policy;
 - d) is continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and
 - e) conforms to the requirements set forth in 2256.016(b) and (c) of the Public Funds Investment Act relating to the eligibility of investment pools to receive and invest funds of investing entities.
10. Banker's Acceptances is an authorized investment if it:
- a) Has a stated maturity of 270 days or fewer from the date of its issuance;
 - b) will be, in accordance with its terms, liquidated in full at maturity;
 - c) is eligible for collateral for borrowing from a Federal Reserve Bank; and
 - d) is accepted by a bank organized and existing under the laws of the United States or any state, if the short-term obligations of the bank, or of a bank holding company of which the bank is the largest subsidiary, are rated not less than A-1 or P-1 or an equivalent rating by at least one nationally recognized credit rating agency.
11. Commercial paper is an authorized investment under this policy if the commercial paper;
- a) has a stated maturity of 270 days or fewer from the date of its issuance; and
 - b) is rated not less than A-1 or P-1 or an equivalent rating by at least:
 - 1) two nationally recognized credit rating agencies; or
 - 2) one nationally recognized credit rating agency and is fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States or any state.

The District shall not:

1. Invest in the aggregate more than 80% of the District's monthly average fund balance, excluding bond proceeds and reserves and other funds held for debt service in money market funds described in above or mutual funds described in above;
2. Invest in the aggregate more than 15% of the District's monthly average fund balance, excluding bond proceeds and reserves and other Funds held for debt service, in mutual Funds described in above;
3. Invest any portion of bond proceeds, reserves and Funds held for debt service, in mutual Funds described in above;
4. Invest District funds or funds under District's control including bond proceeds and reserves and other funds held for debt service in any one mutual fund in amount that exceeds 10% of the total assets of the mutual fund.

INVESTMENTS NOT AUTHORIZED

The following are investments not to be purchased by the District:

1. Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal;
2. Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest;
3. Collateralized mortgage obligations that have a stated final maturity date of greater than 10 years; and
4. Collateralized mortgage obligations, the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.

MATURITIES

Structuring of the investment portfolio shall be in accordance with the District's Investment policy and the specific strategies developed for each fund.

COLLATERALIZATION

All District Funds held as a demand or a time deposit by a depository institution expressly authorized by law to accept a public entity's time or demand deposits shall be collateralized as provided in Chapter 2257 of Texas Government Code "Collateral for Public Funds".

INVESTMENT OFFICER

The Chief Financial Officer shall be designated as the District's Investment Officer/Investment Advisor and is responsible for the investment of the District's Funds. The investment Officer will review and approve all transactions conducted within the investment portfolio. The Investment Officer and Chairperson of the Finance Committee, or a designated alternate, shall review all transactions and shall be responsible for monitoring and reviewing all investment activity on a regular basis. The investment Officer shall exercise the judgment and care, under prevailing circumstances, that a prudent person would exercise in the management of the person's own affairs. Unless authorized by law, no other person may deposit, withdraw, transfer or manage in any other manner the funds of the District.

INVESTMENT TRAINING

1. Board Members – Each member of the District's Board of Directors shall attend at least one training session relating to their responsibilities regarding investments within six months after taking office.
2. Investment Officer – (1) The Chief Financial Officer and any other investment Officer of the District shall attend at least one training session related to their responsibilities regarding investments within twelve months after taking office; and (2) attend an investment training session not less than once in a two-year period and receive a minimum of 10 hours of instruction relating to their investment responsibilities

Training must be provided by an independent source and include education in investment controls, security risks, strategy risks, market risks and compliance with the Public Funds Investment Act.

CONFLICT OF INTEREST

Any investment officer for the District who has a personal business relationship with a business organization offering to engage in an investment transaction with the District, shall file a statement disclosing that personal business interest. Any investment officer of the District who is related within the second degree of affinity or consanguinity as determined under chapter 573 of the Texas Government Code to an individual seeking to sell an investment to the District shall file a statement disclosing that relationship. A statement under this section shall be filed with the Texas Ethics Commission and the Board of Directors of the District.

The investment officer has a personal business relationship with an organization if:

1. the investment officer owns 10 percent or more of the voting stock or shares of the business organization or owns \$5,000 or more of the fair market value of the business organization;

2. funds received by the investment officer from the business organization exceed 10 percent of the investment officer's gross income for the previous year; or,
3. the investment officer has acquired from the business organization during the previous year investments with a book value of \$2,500 or more for the personal account of the investment officer.

BROKERS/DEALERS

The District will utilize a minimum of three different broker/dealers in obtaining its investment purchases. A bidding process will be utilized to verify the competitiveness of each firm's rates of return when deemed necessary.

A written copy of the investment policy shall be presented to any person offering to engage in an investment transaction with the District. A business organization includes investment pools. Nothing in this section relieves the District of the responsibility for monitoring investments made by the District to determine that they are in compliance with the investment policy. The qualified representative of the business organization offering to engage in an investment transaction with the District shall execute a written instrument in a form acceptable to the District and the business organization substantially to the effect that the business organization has:

1. Received and reviewed the investment policy of the District; and,
2. Acknowledged that the business organization has implemented reasonable procedures and controls in an effort to preclude investment transactions conducted between the District and the organization that are not authorized by the District investment policy, except to the extent that this authorization is dependent on an analysis of the makeup of the entity's entire portfolio or requires an interpretation of subjective investment standards.

The District shall on an annual basis review, revise and adopt a list of qualified brokers that are authorized to engage in investment transactions with the District.

REPORTING REQUIREMENTS

A. Internal Reports

The monthly internal financial statements will reflect all investment activities and proper accounting practices will be followed. On a quarterly basis, the designated Investment Officer of the district shall prepare a written report of all investment transactions for all Funds of the district, in compliance with section 2256.023 of the PFIA. The report must be submitted to the Finance Committee and the Hospital Administrator and the Board of Directors and must:

1. Describe in detail the investment position of the District, on the date of the report;
2. Be prepared and signed by all Investment Officers;
3. Contain a summary statement prepared in compliance with generally accepted accounting principles, of each pooled Fund group that states the (a) beginning market value for the report period; (b) additions and changes to the market value during the period; and (c) ending market value for the period; and (d) fully accrued interest for the reporting period;
4. State the book value and market value of each separately invested asset at the beginning and end of the reporting period by type of asset and fund type;
5. State the maturity date of each invested asset;
6. State the account or Fund or pooled group fund of the District for which each investment was acquired; and

7. State the portfolio is in compliance with the District' investment strategy and the PFIA.

If the District invests in other than money market mutual funds, investment pools or accounts offered by its depository bank in the form of certificates of deposit, or money market accounts or similar accounts, the reports prepared by the investment officers under this section shall be formally reviewed at least annually by an independent auditor, and the result of the review shall be reported to the governing body by that auditor.

B. External Reports

A compliance audit of management controls on investments and adherence to the District's investment policy shall be performed by an independent auditor in conjunction with the District's annual financial audit. The results of this report should be submitted to the Board of Directors and Hospital Administrator.

C. Other Reports

On at least an annual basis, the stated market values of each investment shall be reviewed by an independent third party. A report of such review shall be reported to the Finance Committee of the Board of Directors.

REVIEW OF INVESTMENT POLICY

This policy including all investment strategies must be reviewed by the Board of Directors not less than annually. The Board shall adopt a written resolution stating that it has reviewed the investment policy and strategies. Such resolution shall record any changes made to either the investment policy or investment strategies.

ADDENDUM A

Investment Strategies

GENERAL OPERATING FUNDS

The purpose of these funds is to provide for payment of operating expenses, payroll and normal capital expenditures. The investment objective will ensure that these daily cash needs are met. Anticipated level of funds needed to be available on a daily basis is estimated at approximately \$2 million to \$4 million. Authorized investments should be highly liquid. Suitable investments for this fund are all investments allowed by this policy if authorized by the Public Funds Investment Act (PFIA). These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the Fund. When individual investments are purchased, the maturity shall not exceed 31 days.

DEBT SERVICE FUNDS

The purpose of these funds is to ensure that adequate monies are set aside for payment of further principal and interest on the District's indebtedness and to maintain compliance with any and all debt covenant requirements relating to the advance funding of indebtedness. The investment objective will ensure that these requirements are met. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased the maturity shall approximate the due dates of principal and interest payments on the indebtedness.

DISPROPORTIONATE SHARE FUNDS

The purpose of these funds is to provide improved access to healthcare services for indigents. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. Authorized investments shall have stated maturity dates that approximate the anticipated qualified expenditures of the District. When individual investments are purchased for this Fund, the maturity should not exceed ten years.

FUNDED DEPRECIATION FUNDS

The purpose of these funds is to provide monies for future purchases of capital equipment. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this fund, the maturities should not exceed ten years.

SELF-INSURANCE FUNDS

The purpose of these funds is to provide monies for future expenditures related to workers' compensation, malpractice and other legal claim or settlements. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities should not exceed ten years.

BOARD DESIGNATED FUNDS

The purpose of these funds is to provide monies for future capital expenditures or other major projects as designated by the Board of Directors. The investment objective of this fund will ensure that monies will be available if and when financial needs arise as so determined by the Board. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities should be spread over a period of one month to ten years.

LIABILITY FUNDS

The purpose of these funds is to provide monies for future payments to liabilities. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this fund, the maturities should be spread over a period of one month to ten years.

TAX REVENUE FUNDS

The purpose of these funds is to receive monies related to ad valorem and sales tax collections of the District and then transfer those monies to other funds when needed. Ad valorem tax monies are utilized for debt service payments and costs of indigent care and thus are transferred to Debt Service Funds and General Operating Funds when needed. Sales tax monies are utilized for capital expenditures and operating costs are transferred to the General Operating Fund when needed. Suitable investments for this fund are all investments allowed by this policy if authorized by the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities should be twelve months or less since these funds are usually transferred within a short period of time after receipt.

TRUSTEE HELD FUNDS

(1) These monies are related to the proceeds from Bond issues as approved and authorized by the Board of Directors and are held in safekeeping by the Trustee. Construction Funds will be utilized for payment of construction costs related to the authorized construction or expansion project. Authorized investments will be highly liquid focusing primarily on money market accounts and demand deposit accounts as these funds should be fully utilized within the next few months.

(2) Debt Reserve Funds must be maintained throughout the life of the indebtedness as required by the Bond Agreement. This fund will be utilized only if the District is in default on its debt service payments. The investment objective will consider market conditions, debt covenants and Arbitrage regulation compliance. Obligations of the United States Government or its agencies and instrumentalities and money market funds are suitable investments for this fund. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. When individual investments are purchased for this Fund, the maturities shall not be greater than the life of the corresponding indebtedness.

REVOCABLE TRUST ENDOWMENT FUNDS

The purpose of this Trust is provide funding for endowed chairs to promote excellence in clinical care of patients, clinical programs, clinical practice, and graduate medical education at Texas Tech University Health Sciences Center at the Permian Basin, University of Texas Permian Basin and at the Odessa Junior College District. These funds may invested by the appointed Trustee as allowed for and in compliance with the PFIA. These investments will provide safety of principal, liquidity, diversification and marketability while providing a market rate of return to meet the objectives of the fund. Disbursement of fund earnings will occur in March of each year, commencing in March 2008, and shall be disbursed in accordance with the provisions of the applicable Endowment Trust Agreement.

BROKERS/DEALERS

PFIA requires the Board to approve on an annual basis, all brokers/dealers for the purpose of investing the District's funds. The Board policy further requires that there be a minimum of three (3) brokers/dealers which the District does business with. The Board approved the following Brokers/Dealers for the District;

- (1) Reappoint: Hilltop Securities Independent Network
- (2) Reappoint: Wells Fargo Bank. N.A.
- (3) Reappoint: Prosperity Bank
- (4) Reappoint: Frost Bank (Operating, Payroll and Money Market accounts)